

Background Information and District Data

February 25, 2026

This document and a second strategic planning “Situational Analyses” were prepared to help inform decision making going forward. A third strategic planning document, the 2025-2030 CCFPD4 Strategic Plan itself, contains goals across the following eight categories or priority areas. All three documents will be discussed prior to the district’s annual budget workshops and edited periodically.

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The contents of this document are intended for informational purposes only. It is provided “as is” with no guarantees of completeness and will be updated by the board and chief as necessary. Every attempt has been made to ensure accuracy. However, some of the information and data may become dated and may not reflect developments as time goes by. The document was prepared to make information readily available to all parties involved, and to serve as a resource to facilitate discussion and inform decision-making. It was officially adopted by the board of commissioners on February 25, 2026.

Governance

This District’s first strategic priority involves oversight, guidance, and direction, all essential to the proper functioning of CCFPD4. The District’s mission and core values provide general guidance (purpose and intent) while the Strategic Plan communicates its specific direction and focus for sustaining fire protection and the delivery of emergency services. The district’s bylaws and policies and procedures reflect the positive intentions and thoughtful actions taken over the past 70 years and clarify expectations.

Joyce Fire and Rescue mission statement

Volunteers dedicated to the safety of our community with compassion and a commitment to service. Proudly serving our neighbors through emergency response, high quality training, and public outreach.

Core Values

Community • Integrity • Excellence

Working collaboratively, the Board of Commissioners, Chief, and others strive to plan deliberately to align the mission and core values with stated goals and objectives.

Board of Fire Commissioners' Mission

The District's five-member Board is committed to providing oversight and guidance in keeping with federal law, state law, and adopted policies to facilitate the provision of services within the limits of financial resources. These include fire suppression and prevention services, emergency medical services (first response and both Basic and Advanced Life Support), and residential/wild land interface fire services. All this for the purpose of protecting the lives and property of our citizenry.

In keeping with Washington State RCW Chapter 52, the Board strives to ensure that the District keeps pace with changes afoot in the fire service and that it continues to thrive going forward. The district's strategic planning process involves identifying areas requiring enhancement, including day-to-day issues and concerns that slow or inhibit progress. The process also includes identifying new risks and challenges and potential threats, including those that may not be completely or directly controllable by CCFPD4. The ongoing strategic planning exercise recognizes the attributes of both the organization and local environment and identifies factors likely to be either helpful or harmful in achieving the district's objectives.

CCFPD4's Board of Commissioners, officers, and volunteers monitor relevant aspects of the organization's internal and external environments on an ongoing basis in the interest of formulating realistic objectives and strategies, focusing on the existing service while considering new possibilities both inside and beyond the district's boundaries. The Chief and Board periodically conduct situation analyses, examining the organization's strengths, weaknesses, opportunities, challenges, and threats.

Establishment

Efforts to incorporate the district were detailed in meetings in the mid-to-late 1950s. A committee was formed to handle incorporation, resulting in payment to a lawyer for drawing up incorporation papers by February 1956. In May 1956, changes were made to the bylaws to align with incorporation documentation. The formal recognition of Fire Protection District No. 4 by Clallam County was confirmed by resolution on September 19, 1958, following a favorable election result. Legal counsel for the district advised in 2024 that under Washington State Revised Code, RCW 52.02.110, districts are recognized by county resolution. No other documents are required for formal recognition.

Bylaws

CCFPD4's bylaws, a code of rules separate from the articles of incorporation, have been adopted for the regulation and governance of internal affairs. Their purpose is to establish an internal decision-making structure and clarify the relationships between key stakeholders. They define our official name, purpose, requirements for membership, officers' titles, responsibilities, how offices are assigned, how meetings should be conducted, and how often meetings will be held. First published in 1958, they were revised in November 2011, and then again in 2026.

Policies and Procedures Manual

This comprehensive guide, required by law (RCW 52.33.030, performance measures), outlines organizational rules, regulations, roles and responsibilities and includes position descriptions, describing the nature of work, reporting relationships, duties and responsibilities, physical requirements and working conditions, position requirements, expected knowledge, abilities and skills, and evaluation processes. The District's policies and procedures were revised in 2026.

District Policies

Policies set parameters for decision-making and show the “why” behind actions, leaving some room for flexibility. They cover procurement (fair treatment, ethics, requirements, bidding, review and evaluation of proposals, negotiations, awarding of contracts, cost and price analyses); the acquisition and inventory of small and attractive items (more than \$200; less than \$5,000); billing and cash handling (bank accounts), inventory control, reimbursements; the use of District credit cards (restrictions, travel expenses, lodging allowance, reimbursements); and the Educational Assistance Program (purpose, eligibility, tuition reimbursement, agreements, obligations).

Among the many other wide-ranging topics addressed by CCFPD4 policies are hiring, paid sick leave (accrual and availability, authorization), the disposition of real and personal property, drugs and alcohol in the workplace, board conduct, including compensation, rules of procedure and ethics, burning permits, District services, fiscal management, equipment, personnel, and community relations.

District procedures

Procedures on the other hand, explain the “how.” Together, with policy, they translate CCFPD4’s mission and stated values into reality.

Authority

The organization known today as Clallam County Fire Protection District No. 4 (CCFPD4) is a municipal corporation authorized by Title 52 with perpetual existence and specific powers, obligations, and responsibilities. It is a corporate entity established by law in the State of Washington to provide fire prevention services, fire suppression services, and emergency medical services, and exists for the protection of life and property within the district’s legal boundaries.

CCFPD4 is a combination rural fire and rescue district with approximately 26 volunteer on-call members (2025), including several paramedics and many EMTs. It is guided by an elected Board of Commissioners and led by a salaried fire chief. The Fire and Rescue District was established as a tax-exempt organization under IRS code in the 1950s, and is recognized by the county as a special, independent local Washington State government agency with taxation authority as a Jr. taxing district. As such, it benefits from property within its jurisdiction, based on the concept of assessed value. Property taxes are the district’s primary revenue source.

District history in brief

The roots of the fire district date back to its establishment in 1955.

1955 – Begun by a small group of citizens who banded together to help their families and friends. In these early years, for a \$20 fee, anyone could become a member and vote, and fire protection was provided by a small group of dedicated volunteers.

1956 - The District’s first fire station was built across from the Joyce Repair Garage, at 51410 Highway 112, and it operated out of this building for approximately 25 years.

1958 - The District was formally established as a tax-exempt organization under IRS code via resolution by Voluntary Service Group and executive committee and a supportive community (87/17 votes) as a tax-exempt organization under IRS code. Its original boundaries were defined by the Joyce voting precinct.

1958 - On February 5th, the Board of Clallam County Commissioners proposed, via Resolution No. 6:1958, the formation of “Fire Protection District #4” pursuant to the provisions of 52.04.030 of the Revised Code of Washington. They also resolved that an election be held on September 9, 1958, to determine whether the lands within stated boundaries “shall be known as Clallam County Fire Protection District No. 4.” CCFPD4 became known in the eyes of the county in September 1958. Shortly thereafter, the relatively new CCFPD4 discussed incorporation documentation and the need for bylaws. A complete set of bylaws was then presented to the executive committee and adopted on November 28, 1958.

1970s - The District annexed a portion of the Eden Valley voting precinct expanding its boundaries, previously defined by the Joyce voting precinct.

1978 - Land for a new station, the original Station 41, was purchased for \$10,000. Situated on 5.47 acres, the station was built in 1980 at a cost of \$40,000. Originally 2,000 sf. to house an ambulance, engine, and tender, an additional 1,000 sf was added in the late 1980s. In 2023 it measured 4,867 s.f., and Jonguille de Chantal of Deer Park Appraisal LLC estimated its market value at \$530,000. The station served the community for over 45 years.

1984 - In April of this year, CCFPD4 joined the Washington Fire Commissioners’ Association (WFCA), founded in early 1948 to improve fire prevention, suppression, and emergency medical services.

1984 - On December 12th, rules and regulations were written by an executive committee, adopted by resolution, and printed in a small pamphlet. The pocket-sized document provided for “the creation, organization, regulation and maintenance of a volunteer Fire Department: establishing a Board of Trustees to administer the provisions of the Volunteer Fireman’s Relief and Pension Act or motions in conflict therein ... as amended and repealing all resolutions or motions in conflict therein ... Be it resolved by the District ...” The document contained the district’s articles of incorporation (District Organization, Officers and Members, Duties of Officers, Companies and Company Officers), and listed fourteen rules.

1985 - The District’s Basic Life support (BLS) ambulance service began in this year and has since expanded to include both BLS and Advanced Life Support (ALS) services.

2003 - Station 42 (aka the East Station or Freshwater Bay Station), located at 55922 Hwy 112, was built in this year to house an ambulance, engine, and two tenders. The district paid \$20,000 for the parcel. In 2023, Jonguille de Chantal of Deer Park Appraisal LLC estimated the market value of the 2,704 s.f. building and its 2.95-acre parcel to be \$305,000.

2004 - The District annexed the Freshwater Bay area through another merger.

2008 - A Levy Lid Lift proposition was rejected by voters | 514 Yea - 617 Nay

2011 - A steel building was installed at Station 41 for a Safety and Smoke Education trailer, which had been purchased with funding from the Crescent Grange.

2012 - The District annexed the “no-man’s land” between District 4 and 5, known as “Deep Creek.”

2014-2018 - The Washington Fire Commissioners’ Association conferred several excellence awards on CCFPD4 citing innovation, effective management, and other accomplishments. The annual WFCA award exercise has since been discontinued.

2015 – The Joyce Emergency Preparation and Planning (JEPP) was group established and has since worked closely with CCFPD4 to coordinate disaster preparations in an effort to mitigate the impacts of disasters, aiming to reduce the risks and consequences associated with major disruptions and emergencies.

2018 - The District employed its first full time paid Fire Chief.

2019 - A levy lid lift proposition was placed on the ballot for the general election. “Talking Points” shared with the community provided rationale. It was later approved by 2/3 of the voters and went into effect in January 2020.

2019-2020 – These years saw adjustments owing to difficulties associated with the COVID-19 pandemic.

2020 - The District took possession of what is now its administration building in March. Built in 1998 by the LDS church and located at 51162, Hwy 112, the well-built 4,800 s.f. complex, appraised at \$607,951, was purchased by CCFPD4 for \$324,864.43 using existing funds. In 2023, Jonguille de Chantal of Deer Park Appraisal, LLC estimated the market value of the 4,455 s.f. building and its 5.90-acre parcel to be \$490,000.

2023 – A resolution was passed to join the Olympic Peninsula Fire Commissioners Association (OPFCA), founded in early 2023, whose membership is open to all fire and rescue commissioners within the 24th legislative district.

2024-2025 - A new 5,200 s.f. apparatus bay and training facility was constructed adjacent to the administration building at a total cost of approximately \$3,000,000. The facility was occupied in mid-February 2025 and became fully operational from that point forward.

Service area

Fire District No. 4 centers around the community of Joyce, in Clallam County Washington. The 87-square mile district is situated just west of the city of Port Angeles. It measures roughly 4 miles north-to-south and 20 miles east-to-west along Highway 112. The eastern boundary of the district on Highway 112 is Ram Hill Road, about 4 miles west of the Elwha River. The western boundary is Milepost 33.5 on Highway 112 near Deep Creek. The response area is predominantly rural and remote with significant geographic challenges. The hydrant count was 29 in 2025.



CCFPD4 boundaries

Ambulance transport times to Olympic Medical Center (OMC) in Port Angeles range from 20 to 60 minutes and are dependent on distance, road quality, and weather. The nearest top tier (Level I) Trauma center is Harborview, in Seattle, 75 miles away across Puget Sound via rotor or fixed wing aircraft, or 2 ½ hours away by road. St. Michael’s in Bremerton specializes in heart issues, 1 ½ hours away by road. In short, FD4 residents have limited nearby options for definitive medical care.

Population served

The fire district’s year-round population was approximately 3,500 in 2025. This figure increases during the peak summer months due to popularity among tourists, part-time seasonal residents, and the proliferation of Air B&Bs and hip camps. Olympic National Park and local, state and county parks attract many tourists during the fair-weather months of the year. Highway 112 carries traffic through the district to Neah Bay and the Pacific coast.

Clallam County demographics

Clallam County’s population grew by a rate of 0.09% per year in 2023 and is expected to increase at a similar rate through 2029. The county’s estimated population was 78,371 in 2023. In 2024, the county breakdown was 50.32% female and 49.68% male, with median ages of 54.1 female and 48.6 male. Roughly half of the population was over 50 years of age. The average annual household income was \$67,877, while the median household income sat at \$54,154 per year. Similar population and income breakdowns were not available specifically for the Joyce area in 2024.

CCFPD4 addresses

Physical Address: 51162 Highway 112, Port Angeles, WA, 98363

Station 41: 51162 Highway 112

Station 42: 55922 Highway 112

Mailing Address: P.O. Box 106, Joyce, WA, 98343

Email Address: station1@clallamfire4.org

Web Address: [http://: www.clallamfire4.org](http://www.clallamfire4.org)

CCFPD4 office hours, chief, secretaries, and phone number

Office hours: 8:00 am to 12:00 pm, Monday through Friday
Chief: Gregory T. Waters
Administrative Assistant: Cheryl Anderson
District Secretary (secretary to the Board of Commissioners): Raeann Leiper
Phone: 360-928-3132

Board of Commissioners roles and responsibilities

A clear distinction between governance and management is essential to ensure the effective operation of CCFPD4 and to maintain compliance with legal requirements under RCW 52. This distinction also fosters a productive working relationship between the Board of Commissioners and the Fire Chief, ensuring the district operates efficiently and aligns with its mission and core values. The Board of Commissioners is responsible for governance, focusing on strategic oversight and long-term planning. The board's primary responsibilities include:

- **Policy development:** Establishing policies and procedures that align with CCFPD4's mission, values, and legal obligations.
- **Strategic planning:** Formulating and adopting the district's strategic plan, setting goals, and ensuring these goals are reviewed annually and updated as needed.
- **Budget oversight:** Approving the annual budget, monitoring fiscal health, and ensuring resources are allocated effectively to support emergency response and fire protection services.
- **Accountability:** Ensuring compliance with state and federal regulations, including RCW 52, and upholding transparency and ethical standards.
- **Advocacy:** Representing the district within the community and fostering public trust through open communication and accountability.

The District's commissioners avoid involvement in the daily operations of the fire district, as operations are the responsibility of the Fire Chief. Instead, commissioners serve as stewards of the District's mission and culture, guiding its strategic direction without overstepping into management functions. The District's citizenry are informed through periodic newsletters and postings on the CCFPD4 website and are invited to attend open monthly board meetings where they are given opportunities to learn about developments, express needs and preferences, and express satisfaction or dissatisfaction with how their tax dollars are spent. CCFPD4 leadership and management is perfected over time, and changes with engagement.

Board of Commissioners elections

In the general election held on November 7, 2023, Ben Pacheco, Bruce Leiper and Dan Peacock ran and were elected, Ben for a 6-year term, Dan for a 4-year unexpired term, and Bruce for a 6-year short & full term. The terms for all three are set to expire on December 31, 2029. In the general election held in November 2025, Sam Nugent and Lynne Kastner were reelected to six-year terms expiring on December 31, 2031.

All have taken official oaths as required by RCW 29A.04.133, which have been filed in the office of the county auditor. To serve as a commissioner of a fire protection district one must be a registered voter residing within the boundaries of the district and take an official oath as a condition of taking office.

The oath, which must be taken before a notary, signed, and then filed with County Auditor, reads, “I, ___ do solemnly swear that I will faithfully and impartially discharge the duties of this office as prescribed by law and to the best of my ability, and that I will support and maintain the Constitution of the State of Washington and of the United States of America.”

Commissioners are elected to six-year terms and may resign for any reason. Board members have ninety days to fill a vacancy. Individuals appointed to fill a vacancy serve out the remainder of the term of that position and may then stand for election.

Board of Commissioners membership in January 2026:

Position No. 1

Dara Peppard
Appointed on December 17, 2025
Began January 25, 2026
For the balance of Ben Pacheco’s term
The term expires on 12/31/2029

Position No. 2

Bruce Leiper, current chairman
Appointed on March 23, 2022
Initially, for the balance of Mary E. Bower’s term
Elected in November 2023 to a short and full term
The 6-year term expires on 12/31/2029

Position No. 3

Sam Nugent, current vice chairman
Appointed on December 17, 2008
Elected in 2009 to a short and full term
Replacing George Oldfield
Re-elected in November 2025 to a 6-year term
The term expires on 12/31/2031

Position No. 4

Dan Peacock
Appointed on October 18, 2023
Initially, for the balance of Terry Barnett’s term
Elected in November 2023 to a 6-year term
The term expires on 12/31/2029

Position No. 5

Lynne Kaster
Appointed on July 18, 2019
Replacing Chris Christie
Re-elected in November 2025 to a 6-year term
The term expires on 12/31/2031

Services

Many of the district’s volunteers hold EMT and firefighter certifications. The dedicated team of responders, supported by a paid fire chief, an AEMT, and a part-time administrative assistant, spend untold hours protecting the community from health care issues, accidents, and fires, responding from two stations. The district has the authority to levy special taxes subject to voter approval and is governed by a five-member Board of Fire Commissioners. As mentioned, it employed its first salaried Fire Chief in August 2018.

CCFPD4 provides:

- Efficient Operations - a multi-tiered professional approach
- Emergency Medical Services – first response, BLS, and ALS when possible
- Fire Prevention & Public Education
- Fire Suppression - to save lives and minimize property damage
- Residential/Wildland Interface Fire Mitigation Services

- Rescue/Extrication
- Hazardous Materials Emergency Response
- Emergency/Disaster Management - using the National Incident Command System and acting as the West Area Emergency Operations Command
- Administrative Support Services
- Support Services - maintenance of district buildings and equipment
- Member Safety - through ongoing safety training

Calls for service by incident type by counting cycle: comparisons from 2016 to 2025

Data is recorded from October 1st to September 30th in each “counting cycle.” The vast majority of CCFPD4’s emergency calls require medical personnel and the services of an ambulance. Fire calls typically account for a smaller percentage of the total. Other types of calls include good intent calls, service/special intent calls, calls concerning hazardous conditions, and false alarms/false calls.

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Total EMS calls	210	203	231	199	252	271	273	318	303	287
	76%	74%	80%	80%	79%	74%	73%	75%	68%	73%
Total Fire calls	23	15	15	13	9	21	19	24	13	18
	7.8%	5.1%	5.1%	4.4%	3.0%	7.1%	6.4%	6%	4.4%	6.1%
Total Other calls	45	57	42	36	60	72	80	81	129	86
	16.2%	21.7%	14.6%	14.5%	18.7%	19.8%	21.5%	19.1%	29%	22%
Total calls	278	275	288	248	321	364	372	423	445	391

Calendar year calls and responses: comparisons from 2016 to 2025

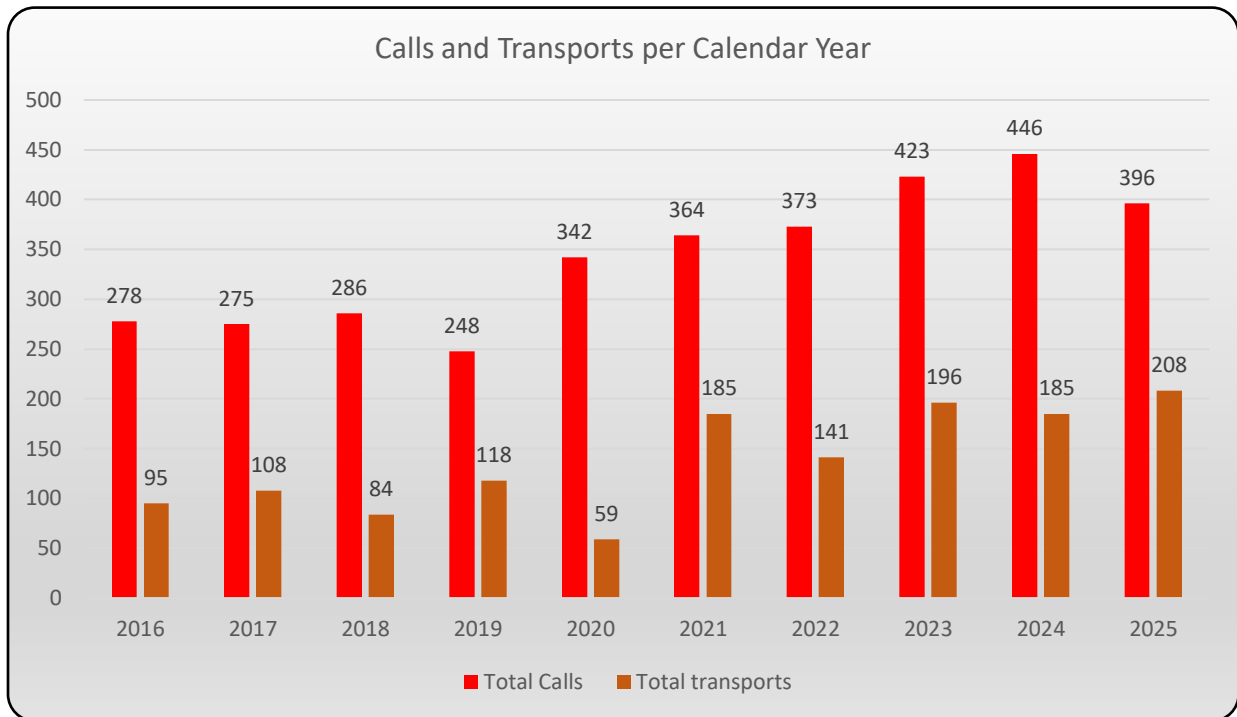
The following chart shows that calls, total responses, responders per call, calls per responder, and calls per day have increased in recent years. The data shown below was tracked by and reported by AEMT/Quartermaster, Lt. Carolyn Flint.

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Total calls	278	275	286	248	342	364	373	423	446	396
Total responses	1037	892	1095	838	1342	1553	1701	1994	2292	2059
Active responders	26	22	23	22	29	28	22	27	28	27
Responders per call	3.7	3.2	3.8	3.4	3.9	4.3	4.6	4.7	5.1	5.2
Calls per responder	10.7	12.5	12.4	11.3	11.8	13.0	17.0	15.7	15.9	14.7
Calls per day	0.76	0.75	0.78	0.68	0.93	1.00	1.02	1.16	1.22	1.08

By comparison, for the seven-year period from 2007 to 2013, the average number of active responders per calendar year was 26. During this same period the average number of responders per call/year was 3.2, and the average number of calls per responder was 7.57.

Calls and transports per calendar year

The calls per calendar year for the ten-year period charted below bumped up from 278 in 2016 to 446 in 2024, an increase of 168 calls/year, with a noteworthy pattern of increase from 2020 to 2025. The District bills patient's insurance for transport services to help offset costs.



It is a fact of life in the 21st century that 911 callers and patients have high expectations for prehospital emergency service. Based on its levels of training and equipment, CCFPD4 is currently licensed by the Department of Health to provide Basic Life Support (BLS) and can also provide Advanced Life Support (ALS) services when available, which is nearly always.

BLS is focused on rapidly evaluating a patient's condition. It includes maintaining an open airway, breathing and circulation, controlling external bleeding, preventing shock, and preventing further injury or disability by immobilizing potential cervical, spinal or other bone fractures. BLS care includes cardiopulmonary resuscitation (CPR), automated external defibrillator (AED) support, supplemental oxygen, and general non-invasive treatments. BLS requires an emergency medical technician (EMT) with training equivalent to approximately one quarter of college or university coursework.

The district also provides 24-hour Advanced Life Support (ALS), prehospital care and transport services when possible, including the use of invasive equipment and medications for respiratory, cardiac, altered mental status, and other significant emergency situations. ALS requires a paramedic with training equivalent to two years of coursework at a college or university to enable the provision of competent, timely, and appropriate patient assessment, care, and transport. In 2025, the District had two available paramedics.

The risk wildfires pose to human life has increased in the district over the past few decades due to the increase in homes built within the Wildland Urban Interface (WUI), areas where homes are built

near or among lands prone to wildland fire. These areas have become increasingly popular given their privacy, natural beauty, recreational opportunities, and the prospect of affordable living. Property owners may be unaware of the concept of defensible space, and how it is directly relevant to their lands, adding to the potential for severe WUI fires in the future. To defend against wildfires, the district works closely with other local agencies in developing mutual Community Wildfire Protection Plans.

District decisions are guided by CCFPD4's bylaws, policies and procedures, by its budget, by Washington States RCWs, and through guidance received via services provided by the Washington Fire Commissioners Association (WFCA), Washington Fire Chiefs Association (WFC), Municipal Research and Services Center (MRSC), by other organizations, and by attorneys' council.

Several factors come into play when planning strategically, including our understanding of the district's desired and required skill sets (capabilities), our understanding of its ability to meet service demands and increase output (capacity), our understanding of potential hurdles and constraints, and our understanding of the teamwork and collaboration necessary to execute on details (culture). CCFPD4 is constantly monitoring the environment, the changing climate, the economy, and developments within its jurisdiction and region.

Staffing

CCFPD4 is a combination fire District consisting of one paid employee, one part-time employee, certified volunteer EMTs, AEMTs, and Paramedics, trained and certified firefighters, other emergency responders, and various support staff. The District is staffed to provide sufficient leadership and organizational structure to provide services to area residents. Volunteers receive nominal stipends for attending training, responding to calls, and performing various duties at the station.

District personnel include:

Fire Chief (401): The chief is the full-time Chief Executive Officer for the District and reports to the Board of Fire Commissioners. As CCFPD4's leader, the Fire Chief oversees day-to-day operations and serves as a liaison between CCFPD4 and outside agencies and entities.

The Fire Chief is responsible for the operational management of CCFPD4, overseeing all day-to-day activities and ensuring the district delivers high-quality emergency response and fire protection services. Specific responsibilities include:

- **Operational leadership:** Managing all staff (personnel supervision), resources (facilities and equipment), and emergency response operations to meet community needs effectively.
- **Implementation of policies:** Executing the Policies and Procedures, and strategic directives set forth by the Board of Commissioners and providing feedback on needed changes or new policies.
- **Budget execution:** Managing the district's budget as approved by the Board, ensuring resources are used efficiently and within fiscal constraints.
- **Compliance management:** Ensuring that the district adheres to OSHA, NFPA, ISO, and other applicable safety and regulatory standards.

- **Community engagement:** Serving as a liaison between the District and the community to maintain trust and ensure that the district's services align with community expectations, and overseeing educational initiatives.

The Fire Chief reports to the Board of Commissioners, providing monthly updates on operational matters, budget status, and progress toward strategic goals. While the Chief is accountable to the Board, he retains autonomy in operational decision-making and personnel management within the framework of district policies and the approved budget.

Deputy/Assistant Fire Chief (402): As a volunteer Chief Officer, the Assistant Chief handles many administrative functions and other duties assigned by the Fire Chief.

Chief Engineer (403): A volunteer Chief Officer, the Chief Engineer commands, coordinates, and plans all fire suppression, fire prevention and related activities of the Fire District as directed by the Fire Chief. The Chief Engineer is responsible for keeping to a minimum all losses of property and lives due to disasters and fires. It is a position requiring executive ability and authoritative knowledge in the field of fire prevention, public safety, and firefighting. On any active scene, the Chief Engineer outranks any other officer except the Fire Chief within the District and at the scene of a fire may relieve any other officers of their duties. The Chief Engineer is also responsible for the upkeep and maintenance of all facilities and apparatuses.

Quartermaster (405): An officer who supervises, stores, and distributes supplies and provisions, oversees central storage, equipment deliveries and distribution, and equipment inventory and control. The quartermaster oversees the procurement of consumable and non-consumable materials, gear, and equipment, including uniforms, PPE, bunker gear, medical equipment, station and cleaning supplies, etc. The Quartermaster also maintains computer entries and ensures accurate record keeping.

Lieutenants (404, 406, 407, 408 and 409): CCFPD4 has five lieutenants, all of whom are at a minimum Firefighter I and either Paramedic or AEMT/EMT certified, and each of whom has a program responsibility. Some serve as the District's training officer, medical officer, or safety officer. They help the chief train new firefighters, supervising their work and mentoring trainees for a period - training them on how to remain safe on the job and how to perform tasks efficiently. Lieutenants also have program responsibilities (apparatus, tools & equipment, information technology, etc.).

District Secretary: A compensated public official (at an hourly rate), appointed by the Board and reporting to the Board Chair, the District Secretary's roles and responsibilities center on serving as the official record keeper and advisor to aid board commissioners in fulfilling their fiduciary duties and to ensure the organization remains in compliance with all state and federal laws and mandates. Working closely with the Administrative Assistant, the District Secretary supports the Board in providing oversight and governance.

Duties include preparing and maintaining minutes of board meetings in accordance with RCW 52.14.080; ensuring their accuracy as the official record of board discussions, votes, and actions; coordinating the review and approval of the minutes; seeing that the minutes are securely distributed to all board members; and ensuring all minutes are posted for the public.

The District Secretary also oversees annual financial reporting: helping to ensure compliance with State Auditor requirements; assisting with the preparation, certification and filing of each annual budget; serving as Auditing Officer for payments of claims; preparing, approving, and signing vouchers; managing the Board's bank accounts; reconciling "third party" accounts and tracking ambulance reimbursements; reconciling the Expense Revolving Account which handles donations and other payments made to the district; and reconciling the Advanced Travel Account which handles travel expenses and costs associated with seminar and conference attendance. The District Secretary also oversees the District's accounts with the County Treasurer, reimbursing 3rd Party accounts with a check to our accounts at the county level; depositing checks to our accounts at the county, and overseeing investments approved by the board via our accounts at the county.

As well, the District Secretary receives special meeting notice waivers; keeps up to date on all mandated disclosures; oversees federal and state compliance reporting and governance requirements for the board; ensures the board and its committees follow proper governance procedures in accordance with the Board's by-laws and other legal requirements; serves as confidential secretary to the board of commissioners; understands and complies with all ethics laws and rules; and performs other duties as assigned by the Board of Commissioners.

Administrative Assistant: The District's Administrative Assistant is a part-time hourly employee, working Monday through Friday from 8:00 a.m. to 12:00 noon, and on some evenings and weekends as required. The individual is responsible for performing clerical duties for the Fire Chief. Duties and responsibilities include serving as the confidential secretary to the Fire Chief; serving as the initial point of contact (receptionist) for the district, on the phone, in person, and via electronic communications; and responding to questions and requests for information. The Administrative Assistant also schedules appointments, arranges and coordinates meetings, handles the District's travel arrangements, and receives incoming communications from the public, directing inquiries to the proper authority for resolution.

As well, the Administrative Assistant retrieves, opens, and distributes incoming mails, composes, types, proofreads, and edits a variety of memoranda, reports, contracts, letters, proposals, ordinances, resolutions, and other related documents from general instructions and rough drafts, including the compilation of statistical information from a variety of sources and reports, including the Internet. Additional duties include: completing requisitions; purchasing and picking up supplies; maintaining organized and effective filing systems; providing primary District support for accounts payable coding, records management and retention, medical billing, accounts receivable, and payroll preparation including state required reports; preparing Board meeting notices, Board meeting agendas, ensuring monthly Board packets are securely distributed to all Board members; and posting Board meeting notices, Board meeting agendas, and Board meeting minutes on the District's website, once approved.

The Administrative Assistant ensures compliance with applicable Privacy Rule requirements and works with legal counsel and other managers to ensure that the district maintains appropriate privacy and confidentiality notices, forms, and materials. The Administrative Assistant cooperates with state and federal agencies charged with compliance reviews, audits, and investigation. The Administrative Assistant also attends training as required by the Fire Chief or by law and may be required to work after hours in support of emergency management functions or District meetings.

Support Staff: Non-emergency voluntary personnel assist the District with administrative tasks, logistics, and other critical functions. They can assist with many functions such as community outreach and education, record keeping, filing, records retention, the upkeep and maintenance of fire district equipment ensuring optimal operations, the ongoing maintenance of other equipment and facilities, minor repairs, lawn mowing and landscaping, and janitorial and other cleaning services. They can also help with fundraising.

Volunteer support is also provided by CCFPD4's Auxiliary, the Joyce Community Emergency Response Team (CERT), and the Joyce Emergency Planning and Preparation (JEPP) group - all fostering a sense of community involvement and pride in the local fire and rescue service.

The team: CCFPD4 is comprised of a five member Board of Commissioners, a District Secretary, a salaried Fire Chief, a part time Administrative Assistant, a volunteer assistant Fire Chief, volunteer Lieutenants, volunteer training, medical, safety and supply officers, volunteer drivers, volunteer Emergency Responders, EMT's, AEMT's, Paramedics, and Firefighters, and other "non-emergency" volunteers providing administrative, fleet management, facilities management, and other support services. The community is protected through PenCom, the local emergency 911 dispatch system.

Recruiting and retaining volunteers has been and remains a critical challenge for the fire service in rural communities. Volunteer participation has continued to decrease each year as a national trend, with no obvious resolution. Increased training requirements, job and family demands, and a weakening sense of community are often cited as factors. For CCFPD4, an aging population is a complicating issue, sometimes impacting its ability to recruit volunteers from the local community who are able and willing to meet the strenuous demands of the service. Clallam County has the oldest median age (58.3) in the state and 38% of county residents are 65 years of age and over.

Historically, volunteers have been the district's primary emergency resource. They serve a variety of vital functions as emergency personnel. Over the past decade, CCFPD4 has maintained an active roster of between twenty to thirty volunteers. In 2025 there were fourteen Firefighters, three Paramedics, two AEMT's, ten EMT's, six Emergency Responders, and five Recruits.

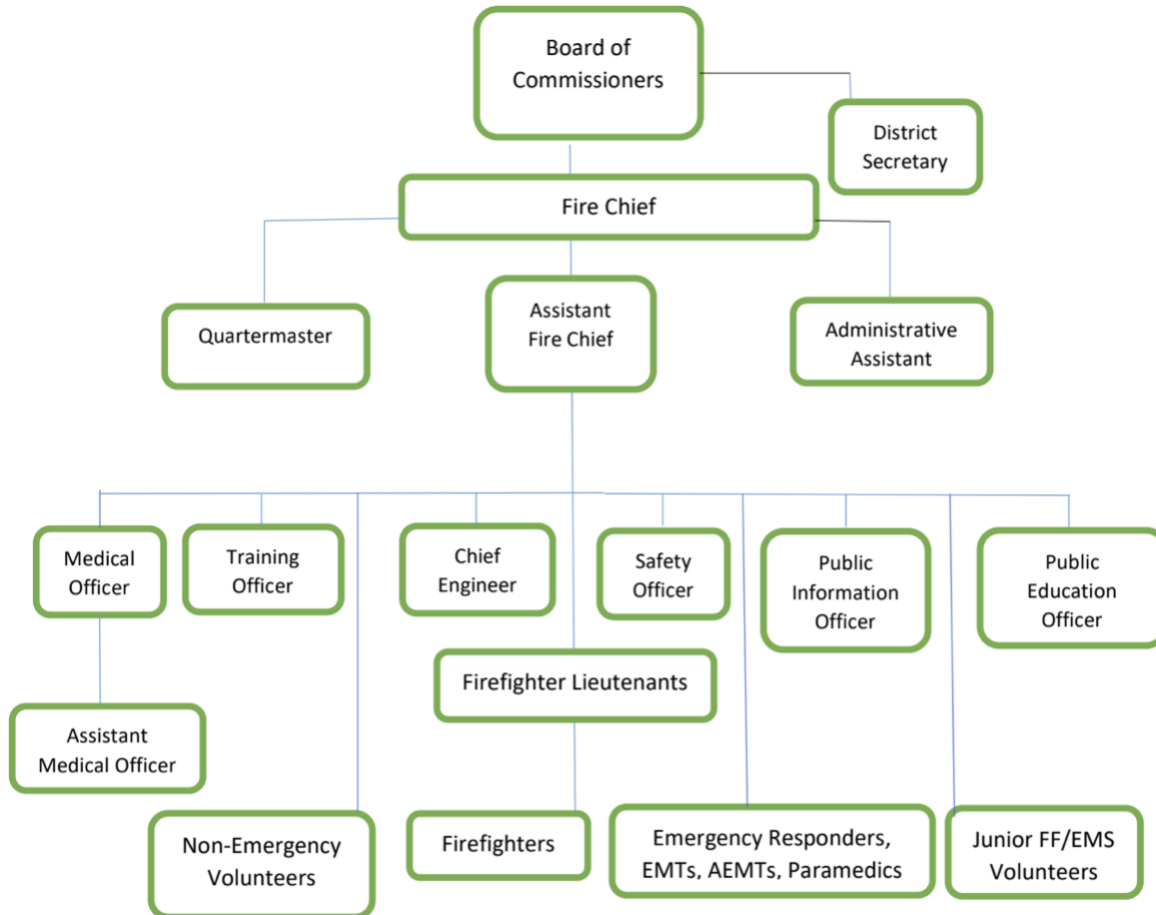
Volunteers are eligible to receive nominal fees for service, as either a shift stipend or points paid, at rates set by the Board. The rate was recently increased from \$18.00 to \$25.00 per credit.

In 2018, CCFPD4 addressed organizational and staffing challenges by hiring a full-time Fire Chief.

The District has the barest minimum of staffing for emergencies and recruitment continues to be an ongoing challenge. CCFPD4 must therefore contend with drawing enough trained responders for overlapping or for complex scenes. Mutual aid from neighboring agencies can help fill gaps but is not sustainable if it becomes one-sided or unbalanced. CCFPD4 has a legal obligation to pull its own weight. It does its best to be self-sufficient and prides itself on its ability to handle all its community's needs. There are times, however, when the District requires assistance or mutual aid from neighboring agencies, and CCFPD4 also provides mutual aid assistance to neighboring jurisdictions for certain calls as needed.

Organizational chart

This easy-to-understand graphic representation of the District’s internal structure, its titles and reporting lines, sheds light on CCFPD4’s hierarchy or chain of command. It identifies positions, roles and responsibilities involved in reporting and decision making and provides a snapshot of the relationships between groups and individuals within the organization.



Training

Training increases the operational effectiveness of our members, improves intra and inter-agency teamwork, and directly impacts our primary core value of first responder safety. It is a well-established axiom in risk management that training must be solid, realistic, ongoing, and verifiable. The district recognizes that life and safety depend on how well we meet these elements. CCFPD4 relies heavily on volunteers for fire and EMS responses. The qualification and on-going certification requirements for a structural and wildland firefighter, an EMS provider, and an apparatus driver/operator are the same for volunteers as for paid career members of the fire service. To meet the certifications for Firefighter 1 and Hazardous Materials Awareness/Operations, members must attend at an accredited fire training academy at considerable time and expense. Weekend training through the Washington State Fire Training Academy, for example, involves 15 consecutive weekends, 298-total hours of classroom and practical study, and recently cost over \$4,000. This appeals to only the most committed of volunteers.

Certification as an Emergency Medical Technician requires completion of an initial 13-credit program (approximately 168-hours) which includes a minimum of 10 hours of field experience with an EMS agency. Additionally, a minimum of 30 hours of refresher training is required for recertification every three years.

Certification as a Paramedic requires attending a Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP) accredited program which typically can take one to two years, which includes approximately 300 hours of medical in-service training at various hospitals and 400-500 hours of field ride time with an active EMS agency. Ongoing annual requirements are also very stringent.

All apparatus drivers/operators must complete a state-accredited Emergency Vehicle Incident Prevention course in addition to district apparatus qualification and on-going drive time requirements.

Increasingly, Federal and State mandates impact the fire service by imposing additional training and certification requirements.

Finance

CCFPD4's financial condition determines its ability to fund operational priorities, which ensures its ability to provide quality community services in a dynamic and sometimes adverse economic environment. The District faces fiscal challenges in personnel costs, apparatus costs, equipment costs, and facility maintenance. Even before the economic stresses caused by the COVID-2019 pandemic, the Joyce area was characterized as an economically distressed area.

District holdings

All CCFPD4 revenue is securely held by the Clallam County Treasurer, BARS-coded for proper management. All general funds are invested in a local government pool, earning interest. Warrants are drawn against the District account when withdrawals are required to cover payroll, to cover "ratified just, due, and unpaid claims payments," and to meet other general obligations.

In each of its regular monthly meetings, the CCFPD4 Board reviews a current-period report of revenues and expenditures by fund and ratifies payroll worksheets and claims payment requests as presented in advance in board packets.

Our 'STFIRE4EXP' holdings in Clallam County's Local Government Pool have increased year-to-year since 2014. The District's unencumbered balance on June 23, 2022, was \$1,103,995, earning 5.15% interest. Its unencumbered balance on November 6, 2024, was \$2,255,428, earning 5.39% interest.

By December 31, 2024, in the later stages of construction of the new apparatus bay, the unencumbered balance had decreased to \$1,667,478, still earning 5.39% interest.

Real property

By December 2025, the District owned two parcels and three buildings, including:

Administration building and training facility

Adjacent to Station 41, the 4,455 sq. ft. building was built in 1998 by the LDS church and then purchased by CCFPD4 in 2020. Located on a 5.90-acre parcel at 51162 Highway 112, its market value, land and structures, was appraised at \$525,000 in 2023.

Station 41 apparatus bay and training facility

Adjacent to the District’s administrative building and located on the same 5.90-acre parcel at 51162 Highway 112, the 6,560 sq. ft. building was constructed in 2024. Its market value is estimated to be \$2,500,000.

Station 42 apparatus bay and training facility

A stand-alone structure with an appraised 2023 market value of \$305,000, the 2,704 sq ft building, also known as the Freshwater Bay Station, was built in 2002/2003. It’s located to the east of Station 41 on a 2.95-acre parcel at 55922 Highway 112.

Personal property

Items owned by the District, other than land, buildings, and structures, include all assets used in conducting business. The District’s personal property is characterized by mobility, meaning anything that can be moved from one place to another. As defined by RCWs, personal property falls into two categories, namely, tangible personal property, things which have a physical existence, and intangible personal property which consists of rights and privileges having a legal but not a physical existence.

Reserves

The District’s reserves are comprised of accumulated surplus from previous years. CCFPD4 adheres to the general recommendation that local governments maintain reserves equal to at least two months of operating revenue or put another way, equal to 16.7 percent of annual revenue.

In recent years, as a “rule of thumb,” the District has exceeded this recommendation by holding \$500,000 in reserve. This protected “rainy day” fund is meant as a safeguard against risks like recessions that can blow a hole in a budget, or natural disasters that demand a quick and decisive public safety response. How much to hold in reserve is influenced by perceptions of risk. Too little might leave the District underprepared, whereas too much might overtax the public or cause the District to fail to make investments in needed infrastructure or services.

Area Elections and Taxation

Fire districts are considered public entities, meaning they are government-run organizations funded by the public through taxes, serving to implement voter-approved plans. The CCFPD4 Board of Commissioners provides governance, stewardship, oversight, and guidance representing the people of Joyce. Since public fire districts are publicly funded, all taxpayers have access to their services. The election on the formation of the district in the 1950s and subsequent elections of fire commissioners has been in accordance with the general election laws of the state.

Voting precinct 241 – Joyce

Residents living within the District are encouraged to register to vote and participate in periodic elections, the results of which impact the District’s decision making. By exercising the right to vote, they help choose the people and the laws that shape the direction of our community. Elections have consequences.

Registered voters in the geographical area designated “Joyce Precinct 241” are given the opportunity in primary, general and special elections to elect local, state and federal officials – justices, judges, congressmen, Legislative District 14 reps, senators, county commissioners, sheriffs, assessors, auditors, treasurers, directors, fire commissioners, and the like. In 2023, for example, they chose county, port and hospital commissioners, Crescent School board directors, and three CCPFD4 fire commissioners. From time to time, voters in precinct 241 cast votes on referendum measures, charter amendments, propositions (i.e. tax levy lid lifts), and assorted initiatives. On January 28, 2025, according to the county’s election manager, voter registrations in precinct 241 totaled 1,827, with another 86 “non-canceled” others.

The county auditor’s elections archives and “Voters by District” reports provide historical data dating back many decades. Total ballots cast in November general elections in Precinct 241 for fire commissioner positions recently ranged from 315 in 2021, and 164 in 2023, to 526 in 2025.

A total of 918 total ballots were submitted in the general election of November 5, 2019, in response to Clallam County Fire Protection District 4’s “Proposition No. 1: Property Tax Levy for Fire Protection and Emergency Medical Services,” a first ever tax lid lift adopted via CCPFD4 resolution No. 7:2019. Proposition 1 garnered 560 approvals (64.29%) and 311 rejections (35.71%). There were 871 total votes cast by 54.06% of the 1,698 registered voters at the time. Freshwater Bay precinct 233 also voted on the proposition. Of the 320 ballots cast in precinct 233, 306 voted on the measure - 198 approved (64.71%) and 108 rejected (35.29%). The combined precinct totals (precincts 241+ 233) were: registered voters 1,698; ballots cast 918; and total votes 871. Those approving the Property Tax Levy for Fire Protection and Emergency Medical Services were a combined 560 (64.29%) and those rejecting the proposition 311 (35.71%).

The successful 2019 proposal authorized the District to establish its real property tax levy rate at \$1.50 per \$1,000 of assessed valuation for collection in 2020. The measure was thought necessary to maintain effective levels of services, firefighter staffing, equipment, and facilities considering rising costs, and to continue to compensate staff and fund necessary maintenance and operations and capital projects. The need was well-articulated by the Fire Chief via published ‘talking points’ and other rationale provided to Joyce citizens.

Successful passage authorized “annual adjustments by the greater of 1% or the annual CPI-W for Seattle-Tacoma-Bellevue as reported in June of the levy year for each of the succeeding five years, not to exceed the statutory levy limit of \$1.50.” Every effort had been made over the preceding years to maximize funding within allowable limits to continue providing essential emergency fire, EMS, and rescue service. However, prior to the lid lift, the levy rate was set at 0.777 cents per 1,000 AV and it had become difficult to meet needs and balance the budget. The proposition stated that the dollar amount levied in 2024 would then serve as the tax levy base. Absent further voter approval, it would be subject to the statutory one percent limit.

Area participation in Clallam County’s November 4, 2025, general election

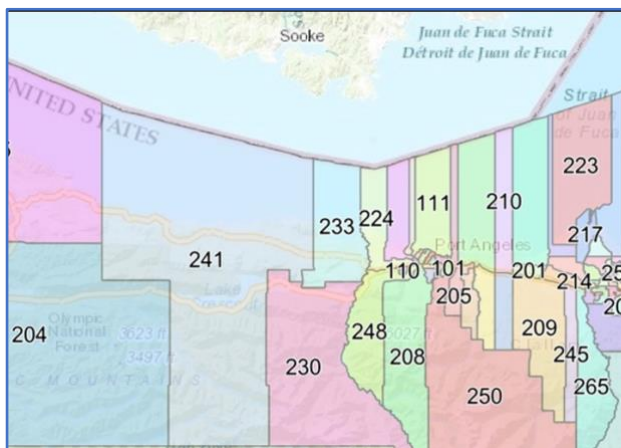
On January 13, 2025, the Clallam County Auditor distributed a report, in accordance with WAC 434-262-017, entitled “Validation Figures from the 2024 General Election for 2025 Usage.” The report noted the number of registered voters who participated in each of six area districts in the 2024 general election and showed turnout. A similar report was issued reflecting the November 4, 2025, general election.

<u>District name</u>	<u>Registered voters, voted, and turnout in November 2025</u>		
Joyce Precinct 241	1,266 registered voters	543 voted	Turnout 42.89%
Crescent School District	1,266 registered voters	543 voted	Turnout 42.89%
Elwha 230	344 registered voters	148 voted	Turnout 43.02%
Fire District 4	1,232 registered voters	526 voted	Turnout 42,69%
Freshwater Bay 233	1,417 registered voters	640 voted	Turnout 45.17%

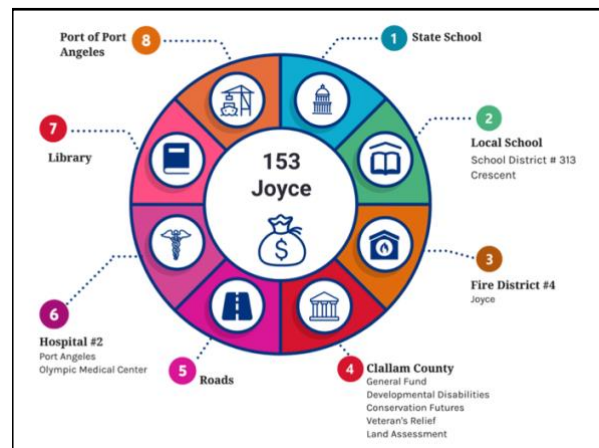
It’s worth noting that Crescent School District 313 lies within voter precinct 241. According to the auditor’s Jan 13, 2024 “Voters by District” report, 507 (42.17%) of a total 1,207 registered voters turned out to cast votes in a February 2023 special election, approving Crescent School’s Educational Programs and Operations levy by a 62.52% and its Capital Levy Projects propositions by 64.29%. The pass/fail requirement was by simple majority.

Local voting precincts and tax levy district 153

Clallam County Tax Area 153, Joyce, includes CCFPD4 and the Crescent School District. Taxes levied on residents in tax district 153 are divided as shown below. This does not include special assessments or fees. The image at bottom left shows the boundaries of local voting precincts 241, 230, and 233, each of which has bearing CCFPD4. The chart at right depicts what we pay into in tax district 153. Notably, tax area 151 provides revenue for Crescent School and tax area 152 provides revenue for both Crescent School and Fire and Rescue District 2.



Joyce voting precinct 241



CCFPD4 tax area 153

Fire districts in Washington State are primarily funded through property taxes. These taxes are based on the assessed valuation of each property within the fire district's boundaries. The county assessor is required to reassess each property within the county on a regular basis. CCFPD4 relies on limited sources of revenue, property taxation being one of roughly ten non-guaranteed revenue streams.

Property tax levies

A property tax levy is the total amount of money to be raised from property tax, as set forth in the budget for the local government or tax jurisdiction. The cost of providing public services determines property tax and registered voters have a voice in determining property tax rates. It's worth noting that, according to the Clallam County Treasurer, the county's six fire districts received 12.7% of the total countywide tax dollars in 2025.

All property taxes are based on the concept of assessed valuation. Assessed valuation includes three elements, the assessed value of property that has previously been on the tax role of the district, the assessed value of new construction and improvements to real property, and the assessed value of private utilities that cross county boundaries established by the Department of Revenue. State law limits the increase in property taxes by individual taxing districts to 1% per year, plus tax revenue generated by new construction (RCW 84.55).

Voter approval is required to exceed the 1% annual increase, which does not include taxes from new construction. If supported by voters, districts may levy up to \$1.50 per thousand dollars of assessed valuation and, if needed and approved by a sixty percent majority of the public vote, an additional fifty cents (\$.50) per thousand dollars of assessed value to provide emergency medical services for a six-year or ten-year period or on a permanent basis. The state-imposed 1% limit does not allow the district to adjust for inflation or rising call volumes. Recent inflationary pressures, an increase in the CPI, and an even more drastic increase in fuel costs in 2023 and 2024 negatively impacted the district's operating budget.

Taxes are paid by individual taxing districts. Three tax area codes apply to our community. Tax area 151 supports no FPD but does support Crescent School 313. Tax area 152 supports FD2 and Crescent School 313. And tax area 153 supports CCFPD4 and Crescent School 313.

The taxation process

The taxing district's "levy" divided by the assessed value of all taxable parcels in the district equals the tax rate ("Levy Rate") for the district. The levy limit is 101% and the amount authorized by Resolution/Ordinance. CCFPD4 establishes the levy amount and sends its certification to the Assessor by November 30th each year. The County Assessor presents the levy (budget) amount and tax roll to the County Treasurer by January 15th each year, with documentation. The final levy amount and rates are calculated in January and taxes billed in February. The levy calculation distinguishes between the "highest lawful levy" and the "actual levy." "Banked capacity" is the difference between the highest lawful levy that could have been made and the actual levy that was imposed. Pursuant to CW 84.56.020, in the State of Washington, property taxes are due by April 30 each year.

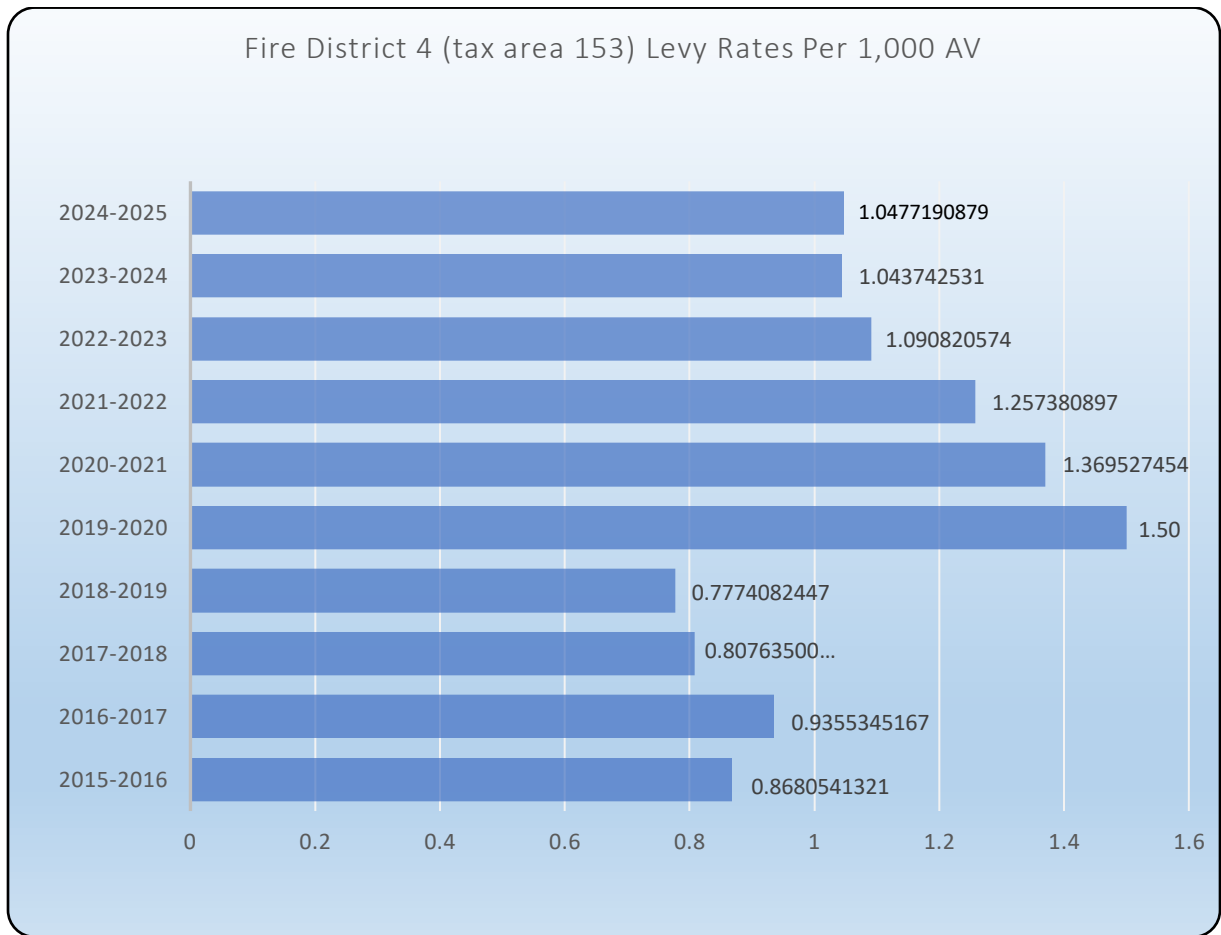
Tax revenue for CCFPD4 is generally deposited twice each year. All property taxes are collected by the County Treasurer. All moneys held by the County Treasurer are invested to reduce the tax burden on citizens.

EMS tax levy and fire prevention impact fees

CCFPD4 has not sought a separate 50-cent per 1,000 EMS levy, nor does it have a fire prevention impact fee ordinance that would allow collection of impact fees for both larger and smaller developments pursuant to RCW 82.02.050-100. Impact fees are designed so that new growth and new developments pay a proportionate share of the cost of new facilities required to serve the new development.

CCFPD4’s changing tax levy rates

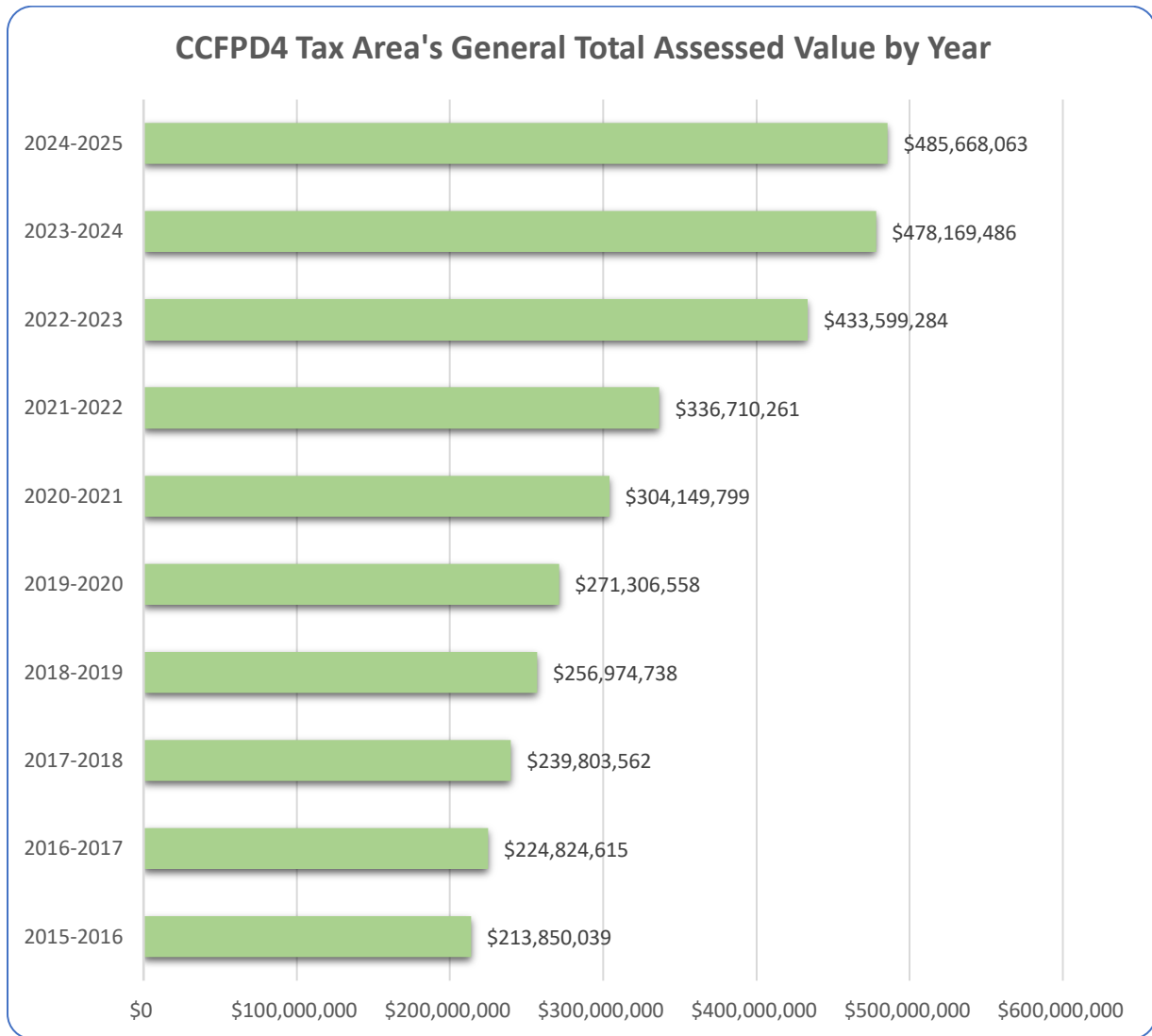
The following chart shows the general levy rates for CCFPD4 over a period of ten years. The figures were drawn from the Clallam County Assessor’s Annual Reports. The first year in which the district benefitted from its 2019 levy lid lift was 2020. In that same year, the Administration building was purchased from the LDS church for \$324,864.43. From 2011 to 2013, the District’s levy rate per 1000 AV remained around .76.



Revenues from taxes levied on the assessed valuation of real and personal property in our tax jurisdiction (153) are charted elsewhere in this document under “Sources of Revenue.”

Total assessed value in tax area 153

The following chart shows growth in total assessed values over the past ten years in the tax area described as, “Fire District #4 General.” These certified assessed values were provided by the Clallam County Assessor via annual reporting. Values are determined in the year prior.

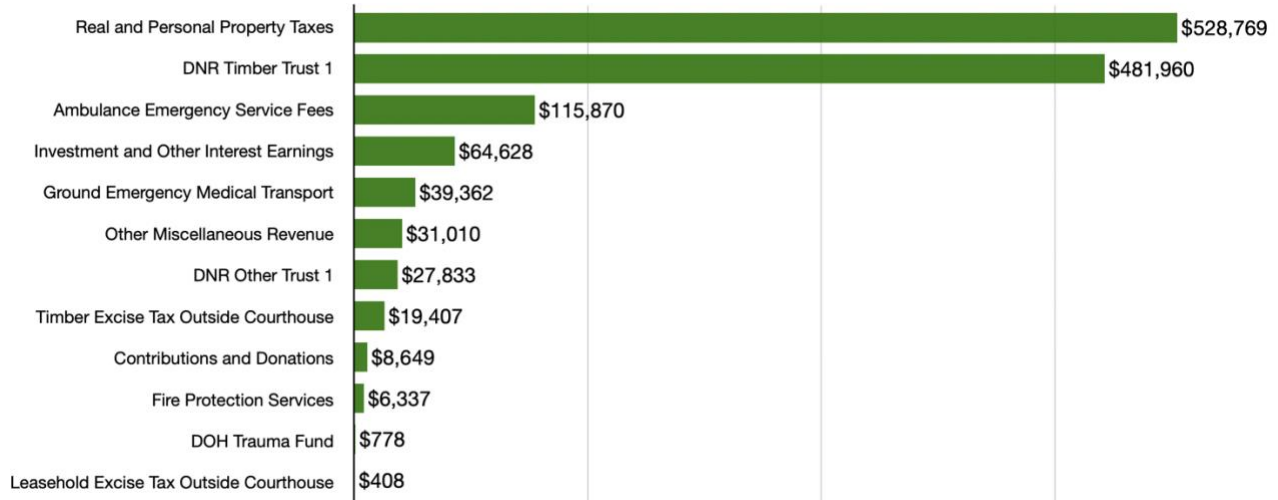


The taxable assessed values (taxes collected annually by CCFPD4), shown in the chart on Page 25, are determined using each year’s levy rate. The figures do not always match the actual amounts received and recorded in each year’s CCFPD4 Period 12 revenues and expenditures report. Discrepancies owe to the issuance of subsequent refunds, the payment of delinquent taxes from previous years, previously unpaid current year delinquent taxes, and other late payments.

By 2015, the timber value was no longer included as part of the taxing district assessed value other than for computing bonds, excess levies, and school district levies. The Chapter 204 Laws of 1984 required that the full TAV (timber assessed value) be added only to the assessed value used to calculate voted bonds/special levies/excess levies.

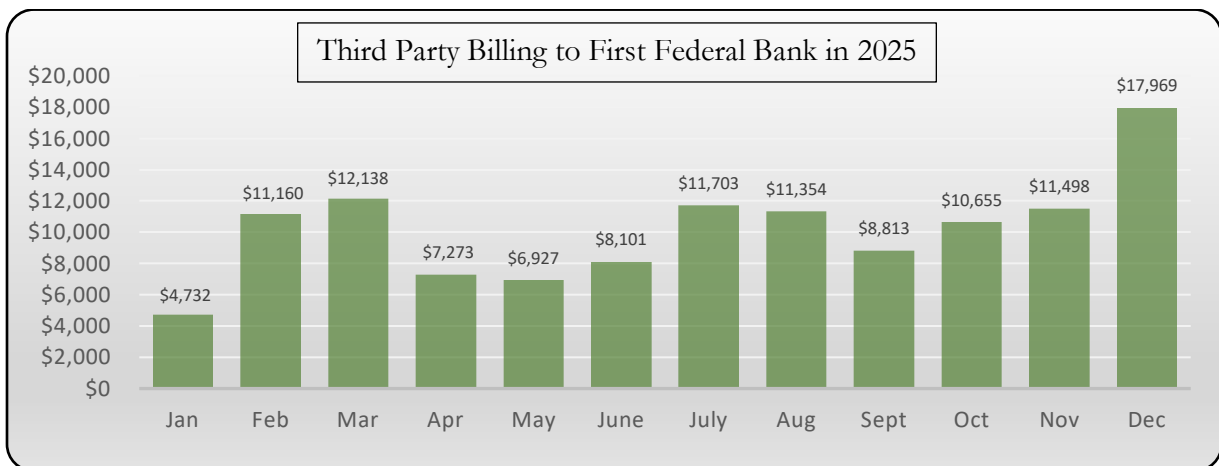
Sources of Revenue

Sources of revenue are reviewed by the Board and Fire Chief in each monthly meeting. The Period 12 “Revenue and Expenditure by Fund” report for 2025 showed \$1,325,130.03 in total revenue. This chart depicts District No. 4’s sources of revenue in 2025.



CCFPD4 Bank Accounts

3rd Party Billing: This account is used for deposits from Systems Design who manages payments from insurance providers. Payments amount to between \$4,000 and \$20,000 per month. Money is transferred weekly from this account into our Ambulance Emergency Services Fee account (BARS 34260.00.0000) with the County Treasurer. We maintain a balance of at least \$1,500 in the account. Third Party Billing deposits to First Fed totaled \$122,323.20 in 2025. It’s a similar pattern each year.



Expense Revolving: This account is used to collect donations and payments that do not go through the County Treasurer. The cash flow is hard to predict as we don’t know when or if people will make donations. The balance is maintained at roughly \$1,500. Money deposited in this account is later transferred into appropriate accounts at the County.

Advanced Travel: This account is used to pay travel expenses for conference and seminar attendance for District commissioners, officers, and responders. The balance is maintained at about \$1,500. Checks are written to individuals to cover their travel expenses. The money used for travel is later reimbursed by the County Treasurer from the District's Travel and Business account (BARS 52220.43.0010). Some travel expenses are paid using District's credit cards via US Bank.

BARS account codes: Revenue

"BARS" stands for "Budgetary Accounting and Reporting System" which is typically used to refer to a standardized system used by government entities to manage their budgets, track financial transactions, and generate financial reports in a consistent manner. The Clallam County Treasurer and CCFPD4 secretaries track revenues and expenditures using standardized BARS codes. The "65171" at the far left of each coded item, whether for revenue or expenditure, refers to CCFPD4's "fund number. All numbers to the right of this fund number are the specific budget delineators provided by the county.

BARS codes identifying CCFPD4 revenues fall into the 300 series. Using our property tax revenue code 65171.000.31110.00.0000 as an example, the 1st digit following the fund number, "3", refers to revenues, the 2nd and 3rd digits identify the source of the revenue, and the fourth through tenth digits identify the specific type of source, object codes, and details.

CCFPD4 tax revenue as reported in Period 12 financial summaries – 65171.31110.00.0000

Chapter 52.16 RCW provides authority for fire protection district commissioners to levy property tax to pay the expenses of the district. This item captures revenues from County taxes levied on an assessed valuation of real and personal property. It includes compensating tax and property taxes on land with statutory values, such as forest land, reforestation land, open space land.

The average CCFPD4 property tax revenue collected from 2009 to 2013 was \$146,867. From 2014 to 2018 the average was \$186,189. From 2019-2023 the average was \$383,391.

The code **33130** refers to income from County Taxes levied on Tax-Title Properties which are those parcels of real estate that the County has foreclosed upon because of non-payment of taxes and other assessments.

Whereas the population of the district is less than 10,000, an increase in the property tax levy was authorized for the levy to be collected in 2025 at 1% above the previous year, in the amount of \$4,990.86, for a total of \$504,477. An additional administrative refund of \$1,253 was added later, increasing the anticipated (certified) property tax income for 2025.

CCFPD4’s annual property tax revenue from 2016 to 2025

The following figures were drawn from year-end, Period 12 “Revenues and Expenditures by Fund” reports. Again, the first year in which the district benefitted from its 2019 levy lid lift was 2020.



The Clallam County Treasurer’s Annual Reports include data for Fire District 4, including the taxable value, the levy rate, and “total taxes.” As mentioned earlier in this document, it must be noted that the total taxes figure does not always match the figure for total tax revenue appearing in the Period 12 ‘Revenues and Expenditures by Fund’ report for any given year. In 2025, for example, the “total taxes’ reported in the county’s annual report for CCFPD4 was \$508,844, but the District’s Period 12 report under “actuals” stated \$528,769. Similarly, in 2024 the “total taxes’ reported in the county’s annual report for CCFPD4 was \$499,086 but became \$505,045 in the District’s Period 12 report under “actuals.” Again, the discrepancies are due to the subsequent adjustments due to refunds, the payment of delinquent taxes from previous years, previously unpaid current year delinquent taxes, and other late payments.

Miscellaneous revenue - addressed across several BARS codes

CCFPD4 has submitted applications for multiple grants to supplement limited funding. In recent years federal grant awards have helped the District replace and upgrade equipment and apparatus. In 2019, insurance recoveries (\$4,120) and a deposit from the Military Department (\$5,188) added \$9,308. In 2020, the District received a \$3,321 COVID-19 stimulus check. In 2023, the District received \$51,644 through a successful Emergency Rural Health Care grant application for two Stryker gurneys and lifts.

DNR PPE/Communications Grant - 65171.000.33402.30.0010

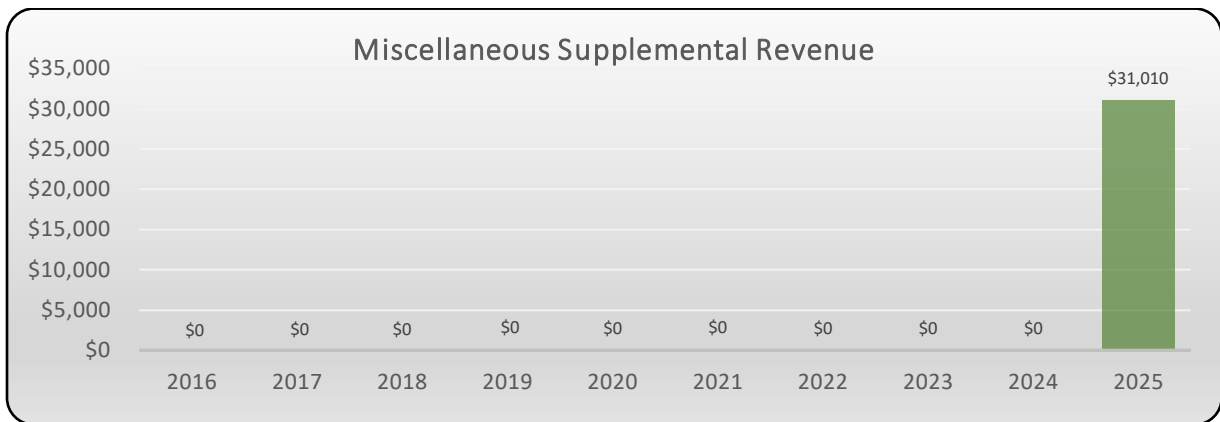
The above BARS code for DNR grants was added to our monthly revenue and expenditures reporting in mid-2025. Going forward, deposits will include direct/indirect state grants, awards, and other contributions from the Department Natural Resources.

USDA Emergency Rural Health Care - 65171.33110.76.6000

In 2023, the district received \$51,644 through a successful Emergency Rural Health Care grant application for Stryker gurneys and lifts.

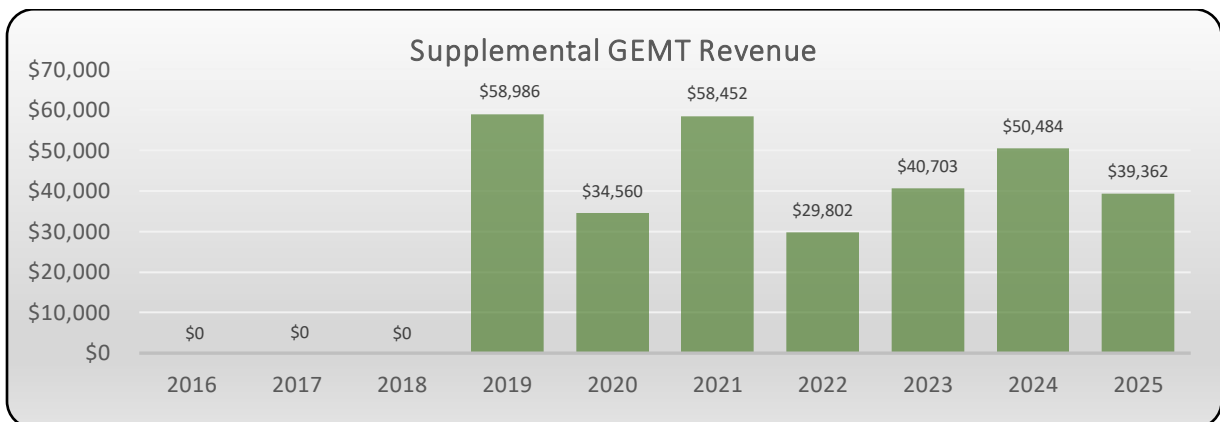
Other miscellaneous revenue - 65171.000.36991.00.0010

This line item was added by the County Treasurer in 2022. The first deposits were made this BARS code in 2025.



Ground Emergency Medical Transport (GEMT) revenue - 65171.33293.40.0000

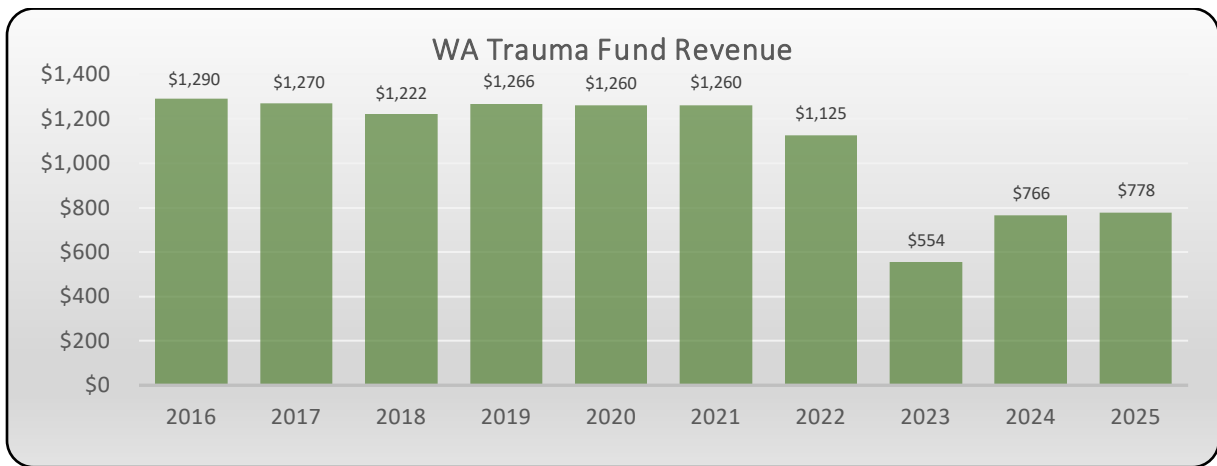
The GEMT program was a result of House Bill 2007, passed during the 2015-2016 legislative session. The program provides supplemental payments to publicly owned or operated qualified GEMT providers. The supplemental payments cover the funding gap between a provider's actual costs per GEMT transport, and the allowable amount received from Washington Apple Health (Medicaid) and any other sources of reimbursement.



The District cannot bill for “dry runs,” such as medical calls not requiring transports, lift assists, or calls requiring medical device assistance. The Center for Medicare & Medicaid Services disburses the calculated federal share of the settlement to the State Medicaid agency, who then allocates supplemental payments to providers. There were 23 covered transports in 2022 and 30 in 2023. The cost per transport in 2023 was \$2,515.

Washington DOH Trauma Fund revenue - 65171.33404.60.1000

This item addresses revenue acquired via State grants, awards, and other contributions from the Department of Social and Health Services. The State legislature established the Trauma Care Fund in 1997 to help offset the high costs of trauma care. CCFPD4 works with the Health Care Authority (HCA) to secure federal match funds through enhanced Medicaid payments for trauma care. HCA distributes pass-through funds to providers in the trauma system.



Clallam County Treasurer’s 2024 Tax and Timber Report

Clallam County’s website reports, “The Washington State Department of Natural Resources (DNR) manages approximately 93,260 acres of State Forest Trust Lands that benefit Clallam County. Revenue from State Forest Board Lands originates primarily from timber sales. These amounts vary widely from year to year as market conditions fluctuate. DNR decides what timber to sell and when to sell it based on its management plan. The price is determined by the economic conditions in the market. After the timber is auctioned off, the harvester has discretion about when to harvest the timber. Because DNR does not get paid until the timber is harvested, DNR (and counties) find revenue forecasting difficult.

To assist counties, DNR provides them with a projection of the revenue each county will receive over the next four quarters. The quarterly report supplies forecasts for each contract in the county. Using this information, it may be possible to attribute the projected revenue to specific code districts and to estimate the share each county may expect, but projections have been unreliable.

DNR distributes funds to the County Treasurer with a notation of what tax area generated the revenue. The County Treasurer then distributes these funds to the taxing districts located within the relevant tax area, in proportion to their current levy rates, according to RCW 79.64.110(1).”

DNR-managed timber sales, timber excise tax, and related revenues

As a junior taxing district, CCFPD4 receives funds each year from the sale of timber on State Forest Lands via a statutory trust and via transfer lands acquired by 21 Washington counties through tax foreclosures. The amount varies from year to year as timber markets cause boom/bust harvest and revenue cycles. Timber revenues have been used for needed capital projects including fire/rescue trucks and ambulances and contributed to the construction of the new apparatus bay-training facility completed in 2024.

During the 1930's, 40's and 50's, 88,000+ Clallam County acres were conveyed by deed to the State to be managed for forest management and logging by the State Forest Board (now the Board of Natural Resources). After set-asides for old growth, the spotted owl, the marbled murrelet, steep and unstable slopes, riparian dependent species, and habitat for future endangered species, the beneficiaries were given surety that no further acres would be set aside for the duration of the habitat conservation plan. Yet over fifty percent of Clallam County trust lands have been set aside. These stands are second or third growth and are now prime timber acres to be harvested for its lawful beneficiaries, as planned for timberland management under a sustained harvest regime.

The Department of Natural Resources manages over 160,000 acres of state forest lands which include approximately 93,000 acres of State Transfer Lands that help fund services in Clallam County such as roads, libraries, fire districts, ports, hospitals and emergency management. DNR manages this state forest land in trust for the benefit of Clallam County and the taxing districts within Clallam County. These beneficiaries are given most of the revenue from timber sales and other revenue-producing activities.

As manager of state trust lands, DNR has a legal fiduciary responsibility to Clallam County and the taxing districts within its boundaries. The lands are meant to generate revenue in perpetuity. DNR is obligated to preserve the corpus of the trust, exercise reasonable care and skill, act prudently to reduce the risk of loss for the trusts, maintain undivided loyalty to beneficiaries, and act impartially with respect to current and future beneficiaries, while providing fish and wildlife conservation and other multiple use benefits.

Clallam County Revenue Advisory Committee (RAC)

Clallam County and taxing districts within the county are advocates for responsible and productive forest management and environmental plans and the proper enforcement of such. A Clallam County Revenue Advisory Committee (RAC) was formed in 2024 via resolution 15:2024 to share information and input regarding timber management and the resulting revenue distribution.

The Clallam County RAC committee confers with the County on issues related to state timber management, fiduciary responsibilities, trends, public engagement with State and Federal Forest management agencies, issues impacting timber management and revenues which benefit the community, and related matters. CCFPD4 is an active participant in the RAC initiative.

The following line items coded 335 refer to WA State shared revenues, entitlements, and impact payments

DNR Other Trust 2 revenue - 65171.33502.32.0000

This item addresses revenue related to leases and sales of products, other than timber such as minerals. This revenue item first appeared in the District’s 2024 monthly financials.

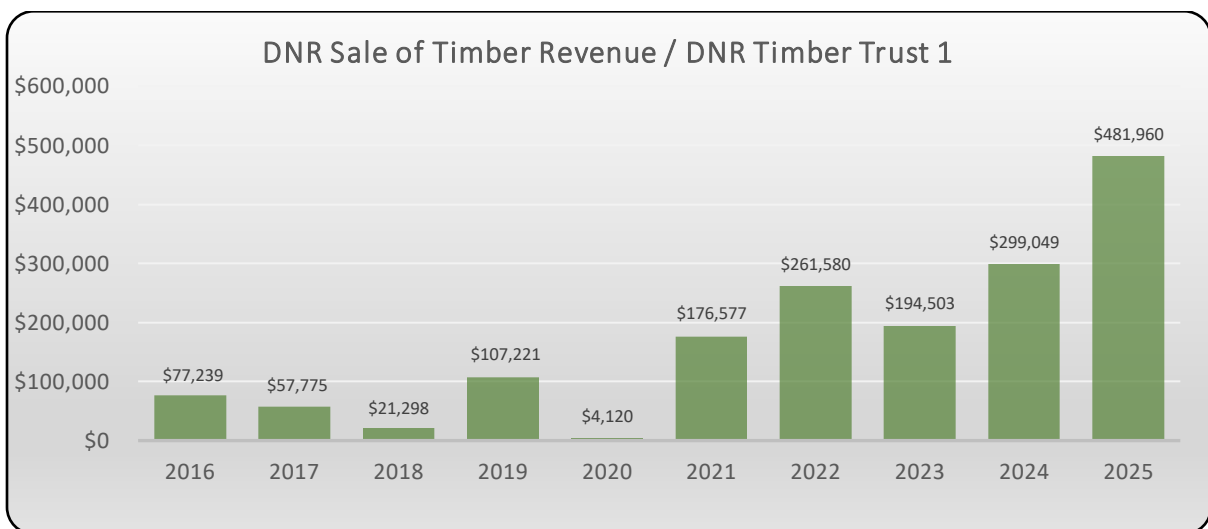
DNR Timber Trust 2 revenue - 65171.33502.33.0000

This item addresses revenue related to the sale of timber. This revenue item first appeared in the District’s 2024 monthly financials. Was \$203 in 2024.

DNR Timber Trust 1 revenue - 65171.33502.34.0000

This BARS number refers to revenue obtained from the sale of timber. Washington State Department of Natural Resources’ "DNR Timber Trust 1" and "DNR Timber Trust 2" essentially refer to different parcels of state-owned forest land managed by the DNR. The primary distinction between these two trust items is geographic location and the different timber management strategies applied, including the characteristics of the land (terrain, tree species, and ecosystems). The DNR might implement slightly different timber management practices for these two.

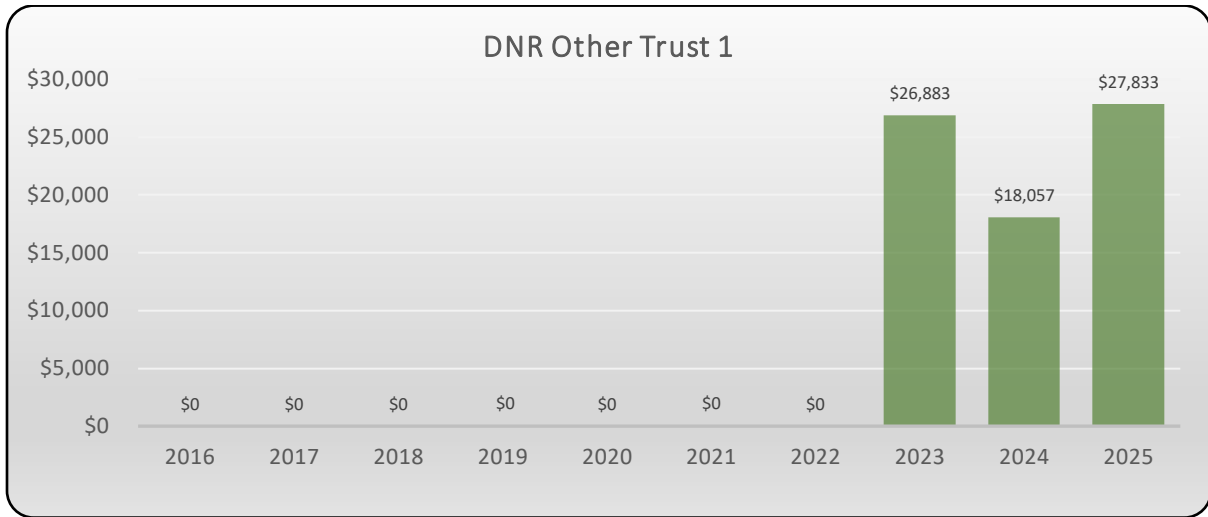
The following chart shows that CCFPD4 timber sale revenues have varied widely in past years. The sums were captured under “Sale of County Timber” until 2022, and under “DNR Timber Trust 1” from 2023 forward.



CCFPD4’s timber sale revenue for the four years prior to 2014 were: \$23,460 (2010); \$154,363 (2011); \$35,325 (2012); and \$52,541 (2013). The average CCFPD4 timber tax revenue collected from 2010 to 2013 was \$66,422. Timber sale revenue in 2014 was \$208,702. From 2014 to 2018 the average collected was \$82,127. From 2019-2023 the average collected was \$148,800. Revenues in 2024 and 2025 increased substantially.

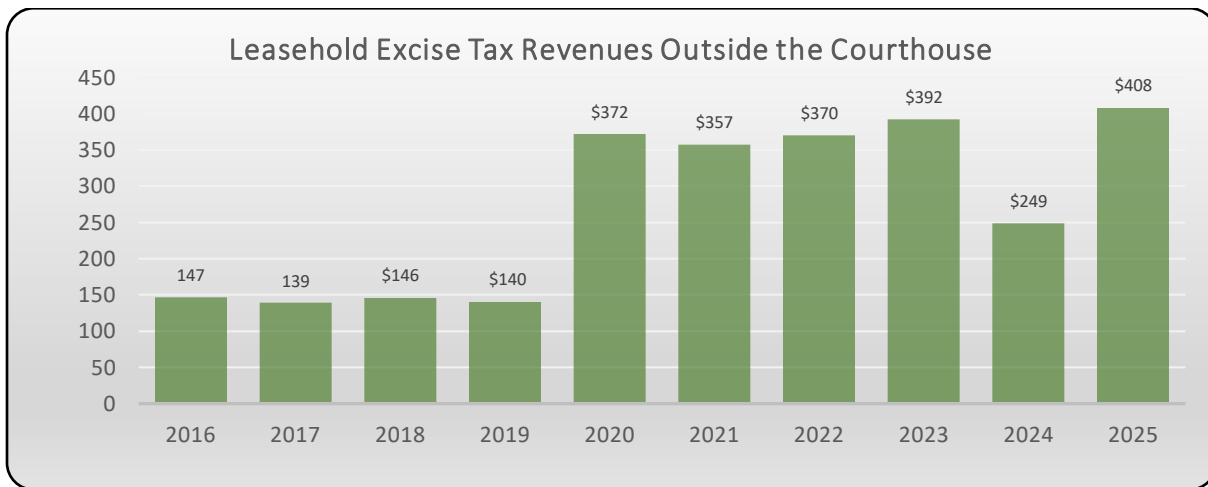
DNR Other Trust 1 revenue - 65171.33502.35.0000

This item addresses revenue related to leases and sales of products other than timber. The line first appeared in the District’s 2023 reporting.



Leasehold Excise Tax Outside Courthouse revenue - 65171.33720.00.0000

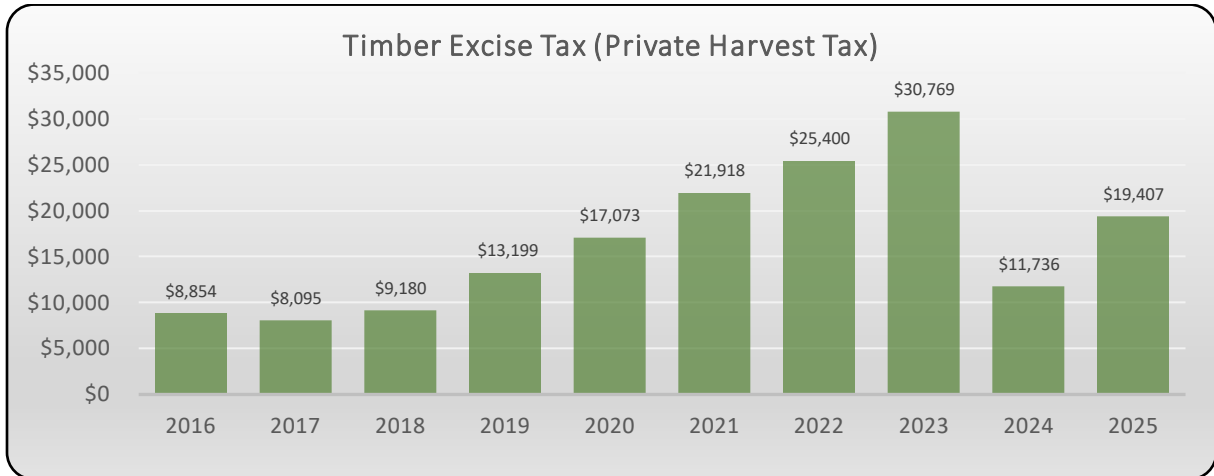
This BARS number refers to excise tax revenues outside the courthouse which indicates junior taxing districts. The average tax revenue collected in this category from 2010 to 2013 was \$12. From 2014 to 2018 the average was \$111. From 2019-2023, the average was \$326.



Timber Excise Tax Outside Courthouse revenue - 65171.33740.00.0000

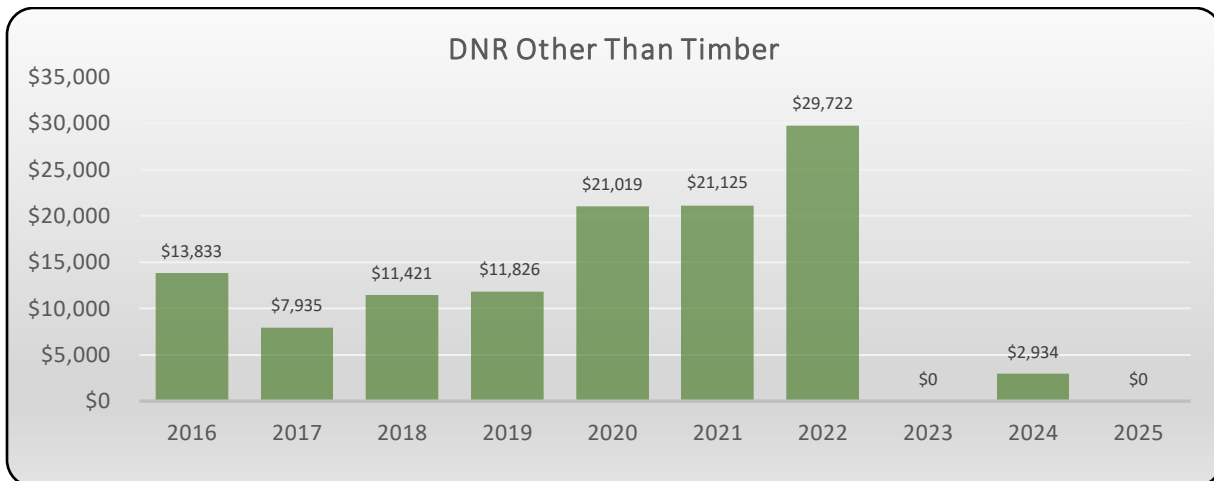
This BARS number refers revenue obtained from private harvest taxation for junior taxing districts. Clallam’s Treasurer’s 2024 Tax and Timber Report states that, “According to Chapter 84.33 RCW, an excise tax of 5% is imposed on every person engaging in this state in business as a harvester of timber on privately or publicly owned land. The State’s portion of the timber excise tax (also referred to as “private harvest tax”) is 1% and the County’s portion is 4% (since 1984 on timber harvested on privately owned land, and since 2014 on timber harvested on publicly owned land).

The timber excise tax is collected by the State Department of Revenue, and the County portion is distributed back to the county of origin each quarter after deducting administrative costs. The County Treasurer then distributes the revenues to local taxing districts according to a formula prescribed in Chapter 84.33 RCW and calculated each year by the County Assessor.” The average tax revenue collected in this category was \$5,945 from 2010 to 2013, \$9,350 from 2014 to 2018, and \$19,032 from 2019-2023.



DNR Other Than Timber revenue - 65171.36250.00.0000

This BARS number refers to revenue obtained from short and long-term rentals and leases of governmental property: land, buildings, parking, equipment, vehicles, etc. It includes reimbursements from the lessee for operator charges (e.g. property taxes, maintenance, etc.). The average tax revenue in this category collected from 2010 to 2013 was \$7,331. From 2014 to 2018 the average was \$9,423. From 2019-2023, it was \$16,738.



A new “DNR PPE/Communications Grant” line was added to the budget in May 2025.

DNR Timber Trust 2 Outside Courthouse revenue - 65171.33741.00.0000

This item addresses revenue related to a line that has appeared in the District’s reporting since at least 2022. Revenue received under "DNR Timber Trust 2" was \$13,199 in 2019 and \$0 in 2025. (This BARS item has been removed from our reports as it is no longer in use.)

DNR Other Trust 2 Outside Courthouse revenue - 65171.33742.00.0000

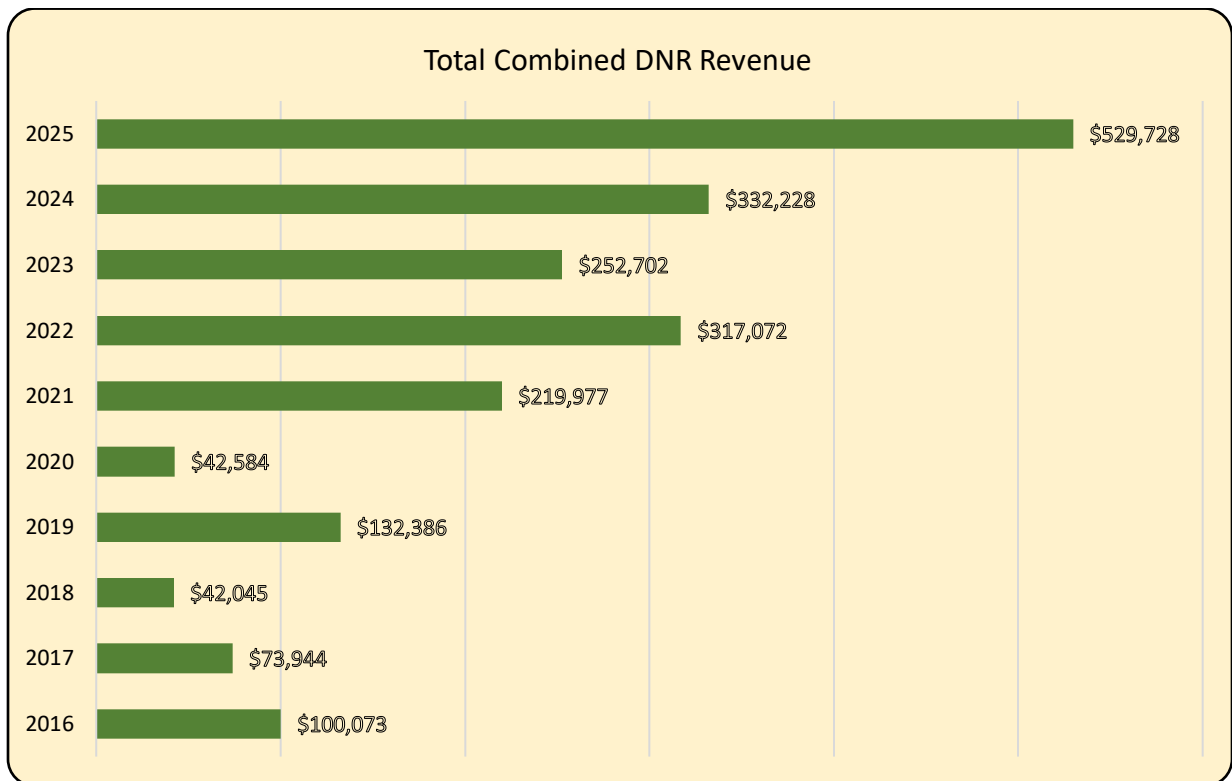
This item addresses revenue related to a line that has appeared in the District’s reporting since at least 2019. Revenue received under "DNR Timber Trust 2" was \$155 in 2023 and \$0 in 2025. (This BARS item has been removed from our reports as it is no longer in use.)

Total combined DNR revenue

The following chart accounts for total DNR revenue year-by-year between 2016 and 2025. The figures shown represent the total of all revenue deposited in the ten accounts listed below.

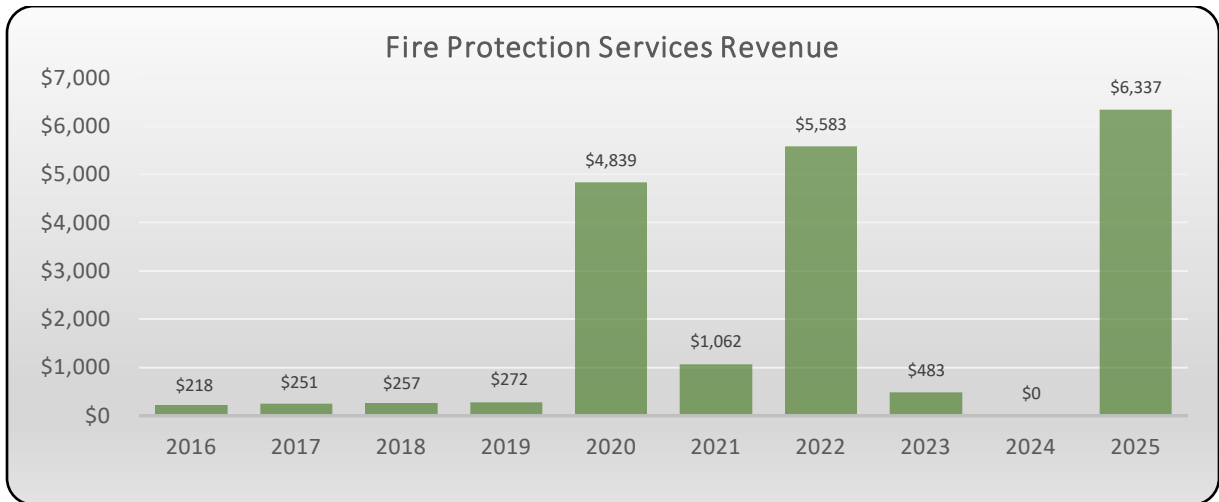
Note: Major timber trust deposits, recorded for many years under “Sale of County Timber,” are now deposited into the “DNR Timber Trust 1” line item.

- DNR PPE/Communications Grants
- DNR Timber Trust 1
- DNR Other Trust 1
- DNR Other Timber Trust 2
- DNR Other Trust 2
- Leasehold Excise Tax Outside Courthouse
- Timber Excise Tax Outside Courthouse
- DNR Timber Trust 2 Outside Courthouse
- DNR Other Trust 2 Outside Courthouse
- DNR Other Than Timber



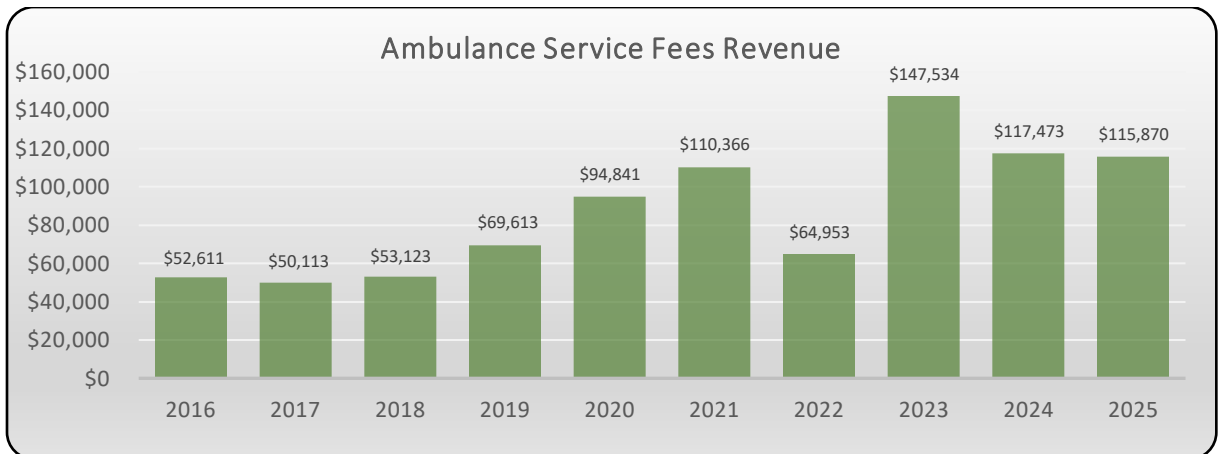
Fire Protection Services revenue - 65171.34221.00.0020

This item addresses revenue from charges for fire protection and emergency medical services. It also refers to service charges on personal property and improvements to real property. It includes (where appropriate) recovery of emergency response cost from persons convicted of DUI, as well as payments from the federal or state governments related to wildfires. A portion of this small revenue stream is subject to the local Crescent School District’s student enrollment. In 2023-2024 this amounted to \$1.1184 per student. The 2020 total includes \$4,571 from DNR for involvement with a Murdock Beach fire.



Ambulance Emergency Services - 65171.34260.00.0000

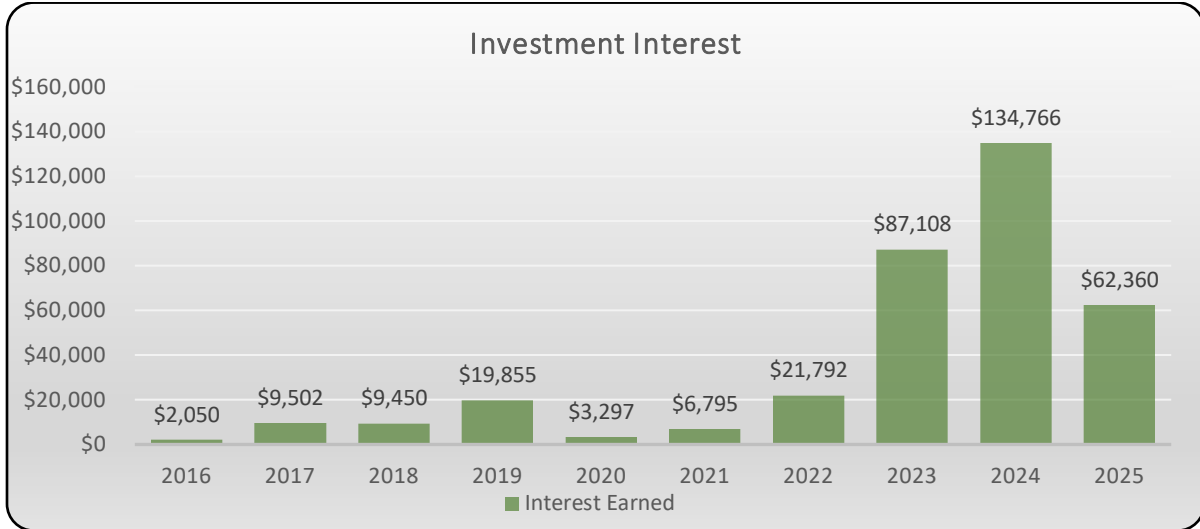
This item involves revenue obtained from third-party billing fees to the District from insurance companies who are reimbursed by Medicare and Veterans Affairs for hospital transports. Otherwise, residents are not billed for services if they do not have coverage (property taxes provide). Roughly 77% of ambulance transport involves those on Medicare or Medicaid. Rising costs are borne by the 23% of those with private insurance or who pay themselves.



Systems Design provides customized ambulance billing, EMS billing, and accounting services. Ambulance fee revenue increased significantly in 2023 (\$147,534) due to a rising number of Medicaid FFS transports, up 112% from \$69,613 in 2019. The cost per transport in 2024 was \$2,515.

Investment interest - 65171.36111.01.0000

This item addresses proceeds from investment interest earnings and other types of interest earned. Again, all District holdings are invested in the Local Government Investment Pool (LGIP), the STFIRE4 EXP fund acquired on December 31, 1990. The LGIP is a voluntary investment vehicle operated by the State Treasurer and managed by the Clallam County Treasurer.



Investment earnings averaged \$1,897 between 2014 and 2016, and \$11,782 between 2017 and 2022. The interest rate applied to the District’s LGIP account fluctuates with true 30-day yields, which by early to mid-August 2023 ran between 5.39% and 5.40%. The increases helped CCFPD4 fund construction of the new apparatus bay in 2024-2025 while protecting a healthy reserve.

Other interest earnings - 65171.36140.00.0030

This item addresses revenue obtained from interest received on contracts, notes, taxes, loans, accounts receivable, assessments, etc., including interest on delinquent taxes. It also includes state distributed DNR interest.

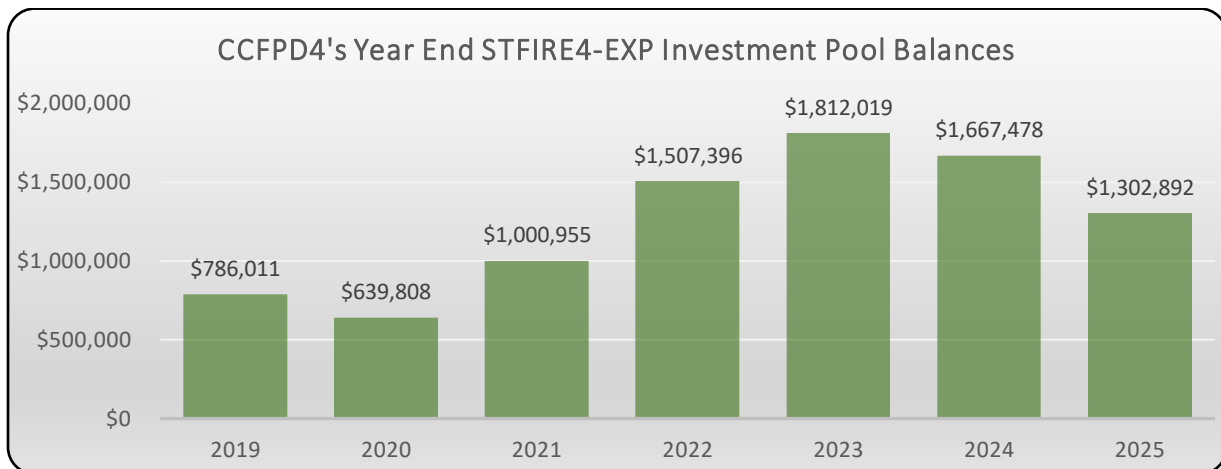


Local Government Investment Pool

The Local Government Investment Pool (LGIP) is a voluntary investment vehicle operated by the State Treasurer providing a safe, liquid, and competitive investment option for CCFPD4, pursuant to RCW 43.250. It lets local governments use the State Treasurer’s resources to safely invest their funds while enjoying the economies of scale available from a \$15-26 billion pooled fund investment portfolio. LGIP participants include: all 39 counties in Washington state; all Washington cities with a population greater than 10,000, and 229 cities and towns total; plus 160 special taxing districts; 30 community colleges and universities; 7 State Agencies; and 24 other public bodies. LGIP’s investment objectives are, in priority order: 1) safety of principal, 2) maintaining adequate liquidity to meet cash flows, and 3) providing a competitive interest rate relative to other comparable investment alternatives. LGIP offers 100% liquidity to its participants.

CCFPD4 Investment Pool Fund No. 65171-655-400-010

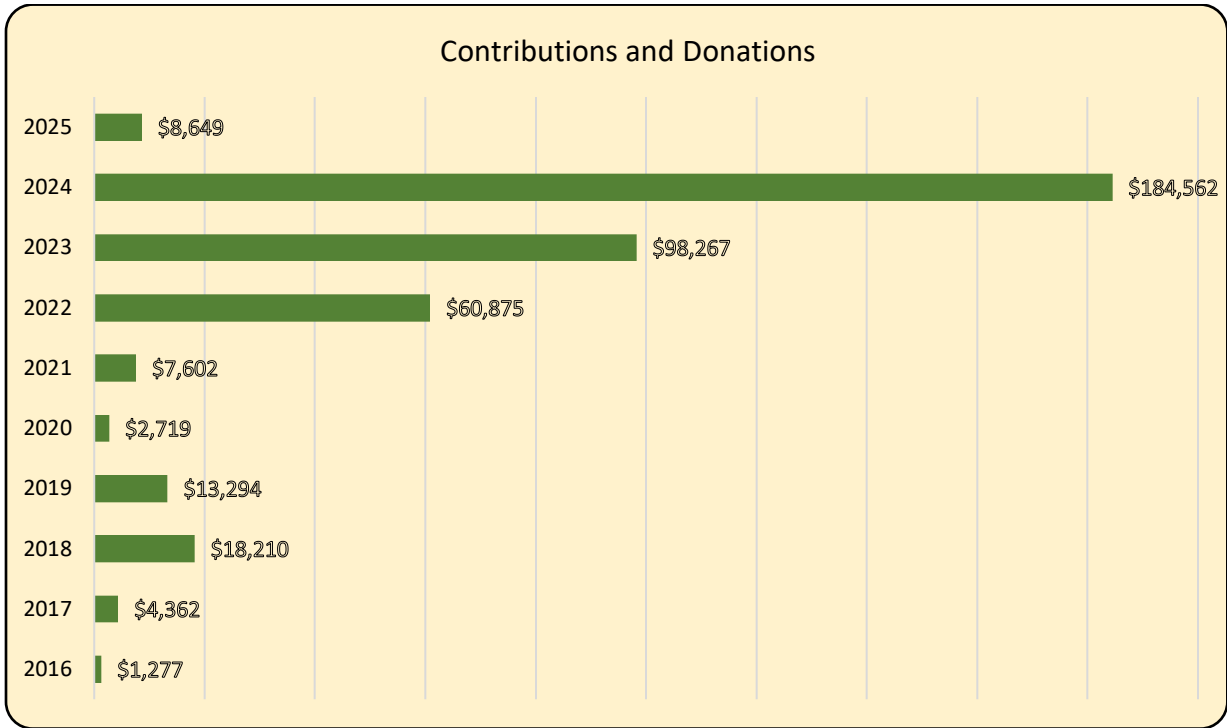
The Fire District #4 Expense fund (bank code 255, acquired on December 31, 1990) is managed by the Clallam County Treasurer. Interest earned has varied over the past ten years: 5.43% in 2023; 5.39% in 2024; and 3.88% in 2025. Entering each new year going forward, the unencumbered LGIP balance, coupled with new revenue, must cover a minimum \$500,000 reserve, our \$85,000-\$94,000 annual debt service obligation through December 2033, operating and capital expenses, and any discretionary spending. The following chart shows our year-end December 31st STFIRE4-EXP (LGIP) balances over a seven-year period.



Contributions and Donations - 65171.36700.00.0000

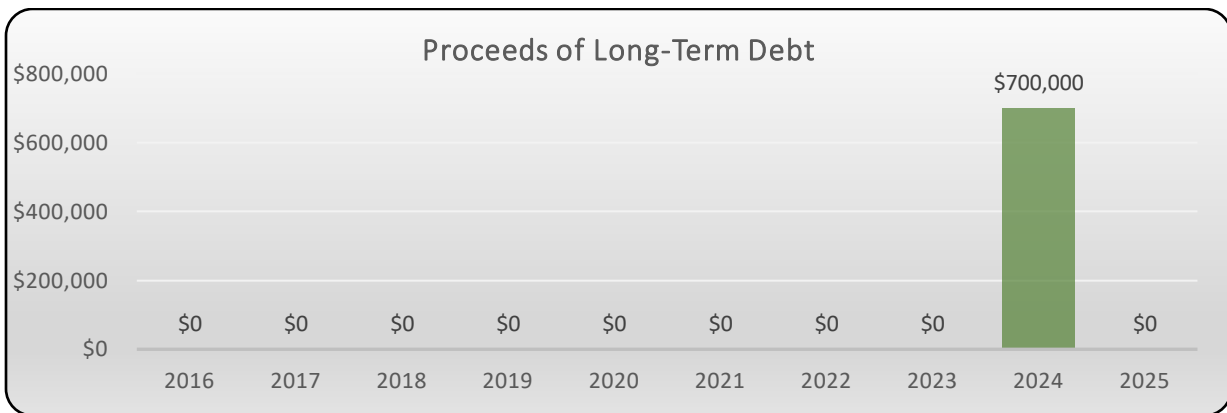
This item addresses revenue obtained from gifts, pledges, grants, bequests, planning, systems, connection fees, other development contributions, and contributions from developers. Private donations from individuals, businesses, and philanthropic organizations can be a source of funding.

Within the powers granted by RCW 52.16.150, the District regularly accepts and receives donated, devised, or bequeathed money or property. It uses the gifted money or property for District purposes as determined by the Board of Commissioners. Revenue from contributions and donations increased significantly from 2022 to 2024 due in part to community fundraising initiatives associated with the new Station 41 building project.



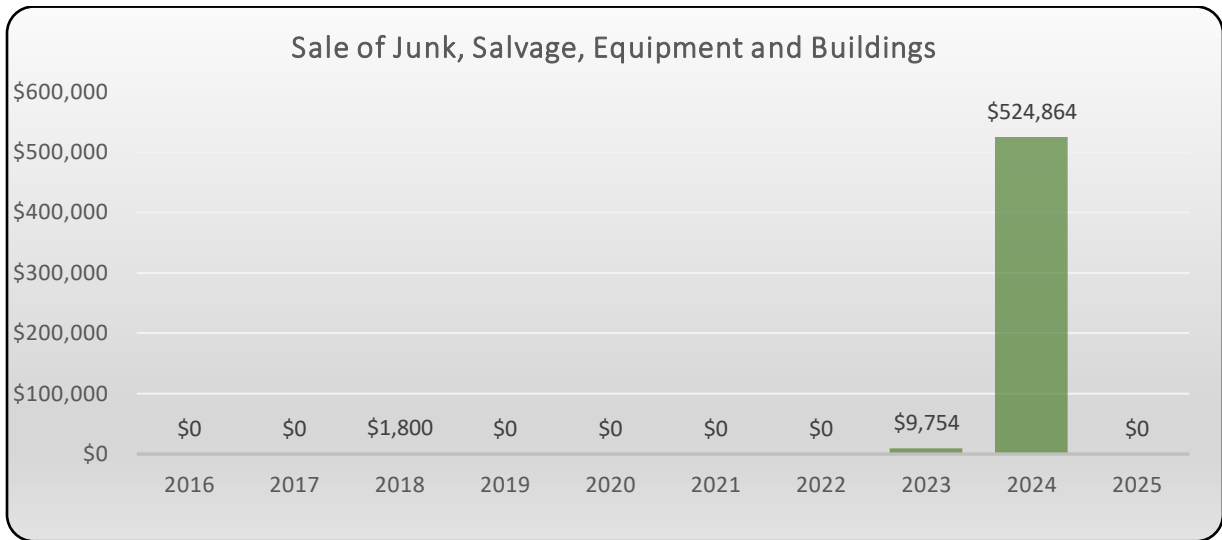
Proceeds of Long-Term Debt – 65171.39190.00.0000

This item addresses revenue received from an Office of the State Treasurer LOCAL Program loan taken to help fund the construction of the new Station 41 apparatus bay. The item first appeared in the District’s 2024 reporting.



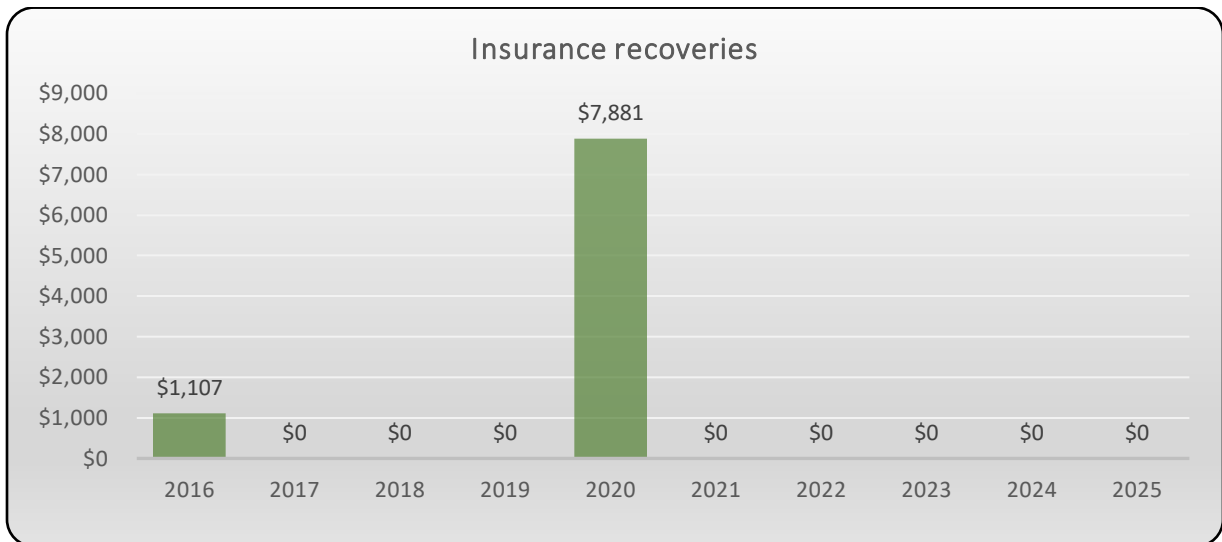
Sale of Junk, Salvage, Equipment, and Buildings – 65171-39510.00.0020

This item addresses revenue obtained from the sale of capital assets. Examples include real estate (land and buildings); equipment; junk; salvage; and timber sales (timber owned by the municipality). The figure for the year 2024 reflects the sale of the former Station 41.



Insurance recoveries - 65171-39800.00.0000

This BARS number is used by fire service jurisdictions entitled to recover from any liable party the actual costs associated with the cleanup or removal of hazardous waste and other hazardous materials, including debris or vehicle operating fluids, when responding to a vehicle accident on private or public property, including public roadways. The 2020 figure represents insurance recoveries from property loss due windstorm damage to Station 42 in 2018.



The buying power of past and present dollars

Importantly, \$100 in 2010 was equivalent to \$140 in 2023, an increase of \$40 in 13 years. The dollar had an average inflation rate of 2.61% per year between 2010 and 2023, producing a cumulative price increase of 39.74%. This meant, according to the Bureau of Labor Statistics consumer price index, that prices in 2023 were 1.40 times as high as average prices since 2010.

By December 2023 consumer prices were on average about 19% higher than they were before the beginning of the pandemic in December 2019, as measured using the CPI-U. However, the rate of increase of prices had slowed dramatically to 3.4% by December of 2023. The national Consumer Price Index-U since 2010 provides necessary perspective.

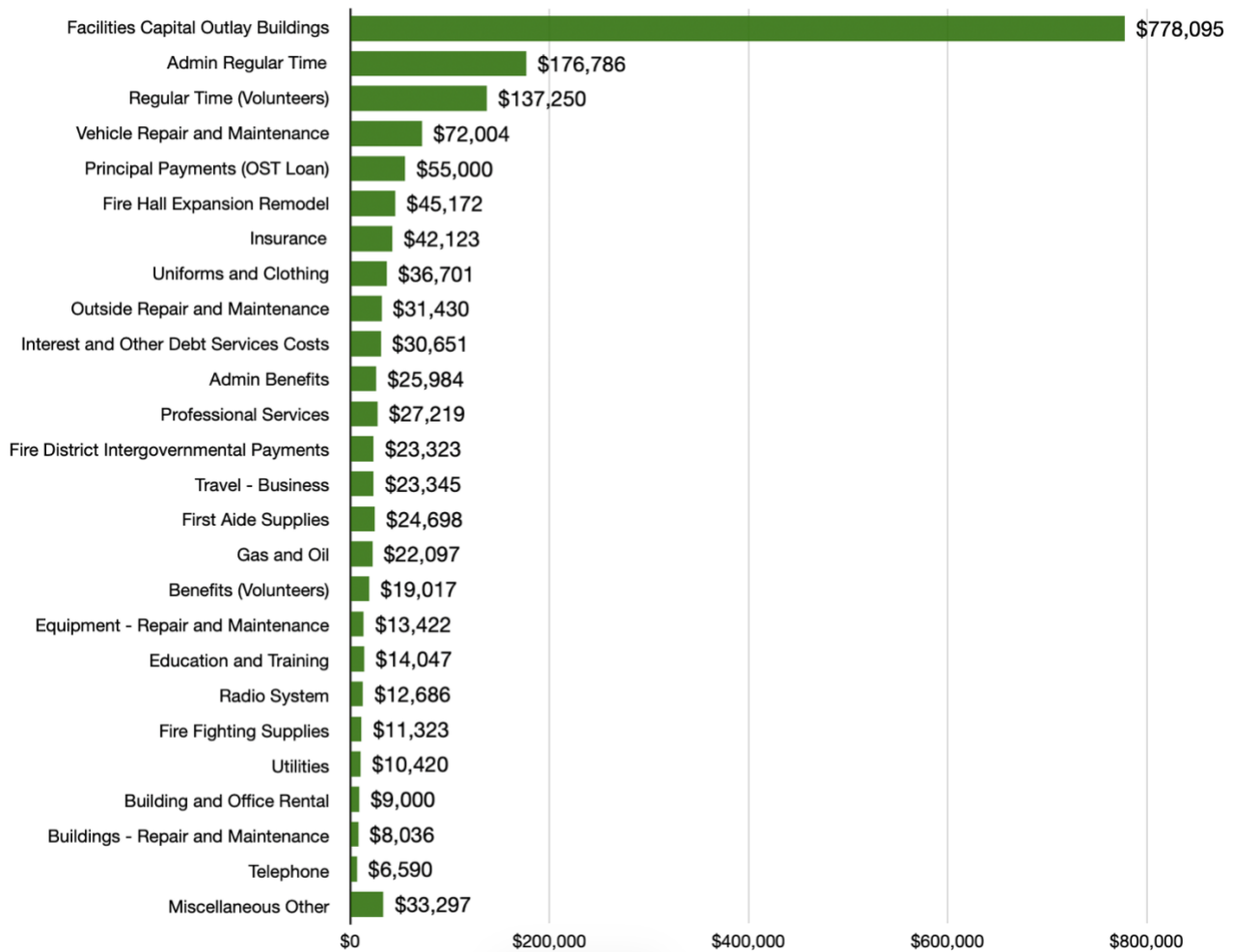
<u>Year</u>	<u>Annual Avg CPI</u>	<u>Rate of Inflation</u>	<u>Year</u>	<u>Annual Avg CPI</u>	<u>Rate of Inflation</u>	<u>Year</u>	<u>Annual Avg CPI</u>	<u>Rate of Inflation</u>
2010	218.1	1.6%	2014	236.7	1.6%	2019	255.7	1.8%
2011	224.9	3.2%	2015	237.0	0.1%	2020	258.8	1.2%
2012	229.6	2.1%	2016	240.0	1.3%	2021	271.0	4.7%
2013	229.6	2.1%	2017	245.1	2.1%	2022	292.7	8.0%
			2018	251.1	2.4%	2023	304.7	4.1%

Expenditures

District expenditures cover employee salaries, wages and benefits, volunteer stipends and reimbursements, fire station and apparatus operations and maintenance, equipment and supplies, capital projects, and liabilities. As with all municipal entities, CCFPD4 is regularly audited by the WA Auditor’s Office (SAO), receiving a financial and accountability audit from the SAO biannually (for the preceding two years). All recent audits have been completed without finding.

Expenditures in 2025

Expenditures are reviewed by the Board and Fire Chief in each monthly meeting. The Period 12, 2025, “Revenue and Expenditure by Fund” report showed \$1,689,715.65 in total expenditures. This chart provides a breakdown for the year. The “grand excess of revenues over expenditures” at the end of 2025 was (\$364,585.62). As anticipated, we spent more than we deposited in that year.



The unusually large expenditure for “Facilities Capital Outlay, Buildings” in 2025 ended expenditures for the major Station 41 apparatus bay construction project. The category “Miscellaneous Other” (above) refers to all other ‘non-noted’ expenses, including office supplies, cleaning supplies, awards and incentives, equipment leasing, software renewal, computer supplies, dues, subscriptions, and medical.

Procurement

The district's procurement guidelines provide for a uniform method of procurement and purchasing procedures for equipment, materials, services, and public works projects consistent with District policy, Revised Code of Washington (RCW) Washington Administrative Code (WAC), and guidance provided by the Washington State Auditor.

Salaries, Wages, Benefits and Retirement

District expenditures for the Chief and Administrative Assistant cover salaries, hourly wages (regular time) and personnel benefits (FICA, Federal withholding, Medicare, Washington State Department of L&I, Trusteed Plans Service Corp., and sick pay). Expenditures for volunteers cover reimbursements (regular time), stipends for incidents, drills, events, miscellaneous service, and personnel benefits (FICA, Federal withholding, Medicare, Disability, and pension for members in good standing). These costs have continued to increase. In 2023, Admin regular time totaled \$145,377, and Fire/EMS regular time totaled \$108,625.

BARS account codes: Expenditures

Once again, the **65171** designation at the far left of each coded item refers to CCFPD4's "fund number." BARS codes identifying CCFPD4 expenditures fall in the **500 series**.

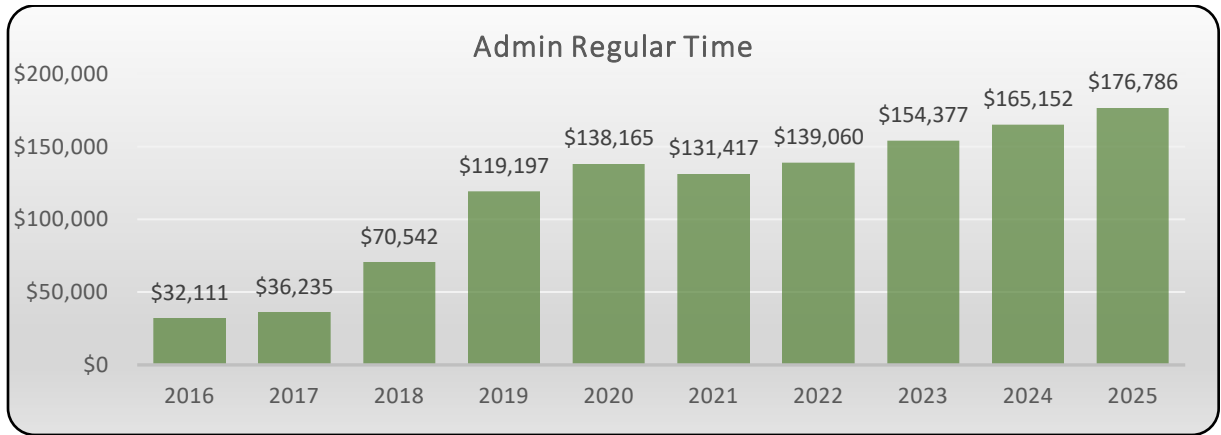
Using our computer equipment code 65171.594.22.64.0070 as an example, the first digit at left denotes expenditures/expenses and other financing use accounts. The 2nd and 3rd digits identify different categories, functions, or activities for which expenditures/expenses are incurred. The 4th and 5th identify sub-categories or specific elements of activities related to a particular function and activity. The 6th and 7th digits (object codes) identify expenditures according to the character and the type of items purchased or services obtained, and the 8th, 9th, 10th and 11th digits (also object codes) identify expenditures/expenses according to the character and the type of items purchased or services obtained.

All BARS numbers to the right of the 65171-fund number are deliberate identifiers.

The following 520 designations refers to public safety, fire, and emergency medical activities. The 52210 coding refers to activities of management and administrative support staff.

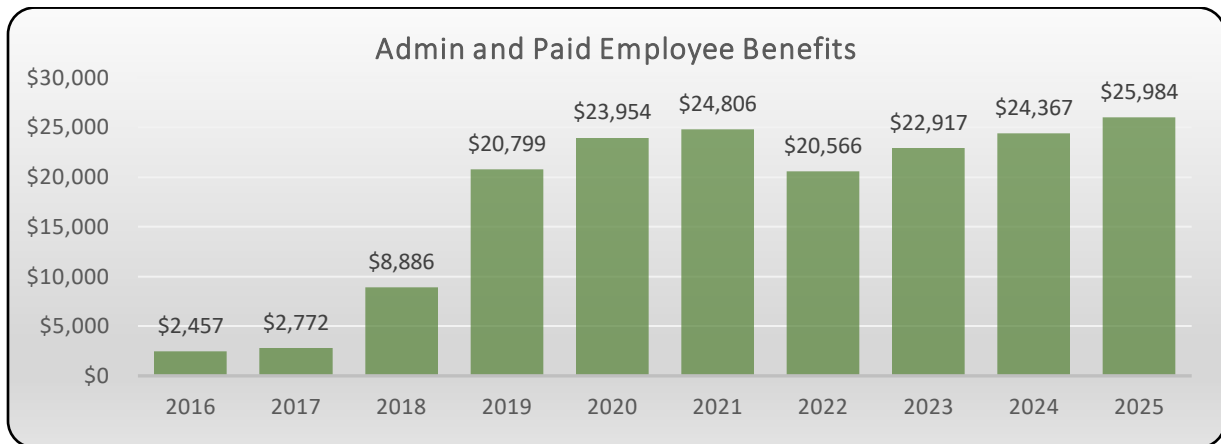
Admin regular time - 65171.52210.00.0010

This item addresses expenditures covering management and support staff salaries. A full time Fire Chief and a part time Administrative Assistant were employed in 2018.



Admin and paid employee benefits - 65171.52210.20.0020

This item addresses payments related to the administration of retirees’ benefits. As above, note that a full time Fire Chief and a part time Administrative Assistant were employed in 2018, hence the large increase in expenditures from 2019 forward.

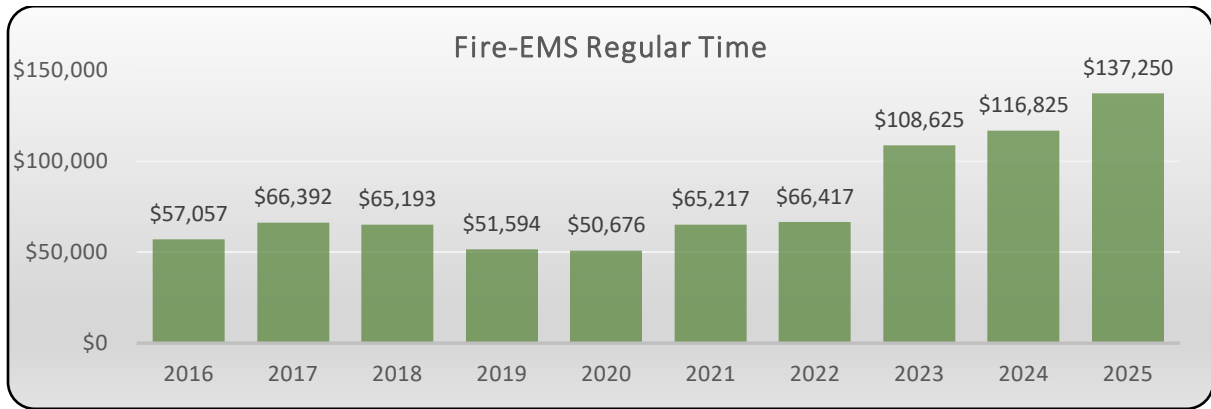


The **52220** designation covers costs incurred from activities dedicated to putting fires out and providing medical emergency aid, costs related to responding to wildfires (pre-fire planning, firefighting, emergency medical aid to injured and sick, etc., dispatch payments to vendors, the purchase of fire suppression and medical supplies and minor equipment, etc., and costs associated with conducting fire inspections that check for fire hazards at events and other operations.

The category does not include general building inspections or the issuance of licenses and permits.

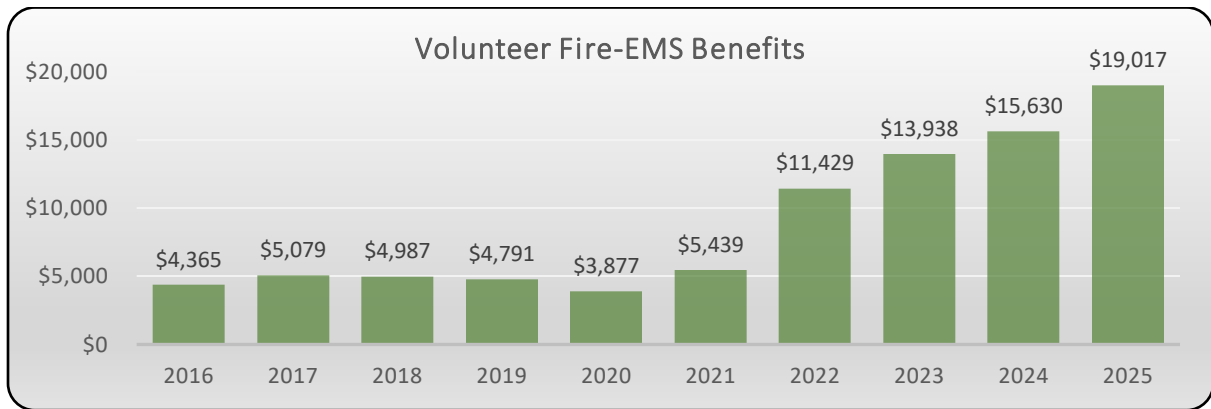
Volunteer Fire-EMS regular time - 65171.52220.10.0010

This item addresses annual stipends to volunteers for regular time.



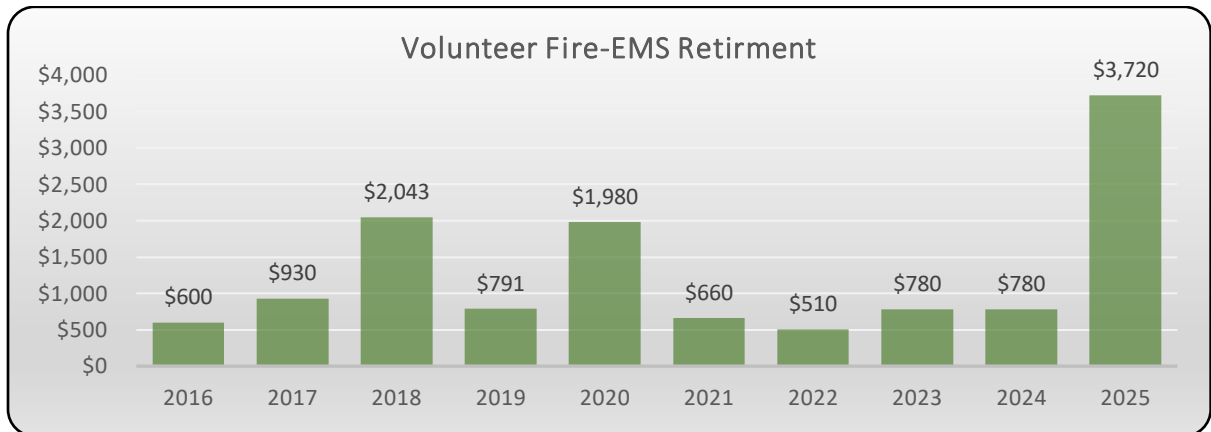
Volunteer Fire-EMS benefits - 65171.52220.20.0020

This item addresses costs related to the administration of retirees’ benefits. Fire-EMS benefits averaged \$3,973 between 2009 and 2013.



Volunteer Fire-EMS retirement - 65171.52220.20.0030

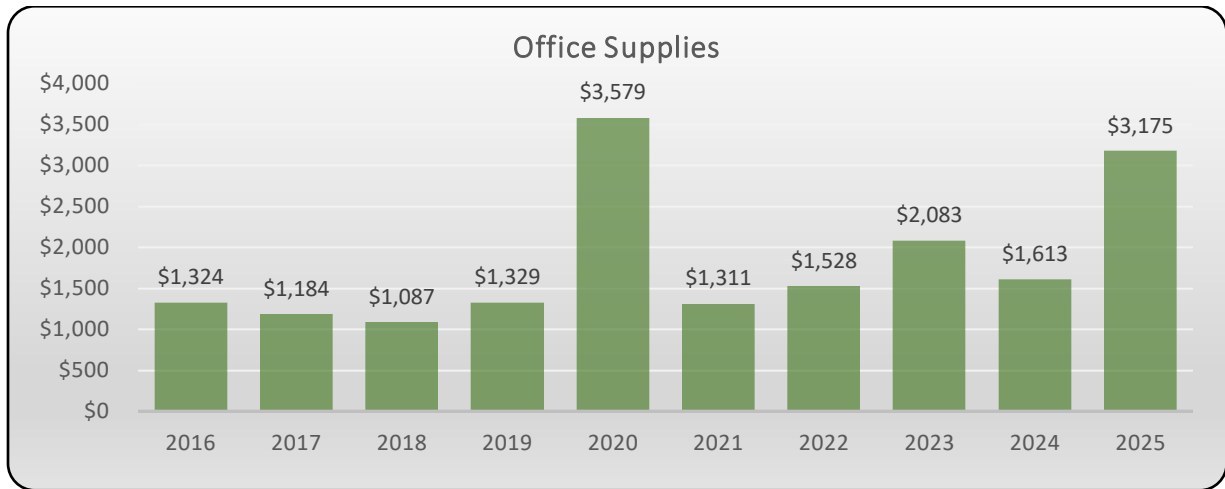
This item addresses costs related to payments for pensions.



The following 522.20.30 designation covers the cost of items purchased for consumption and use by District.

Office Supplies - 65171.52220.31.0010

This item addresses costs incurred for all manner of office desks, chairs, storage cabinets, mats, desk supplies, easels, pens and markers, tape, scissors, stamps, Post-it notes, clipboards, binders, file folders, audio visual equipment, and wall clocks. In 2020, the District moved into the new Administrative Building, requiring additional supplies. Vendors include Pacific Office Equipment, FedEx, and the Joyce Store. Office Supplies expenditures averaged \$1,320 between 2009 and 2013. The figure in 2014 was \$2,475, and in 2015 \$1,879.



Uniforms and clothing - 65171.52220.31.0026

This item addresses costs incurred for special clothing and equipment to protect firefighters from the dangerous conditions they face while working in dangerous situations.

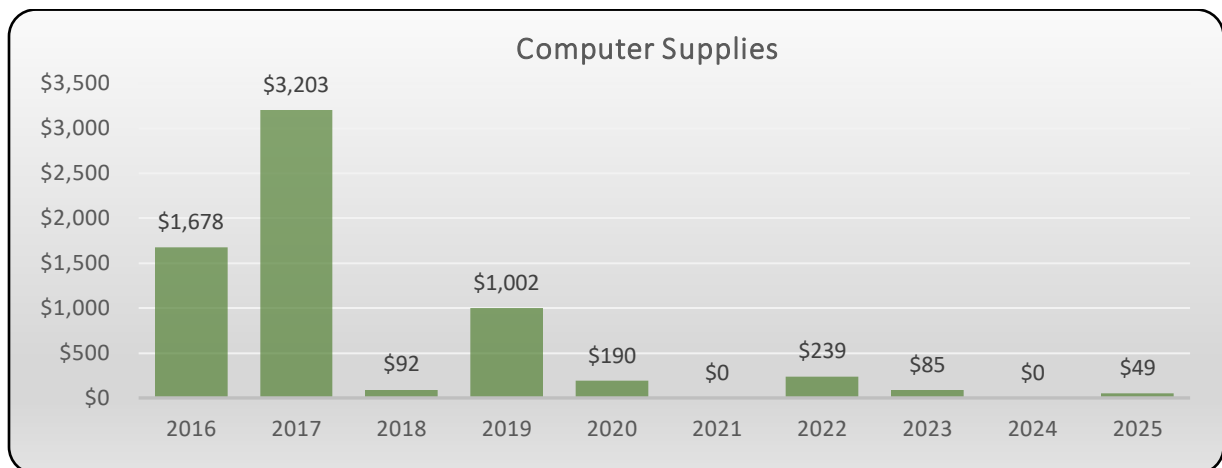


The Uniforms and Clothing BARS item accounts for: the purchase of multi-layered, heat-resistant, and water-proof bunker or turnout gear; ridged protective helmets with face shields to protect their eyes and prevent injury from falling debris or flying embers; bunker boots; hoods; gloves; Self-Contained Breathing Apparatus (SCBA); personal alert safety system devices; flashlights; assorted patched CCFPD4 pull overs and tees; and other gear.

The Uniforms and Clothing BARS code includes payments to Witmer Public Safety Group, SeaWestern, Kroesens Uniform Company, I Sew 4 You, Galls LLC, and Swains for fire kits and incident gear. Annual Uniforms and Clothing expenditures averaged \$5,027 between 2009 and 2013, in 2014, \$6,490 was spent and in 2015, \$6,406.

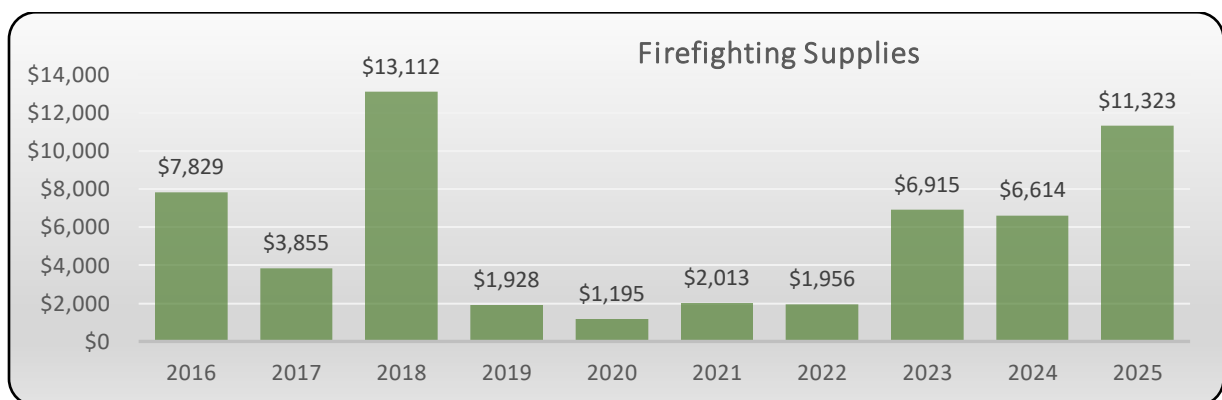
Computer Supplies - 65171.52220.31.0028

This item addresses costs incurred for computers used daily by CCFPD4 personnel for documentation and to create patient care and fire reports. Computers are also used to keep maintenance, billing, and service records in easy to use and well-organized electronic formats, and to communicate with the community, staff, and the media through email and social networks. Computer Supplies cover laptops, hard drives, flash drives, cabling, Wi-Fi connectivity and the like. The figure was \$1,765 in 2015.



Firefighting Supplies - 65171.52220.31.0031

This item addresses costs incurred for firefighting supplies, including payments to L.N. Curtis. Costs in 2018 were for updating outdated fire supplies. The figure was \$5,187 in 2015.



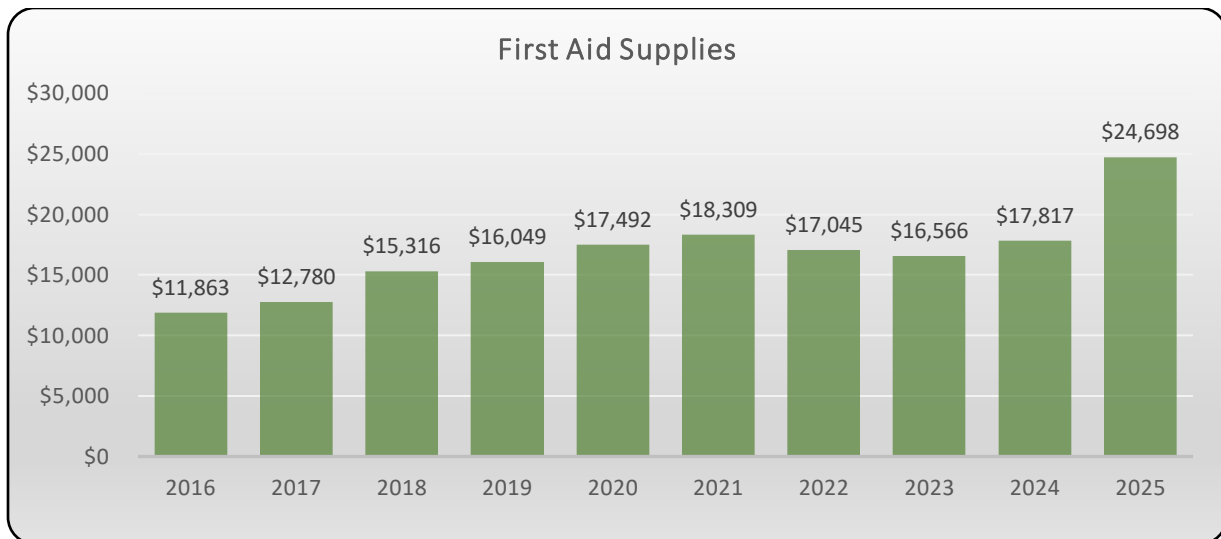
Cleaning and Sanitation Supplies - 65171.52220.31.0035

This item addresses costs incurred for all manner of janitorial supplies - brooms, mops, squeegees, scrubbing and scouring pads, spray bottles, utility buckets, carrying caddies, wet/dry vacuum cleaners, towels, pressure washers and hoses, nitrile and neoprene coated latex gloves, spill kits, hazmat sorbents, mats, detergents. Cleaning and Sanitation averaged \$279 between 2009 and 2013. The District moved into the new Administrative Building in 2020.



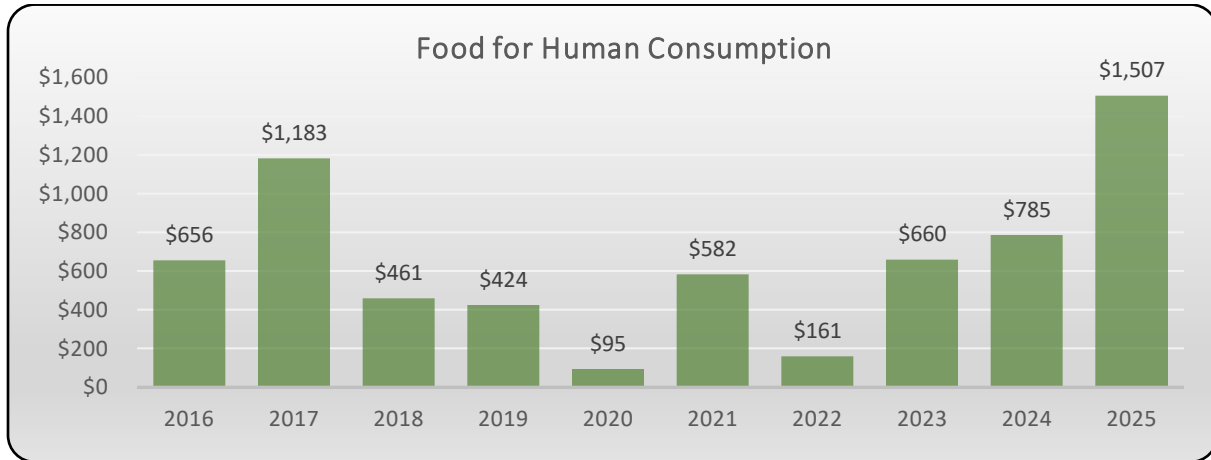
First Aid Supplies - 65171.52220.31.0051

This item addresses costs incurred for trauma kits, AED devices, tourniquets, wound packing gauze bandaging, CPR masks, medicines, and other critical medical supplies to target the treatment of life-threatening bleeding emergencies, minor to moderate burns, superficial wounds, and basic pain management in the field. Includes payments to Life Assist Inc. and Chinook Medical Supplies for first aid kits, bandaging, gauze, medical tape, 3M Coban wrap, alcohol, disinfectants, ice packs, tourniquets, splints, stretchers, test kits, thermometers, eyewash supplies, gloves, surgical scissors, safety glasses, protective masks, and the like. Annual First Aid Supplies expenditures averaged \$11,747 between 2009 and 2013. The figure was \$11,112 in 2015.



Food for Human Consumption - 65171.52220.31.0065

This item addresses costs incurred for nourishment on scene during longer events and for post-response rehab. Food for Human Consumption averaged \$1,352 between 2009 and 2013 and was \$954 in 2014. In recent years, the Joyce Auxiliary has covered a portion of the rehab purchases. The figure was \$1,480 in 2015.



Awards and Incentives - 65171.52220.31.0179

This item addresses costs incurred for tangible awards and incentives which include certificates, challenge coins, plaques, recognition on fire hall displays, and honors for going above and beyond the call of duty. Awards and Incentives averaged \$1,389 between 2009 and 2013 and was \$887 in 2014. The figure was \$1,348 in 2015.

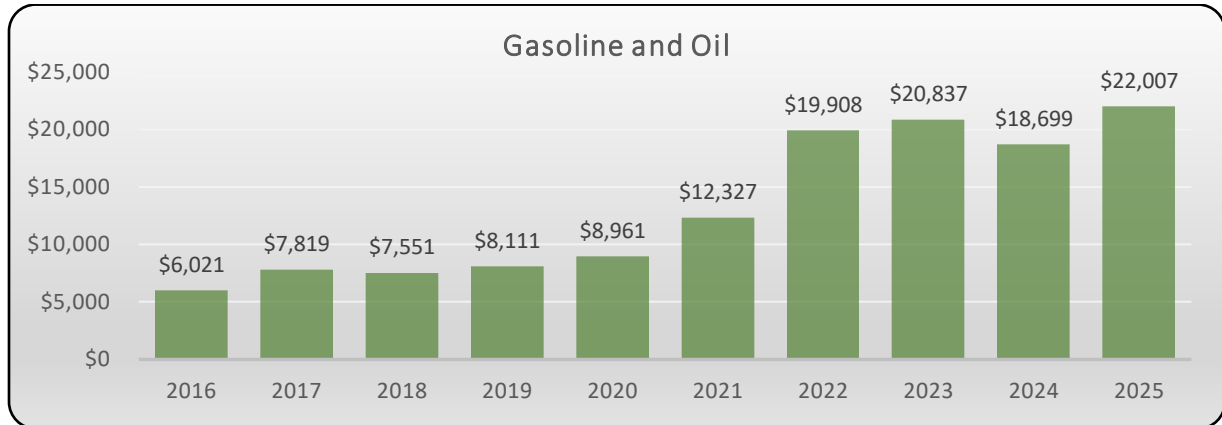


Gasoline and Oil - 65171.52220.32.0010

This item addresses costs incurred for fuel and oil used to operate engines and vehicles (diesel fuel, gasoline, and engine oil). In 2023, expenditures totaled \$20,837, a 157% increase over the \$8,111 spent for gas and oil in 2019. Annual Gas and Oil expenditures averaged \$5,073 between 2009 and 2014. Includes payments to Joyce General Store, Petro Card Inc., and Lower Elwha Food & Fuel.

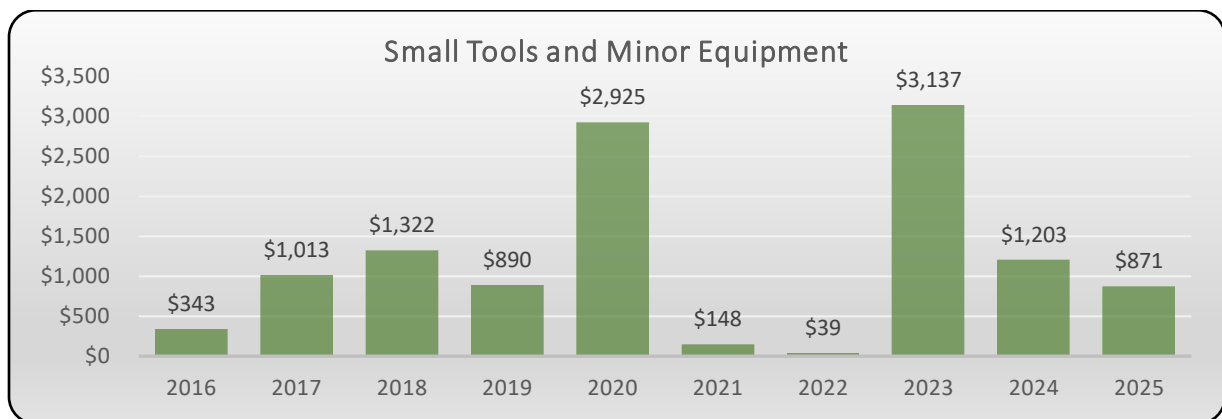
An industrial 3,000-gallon Western Global 'Fuel Cube' diesel fuel tank was installed in 2025 to keep operations running smoothly. The stationary 9,100 lb. double walled tank, connected to an adjacent

1200kw standby generator (power outages), will ensure uninterrupted, environmentally secure, onsite fuel storage. It features a ‘Manway’ providing access to the inner tank for easy routine maintenance and inspection, a lockable equipment cabinet for equipment and secure ports to contain spills. Its built-in, weatherproof, secondary containment eliminates the need for pans or basins, hoses, fittings, gauges, and metering. The tank has enabled easy onsite refueling and is expected to reduce costs going forward. The gas-oil figure was \$3,355 in 2015.



Small Tools and Minor Equipment - 65171.52220.35.0010

This item addresses costs incurred for small hand tools, power tools, hardware, and other minor equipment. Includes payments to Port Angeles Power Equipment, Joyce General Store, and Amazon. Small Tools & Equipment expenditures averaged \$1,089 between 2009 and 2011 (\$3,355 in 2014). In 2020 and 2023 money was spent on tools for work on the new building and to replace aged equipment. The figure was \$513 in 2015.



Supplies for consumption or resale

The following **52220.40** items refer to services and pass-through payments, professional and technical services which are provided by other governments (federal, state, local), other funds, or by private entities. Services include but are not limited to those noted below. The capital outlays object code 40 is used for services and pass-through payments - for professional and technical services which are provided by other governments (federal, state, local), other funds, or by private entities as well as for pass-through payments as described below.

Professional Services - 65171.52220.41.0020

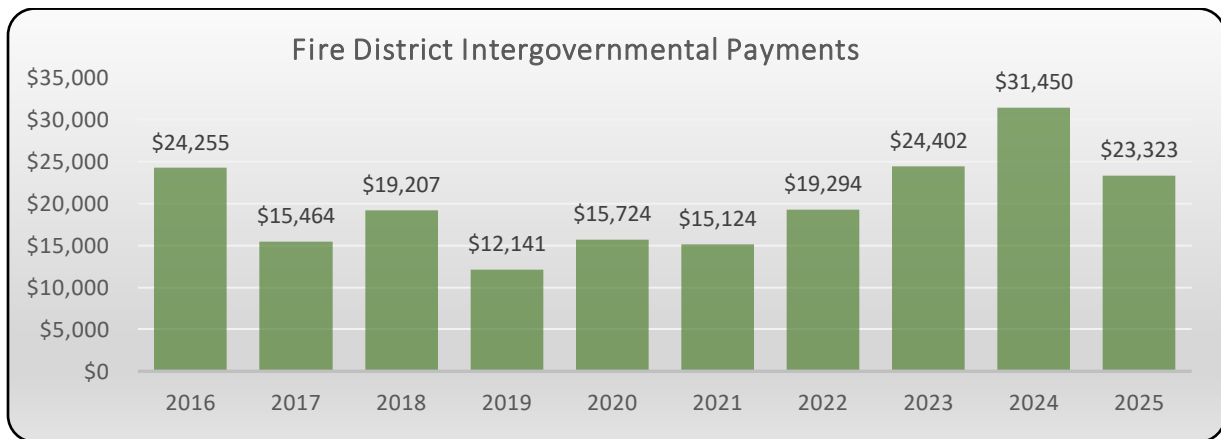
This item addresses costs incurred for a variety of professional services (e.g., accounting, auditing, advertising, computer services, medical; cleaning, engineering, architectural, legal, investment services, etc.), including payments to ESO Integrated Software Suite, Systems Design West (EMS and ambulance billing service), HelperTek LLC (web hosting, archiving, technical support), Snure Law Office PSC (legal counsel), and to Cedar Grove Counseling Inc.

Professional Services totaled \$15,170 in 2014. In 2023, expenditures for professional services came to \$55,355, a significant increase over the previous four years. In 2023, some costs were also associated with designing the new apparatus bay. The figure was \$9,739 in 2015.



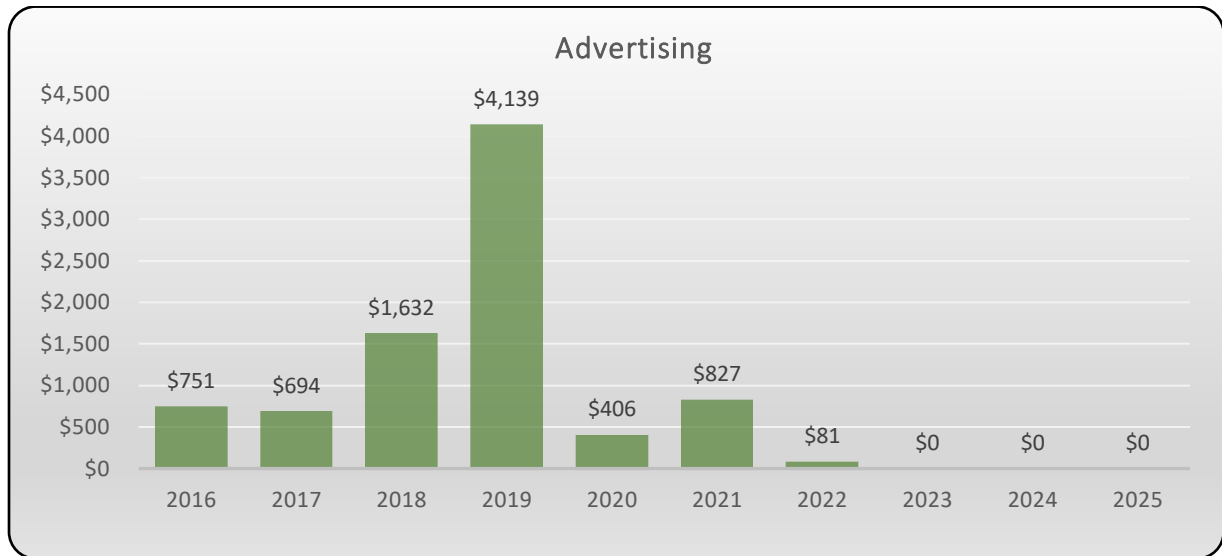
Fire District Intergovernmental Payments - 65171.52220.41.0600

This item addresses costs incurred for payments to the City of Port Angeles for PenCom dispatch services and Critical Incident Stress Management (CISM) support (an intervention protocol developed specifically for dealing with traumatic events), to various departments in Clallam County, and to the Washington State Patrol. Fire District Intergovernmental Payments averaged \$15,308 between 2009 and 2013 and totaled \$9,429 in 2014. CCFPD4’s PenCom user fee was approximately \$11,000 between 2022 and 2024.



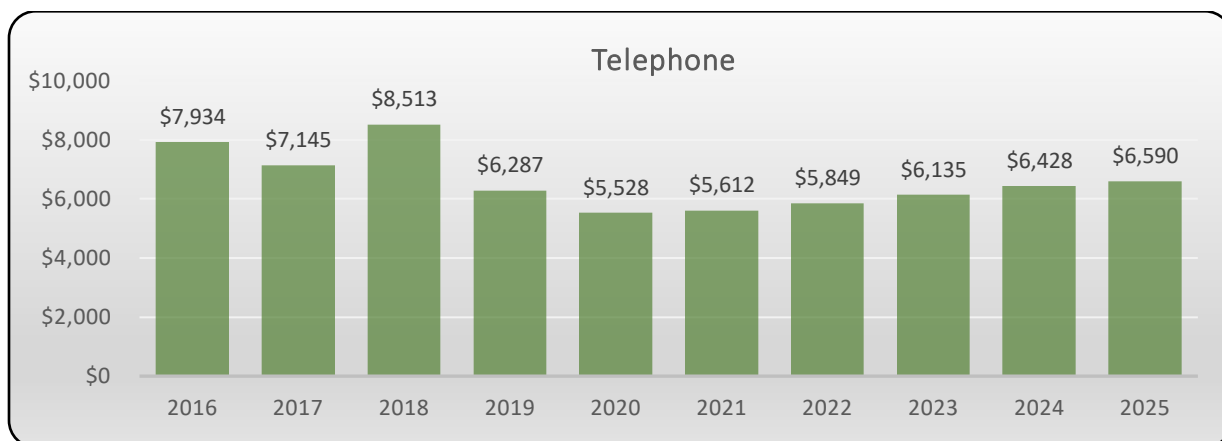
Advertising - 65171.52220.41.4410

This item addresses costs incurred for all payments to advertisers. In 2019, expenses included the levy lid lift campaign signage. Other costs included payments for newsletters and to the *Peninsula Daily News* to post Legal Notices for the District. The costs have decreased due to the ability to post Legal Notices on the District website. The figure was \$2,112 in 2015.



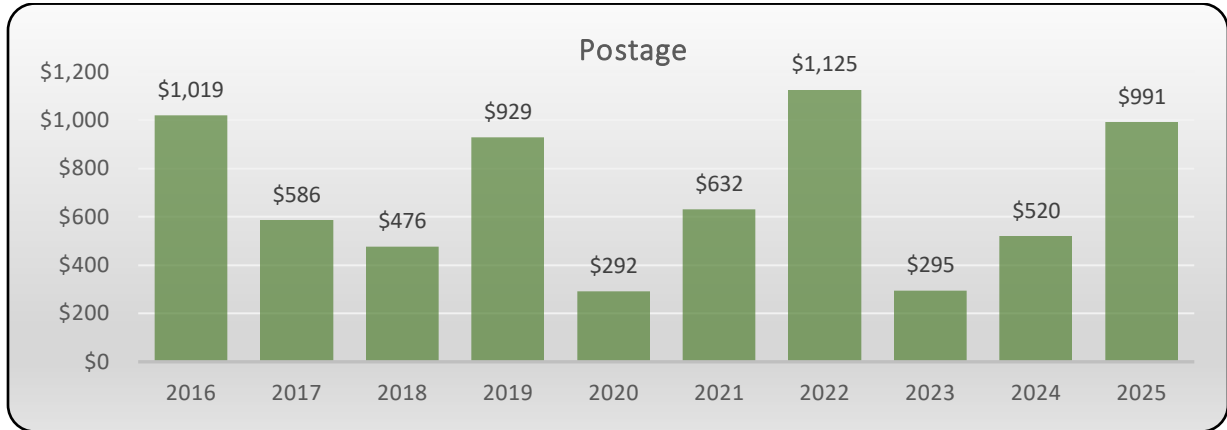
Telephone - 65171.52220.42.0010

This item addresses costs incurred for our phone service, including the phone itself and monthly service fees. Includes payments to Lumen/CenturyLink, Verizon, and Globalstar Satellite. Telephone service averaged \$6,629 between 2009 and 2013 and came to \$6,740 in 2014. The figure was \$6,279 in 2015.



Postage - 65171.52220.42.0020

This item addresses costs incurred when purchasing postage and for couriering and delivering documents, letters, and parcels. Postage averaged \$519 between 2009 and 2013 and came to \$1,100 in 2014. The figure was \$902 in 2015.



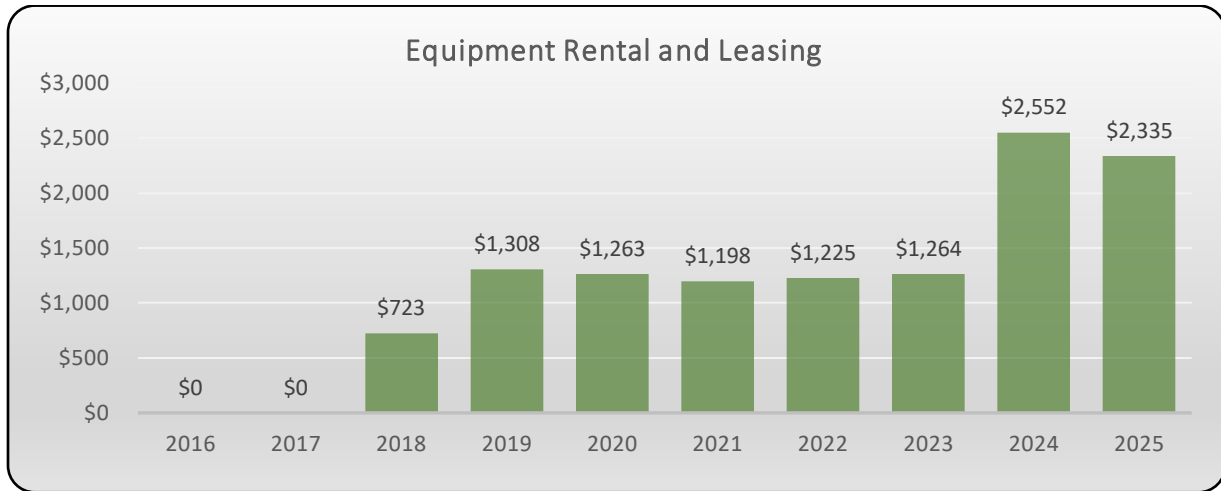
Travel/Business - 65171.52220.43.0010

This item addresses costs incurred for mileage, lodging, tolls, and for daily allowances that cover meals incurred during business travel. It includes compensation to commissioners, employees, and volunteers. Travel and Business averaged \$10,639 between 2009 and 2013 and was \$14,385 in 2014. The years 2020 and 2021 were impacted by the COVID-19 pandemic. The figure was \$14,462 in 2015.



Equipment Rental/Lease - 65171.52220.45.0019

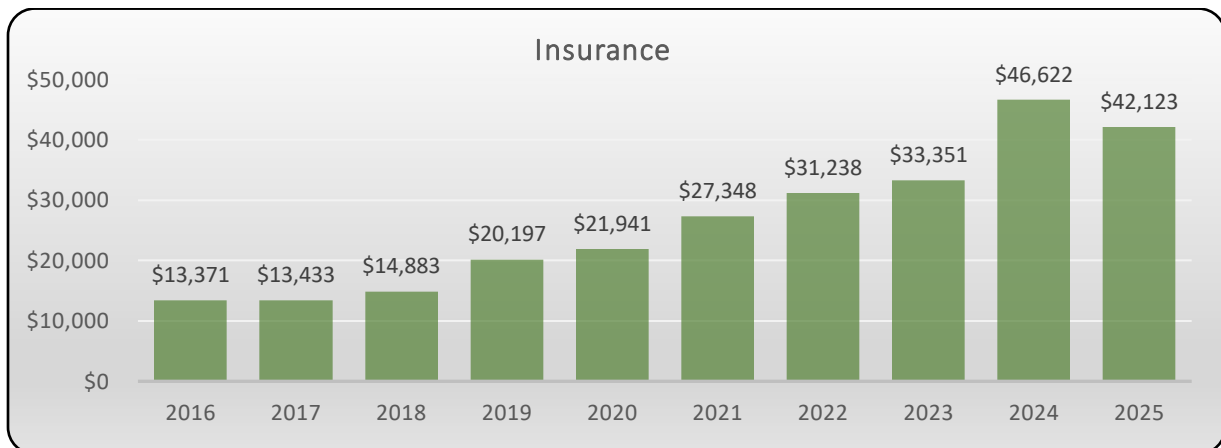
This item addresses costs incurred for rentals of office and construction equipment. It includes payments to Pacific Office Equipment and Sun Belt Rentals, and Bill's Plumbing & Sanikan for a forklift, porta-potties, disposal containers, fencing and more.



Insurance - 65171.52220.46.0030

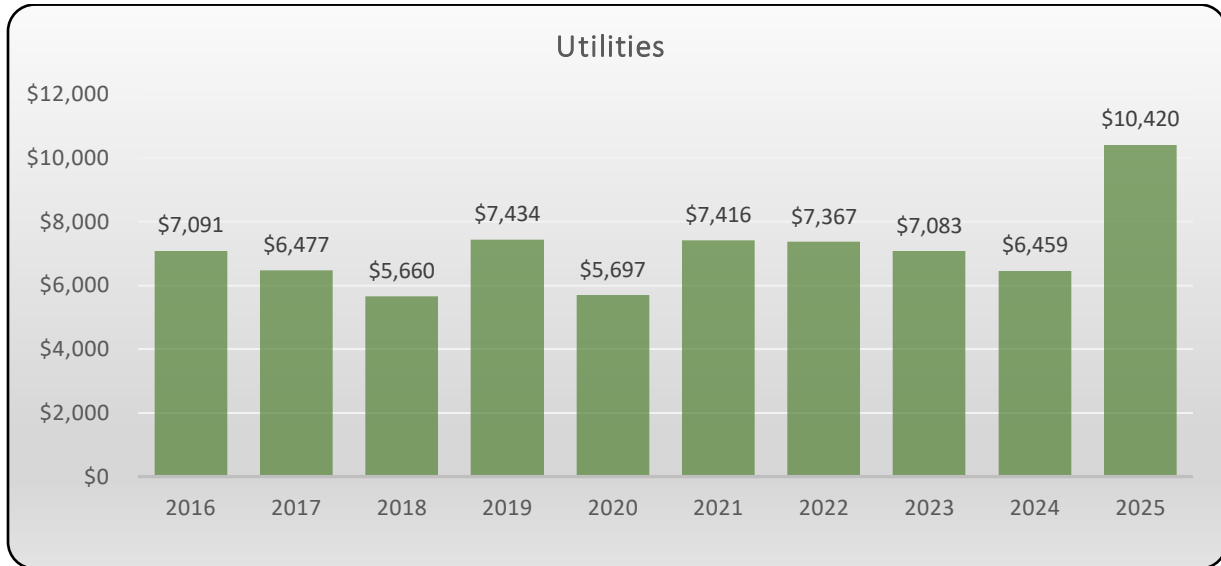
This item captures insurance payments to Enduris for financial protection and risk management (liability, theft, bonds, casualty, etc.). In 2024, the provider applied an annual inflation index of 7.5%. CCFPD4's Rate increases for 2024 including: property (5-10%); liability (2-5%); all other lines (2-10%). The District was insulated from extreme increases over the previous five years due to pooling.

Coverage for the September '23 through August 2024 cycle included: auto, physical damage (\$8,752), general liability (\$10,049); property (\$13,801); and crime (\$470), totaling \$33,072/year. Insurance averaged \$9,407 between 2009 and 2013, was \$10,172 in 2014, and was \$11,725 in 2015. Between 2019 and 2023, insurance premiums rose by 64%, from \$20,197 in 2019 to \$33,351 in 2023.



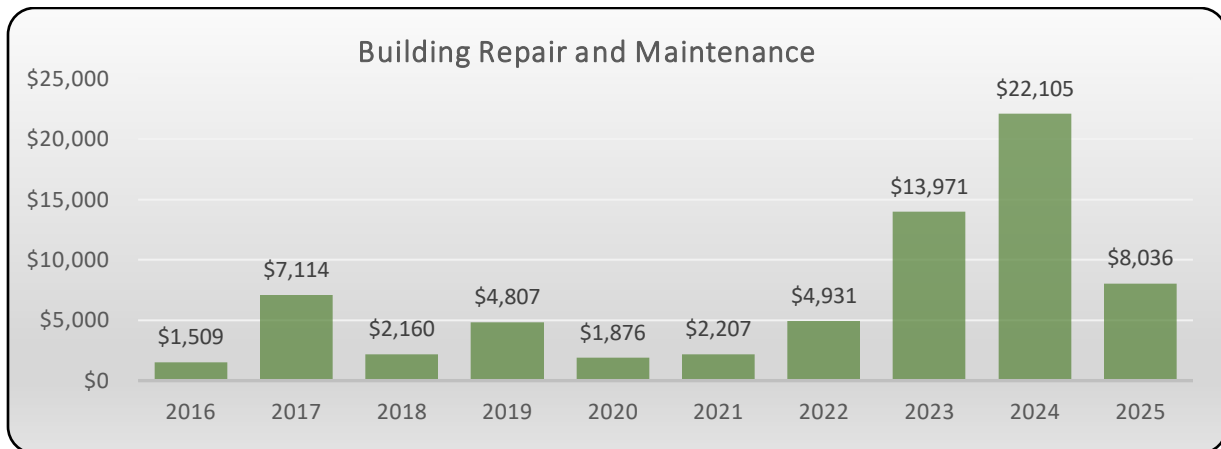
Utilities - 65171.52220.47.0090

This item addresses costs incurred for water, electricity, propane, and waste disposal. It includes payments to PUD, Crescent Water Association Inc., Thompson Gas/Propane North, Olympic Disposal, and Murray’s Olympic Disposal Company. Utilities averaged \$6,346 between 2009 and 2013 and totaled \$6,242 in 2014. was \$4,812 in 2015.



Building Repair and Maintenance - 65171.52220.48.0010

This item addresses costs incurred for the upkeep of the District’s facilities, including contracted repairs and maintenance inside buildings. It includes payments to Amazon, South Sound Fire and Security, Peninsula Drain and Septic, local hardware stores, and repairmen. Building Repair and Maintenance averaged \$1,470 between 2009 and 2013, was \$2,748 in 2014, and was \$2,157 in 2015.



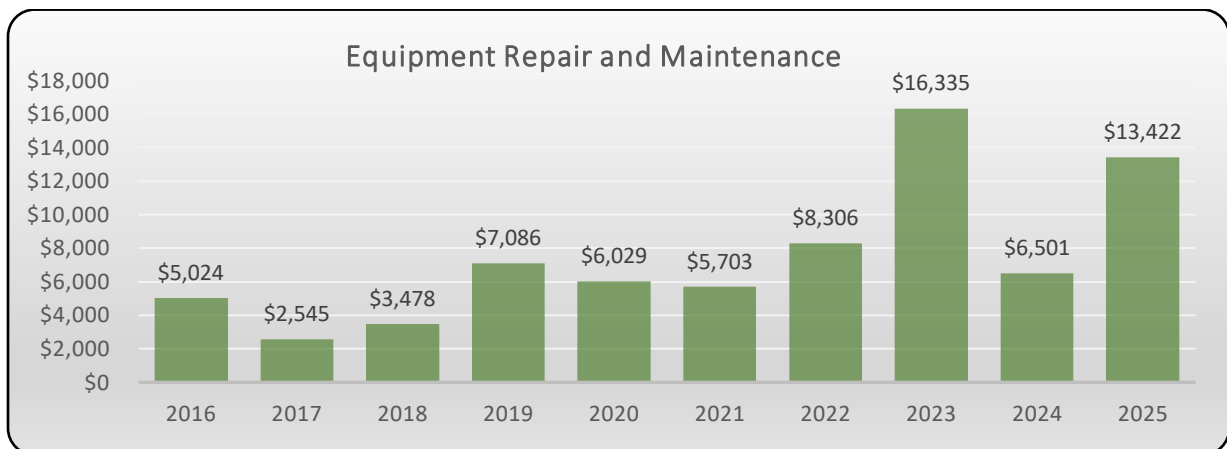
Outside Repair and Maintenance - 65171.52220.48.0020

This item addresses costs associated with the upkeep of the District’s facilities, including contracted repairs and maintenance outside buildings. Includes payments to local hardware stores and repairmen. Outside Repair and Maintenance averaged \$1,626 between 2009 and 2013, was \$2,155 in 2014, and was \$528 in 2015.



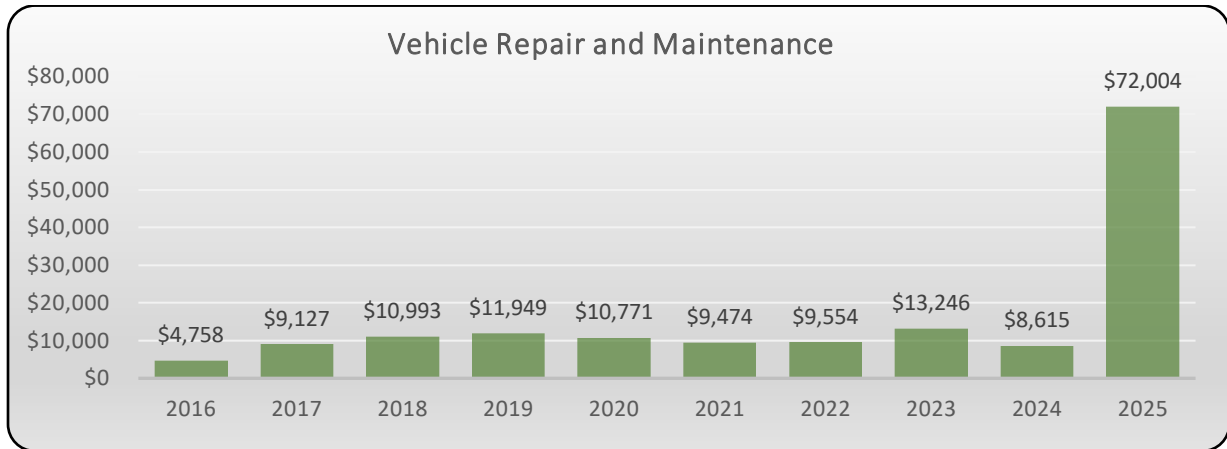
Equipment Repair and Maintenance - 65171.52220.48.0040

This item addresses costs incurred for spare parts and consumables to keep our assets in good working condition, for preventative maintenance to avoid equipment failures, and for keeping equipment clean and less likely to malfunction. Includes payments to ZOLL Medical Corporation, SeaWestern, and MES. Equipment Repair and Maintenance averaged \$4,395 between 2009 and 2013 and was \$3,113 in 2014. In 2023, repairs were made to the Jaws of Life through MES and for equipment for the new gurneys. The figure was \$251 in 2015.



Vehicle Repair and Maintenance - 65171.52220.48.0042

This item addresses costs incurred for routine inspections and tests, for the maintenance of the District’s life-saving equipment in the interest of safety, and maintenance services required to remain compliant. It includes the cost of oil changes, tire rotations, and multipoint inspections, unexpected repairs, and costs incurred for new brakes, tires, filters, and wipers. Includes payments to Baxter Auto Parts, PDQ Auto, O’Reilly Automotive, and District 3 mechanics for helping to maintain our vehicles. Vehicle Repair and Maintenance averaged \$6,054 between 2009 and 2013, was \$4,841 in 2014, and was \$16,101 in 2015.



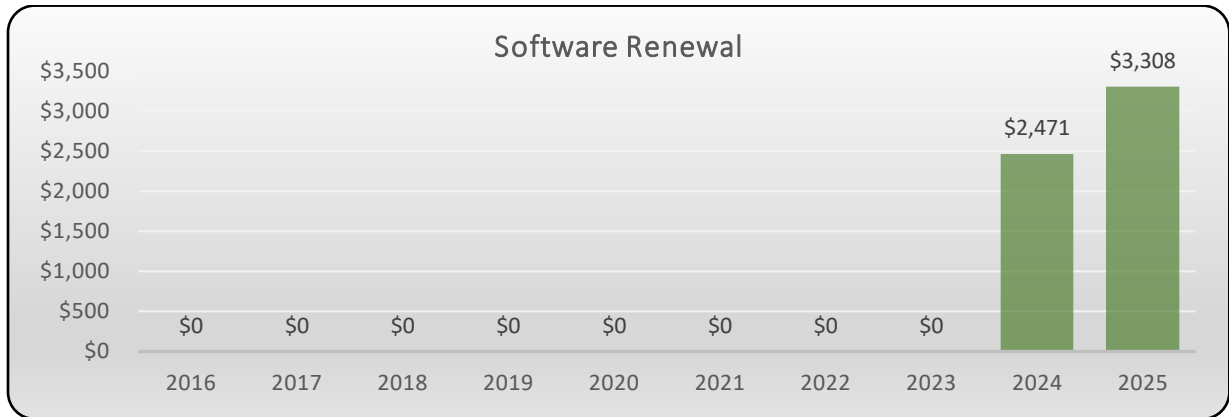
Radio Maintenance Contract - 65171.52220.48.0045

This item addresses costs incurred for radios for the volunteer force. It includes payments to Richmond Radios. Radio Maintenance Contract averaged \$836 between 2010 and 2013 and was \$354 in 2014. The District purchased a new repeater from Richmond Radios in 2020. The figure was \$1,419 in 2015.



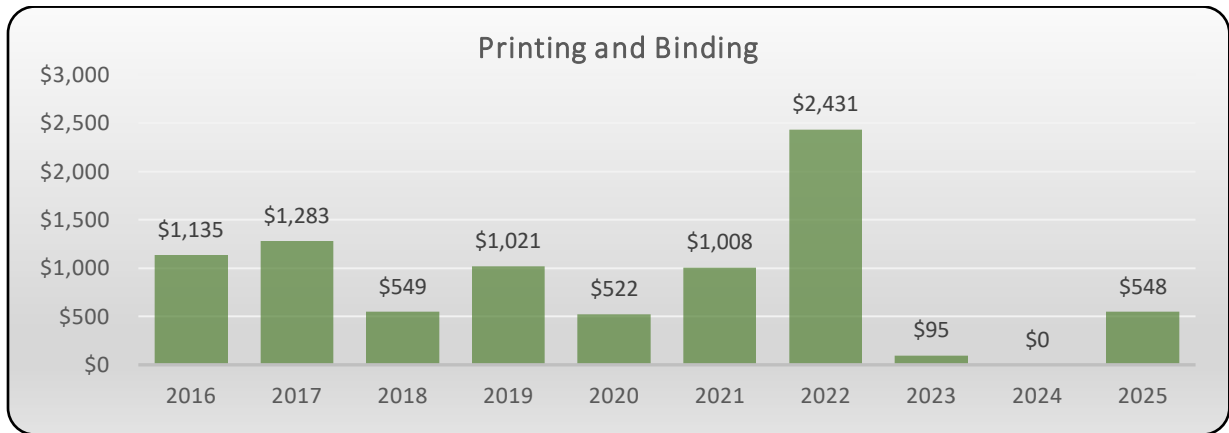
Software Renewal - 65171.52220.48.0140

This item addresses costs incurred for new software. Includes payments to ESO, Adobe, and Microsoft. This is a new BARS code, added to the District budget in 2024.



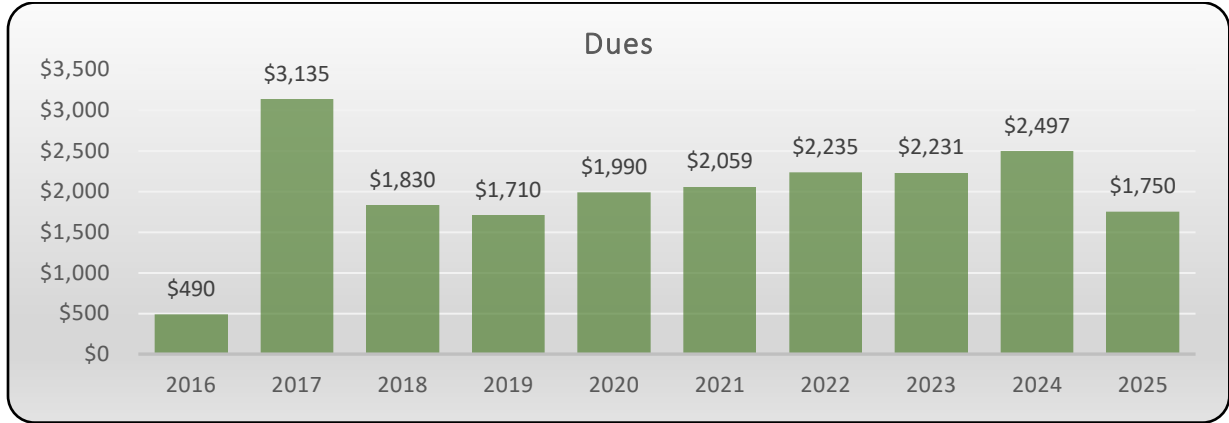
Printing and Binding - 65171.52220.48.0030

This item addresses costs incurred when printing newsletters, for binding types, fastenings, print methods (color or black and white), and for the delivery of a variety of documents. Includes payments to Pen Print and Olympic Printers. Printing and Binding averaged \$386 between 2009 and 2013 and came to \$1,167 in 2014. It was \$2,117 in 2015.



Dues - 65171.52220.48.0040

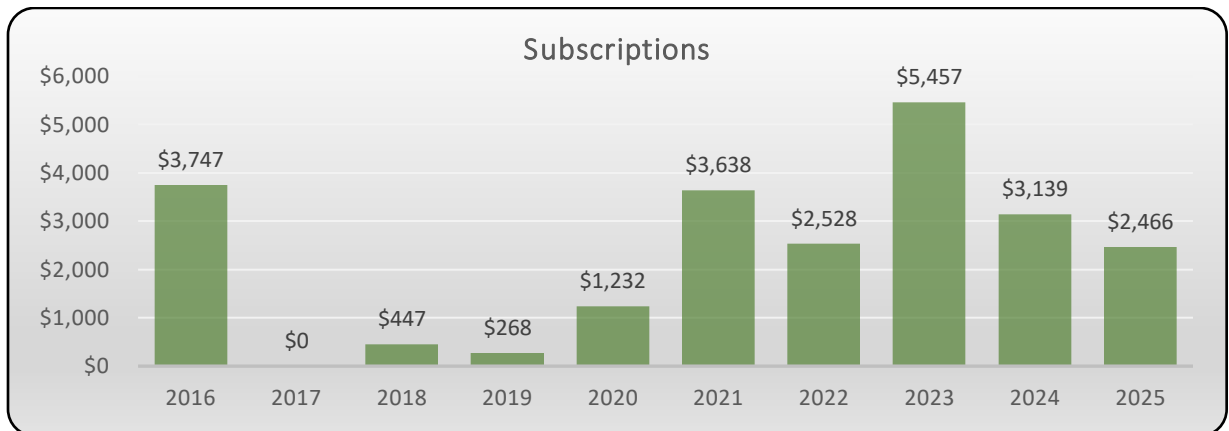
This item addresses costs incurred for obligatory association membership payments. Includes payments to the WA Fire Commissioners Association (WFCA), Washington Fire Chiefs Association (WFC), and the Olympic Peninsula Fire Commissioners Association (OPFCA). Dues averaged \$2,186 between 2009 and 2013 and came to \$1,722 in 2014. It totaled \$1,700 in 2015.



Subscriptions - 65171.52220.49.0041

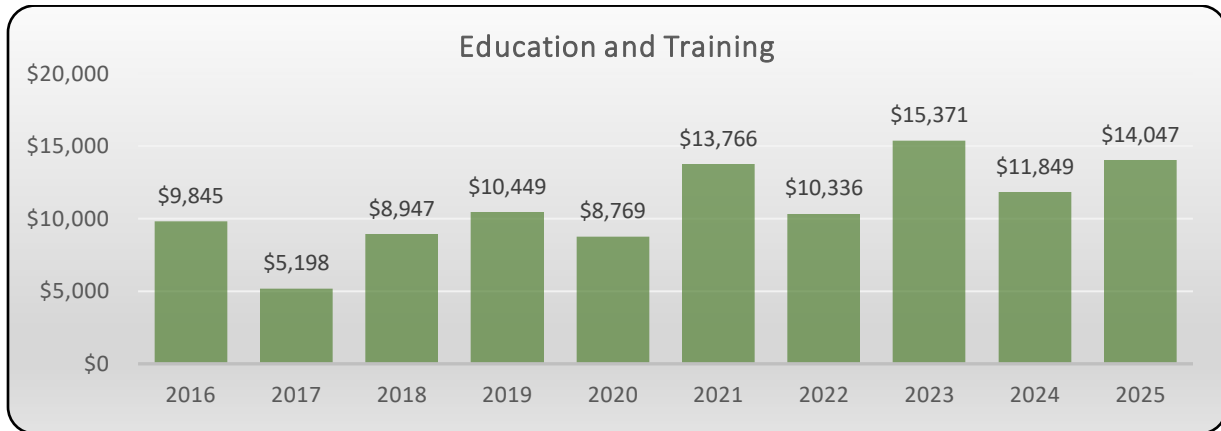
Historically, software was reported under Subscriptions. Beginning in 2024, software subscriptions were reported in the newly added “Software Renewal” BARS code (above in this document).

In the past, this item addressed costs incurred for recurring fees for magazine subscriptions or ongoing access to products and services. It included payments to ESO, EMS Connect, Adobe, and Microsoft. The District adopted the user friendly, intuitive, and sophisticated ESO Integrated Software Suite 2020. ESO has enhanced tracking, personnel management, logistics management, asset management, insurance billing, and quality assurance with medical records. It has also simplified reporting, improved accuracy, improved GEMT reporting, and helped capture additional revenue. Staff were trained in the use of its various modules in April 2023. The subscriptions total was \$430 in 2015.



Education and Training - 65171.52220.49.0075

This item addresses costs incurred for a variety of educational and training opportunities. Serving as a Fire Chief, volunteer, or commissioner involves considerable commitment and knowledge. Coursework and training are thorough and active participation in ongoing training is a requirement for responders. The District covers costs associated with pre-approved attendance at academies, conferences, and workshops, and compensates for some expenses. Education and Training averaged \$10,860 between 2009 and 2013, was \$26,481 in 2014, and was \$5,451 in 2015.



The following BARS coded items designated 52250 include those addressing rent, repairs, insurance, operation and maintenance of fire station and other buildings related to fire and emergency medical services.

Building/Office Rental – 65171.52250.45.0010

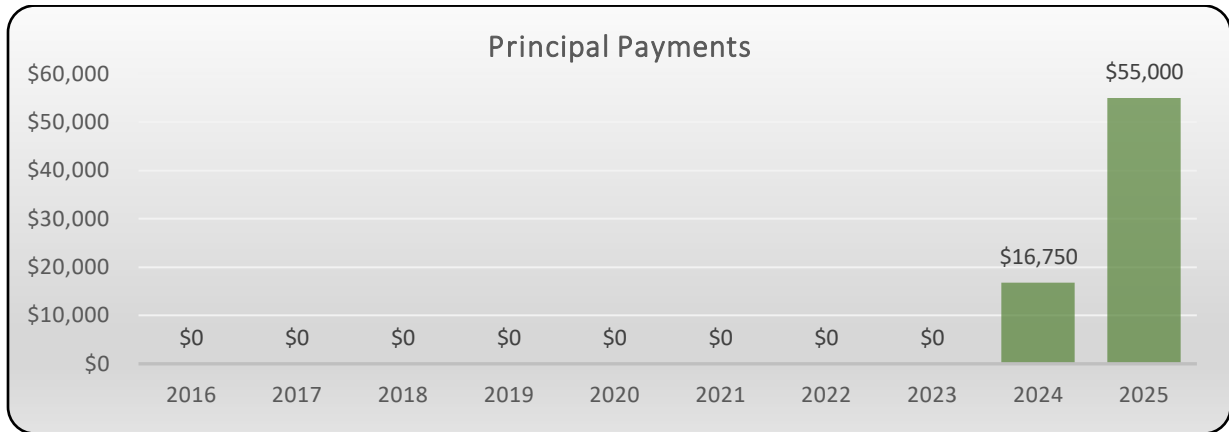
This item addresses costs incurred for rent, repairs, insurance, operation and maintenance of fire stations and other buildings related to fire and emergency medical services. In 2024 and through March 2025, the District made monthly \$3,000 payments to the new owners of former Station 41 for use of its apparatus bays. In 2024, the CCFPD4 delivered \$13,500 in rental payments to the new owners of former Station 41, allowing the District to store its vehicles and equipment in the former fire house and to operate from there prior to occupying the new apparatus bay. The District paid an additional \$9,000 in 2025.

The following BARS coded items designated 591 and 593 address debt service.

Capital outlays **object code 70** (debt service principal) is used with codes 591, 593, 594, 596 and 599. It addresses LOCAL program payments, general obligation, revenue, special assessment bonds, long-term leases/SBITA, installment purchases, anticipation warrants, contracts, intergovernmental loans, and other debt. Capital outlays **object code 80** (debt service interest and issuance costs), used with codes 592, 593, 594 and 599. It addresses interest on short and long-term external debt, interest on interfund debt, interests on debt to joint ventures affiliates, LID assessments, interest on intergovernmental debt, leases, and interest paid on overdue taxes (RCW 84.69.070), debt issuance and other debt service costs.

Principal Payments – 65171.59122.79.0010

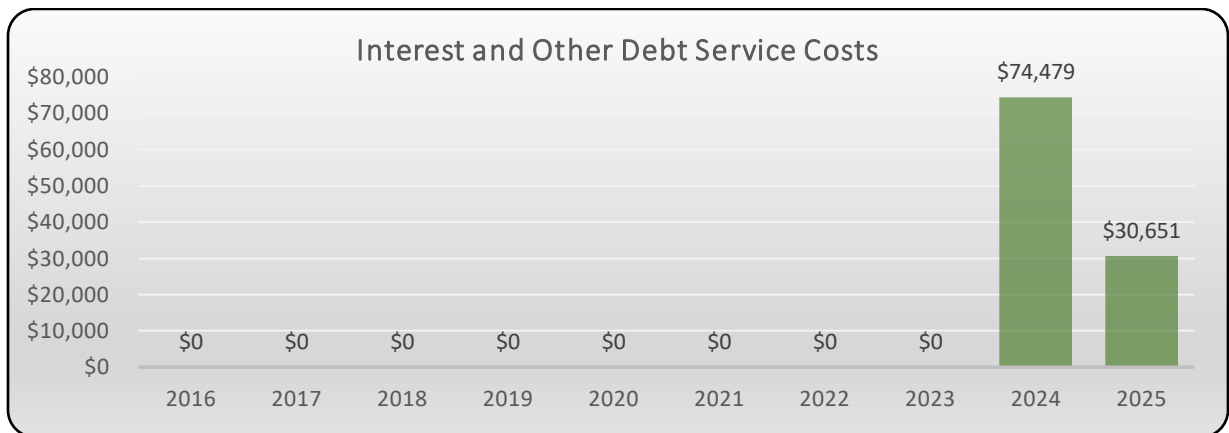
This item addresses costs incurred for repayment of principal on both short and long-term debt related to the District’s fire and EMS activities. The **object code 70** (debt service principal) includes the Washington State Treasurer's Office LOCAL program payments.



Interest and Other Debt Service Costs – 65171.59200.83.0020

This item addresses costs incurred for fire suppression and EMS services, for all interest due on any short or long-term type of borrowings - bonds, loans (including intergovernmental and interfund), debt to joint ventures and affiliates, LID assessments, leases, overdue taxes, lines of credit, and other debt.

Object code 80 (debt service interest and issuance costs) covers interest on short and long-term external debt, interest on interfund debt, interests on debt to joint ventures affiliates, LID assessments, interest on intergovernmental debt, leases, and interest paid on overdue taxes (RCW 84.69.070), debt issuance, and other debt service costs.



Office of the State Treasurer (OST) LOCAL Program Loan

CCFPD4 received \$700,000 in 2024 in “Proceeds of Other Long-Term Debt” via a loan from the Office of the State Treasurer’s LOCAL Program. The cost-effective financing option, with an interest rate of 4.08432%, helped fund construction of the new apparatus bay. The loan’s ten-year payment schedule, shown below as of November 15, 2023, will be paid in full in December 2033.

	<u>Date Due</u>	<u>Payment Amt</u>	<u>Principal</u>	<u>Interest</u>	<u>Annual Total</u>
1	6-1-2024	21,030.56	0.00	21,030.56	\$92,700
2	12-1-2024	71,750.00	55,000.00	16,750.00	
3	6-1-2025	15,375.00	0.00	15,375.00	\$85,600
4	12-1-2025	70,375.00	55,000.00	15,375.00	
5	6-1-2026	14,000.00	0.00	14,000.00	\$88,000
6	12-1-2026	74,000.00	60,000.00	14,000.00	
7	6-1-2027	12,500.00	0.00	12,500.00	\$85,000
8	12-1-2027	72,500.00	60,000.00	12,500.00	
9	6-1-2028	11,000.00	0.00	11,000.00	\$87,000
10	12-1-2028	76,000.00	65,000.00	11,000.00	
11	6-1-2029	9,375.00	0.00	9,375.00	\$89,000
12	12-1-2029	79,375.00	70,000.00	9,375.00	
13	6-1-2030	7,625.00	0.00	7,625.00	\$86,000
14	12-1-2030	77,625.00	70,000.00	7,625.00	
15	6-1-2031	5,875.00	0.00	5,875.00	\$86,000
16	12-1-2031	80,875.00	75,000.00	5,875.00	
17	6-1-2032	4,000.00	0.00	4,000.00	\$88,000
18	12-1-2032	84,000.00	80,000.00	4,000.00	
19	6-1-2033	2,000.00	0.00	2,000.00	\$84,000
20	12-1-2033	82,000.00	80,000.00	2,000.00	

Capital Expenditures/Expenses

The **59422** category captures costs incurred for all capital outlays related to fire and emergency medical activities. This includes facilities, equipment, ambulances, etc. The capital outlay **object code 60** is used for expenditures related to the purchase or construction of assets considered capital according to the government’s capitalization threshold policy.

Fire Hydrant Expansion - 65171.59422.62.0010

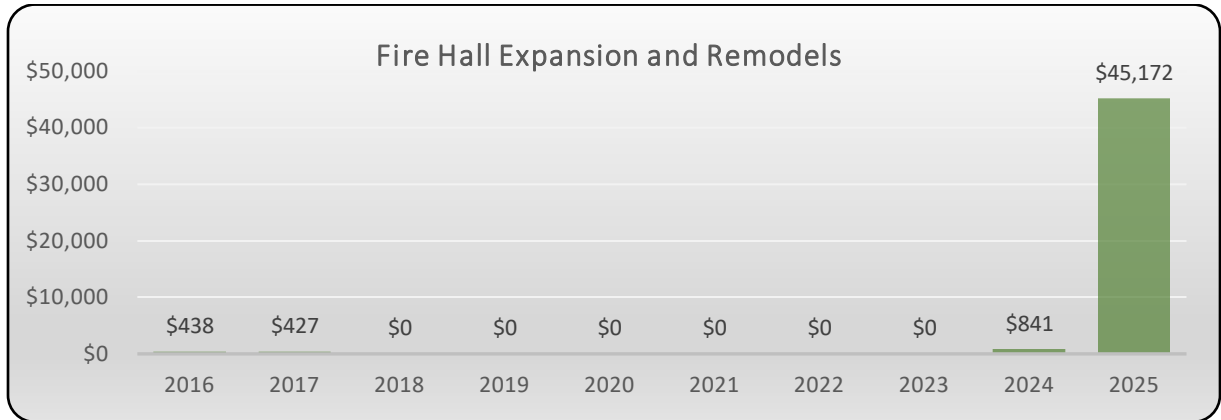
This item addresses costs incurred for new fire hydrants, splitting the cost with the Crescent Water Association (CWA). Nothing was budgeted for 2024 and 2025 and nothing spent.

Hydrant Subsidy - 65171.59422.62.0020

In 2018, the District spent \$2,540, splitting the cost with the Crescent Water Association (CWA). There is no record of other payments between 2015 and 2024 and no payment in 2025.

Fire Hall Expansion/Remodel – 65171.59422.62.0005

This item addresses costs incurred for all manner of repair, renovation, and replacement, addressing structures, patios, eaves and canopies, sidewalks, parking spaces, paving, and landscaping. Includes payments to Uline. Fire Hall Expansion/Remodel totaled \$2,053 (2011), \$4,624 (2012), \$662 (2013), \$1,580 (2014), and \$197 in 2015.



Facilities Capital Outlay Buildings - 65171.59422.62.5010

This item addresses costs incurred for the purchase of land and structures. The District purchased the new Administration Building from the LDS Church in 2020 for \$324,864.43. Costs associated with the construction of the new Station 41 apparatus bay, constructed between 2023 and 2025, began to appear in 2022.

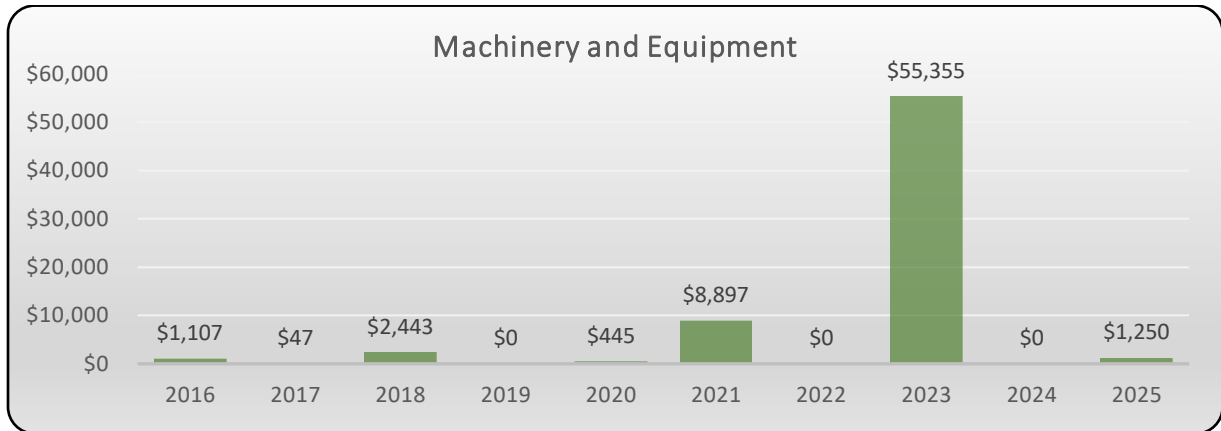


Joyce Disaster Preparedness - 65171.59422.63.5050

This item addresses costs incurred for community preparedness. In 2016, the District spent \$10,054 for a 40’ Conex container to support the Joyce Emergency Preparation and Planning (JEPP) group’s disaster preparedness efforts. In 2017, it spent another \$6,150 for an electrical connection, roofing, and a cyclone security fence. The total expenditure came to \$16,204. Nothing was budgeted and nothing spent in 2025. The container has since been relocated to the JEPP site behind the Joyce Bible Church.

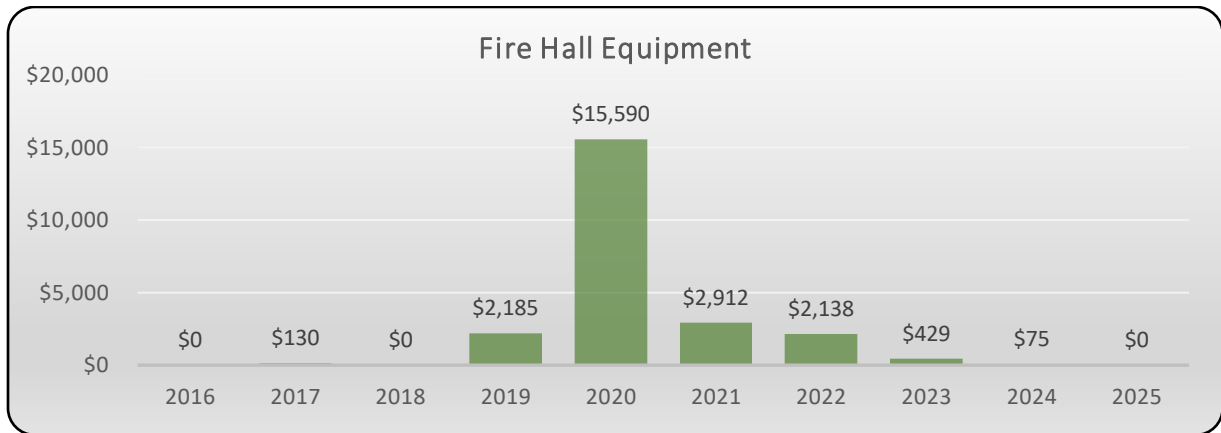
Machinery and Equipment - 65171.59422.64.0010

This item addresses costs incurred for major tools and implements used in operations, used to repair and maintain equipment and their inner workings, and for devices that aid in the operation of District machinery and equipment. Includes payments to Stryker. Machinery and Equipment expenditures totaled \$5,568 in 2014. Expenditures in 2023 totaled \$55,355, far above what had been spent in this category over time. In 2023, the large expense was for the lifts that aid the gurneys. The figure was \$1,260 in 2015.



Fire Hall Equipment - 65171.59422.64.0050

This item addresses costs incurred for furniture and appliances. Includes payments to Pacific Office Equipment. Fire Hall Equipment averaged \$125 between 2010 and 2013. In 2020, furniture was purchased for the Administration Building. The figure was \$32,298 in 2015.

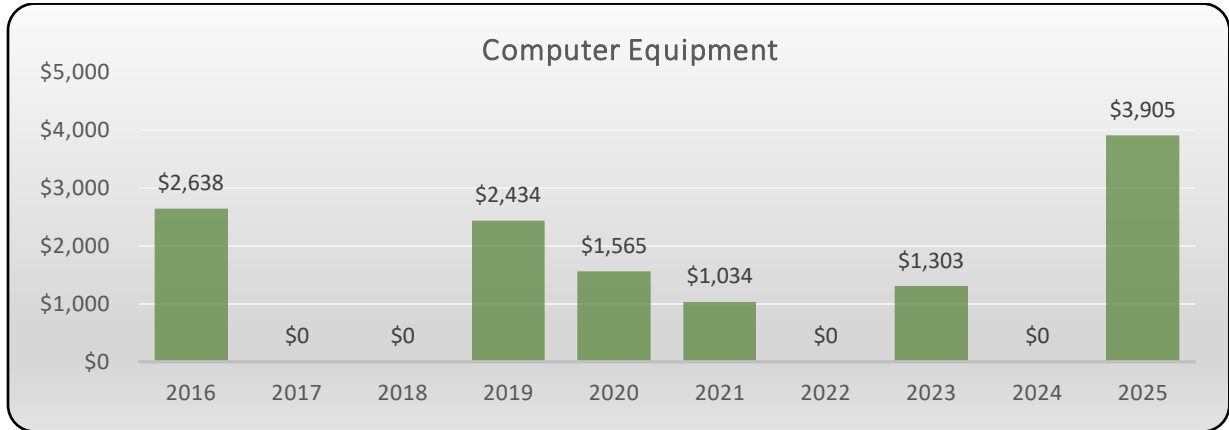


Public Education Program - 65171.59422.64.0060

This item addresses costs incurred for materials for the educational trailer. In 2017, the District spent \$309 for a public education project. The line item continues to appear in District reports. Nothing was budgeted for 2024 and 2025 and nothing spent.

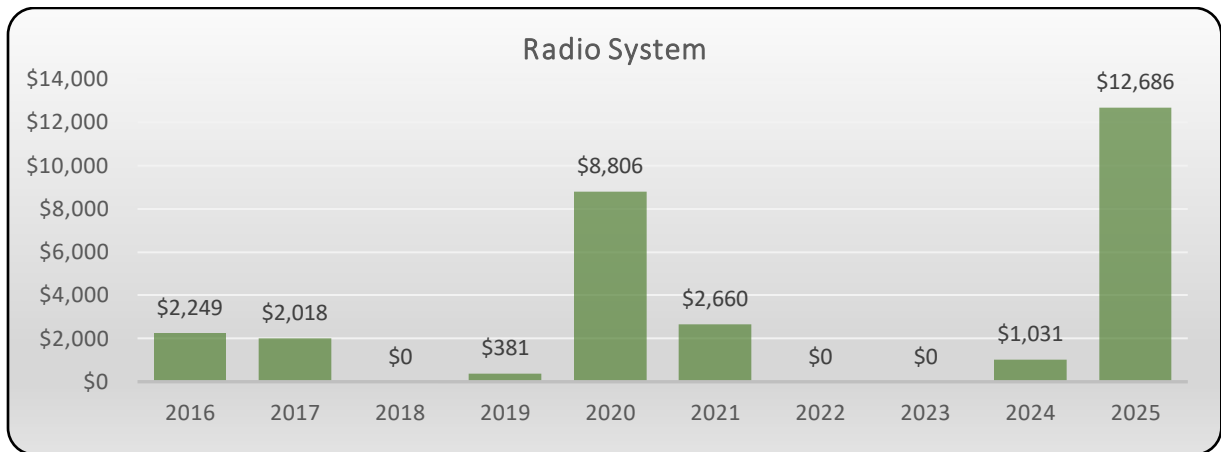
Computer Equipment - 65171.59422.64.0070

This item addresses costs incurred for new computer equipment. Includes payments to Dell and Telrepc. Computer Equipment averaged \$663 between 2010 and 2013 and was \$0 in 2014. The figure was \$591 in 2015.



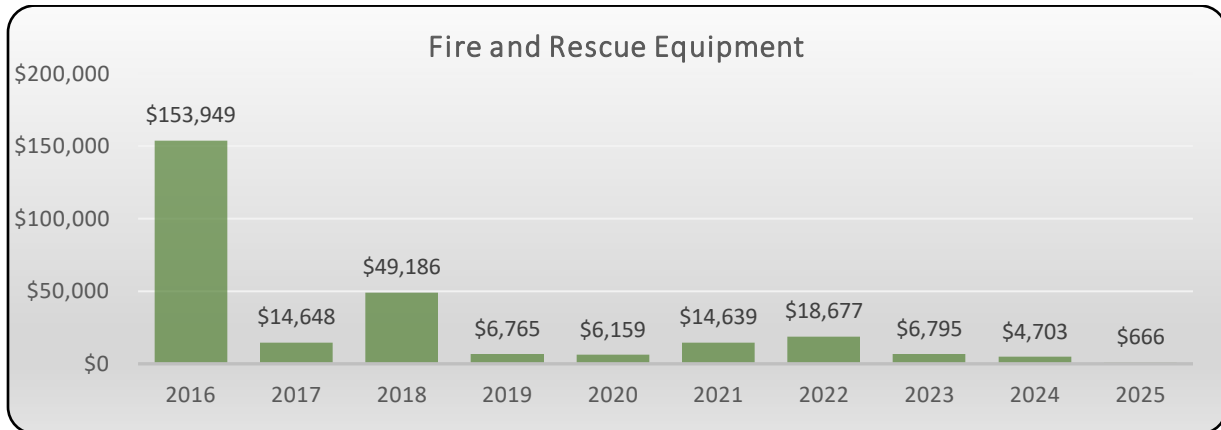
Radio System - 65171.59422.64.0090

This item addresses costs incurred for radio equipment. Radio System expenses averaged \$3,442 between 2010 and 2013, with \$11,785 having been spent in 2012, and \$2,840 in 2014. In 2020, we paid Daniels Electric for the radio repeater on Striped Peak. The figure was \$3,207 in 2015.



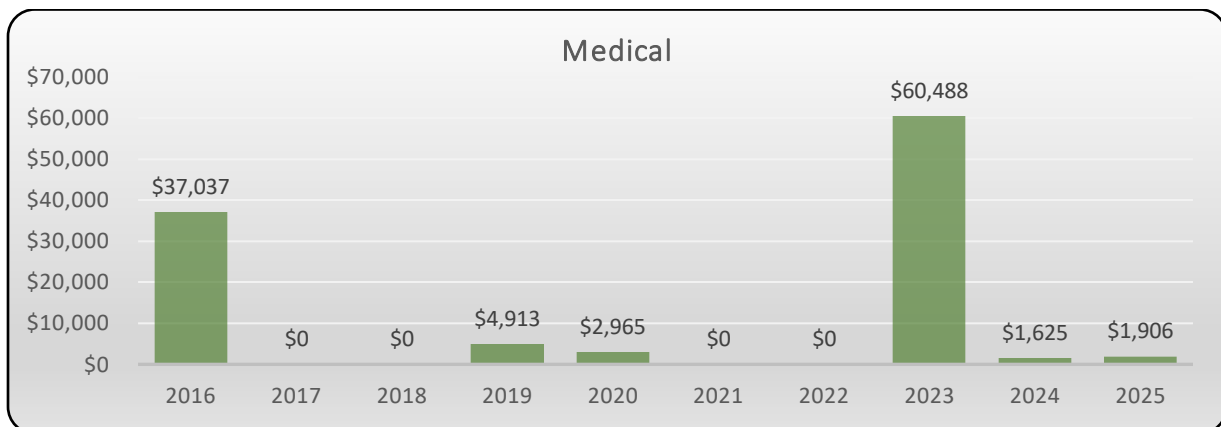
Rescue/Fire Equipment - 65171.59422.64.0110

This item addresses costs incurred for firefighter rescue webbing and carabiner kits, firefighting foam and other fire extinguishers, backboards, litters, stretchers, ladders, ropes, rescue nets, static ropes, retrieval pulleys, swivels, and tripods, oxygen equipment, rescue boards, spinal equipment, respiratory protection, communication, personal protective, and winch systems - all essential components of confined space rescue equipment. Includes payments to L.N. Curtis and Sons. Fire and Rescue Equipment averaged \$45,415 between 2010 and 2013, with \$160,302 having been spent in 2012. The 2014 expenditure was \$21,208. The figure was \$91,268 in 2015.



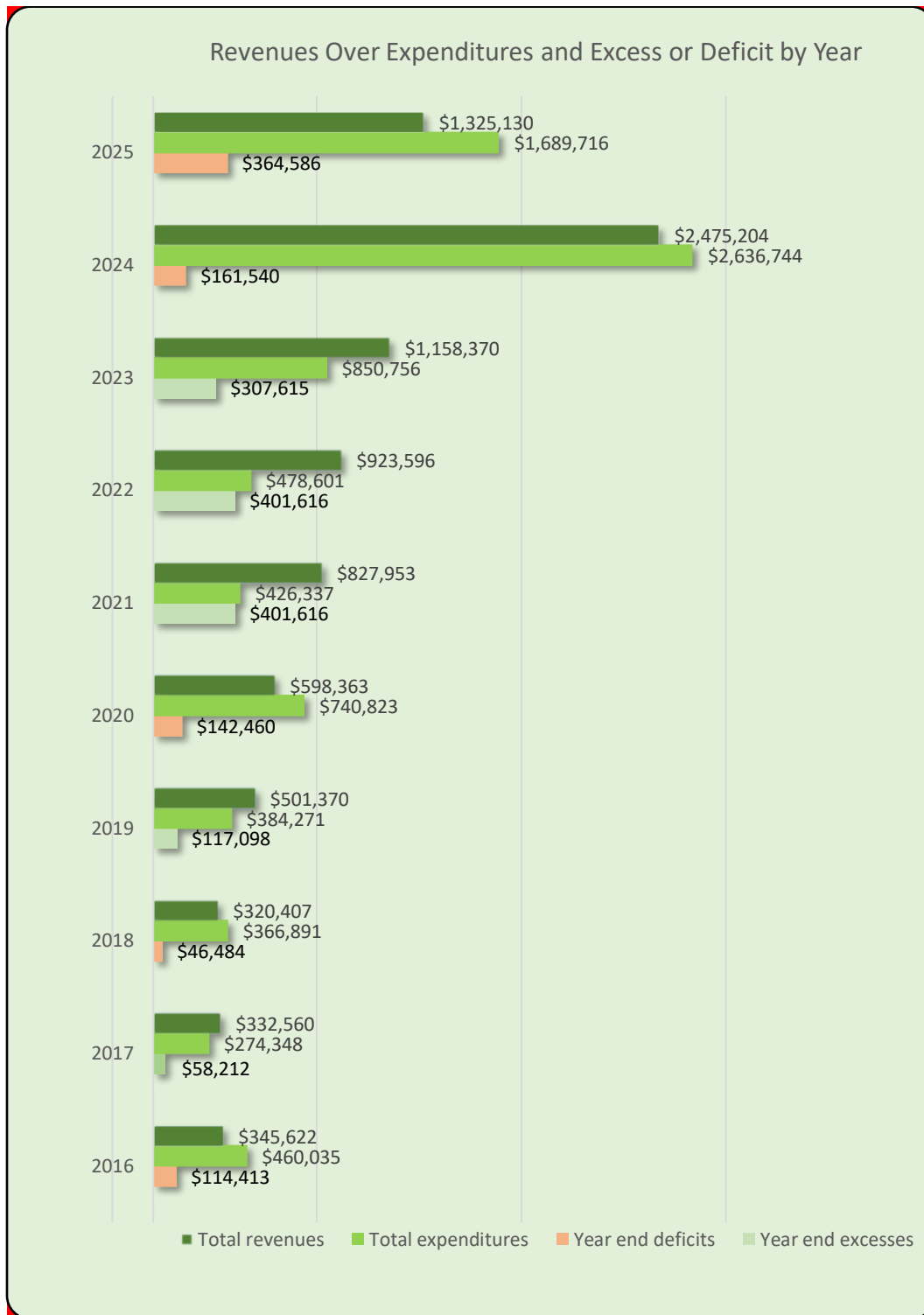
Medical - 65171.59422.64.0120

This item addresses costs incurred for medical supplies. Expenses totaled \$60,488 in 2023, up 1,131% from \$4,913 in 2019. Purchases are uneven from year to year. In 2023, the District purchased the gurneys. The figure was \$2,137 in 2015.



Revenues over expenditures and annual excesses/deficits

The figures below were drawn from the District’s Period 12 reporting, year by year. In five of the past ten years, total expenditures exceeded total revenues (shown in orange, below). An excess of revenues over expenditures (light green below) is known as a budget surplus, indicating more money came in than went out. Surpluses can be saved, used for debt reduction, or invested in projects.



County records show that, from at least 2014 forward, the timber value was no longer included as part of the District's assessed value. Chapter 204 Laws of 1984 require that the full TAV (timber assessed value) be added only to assessed value used to calculate voted bonds/special levies/excess levies.

The District operates on a calendar year cash basis. When revenues exceed expenses, the District reports a profit. When expenses exceed revenues, the District incurs a loss. When revenues are equal to expenditures the District is said to break even. From 2020 forward, following the tax levy lid lift, the District increased its revenues and excesses year by year.

The CCFPD4 budget

Budgeting is an essential element of financial planning, control, and the evaluation process. The annual budget serves as policy document, financial plan, operations guide, and communication tool. As such, it provides a clear picture of the services provided by CCFPD4, the cost of those services, and the policy decisions underlying the District's financial decisions. In addition, the budget provides District staff with a financial and operating plan that complies with the regulatory requirements for fire Districts in the State of Washington while exemplifying best practices in budgeting and financial reporting. Expenditures are monitored through an efficient accounting system and reported to the Board monthly. The District is legally required to produce a balanced budget each year. Consequently, District expenses track very closely with District revenues.

Budget development

The District's Board of Commissioners, Chief, and Quartermaster engage in a formal budgeting process each fall to responsibly manage financial affairs. The two-part District budget exercise consists of an estimate of the revenue that the District expects to receive during the budget year, including taxes and other income, and an estimate of anticipated expenses. The current year budget is amended and then a budget for the upcoming year is drafted.

Prior to adoption, the Board of Commissioners hold a public hearing to allow for comment regarding the sources of revenue available to the District and anticipated expenses. After consulting with the County Assessor, The Board of Commissioners establishes the tax levy by resolution. The resolution and the budget resolution are filed with the county by November 30. When all financial forms are complete at the end of the year, the county assessor provides the District with the current year assessed valuation of taxable properties located within the District. Using these values, the District can determine its tax levy-based revenues. It then estimates how much revenue the District can expect to receive.

Audits

An accountability audit is conducted periodically by the State Auditor's Office (SAO) to render an opinion on whether CCFPD4's financial statement reports are presented fairly in conformity with applicable and generally accepted accounting standards.

The audit addressing the period stretching from January 1, 2022, through December 31, 2023, reported that "District operations complied, in all material respects, with applicable state laws, regulations, and its own policies, and provided adequate controls over the safeguarding of public resources."

The District has been well-governed over the years, receiving multiple awards from the WFCA for excellence in management. The current economic outlook is complicated, but the District remains optimistic. The team works diligently to ensure financial stability. Expenses typically require minor budget reallocations or budget amendments.

The Chief will continue to request funds to implement the objectives of the Strategic Plan. The board conducts periodic situational analyses, considering elevated costs of living, inflation, occasional supply chain problems, near-term economic forecasts, financial projections, and more.

Building Committee, McNeely Design and Phoenix Construction

A Building Committee was formed in the summer of 2017 and then spent five years exploring options, weighing whether to renovate the existing Station 41 or build a new station. The committee then submitted recommendations for board consideration. In the fall of 2019, the LDS church became available at a bargain price. The District purchased the parcel and structure with existing funds with the thought of building an apparatus bay on the property at some time in the future. The purchase of the LDS church closed in March 2020, and the building was occupied a month later. By 2023, the District had signed contracts with McNeely Design and Phoenix Construction to complete a design-build facility adjacent to the administrative building.

Building Finance Advisory Committee (BFAC)

This working group was authorized by the board in May 2022 to explore funding sources and options for the construction of the planned apparatus bay and training facility. By September 2023, the committee had met ten times to strategize and to identify funding options. After weighing several financing scenarios, it recommended in September 2023 the Office of the State Treasurer LOCAL Program's offer to finance a \$700,000 loan. The board approved the option.

The OST LOCAL Program loan had a ten-year term, there were no up-front fees, and it was not pre-payable. The sale date was October 26, 2023, and funds were made available on November 15, 2023. The loan will mature on December 1, 2033.

After advising the board, the work of the BAFC was put on hold, anticipating it would be reactivated once construction was nearing completion. However, a motion to reconvene the committee sooner than expected was approved in May 2024, with the thought it could assist the board in its ongoing review of project targets, costs, change orders, and recommended additions as the build progressed.

The BFAC helped the board make sense of the figures presented in the monthly Revenues and Expenditures Reports and other documentation related to the project. It also assisted the board as it compared earlier cost estimates against actual expenditures and new projections, helped shed light on the project's funding status from month to month, and helped track LOCAL program receipts and debt service payments. Its work provided clarity and assurances that the District could meet obligations.

Facilities, Vehicles and Equipment

Facilities

The District successfully operated out of the 51250 Highway 112 Station 41 for almost fifty years. As the District grew and the call volume increased, it became obvious that the station would not meet future needs. Many factors such as age, utility costs, limited square footage for training, lack of sufficient office space, electrical capacity, questionable construction worthiness, lack of a back-up power source, and limited storage space were all concerns. Additionally, that station had neither the size nor functional infrastructure to be used as Emergency Operation Center/Command Post in the event of a catastrophic incident. Over the years, various options were discussed including retrofitting that existing station or possibly adding several additions to the existing facility. Finally in 2017, the Board of Commissioners decided it would not be feasible to continue along those lines of discussion and that it would not be in the community's best interest to spend so much money on a building approaching the end of its expected life span.

In 2019, the LDS Church in Joyce, which had been shut down and closed for business and unoccupied for approximately two years, was suddenly listed for sale. The asking price was almost half of the assessed value at the time. The Board of Commissioners saw this as an obvious solution to the station challenges and quickly acted. The building was pristine and perfectly suited to function as the basis for a new fire station. An offer was made and accepted. Upon taking ownership, the District moved all administrative and training components to the new building in April 2020. A week later COVID-19 reared its ugly head, and all future planning was put on a temporary hold.

As things slowly returned to normal, the next step was to find a safe place to house the District's first response apparatus along with the additional space needed to adequately train volunteers. It was ultimately decided that a new Apparatus Bay would have to meet the following criteria:

1. Co-located/adjacent to the existing Administrative Building
2. Functional over fancy - try to match the lines/design of the Admin Building
3. Rugged and durable - able to withstand significant adverse weather/climate events
4. Stick-built wood frame or steel/wood hybrid frame construction
5. Energy efficient with plenty of lighting
6. Minimum of four apparatus bay doors
7. A training tower for Firefighter and Tech-Rescue training
8. A decontamination station for post call clean-up and responder's health/safety
9. Plenty of storage for equipment and supplies
10. Sufficient Shop and maintenance area to keep all equipment in working order
11. Minimum of two bathrooms, utility room, laundry room with a bunker gear washer and dryer.
12. Backup power source for sustainability in the event of an adverse event
13. Fitness center/crew lounge available for responders and staff
14. Not to be designed with sleeping quarters. Sleeping quarters separate from the Apparatus Bay was considered much safer for responder's health.
15. Big enough for current and foreseeable needs
16. Do it right the first time with long lasting quality in mind

With the end goal now clearly in mind, the District set out to design and build a new Apparatus Bay and Training Center. After numerous iterations of handwritten drawings, the vision was set.

The District decided to move forward with a design-build plan utilizing a designer referred by our attorney. The gentleman had previously successfully designed and built numerous fire stations throughout Washington. It was decided we would also have the designer act as our construction agent during the build thereby allowing us to function as our own General Contractor. The approach drastically reduced the overall costs involved in the process and significantly reduced the number of change orders through the duration of the project.

The District ultimately decided to proceed with a hybrid approach to the new building providing strength of steel combined with an aesthetically pleasing look of wood to more closely match the existing Administrative Building. We did not want it to look just like a basic shed or outbuilding in the middle of Joyce.

All the inside walls and mezzanine structures were to be separated by at least three inches from the steel support structures providing additional seismic benefits to the overall stability of the building. Differing materials have different seismic properties and periods of oscillation and therefore must be separated by code to allow the movements to not compound each other. Since this building was to be a Fire Station, it had to be built to “Critical Facility” codes and standards which were more robust than those for similar buildings not designated as such.

One of the unique features of the building was the multi-purpose training tower. In the early-on handwritten plans this tower was originally envisioned to be attached to and sticking out from the west end of the building. Our designer informed us that County building codes and square footage limitations would prohibit that design. He came up with a genius design that incorporated the tower into the middle of the floor plan. The tower has an untold number of uses which will cover all aspects of our training to include EMS (patient access/rescue/stairclimbing...), Firefighting (victim search/rescue, hose and ladder drills, downed or injured firefighter rescue, mayday drills, bailouts, smoke reading and smoke removal), and Tech-Rescue Operations (high/low angle rescues, rappelling, climbing, river or canyon crossing, vehicle stabilization, and trench/silo/sink hole rescues).

As a final highpoint, a 200-kW generator and 3,200-gallon diesel storage tank were installed. It was critical for the District to have a way to become and remain self-sufficient for extended periods during prolonged power outages and during a catastrophic event. The large diesel tank on site allows us to fuel rigs, not only daily at a reduced overall price, but more importantly, it greatly extends our operational capability and ability to answer community needs during such events. By connecting the fuel tank to the generator, we’re able to operate for extended periods when the power is out. This will prove critical when major incidents require operating as the West End’s Emergency Operations Center.

The Apparatus Bay and Training Center was finished in the Spring of 2025. It was built to last and serve our community proudly for the next fifty plus years.

CCFPD4 currently owns and maintains two stations and an administrative/training center.

- Station 41 is located in Joyce on State Hwy 112 and includes the administration building
- Station 42 is located 8 miles east of Joyce on Hwy 112.



Administration Building

And training facility
51162 Highway 112
Port Angeles, WA. 98363 (in Joyce)

4,455 sf, on a 5.90-acre parcel

Constructed in 1998. Purchased from the LDS church in 2020 for \$324,864.43.
Appraised market value in 2023: \$525,000



Station 41

Central Station
51162 Highway 112 (in Joyce)
6,560 sq. ft on the same 5.90-acre parcel

Apparatus bay built in 2024/2025
Total construction cost approx. \$3,000,000

Ambulance 41, Engine 41, Tender 41, Brush 41, Chief's command vehicle

Replaced former station 41 at 51250 Hwy 112, built in the 1970s, which sold in July 2024 for \$450,000, minus closing costs (title insurance, loan fees, appraisals, taxes, attorney fees). Final amount to the District = \$420,314.



Station 42

East Station or Freshwater Bay Station
55922 Highway 112
Port Angeles, WA. 98363

2,704 sq. ft on a 2.95-acre parcel

Ambulance 42, Engine 42, Tenders 42 & 42A

Constructed in 2002/2003
Appraised market value in 2023: \$305,000

District apparatus

One of the most important capital assets of the district is its fleet of reliable vehicles. CCFPD4 personnel depend heavily on the performance and capabilities of apparatus when operating to protect life, property, and the environment. To maximize these capabilities and minimize their risk of injury, it is imperative that our vehicles and apparatus meet all NFPA 1911 safety standards and be equipped with the latest safety features and current operating capabilities. Vehicle inspections are conducted annually by certified mechanics, and the fleet is well-serviced and maintained to be ready at any moment to respond to emergencies.

CCFPD4 currently owns and maintains the following vehicles and apparatus:



Station 41

Command Vehicle C401
2018 Nissan Titan XD 4WD, crew cab

Used by the Fire Chief or a senior officer of the fire district to respond to all incidents. It's equipped with lightbars, sirens, both long-range and short-range radios, and other specialized equipment.

Purchased in 2018



Station 41

Road Rescue Ambulance, Aid 41
2011 Ford Type 1 F5D, UltraMedic
Primary response – “first out” responding ambulance for any medically related 911 calls along with all vehicle accidents and most fire calls.

Transports patients to Olympic Medical Center (OMC) as required

Purchased in 2011



Station 41

Engine/Pumper E41
2005 E-One Engine
Primary Response “first out” responding engine for any fire or rescue calls and most vehicle accidents

Transports firefighters and water to an incident and carries equipment for firefighting operations

Water capacity of 1,000-gallons

The above engine transports firefighters and water to incidents and carries all necessary equipment and tools for firefighting and rescue operation. Purchased in 2007



Station 41

Tender/Tanker, T41
1995 Ford F800. Diesel

A specialized vehicle capable of bringing water, foam, or dry chemicals to fire trucks in the field.

Water capacity of 1,500-gallons



Station 41

DNR surplus brush truck
Engine H4S-0051

Transferred to CCFPD4 on Feb 27, 2026
Mileage: 100,521 upon acquisition

Ford F550XL Type 4 automatic diesel
Crew cab with 4-wheel drive
400-gallon tank and foam unit
Pump: 300PSI 4 Stage Pump 94gpm
Drafting capable

The Department of Natural Resources turned over 15 surplus wildfire engines to fire districts in wildfire-prone rural communities across Washington state in 2025-2026, part of the agency's annual effort to help strengthen fire response at the local level. Local fire districts are a critical first line of defense against wildfire, according to George Geissler, DNR's State Forester and Deputy Supervisor responsible for Wildland Fire Management in 2025. They're an invaluable initial attack resource, able to reach ignitions early and keep them small. DNR recognizes that strong working partnerships across the local, state and federal levels are critical when it comes to fighting wildfire. The addition of the brush truck would help District No. 4 defend against wildfire.

The purposes of the DNR engine transfer included supporting a resilient and effective wildland firefighting network by providing resources for our local fire protection district and by strengthening safe wildfire response capabilities in our area.



Station 41

2011 Genie S-65 telescopic diesel boom lift
A lift height of 60 feet and reach of 34 feet

DNR surplus
Transferred to CCFPD4 in 2025

Used for installing signage, replacing light bulbs, servicing heaters/filters and other elevated items, window washing, roof work, and for maintaining gutters and downspouts

This lift was provided to CCFPD4 by the Department of Natural Resources (DNR) in 2025. The District agreed to all terms, including that we must keep the lift for at least one year, after which it could be sold.



Station 42

Ambulance, Aid 42

“Second out” ambulance for responding to any medically related 911 calls along with all vehicle accidents and most fire calls.

For transporting patients to Olympic Medical Center (OMC) as required

Purchased in 1997



Station 42

Engine/Pumper E42

Ford E-One Engine

Transports firefighters and water to an incident and carries equipment for firefighting operations

Water capacity of 1,000-gallons

Purchased in 2006



Station 42

Tender T42A

Freightliner

A specialized vehicle capable of bringing water, foam, or dry chemicals to fire trucks in the field.

Water capacity of 3,000-gallons

Purchased in 2007



Station 42

Tender T42

Ford F800

A specialized vehicle capable of bringing water, foam, or dry chemicals to fire trucks in the field.

Water capacity of 1,500-gallons

Purchased in 1995

As of December 2025, the district owned the following ambulances, engines, tenders/tankers and trucks.

Station 41

<u>Apparatus ID</u>	<u>Year & Model</u>	<u>Assignment</u>	<u>Engine</u>	<u>H2O Tank</u>	<u>Year to Replace</u>
C401 Command Car	2018 Nissan Titan XD 4WD Initial cost: \$50,000 2023 Enduris value \$54,041	Chief	Diesel	NA	Estimated 2035
A41 Aide 41	2011 Ford Type 1 F5D 11 Road Rescue Ambulance Initial cost: \$154,000	Station 41	Diesel 6.7L	NA	Estimated 2035
E41 Engine 41	2006 07 E-One Engine International Tradition	Station 41	DT570 Diesel	1,000 Pump type: Hale, 1500 gpm	Estimated 2037
T41 Tender 41	1995 Ford F800 Ford Tender Diesel	Station 41	Cummins/ Allison Auto Diesel	1,500 Pump type: Hale, 300 gpm	Estimated 2035
B41 Brush Truck 41	Ford F550XL Type 4 automatic diesel Crew cab with 4-wheel drive Transferred to us in early 2026	Station 41 With foam unit	Diesel	400-gallon tank: 300 psi 4 stage pump	Estimated 2040

Station 42

<u>Apparatus ID</u>	<u>Year & Model</u>	<u>Assignment</u>	<u>Engine</u>	<u>H2O Tank</u>	<u>Year to Replace</u>
A42 Aide 42	1997 Ford Wheeled Coach Ambulance	Station 42	7.3 PS Diesel	NA	Estimated 2030
E42 Engine 42	1996 E-One Engine Ford E1 Pumper	Station 42	M-11 Cummins Diesel	1,000 Pump type: Hale, 1250 gpm	Estimated 2030
T42 Tender 42	1995 F-700 Gas Ford Tender Gas	Station 42	7.0L Gasoline Allison Auto	1,500 Pump type: Hale, 300 gpm Portable Onboard	Estimated 2035
T42A Tender 42A	2007 Ford F800 Freightliner Initial cost: \$150,000	Station 42	Diesel	3,500	Estimated 2035

A Surrey Safety Trailer was acquired in 2002. It was funded by the Crescent Grange and housed for many years in a custom-built garage at the former Station 41. It was transferred to CCFPD3 in May 2024, where it is now stored, maintained, and made available to neighboring districts upon request. In 2023, our Insurance Company Enduris stated its value at \$39,000.

The District's fleet is well maintained, inspections are routine, and the district reviews the overall condition of its vehicles on an ongoing basis. CCFPD4 does not have a firm replacement schedule. By the end of 2025, the district did not own a specialized rescue vehicle or any other maintenance support vehicles.

The generally accepted life cycle for engines, tanker/tenders, and brush trucks is 25 years. The generally accepted life cycle for BLS and support units is 15 years. The generally accepted life cycle for chief officer cars is 12 years. This is reflected in the year to replace column at right below.

Vehicle replacement

There are at least three different life cycles to consider when evaluating vehicle replacement as well as some immeasurable costs:

Service life is when a piece of equipment can perform its needed duty. Service life is dependent on a number of factors and variables. The most important are mileage, number of responses, overall wear and tear, pumping capacity, operating capability and availability of parts.

Technological life is the capability of a piece of equipment to serve in the role it was initially designed for. While older vehicles may still be capable of performing the tasks they were designed for, they cannot match the performance requirements of new vehicles. Speed, acceleration, and braking ability with new technologies such as antilock braking systems, traction control and rollover stability are examples of relatively new technological advances in apparatus.

Economic life is the total expense for effective use over a given period. These costs include depreciation, operating costs, fuel, oil, maintenance, repairs, downtime replacement, available of parts, and operator training. All these factors come into play when determining a vehicle's economic life. The cost to maintain a vehicle increases with time, until it is too expensive to operate.

Replacement guidelines in summary

The National Fire Protection Association (NFPA) recommends that fire apparatus be used as first-line vehicles for 10 to 15 years, after which they should transition to reserve status for an additional 5 to 10 years. Beyond 25 years, the apparatus should be retired from service. These guidelines are detailed in NFPA 1900, which consolidates standards for various emergency vehicles, including fire apparatus.

Equipment

District equipment, including radios, Self-Contained Breathing Apparatus (SCBA) equipment, air compressors, “E-draulic” rescue tools (Jaws/Cutters/Rams), tech-rescue equipment, medical monitors, and gurney/auto-loading systems are frequently tested and properly maintained. Preventative maintenance and repair are among CCFPD4's priorities.

The District will continue to provide a level of preventative maintenance for the fleet that meets or exceeds industry best practices and legal requirements. It maintains a flexible/tentative apparatus fleet replacement plan and ensures that vehicles are managed by well-trained and properly resourced personnel to help maximize the service life of the fleet and associated equipment. Recent equipment acquisitions included the purchase of two Stryker gurneys and auto-load systems with the help of a USDA grant (2023), the adoption of ActiveAlert notification software for quick and reliable communication (2023), the installation of Starlink Internet service hardware (2024), and the installation of a new security systems including cameras, monitors, and alarms (2024).

Local Community Relations

The future of the fire district depends in large part on meeting community expectations for operations, on fiscal accountability, and on public education. The Joyce community identifies closely with the district and supports its team. The strong approval for the 2019 levy lift initiative affirmed voter's commitment to the CCFPD4 mission, values and service. Our local volunteer fire District is a government entity over which all residents in the unincorporated, rural area can hold a sense of ownership and pride.

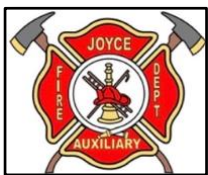
CCFPD4's five commissioners are elected by local citizens who take seriously one of the most important duties we have as Americans - exercising their fundamental right at the ballot box to have a say in how our government is run. In this manner, through elections, they choose the district's leaders, voice their support for or against district initiatives, and influence how the district is governed and operated. Voting is the language of democracy and every vote matters. The district's citizenry is informed through postings on the CCFPD4 website, via periodic newsletters, and via the Auxiliary's Facebook page. They are also invited to attend announced monthly board meetings where they're given opportunities to express needs, preferences, satisfaction, and dissatisfaction with how their tax dollars are spent.

General communication

CCFPD4 and the district's wider community communicate via word of mouth, e-mail messaging, memoranda, news stories in print, broadcast media, the district's website and Facebook posts, posted meeting notices, district newsletters, district reader board posts along highway 112, informational posters, brochures, and fliers, and through outreach, community workshops and trainings, periodic presentations to community groups and organizations, and special events. The district strives to raise awareness about new initiatives and services prior to implementation and always welcomes feedback. It carefully considers why it must communicate with the community, the messages it wishes to convey, to whom (various audiences), and which communication channels will be most effective in each circumstance. Critical messages are documented and printed communications are archived.

Interactions with established community organizations

CCFPD4 makes a concerted effort to interact regularly with local organizations including the local school, community councils, and water district, and it supports worthy local initiatives. It also works closely with three local groups committed to assisting CCFPD4 with preparation and planning for natural and man-made disasters, with the goal of developing a more response-ready and resilient Joyce community. All three groups, JEPP, JES and CERT, are prepared to support CCFPD4 personnel in a crisis.



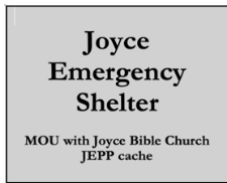
Joyce Fire Auxiliary: The Joyce Fire Auxiliary is comprised of community members who wish to support CCFPD4 and its volunteers. It was organized to further the welfare and recognition of CCFD4 volunteers, improve volunteer morale, aide in the provision of effective and efficient service in response to man-made or natural disasters, celebrate district achievements, maintain the district's good reputation in the eyes of the public, and contribute

to understanding and cooperation among all involved. The long-standing group is registered with the State of Washington as a 501c3 non-profit organization.



Joyce Emergency Preparation and Planning group (JEPP): Established in 2015, JEPP is a subcommittee of the Joyce Fire Auxiliary and was formed to support its mission. The local group’s vision is a disaster ready and resilient Joyce community. Its mission is to help the small Joyce community cope with a large-scale disaster, including the predicted Cascadia Subduction Zone mega-quake.

Between 2016 and 2023, JEPP worked with CCFPD4 to procure tools, equipment, supplies, and food for ready use in a disaster. Over time, the JEPP effort has resulted in a large cache of equipment, tools, food, and other supplies for use at the Joyce Emergency Shelter, established through an MOU with the Joyce Bible Church. The supplies are stored in two large steel Conex containers behind the church. An adjacent steel shed houses JEPP’s two mobile generators, two mobile water filtration units, and an Army Field Kitchen for use at the shelter as part of its plan to feed and care for 300 residents in the aftermath of a seriously disruptive disaster.



The Joyce Emergency Shelter (JES): Clallam’s Cascadia Subduction Zone (CSZ) Emergency Plan calls for the Joyce community to establish a rally point for the Joyce ‘micro-island’ on HWY 112. Located between Crescent School and CCFD4’s Station 41, the JEPP-run shelter will serve as the community’s emergency center in a crisis. When activated, it will include a Disaster Service Center, Volunteer Service Center, and a fire, emergency, and law enforcement Emergency Operations Center. The Joyce rally point, centrally located within the Joyce Operational Area, will also include a dormitory, a helicopter landing zone, and a Community Point of Distribution (CPOD). JEPP and the Joyce Bible Church have agreed to use the complex on as JBC buildings are expected to suffer minimal damage during a strong quake. The shelter will be opened only if the community is isolated from Port Angeles by the collapse of the Elwha River bridges, or if damage to Port Angeles is so severe that evacuation to and supply lines from the city are not feasible.



Joyce Community Emergency Response Team (CERT): The Joyce CERT team was formed in 2016. Its trained volunteers have been working closely ever since under the direction of county and state agencies, working closely with CCFD4 and JEPP. When confronted with a disaster, Joyce CERT will mobilize and coordinated with CCFPD4. Once deployed, decisions are based on three factors: [1] the risks involved for the rescuer; [2] the greatest good for the greatest number; and [3] the resources and manpower available.

The Joyce CERT team is prepared to respond to emergency incidents, including natural disasters, and serve as a force multiplier for CCFPD4, providing critical support to its first responders and immediate assistance to victims. It is also prepared to organize spontaneous volunteers at the Joyce Emergency Shelter when opened during a man-made or natural disaster. The group is also available to help with non-emergency projects that help improve the safety of the community. Through hands-on practice and realistic exercises, the team has learned how to safely provide basic disaster

relief, how to help with mass-casualty events, and how to promote preparedness by either hosting or participating in community events.



Crescent Water Association (CWA): Formed in 1963 to provide water to the Joyce community and surrounding area. The original source was a spring close to Miller Road. The distribution system consisted of approximately 10 miles of 4” and 6” asbestos cement (AC) pipe and some 2” pipe fed through one 55,000-gallon storage tank. Today the system consists of six storage reservoirs totaling

640,900 gallons, distribution lines ranging from 2” to 8” covering approximately 40 square miles. Today’s water source is an intake and diatomaceous earth filtration plant on Lyre River one mile below Lake Crescent.

A Fire Hydrant Maintenance Agreement between CCFPD4 and CWA was first introduced and agreed upon on August 24, 2005. The purpose of this agreement is to ensure that water supply facilities are always available and in an operable condition. The agreement is available at the CCFPD4 administrative office.



Crescent School District (CSD): CCFPD4 provides first aid training for school district staff on request and brings the fire engine to the school for educational purposes. Children get to experience hands-on activities such as spraying water from the fire hose and safety measures are discussed. Other activities involve the fire truck. The fire district also provides an ambulance at all home football games in case of injuries. CCFPD4 has also supported the

school district’s levy needs.

CCFPD4 participates in the Handle with Care project and has a Memorandum of Understanding with CSD to use established Handle with Care protocols. Fire district personnel send a notification to CSD when a child has been exposed to police or emergency service interactions involving violence or traumatic situations.



Crescent Grange 1123: Established in 1947, the Grange strives to improve and enhance the lives of those living within this community, and work with others to better the community in general. The Grange raises funds for local scholarships and good causes, provides a community gathering place for social groups, and holds a monthly community potluck dinner. The Grange Hall is provided for the Fire District’s annual Awards Banquet. The Grange also helped secure a FEMA Assistance to Firefighter’s Grant which was used to purchase a Fire Safety

Education Trailer and used to fund the construction of a garage to house the educational trailer. The trailer is now housed and maintained at CCFPD3’s maintenance facility and available to all county districts upon request.



Joyce General Store (JGS): Established in 1911, JGS is a quick stop convenience store, gas station and mini post office. The Fire District purchases fuel for fire its vehicles at JGS and maintains a good relationship with its staff and owners.



The Crescent Bay Lions Club helps to make our community a better place to live by serving together as a team. It's a service club committed to helping others who are less fortunate. Its motto is a simple statement of dedication to Lionism - "WE SERVE" The Club has provided 60+ years of service to the Crescent Bay community and appreciates the support from the community for its many fundraising projects. The Crescent Bay Lions Club is a working service club with many activities designed to benefit the community. For information about the Crescent Lions Club and its projects, go to:

https://e-clubhouse.org/sites/crescent_bay/

Positive community relations: As they have done for approximately 70 years, the men and women of the CCFPD4 maintain their commitment to providing extraordinary service to their fellow community members through prevention, preparedness, and emergency response, providing progressive, modern EMS and firefighting responses. It's imperative that CCFPD4 maintains the trust and support of its community. District volunteers operate as one, coordinating efforts with the aim of increasing readiness and resiliency.

Networking

The district benefits from networking within the state, region and county. Doing so provides access to valuable knowledge, insights, and industry trends, helping it stay ahead of the curve. Engagement in meaningful conversations beyond CCFPD4 builds useful, professional relationships and partnerships. The district recognizes the many long-term benefits of reaching out, including the value of connectivity, collaboration, exploration, sharing, listening, asking questions, and reflection. It understands that good communication is key to building strong relationships.

Participation in professional associations, conferences, seminars, webinars and workshops provides opportunities to share knowledge and experience and to gain different perspectives. Networking encourages sharing and diversity of thought and introduces fresh ideas and new problem-solving options. Networking also helps invigorate team members, preparing them to face challenges, and opens doors to new opportunities that might otherwise not be available. It can offer access to more effective ways of conducting business, and it can help the district navigate uncertain waters and gain insights for success. The process of making connections and building relationships encompasses a constellation of organizations and individuals who serve as sources of professional support and guidance. To this end, CCFPD4 maintains membership in several associations.

CCFPD4 strives as well to serve as a resource to others. Its outreach initiatives offer help for specific problems, adult education through coursework, student education through presentations, safety workshops, internships, and advice regarding ways individual community members can improve their condition and access additional help.

Affiliated Fire Service and Natural Resources Associations



Washington Fire Commissioners Association: Formed in 1948, the WFCA offers research services and legislative representation, as well as educational programs and networking opportunities for fire service administrators throughout the state of Washington. The association maintains an active lobbying presence and represents the interests of fire districts throughout the state of Washington.

WFCA's Region 9 includes Clallam, Jefferson, Kitsap, Grays Harbor, and Mason counties. OPFCA works in conjunction with these groups. WFCA also provides a detailed Fire Commissioner Handbook, a fire service directory, a quarterly Fireline newsletter, helpful pamphlets, research services, legislative representation, educational programs (conferences, forums, webinars), and assorted fire commissioner resources (i.e WFCA 'Best Practices').



Olympic Peninsula Fire Commissioners Association: Officially formed on July 27, 2023, the OPFCA was established to foster and encourage the participation of all duly elected and/or appointed fire commissioners, regional fire protection service authorities (RFA's) governance board members and other elected officials of emergency services organizations on the Olympic Peninsula. OPFCA activities aim to support improved and effective protections for the citizens of the Olympic Peninsula Washington and adjacent areas.

OPFCA activities aim to support improved and effective protections for the citizens of the Olympic Peninsula Washington and adjacent areas. The Association strives to be a medium of information and education in the matters of fire prevention, fire protection, emergency preparedness and emergency medical services, emergency management, and disaster preparedness.



Washington State Fire Chiefs Association: WFC provides leadership through service, education, and advocacy, serving as a source of information on emerging issues for its members while taking a lead role in influencing issues affecting the fire service. The organization publishes a monthly newsletter and offers webinars.

The association offers a Washington Fire Administrative Support Conference in the fall of each year, specifically designed for administrative professionals in the fire service industry. The conference offers a unique platform for individuals to come together and share their knowledge and experiences, fostering collaboration and building a sense of community amongst like-minded professionals. Attendees will have the opportunity to learn about the latest advancements and trends in the industry, as well as to acquire new skills that can significantly enhance their personal and professional growth. CCFPD4's Administrative Assistant and District Secretary attend the annual fall conferences gaining valuable insights.



Clallam County Fire Chiefs Association: The group meets monthly to discuss developments, share ideas, explore strategies, clarify interlocal agreements, help one another with turnover and transitions, and seek ways to improve efficiencies and cost savings. On occasion and when possible, it merges trainings and drill nights, facilitates volunteer training opportunities, and coordinates activities such as the Regional Fire Academy.

The Clallam County Fire Chiefs Association is largely an information exchange meant to accommodate needs. The group meets once each year with Jefferson County Chiefs, although the two jurisdictions/associations are not otherwise combined.



The Washington State Fire Fighters' Association is the oldest statewide fire service association. It provides information, education, benefits, and representation to the volunteer fire service to enhance their capabilities and professionalism. In May 2024, it held its 101st Annual Fire School and Conference.



The State Board for Volunteer Firefighters and Reserve Officers administers the Volunteer Firefighters and Reserve Officers Relief and Pension Act (RCW 41.24). The fund was created in the state treasury as a trust fund for the benefit of the volunteer firefighter and emergency worker participants covered by this chapter



Washington State Department of Natural Resources (DNR): The Department of Natural Resources (DNR) is mandated to manage over 160,000 acres of state forest lands which include 93,000 acres of State Transfer Lands that help fund services in Clallam County such as roads, libraries, fire districts, ports, hospitals and emergency management. DNR manages those state forest lands in trust for the benefit of Clallam County. These beneficiaries are given most of the revenue from timber sales and other revenue-producing activities.

As manager of state trust lands, DNR has legal fiduciary responsibilities to Clallam County and the taxing districts within its boundaries to:

- Generate predictable, beneficiary revenue and other benefits for the trust, in perpetuity,
- Maintain timber supplies that support local industry,
- Preserve the corpus of the trust,
- Exercise reasonable care and skill,
- Act prudently to reduce the risk of loss for the trusts,
- Maintain undivided loyalty to beneficiaries,
- Act impartially with respect to current and future beneficiaries,
- Provide fish and wildlife conservation, and
- Provide other multiple use benefits

The CCFPD4 Commissioners entered into a Forest Land Response Agreement and Fire District Assistance Agreement by and between DNR and CCFPD4 establishing the terms and conditions under which the parties will provide mutual assistance and cooperation in the control and suppression of forest land fire to protect lives and property. Terms may be viewed in the CCFPD4 administration building.

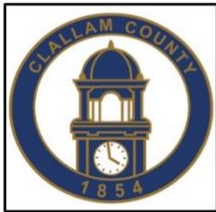


Clallam County Revenue Advisory Committee (RAC): The RAC, established February 20th, 2024, confers with the County on issues related to state timber management, fiduciary responsibilities, trends, public engagement with State and Federal Forest management agencies, issues impacting timber management and revenues meant to benefit the community, and such other related matters as the Board of County Commissioners directs.

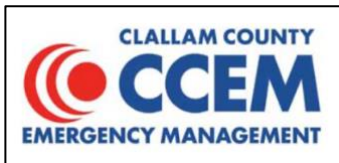
The RAC consists of one representative from the County and each of the taxing districts, and DNR. Each participating entity selects a representative and an alternate to ensure continuity of committee discussion, participation and progress. Member terms are three years, and the duration of RAC initially is 10 years. More information can be provided at the CCFPD4 Administration building.

Professional services providers

These references to primary professional services are included for commissioners and key stakeholders' information. Among the purposes of strategic planning is ensuring that newly appointed/elected commissioners are aware of the legal requirements outlined within the Open Public Meetings Act (OPMA) and the like outlined within the Open Public Records Act (OPRA), including district obligations with respect of public records requests. Commissioners are encouraged to follow trends in the fire service, adhere to RCW requirements, and pay close attention to guidance providing by the following organizations and professional service providers.



Clallam County: Clallam County's government operates with more than 20 departments providing various services to its citizens. Each department is unique in the service it provides. The offices providing substantial support to CCFPD4 include: the county Assessor's office, which manages our revenues from property taxes; the county Treasurer's office, which helps manage our funds and investments; the Sheriff's office which provides supports on calls and Emergency Management, which provides emergency preparedness guides to minimize impacts following natural and man-made disasters. For more information, go to www.clallamcounty.gov

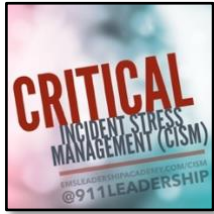


Clallam County Office Emergency Management plans for and responds to both natural and man-made disasters. These range from weather, floods, tsunamis, and earthquakes to incidents involving hazardous materials, or significant law enforcement events.

The division prepares and implements a county-wide Comprehensive Emergency Management Plan (CEMP), routinely conducts extensive exercises to test county emergency response capabilities and provides educational materials to the public to better prepare them for emergency events. The CEMP plan is formatted to be consistent with the National response Framework and the Washington State CEMP to standardize plans throughout the state and to provide interoperability between local, state, and federal levels of government. It helps CCFPD4 prepare for large scale emergencies or disasters and provides community guidance for mitigation, preparedness, planning, response, and recovery through collaborative efforts and actions such as preparedness events, trainings, exercise, and joint response efforts to natural and manmade disasters.



Clallam County Sheriff's Office: The primary duty of the Clallam County Sheriff's Office is to safeguard lives and property, while respecting the human and Constitutional rights of all. Community partnerships are critical elements of the organization, and cooperation and positive communication with CCFPD4 is in keeping with its framework for successful Community Oriented Policing. Sheriff deputies provide critical support during challenging calls.



Clallam County's Critical Incident Stress (CISM) Management Team provides certified peer support to emergency responders to build and maintain resilience and assist in the management of critical incident stress that is a normal component of the job. The CCISM team is an independent agency. The team offers many types of critical stress responses and places an emphasis on education, helping area communities gain a better understanding of what stress entails and how it impacts lives.

The CCISM team offers pre-incident education, peer support (on scene assessments), family liaison support, one-on-one support (in person or over the phone), 'defusings,' and crisis management debriefings - all aimed at helping people process their experience and deal constructively with stress. The CCISM emphasizes that critical incident stress debriefing - a structured discussion - is not psychotherapy nor is it a substitute for therapy. There's no CISD reporting, and a strong emphasis is placed on confidentiality and team integrity.



Peninsula Communications (PenCom) is the centralized answering point for all 911 calls in Clallam County, as well as the Clallam and Jefferson County portions of the Olympic National Park. The center provides quality emergency dispatch services to the Clallam County Sheriff's Department, Port Angeles Police and Fire Departments, Sequim Police Department, Lower Elwha Tribal Police, Forks Police Department, Forks Hospital District, La Push Tribal Police, Olympic National Park Rangers, and six fire protection districts.



The 988-crisis lifeline is a free, three-digit phone number that connects to a trained crisis counselor via phone, text, or online chat. Crisis counselors are available 24/7 to support those thinking about suicide, concerned about substance use, worried about a loved one, in need of emotional support, and more. A trained crisis counselor will answer each call. They'll listen, provide support, and share resources. Crisis counselors can share resources for longer-term support following a call. If there is imminent risk to someone's life that cannot be reduced during the call, the 988 Lifeline will activate the 911 system. More than 98% of calls are handled without involving emergency services.



Snure Law Office, PSC A full-service law firm located in Des Moines, Washington. The firm has a forty-year history of providing professional, efficient and economical legal representation to fire protection district clients throughout the State of Washington. The firm generally carries active files on 40-60 fire protection districts. It focuses primarily on the representation of special purpose local governments and offers specialized municipal law training.

Attorney Brian Snure provides annual WFOA pre-conference laws update seminars, during which he reviews new developments in State and Federal laws, regulations and court decisions that impact the operations of our Fire Districts and Regional Fire Authorities.



Municipal Research and Services Center (MRSC)

A nonprofit organization that helps local governments across Washington State better serve their communities by providing legal and policy guidance on any topic. CCFPD4 is better informed through this relationship as it faces rapid changes and significant challenges, we are here to help.

MRSC provides independent and reliable guidance on every topic imaginable, by phone and email, at conferences and training sessions, and through its extensive online articles and resources. It's at the forefront of emerging issues that affect local government operations and serves as a go-to source of information for major legislation and court decisions, as well for innovative examples that demonstrate effective solutions to common problems.



ESO Solutions, founded in 2024, is a software and data company that provides an integrated suite of software products to help emergency medical services (EMS), fire departments and fire districts hospitals, and state and federal agencies improve their operations and patient outcomes. It's the largest software and data solutions provider to EMS agencies and fire departments, providing user-friendly software to meet CCFPD4's changing needs. ESO has transformed the way our first responders collect, share, report, and analyze critical information to improve community health and safety.



Systems Design has successfully partnered with first responders as a leader in the billing industry for over 30 years. Its services include cutting-edge technology, state-of-the-art software and hardware, and world-class customer service to our patients and organization.

Its highly trained and experienced staff, high-tech server technology, and state-of-the-art software solutions allow us to provide insured and customized reliable, professional, and low-cost ambulance/EMS billing service. It guaranties receipt of every claim, provides online access to accurate, beneficial month-end reports, and provides real-time secure access to patient accounts.



HelperTek LLC. Located in Port Angeles, its services include: I.T. contracting and consultation; on-site, in-shop, and remote tech support; server, PC, laptop repair, implementation, setup, migration, and construction; cloud computing services, mobile integration, remote systems access (VPN, RDP, etc); A.I. integration, training and education; remote monitoring, alerts and response; consultation and review services; and ongoing staff and volunteer training, tutoring, and education

Local ground ambulance service



Olympic Ambulance Founded in 1971, the organization operates branches in Clallam, Kitsap, Mason, and Thurston counties, and provides emergency and non-emergency ambulance transports between medical facilities. Olympic Ambulance has three locations in Washington State, in Sequim, Bremerton, and Port Angeles, and responds to 911 calls in partnership with city, county, and federal fire agencies. Ground ambulance service is less expensive, more stable, more reliable, and more suitable for shorter trips and stable patients who do not require immediate specialized care during transport.

Local air ambulance service

CCFPD4 works with local air medical transport services that cover the Pacific Northwest, utilizing numerous aircraft to support operations. Each offers ICU-level care during air transport. EMS helicopters typically operate within a 175-mile radius of their base but have the capability to fly longer distances. Fixed-wing aircraft can transport patients throughout the region. District 4 responders work with PenCom Services (dispatch) to arrange medical air transport evacuations when necessary. An air ambulance service is available directly from William R. Fairchild International Airport to Puget Sound hospitals more than a month earlier than planned. CCFPD4 volunteers have been trained on the finer points of “hot loading,” in which patients are transported onto an emergency helicopter after the aircraft’s rotors have been activated to allow for fast takeoffs. More expensive air ambulances are generally preferred for rapid transport over long distances or to remote areas, as they’re equipped with advance medical equipment and can save valuable time in critical situations.



Life Flight: The district coordinates more often with Life Flight Network for training and emergency extractions, the nation's largest not-for-profit air ambulance provider. In May 2022, Life Flight added 12 Bell 407GX helicopters to its air medical fleet, bringing the total number of Bell 407GX series helicopters operated by Life Flight Network to 17.

Life Flight’s aircraft are staffed with a Certified Flight Registered Nurse and a Certified Flight Paramedic who possess the experience and training that enables them to provide an advanced scope of practice to their patients. The Life Flight Network also operates a host of other helicopters and airplanes throughout its large service area and operates fixed-wing flights from Fairchild Airport.



Airlift Northwest, a program of the University of Washington School of Medicine and Harborview Medical Center, provides flight transport via helicopter and fixed wing aircraft for patients needing intensive medical care in Washington, Idaho, Montana, and Alaska - transporting those in greatest need wherever they need to go to receive definitive care.

Glossary

Relevant Acronyms, Titles, and Terms

This is meant to serve as a quick reference to some of the terms, acronyms, and abbreviations commonly used by our fire district as a timesaving, shorthand way to communicate lengthy titles or basic concepts and to avoid repetition. There are, of course, many more.

Items appear alphabetically in the following glossary within eight categories. Each entry includes a brief description.

Joyce Fire and Rescue District

CCFPD4	Clallam County Fire Protection District No. 4, or Joyce Fire and Rescue, was established in 1955. It's a "Junior taxing district," meaning a taxing district other than the state, a county, a county road district, a city, a town, a port district, or a public utility district.
Fire Hall or Admin Building	Built in 1998 by LSC Church on a 5.90-acre parcel. Purchased and occupied in 2020. Now CCFPD4's Admin and training facility.
Joyce Fire Auxiliary	Joyce Fire Auxiliary and Friends of the Joyce Fire Department, established in 2000 and registered with the State of Washington as a 501c3 non-profit organization in 2015.
Station 41	Built in 2024 adjacent the Fire Hall, to replace the aging Station 41 - to house Ambulance 41, Engine 41, Tender 41, and serve as a training facility.
Station 42	Built in 1980 on a 5.47-acre parcel just west of Freshwater Bay Road, to house an ambulance, engine, and tender following the annexation of Freshwater Bay.

Joyce Area

CCAC	Crescent Community Advisory Council - since February 2006
CERT	Community Emergency Response Team – established in Joyce in 2009
Crescent Grange	Crescent Grange 1123 - a nonprofit, nonpartisan organization
CSD #313	Crescent School District, at 360-928-3311
CSD HMP	Crescent School Hazard Mitigation Plan, written May 2022
CUC	Crescent United Coalition - drug and alcohol education/prevention via CSD
CWA	Crescent Water Association, a non-profit, tax-exempt org, established in 1965
Gossett Foundation	John and Myrtle Gossett Charitable Foundation - since 1997
HWC	Handle with Care MOU with CSD – effective August 25, 2022
JBC	Joyce Bible Church, established in 1947
JCEF	Joyce Community Education Foundation - support for CSD students

JEPP	Joyce Emergency Preparation and Planning group, established in 2015 as a subcommittee of the Joyce Fire Auxiliary
JES	Joyce Emergency Shelter, established in 2018 via an JEPP MOU with the JBC
Joyce	An unincorporated community founded around 1913 by Joseph Joyce
Joyce Daze	Joyce Daze Wild Blackberry Festival – 1 st Saturday in August, an annual festival, parade and fundraiser
Joyce Post Office	Located in Joyce General Store, at 360-928-3086
Lions Club	Crescent Bay Lions Club – 60+ years of community service

Governance and Legal Guidance

Bylaws	CCFPD4’s legal guidelines - code of rules - define the governing rules of the organization, the district’s structure, elections and decision-making processes, roles and responsibilities, commissioner terms
Policies	CCFPD4’s Policies and Procedures Manuel includes guidelines that define how the organization should operate and helps ensure that everyone understands what is expected of them.
Strategic Plan	The process by which the district envisions its future and sets goals to achieve aspirations. Involves identifying both short and long-term objectives.
Vision	A CCFPD4 2030 Vision Plan was written in 2011 and never adopted. The district vision is now incorporated in its strategic plan.
HIPAA	Health Insurance Portability and Accountability Act of 1996 Regarding the exchange, privacy, security and breach of health information
PRA	Washington State Public Records Act
PRR	Public Records Request
PSA	Public Service Announcement
OMPA	Open Public Meetings Act - House Bill 1329, March 2022, substantive changes. Covers the transaction of official business: receipt of public testimony, deliberations, discussions, considerations, reviews, evaluations and final actions.
OPMA	Open Public Meetings Act: A State law that ensures the public's right to attend meetings of public agencies. It requires that all meetings of governing bodies of public agencies be open to the public.
OPRA	Open Public Records Act: A State law to increase the public’s accessibility to view and copy government records maintained by public agencies
RCWs	Revised Code of Washington is the compilation of all permanent laws now in force, a collection of Session Laws (enacted by the Legislature, and signed by the Governor, or enacted via the initiative process), arranged by topic, with amendments added and repealed laws removed. It does not include

temporary laws such as appropriations acts. The RCW is updated twice a year. All accessible online.

RCW, Title 52 Washington State Laws pertaining to Fire Protection Districts
 WAC Washington Administrative Code is a list of all current state rules.

Finance

ASHI American Safety and Health Institute – provides our CPR certification
 BARS Budgetary Accounting and Reporting System – for standardization, managing budgets, tracking financial transactions, and for generating financial reports.
 ESO Emergency Services Organization – CCFPD4 reporting software
 Evergreen PPA Ground Emergency Provider Participation Agreement – required 1/30/22
 FMAP Federal Medical Assistance Percentages, re: settlement amounts
 GEMT Ground Emergency Medical Transportation - passed in 2015-2016. Provides reimbursements
 HCA Washington State Health Care Authority
 OST/LOCAL Program Office of the State Treasurer, through which CCFPD4 secured a ten-year, \$700,000 LOCAL Program loan to help finance construction of the Station 41 apparatus bay in 2024.
 SAO Washington State Auditor’s Office
 STFIRE RE4EXP Washington State Local Investment Fund (pool)
 System Design Third party billing service handles transactions re: ambulance transport/insurance companies

Clallam County and Region

911 Enhanced 911 is the electronic system for automatic correlation of physical telephone lines with information about the location of the caller
 988 Mental Health Hotline
 CCBoc Clallam County Board of Commissioners
 CCFPD1 Clallam County Fire Protection District 1 - Forks
 CCFPD2 Clallam County Fire Protection District 2 – Unincorporated Clallam County
 CCFPD3 Clallam County Fire Protection District - Sequim
 CCFPD4 Clallam County Fire Protection District - Joyce
 CCFPD5 Clallam County Fire Protection District – Clallam Bay & Sequim
 CISM Critical Incident Stress Management (Clallam County has a team)

CISD	Critical Incident Stress Debriefing (Clallam County offers this support)
Clallam PUD	Clallam Public Utility District
Clallam Sheriff	911 or for non-emergencies
CSZE	Cascadia Subduction Zone Earthquake
EOC	Emergency Operations Center
LEKT	Lower Elwha Clallam Tribe
JST	Jamestown S'Klallam Tribe
PAFD	Port Angeles Fire Department
PenCom	Peninsula Communications – Clallam’s professional dispatchers at emergency communications center
Olympic Ambulance	A private local ambulance service
OMC	Olympic Medical Center (Hospital) 360-417-7000
ONP	Olympic National Park
ORCAA	Olympic Region Clean Air Agency - promoting air quality since 1968. ORCAA has been serving the residents of Clallam, Gary’s Harbor, Jefferson, Mason, Pacific and Thurston counties since 1968. It promotes air quality and takes actions that protect the health and welfare of the people and natural environment within its jurisdiction. Among its programs and services: air monitoring, asbestos control, climate change, permitting, wood stoves, outdoor burning, public information, and business administration.
RAC	Clallam County’s Revenue Advisory Committee, composed of county-wide and junior taxing district representatives and non-voting DNR staff.
WSP	Washington State Patrol

Organizations

FEMA	Federal Emergency Management Agency (Dept of Homeland Security). Helps people before, during and after disasters. Provides tools and resources to help build culture of national preparedness
DHS	Department of Homeland Security
L&I	Washington State Department of Labor and Industries
LEOFF	Law Enforcement Officers and Firefighters Retirement Systems
PERS	Washington State Public Employees Retirement System
PERC	Public Employment Relations Commission – Washington State agency with jurisdiction over public sector labor relations and collective bargaining
MRSC	The Municipal Research and Services Center is a non-profit organization based in Seattle with a mission of "supporting effective local government in

	Washington through trusted consultation, research, training, and collaboration." Provides legal and policy guidance.
NIMS	The National Incident Management System is a federally mandated program for the standardizing of command terminology and procedures. This standardizes communications between fire departments/districts and other agencies. It is based upon simple terms that will be used nationwide. Currently, U.S. federally required training programs, from DHS and FEMA, are in the process of standardizing many terms and procedures under NIMS.
NIOSH	National Institute for Occupational Safety and Health. A U.S. agency responsible for investigation of workplace deaths, including firefighters.
NFPA	National Fire Protection Association, a research group which sets standard and best practices for *firefighting, equipment, and fire protection in the United States. Adopted in many other countries.
OPFCA	Olympic Peninsula Fire Commissioners Association, established in 2022
OSHA	Occupational Safety and Health Administration. The U.S. government agency concerned with regulating employee safety, particularly in hazardous occupations such as firefighting prevent further injuries to workers, victims or bystanders.
USFA	United States Fire Administration - Division of the Federal Emergency Management Agency (FEMA), which in turn is managed by the Department of Homeland Security (DHS)
WFCA	Washington Fire Commissioners Association - established in 1948
WFCA Fireline	WFCA association newsletter
WFCA Region 9	A WFCA regional committee. Includes Clallam, Grays Harbor, Jefferson, Kitsap and Mason Counties. Offers a spring workshop.
WFC?	Washington Fire Chiefs Association

Design, construction, public works, and bidding

McNeely Design and Drafting Co.	Designed the Station 41 apparatus bay in 2023. Out of Enumclaw, WA, Business, established in 1999.
Phoenix Const. Management LLC	Managed construction of the Station 41 apparatus bay in 2024, a design-build project. Founded in 2011.
Zenovic and Associates Inc.	A full-spectrum civil engineering firm. Provided professional engineering services for the Station 41 apparatus bay project and for interior remodel of the existing Fire Hall. Located in Port Angeles
MRSC Rosters	The Municipal Research and Services Center rosters are the official statewide small works roster. Support electronic bidding online.

Fire and Rescue Terminology

ABCs	Airway, Breathing, Circulation
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AED	Automated External Defibrillator
AEMT	Advanced Emergency Medical Technician
ACLS	Advanced Cardiac Life Support
ALS	Advanced Life Support. The advanced pre-hospital and inter-hospital emergency medical care of serious illness or injury by appropriately trained health professionals and by certified EMT-paramedics.
AMLS	Advanced Medical Life Support
ATLS	Advanced Trauma Life Support
BLS	Basic Life Support. Prehospital or inter-hospital emergency medical care and management of illness or injury performed by specially trained and certified or licensed personnel.
BTLS	Basic Trauma Life Support
COPD	Chronic Obstructive Pulmonary Disease
CPR	Cardiopulmonary Resuscitation
DNR	Do Not Resuscitate
DOA	Dead on Arrival, or Gone on Arrival (GOA)
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
FF	Firefighter
HazMat	Hazardous materials, including solids, liquids, or gases that may cause injury, death, or damage if released or triggered
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IMS	Incident Management System
MCI	Mass Casualty Incident
MVA / MVC	Motor Vehicle Accident / Motor Vehicle Collision
PALS	Pediatric Advanced Life Support
Paramedic	Approx. 1,500 hrs of training for ALS provision, hospital & field internships
PCR	Patient Care Report
POV	Personally Owned Vehicle, used when responding to calls
PPE	Personal protection equipment
RFA	Rural Fire Authority
SCBA	Self-Contained Breathing Apparatus which you have your oxygen tank and mask, keeps you from breathing in smoke or hazardous gases. Part of your personal protective equipment (PPE).

SOP & SOG	Standard operating procedure and guidelines. Rules for the operation for our fire district, such as how to respond to various types of emergencies, training requirements, use of protective equipment, radio procedures; often include local interpretations of regulations and standards. In general, "procedures" are specific, whereas "guidelines" are less detailed.
Turnout Gear or Bunker Gear	The personal protective equipment (PPE) used and clothing worn by firefighters. Includes Fire helmet, turnout coat and pants, gloves, pants, rubber boots, thermal protection particulate-blocking fire hood/goggles (breathing apparatus), and turn out gear bag. All turnout clothing must have three components: an outer shell, a moisture barrier, and a thermal barrier. In between these layers are pockets of air referred to as "dead zones".
VFD	Volunteer Fire District