

DISTRICT MONTHLY REPORT: MARCH 2023

ADMINISTRATIVE:

- 1) No report.

MASTER PLANNING: Monthly Status Report:

2023 Goal #1--District Staffing Plan: see **Appendix 1.**
2023 Goal #2--District Financial Plan: see **Appendix 2.**
2023 Goal #3--Member Position Descriptions: see **Appendix 3.**

- 1) On March 30th, the District's Board and Chief VanCamp hosted an informational public meeting on the proposal to place a ballot measure for the Primary Election on the restoration of the property tax levy restoration to \$1.50 per thousand dollars of assessed valuation.

PUBLIC RELATIONS & COMMUNITY SERVICES:

District monthly WEBSITE contacts: page views: 1,913.

District Strategic Communications Plan scheduling: **Appendix 4**

- 1) The Capital Forest Pre-school children toured Station 8-1 (South Bay) on March 3rd.
- 2) The county fire chaplains group met at Station 8-1 (South Bay) on March 8th; Chaplains Clemens and Terhune attended as hosts.
- 3) The District Community Outreach Team ("COT") chair Drew Bonser provided a report to the Board at their March 14th meeting.

EMERGENCY RESPONSE: Total of 266 calls to date in 2023; 249 for 2008-22 average; (see attached **Monthly Call Summary Report Appendix 5**);

- 1) **Type of responses** for the month:

	Fire	ALS	BLS	Pub Sfty	False	Total
2023 In FD8	4	24	43	7	2	80
2023 Total	5	26	45	8	3	87
2022 Total	8	90 (Tot EMS)		2	2	102
Average ^{NOTE 1}	6	65 (Tot EMS)		5	2	79

- 2) **Average number of responders-per-incident** for the month:

Total	Daytime	Night	Weekend
3.3	2.7	3.9	4.8

- 3) **Performance measures to Target Levels of Service*** for the month/year:

Response Zone	EMS			Fire		
	Total	Meet	Pct	Total	Meet	Pct
Station 8-1	45	35	78%	2	2	100%
Station 8-2	8	8	0%	0	0	0%
Station 8-3	12	10	83%	2	1	50%
Average						
Avg 2023 To Date	65.0	41.0	63%	2.0	1.7	83%
Avg 2022	72.4	42.5	59%	3.1	2.6	84%
Avg 08-22 ^{NOTE 2}	56.3	35.4	63%	3.4	2.5	73%

*KEY: *EMS targets: minimum 2 responders on scene within 8 minutes*
Fire targets: minimum 4 responders on scene within 10 minutes
Does not include false alarms, service calls, mutual aid outside District.
 NOTE 1: Combination of pre-merger FD7 and FD8, for 2008-2022 (monthly average)
 NOTE 2: Combination of pre-merger FD7 and FD8, average for 2008-2022

4) **BLS transports by FD8 for the month: 6.**

5) **Delayed responses for the month:**

FD8	Date	Sta	Time	R/T	Incident Type	Comments	Platoon
181	1 Mar 23	82A	07:18	10.03	BLS Fall	9-11 min travel time from Sta 8-1	A
192	7 Mar 23	81L	13:38	9.59	ALS ALoC	9-10 min travel time from Sta 8-1	C
206	14 Mar 23	82A	20:54	9.10	BLSY Unk Med Prob	8-9 min travel time from Sta 8-1; non-emergency	C
211	15 Mar 23	83E	15:26	12.53	BLSY Patient Assist	8-10 min travel time from Sta 8-3; non-emergency	A
221	17 Mar 23	82B	22:57	11.30	ALS Seizure	11-12 min travel time from Sta 8-1	A
224	21 Mar 23	82A	06:02	13.48	ALS Seizure	9-10 min travel time from Sta 8-1; delay in turn-out	C
235	23 Mar 23	81F	10:48	9.59	BLS Unk Med Prob	Delay in gaining access to gated community, locating site	C
236	23 Mar 23	81L	12:10	9.00	ALS Fall	8 min travel time from Sta 8-1	C
239	24 Mar 23	82A	20:04	11.32	BLSY Patient Assist	10-12 min travel time from Sta 8-1; non-emergency	A
243	25 Mar 23	82A	19:39	9.03	ALS Respiratory Prob	9 min travel time from Sta 8-1	C
244	25 Mar 23	82A	23:12	11.56	BLSY Patient Assist	11 min travel time from Sta 8-1	C
255	29 Mar 23	83A	12:26	14.13	ALS Breathing Prob	Concurrent incident	B
256	29 Mar 23	81L	12:45	14.11	BLSY Patient Assist	Concurrent incident; non-emergency response	B

IR&R STAFFING LEVELS: Staffing levels for the month:

Staffing Targets by Position:		Station 8-1	Station 8-3	Note
Engine	Platoon A (Shifts 1, 3 & 8)	100%	80%	
	Platoon B (Shifts 2,4 & 6)	100%	68%	
	Platoon C (Shifts 5,7 & 9)	100%	20%	
Aid Unit	Platoon A (Shifts 1, 3 & 8)	0%	0%	B
	Platoon B (Shifts 2,4 & 6)	0%	18%	B
	Platoon C (Shifts 5,7 & 9)	0%	70%	B
	Battalion Chief on duty	81%		A
	Operations Support (Tenders)	90%		D
	Staffing at Station 8-2 (Johnson Point)	2.5 Shifts		E
Sub-total	Station 8-3 (North Olympia) Staffing for Month	85%		C
Total	District Wide Staffing for the Month:	93%		C

Notes:

- A) Does not include BC assigned as Company Officer if needed;
- B) Does not include cross-staffing from engine company if needed;
- C) Includes minimum target staffing of Aid Unit 83 at Station 8-3;
- D) Operations Support Program staff for on-call Tender response; and
- E) Supplemental staffing at Station 8-2 if available on shift (number of shifts counted).

Volunteer Staffing: roster for the current month: see **Appendix 6.**

PERSONNEL MANAGEMENT, SAFETY & TRAINING:

- 1) 1st Quarter fire training topics:
 - Primary fire scene victim search process
 - Map & directional testing
 - Self Contained Breathing Apparatus daily readiness testing
 - Apparatus driver-operation training
- 2) 1st Quarter EMS & Medic-One OTEP:
 - ALS upgrades
 - Adult CPR
 - "Lexipol" online OTEP training
 - Supraglottic airway training
- 3) Leadership:
 - Battalion and company level officer training
- 4) Annual requirements:
 - Blood-borne pathogens
 - Driver's training

- First-aid training & certification (firefighters)
- Haz-mat operations
- Hazard communications; employee right-to-know
- Hearing protection
- Heat & cold stress
- Lead awareness training
- Portable fire extinguishers
- Respiratory protection equipment training & testing
- Self-contained breathing apparatus fit testing
- Technical rescue training
- Asbestos awareness training

6) Other:

- Facilities & Equipment Team (Chief, AC and F&E Staff), (March 10th);
- All Officers Staff meeting (March 2nd);
- Training & Education Team (Chief, AC and Training Officer), (March 20th);
- Health & Safety Team (Chief, AC, Health & Safety Officer), (March 23rd);
- District Community Outreach Team, (March 8th);
- District Senior Management (Assistant Chief & Battalion Chiefs), (March 3rd);
- The South Bay Firefighters' Association (SBFFA) (did not meet).
- BC Hall coordinated the updating and implementation of the District safety inspection check-list used for regular inspections of facilities, apparatus and equipment.

PERSONNEL MANAGEMENT, RELATIONS:

- 1) All career bargaining unit members underwent the process for bidding on open District business function program responsibilities and resulting compensation ("pro-pay"). The assignments will begin on April 1st.
- 2) Prospective volunteer responder applicants were interviewed on March 13th.
- 3) On March 22nd, the District Labor Management Committee met.

EQUIPMENT & FACILITIES:

1) Apparatus & Equipment:

- a. Engine 83 (3136) was serviced for starter problems and also received its annual preventative maintenance during the month.
- b. The SCBA air compressors were serviced on March 8th.
- c. At their March 14th regular meeting, the Board approved a resolution to surplus expired personal protection equipment. Also at the same meeting the Board approved the purchase of replacement cardio-exercise equipment.

2) Facilities:

- a. On March 27th, contractor Pacific Office Automation worked to install equipment and finish work on Station 8-3 (North Olympia) audio-visual system.

3) Information Technology:

- a. (No report).

FINANCIAL: (see also Budget Reports provided by the District Secretary).

Cash Balance	Fund 6680 Operations	Note	Fund 6681 CR&R	Note	Fund 6683 Reserve	Note	Fund 6685 Cap Fac Proj	Note
Beg. 1 Jan 23	\$ 1,099,430		\$ 446,228		\$ 1,311,922		\$ 1,672,603	
Current Balance	\$ 1,079,725	1,3	\$ 358,970	1,3	\$ 1,316,020	1,3	\$ 927,414	1,3
Budget End Bal	\$ 492,727	2,4,5	\$ 457,352	2,4,5	\$ 1,638,893	2,5	\$ 221,474	2,4

Notes:

- 1: As of 1 April 2023.
- 2: Estimates based upon preliminary tax revenue calculations & fully accounted expensed for remaining budget year.
- 3: Interest rates for current period:

LGIP Pool: 1.74 %

TCIP Pool: 1.81 %.

4: Includes transfer of \$750,000 from Fund 6685 into Fund 6680 in February 2023.

5: Includes transfer of \$350,000 from Fund 6680 into Fund 6681 and \$320,000 from Fund 6680 into Fund 6683 in November 2023.

Operating Cash Flow: projected for the year: see **Appendix 7.**

Operating Expenditures vs Budget: **Appendix 7a**



2023 District Goal #1 Status Report

March

STATUS:



On Track



Some Delay/Difficulty



Significant Impact

The District shall adopt and implement a 3-year staffing plan to provide sufficient IR&R staffing to deploy from 2 firestations to meet TLoS objectives.

Achievement of District-wide staffing goal for the month:

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
89%	94%	93%									

- 1)  Complete negotiations with Union for renewal of CBA by December 2022. Complete.
- 2)  Adopt strategic IR&R staffing model by January 2023. Complete.
- 3)  Provide regular reports regarding achievement of staffing level and TLoS objectives. Ongoing monthly reporting on staffing levels (above) and TLoS (in *Monthly Report*).



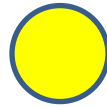
2023 District Goal #2 Status Report

March

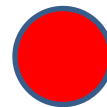
STATUS:



On Track



Some Delay/Difficulty



Significant Impact

The District will adopt a 2023-2027 financial plan to provide funding for adequate staffing, operational support and capital assets commensurate with IR&R staffing plan (Goal #1).

- 1)  Provide 2023-2027 financial plan to Board for approval by February 2023. Complete.
- 2)  Based upon an interactive process using the *District Strategic Communications Plan* format, share information and receive input on adopted 2023-2027 financial plan starting in January 2023. An open public meeting to provide information on ballot measure proposals was developed and held on March 30th.
- 3)  The Board will adopt a resolution to place on the 2023 election ballot a measure to provide additional funding to support the 2023-2027 financial plan. Chief VanCamp forwarded draft resolutions for ballot measure proposals for both the 2023 Primary Election and 2023 General Election (provisional) for Board review.



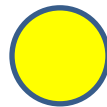
2023 District Goal #3 Status Report

March

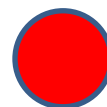
STATUS:



On Track







Some Delay/Difficulty



Significant Impact

The District will update its position descriptions and position requirements to clarify competency requirements, encourage professional development and promote performance accountability.

- 1)  A team will convene to review and update the position descriptions for all positions and provide a recommendation to Chief VanCamp by March 2023. Assistant Chief and Battalion Chiefs have convened; some difficult technicalities leading to fundamental decisions on the volunteer program still need to be made before providing final recommendation to Chief VanCamp.
- 2)  A team will convene to review and update the minimum requirements for competencies for all positions and provide a recommendation to Chief VanCamp by June 2023. Assistant Chief and Battalion Chiefs have convened; once draft language is framed a formal recommendation will be provided to Chief VanCamp. It is expected that a final recommendation will be provided to Chief VanCamp by June.
- 3)  A team will convene to review and update the *District Training & Education Master Plan* by December 2023. AC LeMay and BC Clowes have begun the training planning discussions. BC Clowes will begin working on the training master plan soon.
- 4)  Adopted changes to position descriptions and minimum competencies will be used to help in the professional development planning/accountability in 2024 (for 2023) PDP process (1st quarter 2024). Not yet begun.



Appendix 4--Strategic Communications Plan

Strategic Communications Plan – Calendar

	Status	March 2023	April 2023	May 2023
Action(s)	Complete Complete Ongoing Ongoing	1. Begin review of 2023 business plan 2. Prepare FAQs and answers. 3. Begin creation of special website page for ballot measure	1. Prepare & mail newsletter 2. Prepare ballot measure statement & tri-fold brochure 3. Develop education videos	1. Resolution for Primary Election (12 May) 2.TBD
Who		1. BoFC, Fire Chief 2. Exec Team 4. Dist Secretary	1. District Sec. 2. Exec Team 3. Assistant Chief	1. BoFC, Fire Chief 2. TBD
How		1. Open public meeting 2. Compile and develop based on the plan and key messages and input/inquiries received. 4. IT team to develop	1. Develop & mail 2. County elections and develop brochure 3. Work with COT/Staff and SPSCC.	1. Open public meeting 2. TBD

APPENDIX 5- MONTHLY RESPONSE RECORD

Inc #	Date	Sta Zone	Grid	Location	Alarm Time	Resp Time	Type	Resp	Platoon #
180	1 Mar 23	83E	E15	6809 Zangle Rd NE	04:02	6.57	CO Alarm Activatioin	4	B
181	1 Mar 23	82A	D18	8137 Kerbaugh Rd NE	07:18	10.03	BLS Fall	2	A
182	1 Mar 23	82B	D20	6520 79th Ave NE	10:44	5.52	Service Call	2	A
183	1 Mar 23	81A	I18	3212 Skooter Ln NE	17:47	3.33	BLS Seizure	4	A
184	1 Mar 23	83E	F15	635 68th Ave NE	22:23	5.57	BLS Stroke	2	A
185	2 Mar 23	83E	E15	Boston Harbor @ Boston Harbor Ext Rd NE	06:27	10.44	Electrical Fire	4	B
186	2 Mar 23	82B	E20	6925 Marvin Rd NE	09:48	N/A	BLS Weakness	3	B
187	3 Mar 23	81A	I17	2839 28th Ln NE	08:12	4.48	BLSY Fall	2	C
188	3 Mar 23	83E	E15	602 Bromley Ln NE	18:51	6.05	BLSY Fall	6	C
189	5 Mar 23	81H	H18	3700 Sleater Kinney Rd NE #A	18:08	3.34	BLS Sick Person	4	C
190	7 Mar 23	81L	G20	6829 47th Ave NE	06:17	8.25	ALS Chest Pain	2	C
191	7 Mar 23	81B	H17	3144 39th Way NE	09:45	4.36	BLS Abdominal Pain	2	C
192	7 Mar 23	81L	G20	6906 47th Ave NE	13:38	9.59	ALS ALoC	4	C
193	8 Mar 23	81L	G20	7027 47th Lp NE	02:38	8.42	ALS Sick Person	4	C
194	8 Mar 23	81F	H19	4123 Foxhall Dr NE	23:11	6.54	BLS Leg Pain	3	A
195	9 Mar 23	307	J16	2528 20th Ave NE	17:22	4.58	ALS Chest Pain	2	B
196	9 Mar 23	81J	I15	2730 Gull Harbor Rd NE	19:08	7.36	ALS Cardiac Prob	3	B
197	9 Mar 23	325	L19	4709 23rd Ave SE	19:14	N/A	Service Call	3	B
198	10 Mar 23	81B	H17	4202 Lemon Rd NE	11:01	4.13	Burn Ban Violation	3	A
199	10 Mar 23	81H	H18	South Bay @ Sleater Kinney Rd NE	17:21	3.07	BLS MVA	3	A
200	10 Mar 23	81H	H18	South Bay @ Sleater Kinney Rd NE	18:23	3.31	BLS MVA	3	A
201	13 Mar 23	81A	I18	3318 Lilly Rd NE	06:44	3.13	BLS Fall	2	B
202	13 Mar 23	81H	I18	2726 Sleater Kinney Rd nE	08:42	N/A	ALS Chest Pain	2	B
203	14 Mar 23	81A	I17	2835 South Bay Rd NE	06:05	4.43	CO Alarm Activatioin	4	C
204	14 Mar 23	81F	G19	4615 Foxtrail Dr NE	08:36	8.50	BLSY Fall	3	C
205	14 Mar 23	81F	H19	3701 Carpenter Rd NE	09:53	5.29	ALS CPR	6	C
206	14 Mar 23	82A	E18	7019 Kellogg Dr NE	20:54	9.10	BLSY Unk Med Prob	3	C
207	15 Mar 23	81A	G18	4932 Shincke Rd NE	04:27	5.20	ALS CPR	6	C
208	15 Mar 23	81H	H18	4532 36th Ave NE	09:31	4.55	ALS Chest Pain	2	A
209	15 Mar 23	81B	H17	4202 Lemon Rd NE	09:55	8.34	BLS Headache	4	A
210	15 Mar 23	81H	I18	4404 31st Ave NE	11:39	4.55	BLS Bleeding	2	A
211	15 Mar 23	83E	D16	8309 Zangle Rd NE	15:26	12.53	BLSY Patient Assist	2	A
212	15 Mar 23	83E	E15	6941 Zangle Rd NE	22:56	6.18	Service Call	3	A
213	16 Mar 23	81A	I17	3017 28th Ln NE	18:57	4.29	ALS Assist L/E	7	C
214	16 Mar 23	81C	H17	3828 Libby Rd NE	20:28	4.31	ALS Abdominal Pain	4	C
215	16 Mar 23	307	J17	2718 Lindell Rd NE	22:11	5.08	ALS Unk Med Prob	4	C
216	16 Mar 23	307	K17	2700 8th Ave NE	23:46	6.07	BLS Assist L/E	4	C
217	17 Mar 23	81B	H17	4202 Lemon Rd NE	09:51	N/A	Smoke Investigation	2	A
218	17 Mar 23	81L	H20	4529 Marvin Rd NE	15:25	6.11	Fire Alarm Activation	3	A
219	17 Mar 23	307	J16	2316 Friendly Grove Rd NE	17:30	5.23	BLS Fall	3	A
220	17 Mar 23	83G	E17	6945 Woodard Bay Rd NE	19:57	2.49	Gas Leak Outside	4	A
221	17 Mar 23	82B	E20	7547 Marvin Rd NE	22:57	11.30	ALS Seizure	5	A
222	20 Mar 23	81H	F18	3920 56th Ave NE	17:25	5.32	BLS Fall	4	B
223	21 Mar 23	81E	H20	6805 Falcon Way NE	03:19	8.39	BLS Breathing Prob	4	B
224	21 Mar 23	82A	E19	7410 Granite Ln NE	06:02	13.48	ALS Seizure	2	C
225	21 Mar 23	81L	G20	6906 47th Ave NE	08:24	7.01	BLS Fall	2	C
226	21 Mar 23	81L	H20	6902 Prairie Ridge Dr NE	09:08	6.39	ALS Breathing Prob	2	C
227	21 Mar 23	81H	G18	4132 54th Ave NE	11:31	5.24	BLSY Patient Assist	2	C
228	22 Mar 23	65A	Q21	8309 Dawn Hill Dr SE	04:48	N/A	Fire 1 (Mutual Aid)	2	C
229	22 Mar 23	81A	I18	3318 Lilly Rd NE	06:35	2.27	BLSY Patient Assist	3	B
230	22 Mar 23	83E	E15	440 73rd Ave NE	08:32	7.09	BLS Fall	2	B
231	22 Mar 23	81A	I17	2736 South Bay Rd NE	09:28	3.35	BLS Breathing Prob	3	B
232	22 Mar 23	83E	E15	6947 Bayview Dr NE	17:15	7.31	BLS Bleeding	2	B
233	23 Mar 23	83E	E15	508 72nd Ave NE	04:28	6.43	ALS Breathing Prob	3	B
234	23 Mar 23	81A	G18	Shincke @ 56th Ave NE	08:50	4.24	BLS Chest Pain	3	C
235	23 Mar 23	81F	G19	4922 Puget Rd NE #718	10:48	9.59	BLS Unk Med Prob	3	C
236	23 Mar 23	81L	H20	7211 40th Ct NE	12:10	9.00	ALS Fall	3	C

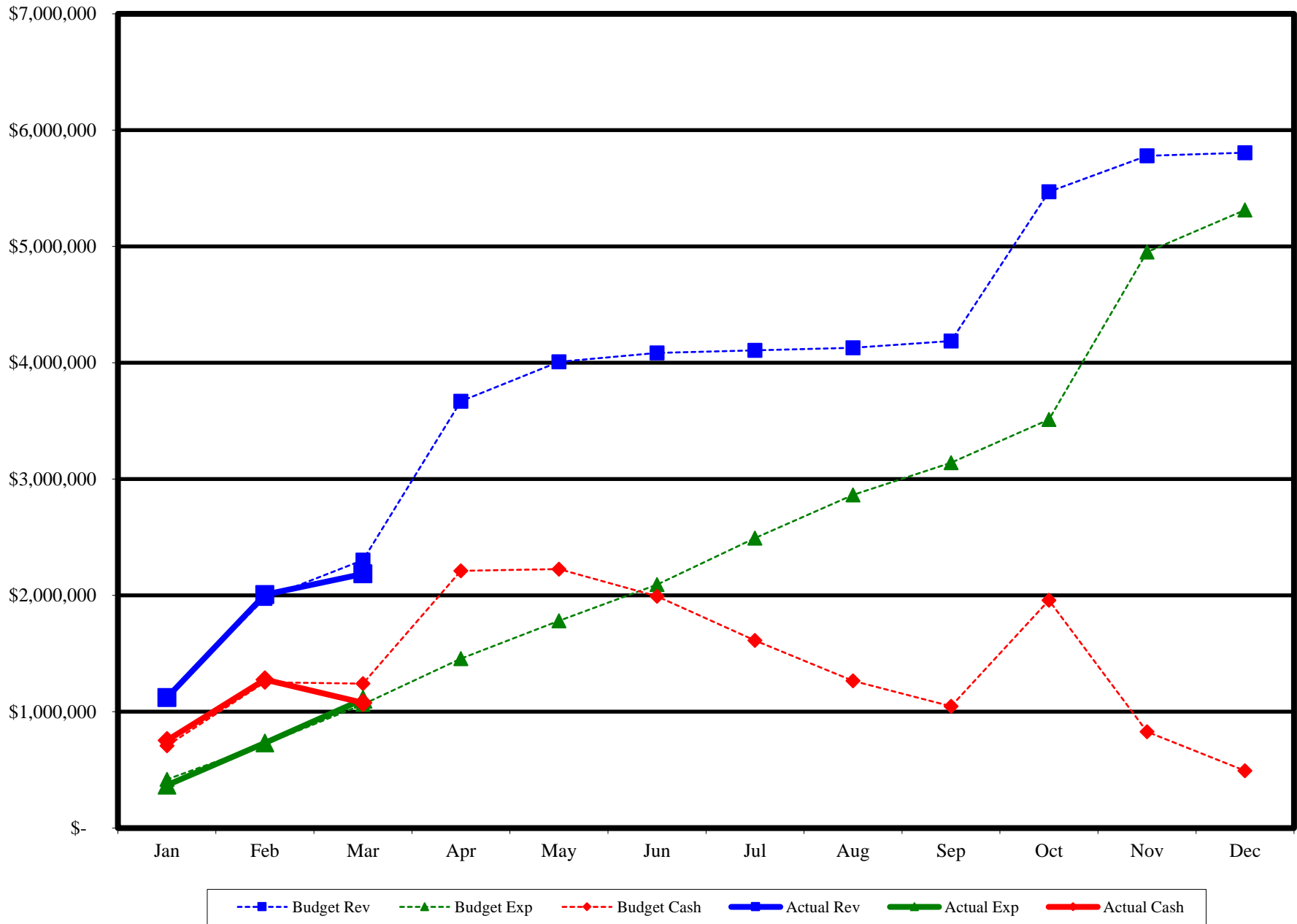
APPENDIX 5- MONTHLY RESPONSE RECORD

Inc #	Date	Sta Zone	Grid	Location	Alarm Time	Resp Time	Type	Resp	Platoon #
237	23 Mar 23	81A	I18	3318 Lilly Rd NE	20:15	2.50	BLSY Patient Assist	4	C
238	23 Mar 23	81C	H16	2402 36th Ave NE	23:52	7.32	BLSY Patient Assist	4	C
239	24 Mar 23	82A	D19	5745 85th Ave NE	20:04	11.32	BLSY Patient Assist	3	A
240	25 Mar 23	81H	I18	3415 Quail Creek Ln NE	12:04	4.50	Brush 2	5	C
241	25 Mar 23	81A	I18	3730 26th Ave NE	14:11	6.11	ALS Excited/Delirium	8	C
242	25 Mar 23	81K	F19	5508 61st Ave NE	16:23	6.43	BLS Med Reaction	4	C
243	25 Mar 23	82A	E19	5737 67th Ave NE	19:39	9.03	ALS Respiratory Prob	4	C
244	25 Mar 23	82A	C18	8642 Fernwood St NE	23:12	11.56	BLSY Patient Assist	4	C
245	26 Mar 23	81E	H20	6839 Condor Lp NE	23:59	8.18	BLS Dizziness	4	C
246	26 Mar 23	81H	H18	3800 Sleater Kinney Rd NE #24	03:21	7.39	BLSY Patient Assist	4	C
247	26 Mar 23	81A	F17	6307 Shincke Rd NE	15:10	5.11	ALS CPR	6	A
248	28 Mar 23	82A	E18	7019 Kellogg Dr NE	07:32	8.24	BLSY Patient Assist	2	A
249	28 Mar 23	81D	I17	3412 26th Ave NE	08:43	4.26	BLS Unk Med Prob	2	A
250	28 Mar 23	81E	I20	3121 Bonanza Ct NE	14:59	7.29	BLS Breathing Prob	2	A
251	28 Mar 23	83A	H15	300 39th Ave NE	20:15	4.27	ALS Seizure	3	A
252	29 Mar 23	81B	H17	4541 Lemon Rd NE	10:02	4.13	BLSY Patient Assist	3	B
253	29 Mar 23	81A	I18	3610 34th Ln NE	11:42	2.11	ALS Chest Pain	3	B
254	29 Mar 23	81C	I16	3333 Friendly Grove Rd NE	12:21	4.36	BLS Syncope	3	B
255	29 Mar 23	83A	G15	4806 Cushman Rd NE #119	12:26	14.13	ALS Breathing Prob	3	B
256	29 Mar 23	81L	G20	7040 Highlands Dr NE	12:45	14.11	BLSY Patient Assist	3	B
257	29 Mar 23	83A	F17	7100 Woodard Bay Rd NE	14:48	0.23	ALS Fall	3	B
258	29 Mar 23	83A	G16	47th @ Boston Harbor Rd NE	16:44	5.48	ALS MVA	4	B
259	29 Mar 23	83A	G15	4806 Cushman Rd NE #160	16:59	5.31	BLS Fall	3	B
260	30 Mar 23	81E	H20	6820 Falcon Way NE	20:58	7.08	Private Vehicle Fire	5	C
261	31 Mar 23	320	G22	5108 Marian Dr NE	03:06	17.40	Fire Alarm Activation	6	C
262	31 Mar 23	82C	G20	5224 Coppermill Ct NE	13:42	10.49	Fire Alarm Activation	3	B
263	31 Mar 23	82C	G20	5224 Coppermill Ct NE	14:49	12.54	Service Call	2	B
264	31 Mar 23	83A	G15	4806 Cushman Rd NE #104	15:32	3.47	BLS Fall	2	B
265	31 Mar 23	81E	I20	6037 Tolmie Dr NE	16:58	7.24	BLS Unk Med Prob	2	B
266	31 Mar 23	81L	H20	7249 44th Ave NE	17:07	4.37	ALS CPR	3	B

APPENDIX 6 VOLUNTEER STAFFING

NAME	RANK/STATUS	PLATOON/DATE	NAME	RANK/STATUS	PLATOON/DATE
Armstrong, Walker	OSP		Henson, Ronald C	Admin Support	
Barnes, Xavier	FF	A	Kalich, Jonas A	FF/EMT	C
Barthule, Tyler J	Admin Support		Kerns, Colton N	FF	A
Berry, Pierce A	FF/EMT	C	Lacy, Ben	FF/EMT	B
Brabham, Bryce	FF/EMT	C	LaDue, Chris	LT	B
Brandt, Robert	FF/EMT	C	Lynam, Alec M	recruit	A
Brink, Peggy	Admin Support		McCann, Dustin	FF/AO	B
Carlson, Jacob	LoA	3/1/2023	Mulligan, Tyler	FF/EMT	B
Carlton, Susan E	Admin Support		Nott, Roberta A	Admin Support	
Caron, Judy	Admin Support		Perry, Andrew	EMT	C
Cavazos, Esmeralda M	FF	A	Poole, James	FF/AO	B
Clemens, Jonathan	EMSO		Poppert, Kenneth	recruit	B
Cochran, Ann	Admin Support		Prine, Don	OSP	
Delos Santos, Rhomel M	FF	C	Reavis, Cody		A
Dodge, David	Lieutenant	B	Sanchez, Chris	FF	A
Fass, Bonnie	Admin Support		Sheller, Elliot	LoA	3/22/2023
Freed, Richard	FF/EMT	C	Stenerson, Ian	LoA	6/23/2022
Gill, Patricia Ann	Admin Support		Stewart, Christopher	FF/AO	B
Gormley, Robert	Lieutenant	C	Sullivan, Amber	LoA	3/1/2022
Grimaldo, Zachary R	FF	C	Van Kirk, Nick	FF/EMT	A
Harn, Jakob	FF	A	Williams, Tom	OSP	
Hayes, Dale	FF/EMT/AO	B	Youngs, John	FF/EMT/AO	C
			Zopolis, James P	Admin Support	

APPENDIX 7 - 2023 BUDGET VS ACTUAL, CASH BALANCE



APPENDIX 7A -- MONTHLY OPERATING EXPENDITURE VS BUDGET

