

DISTRICT MONTHLY REPORT: MARCH 2021

ADMINISTRATIVE:

- At their March 9th regular meeting, the Board was briefed by TCOMM-9-1-1 Executive Director Keith Flewelling on amendments to the intergovernmental agreement. The Board requested further information regarding the changes and plan to act on the requested approval at the regular meeting in April.

MASTER PLANNING: Action Item Summary List:

- 2021 Goal #1--IR&R Staffing: see **Appendix 1.**
- 2021 Goal #2--Capital Repairs & Replacement: see **Appendix 2.**
- 2021 Goal #3--Training & Education Master Plan: see **Appendix 3.**
- 2021 Goal #4--Community Outreach Plan: see **Appendix 4.**

The Board engaged in the next step of District master planning at their workshop held on March 3rd.

PUBLIC RELATIONS & COMMUNITY SERVICES:

District monthly WEBSITE contacts: page views: 1,215; visitors: 843.

- At their regular meeting held on March 9th, the Board discussed options for holding open public meetings both in-person and virtually, depending upon the current COVID-19 restrictions in place.

EMERGENCY RESPONSE: Total of 259 calls to date; 243 for 2008-20 average; (see attached **Monthly Call Summary Report Appendix 5**);

- Type of responses** for the month:

	Fire	ALS	BLS	Pub Sfty	False	Total
2021 In FD8	6	21	33	8	3	71
2021 Total	9	22	42	8	3	84
2020 (Total)	6	71 (Tot EMS)		6	1	84
Average ^{NOTE 1}	6	63 (Tot EMS)		6	2	77

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

	Total	Daytime	Night	Weekend
2021	3.8	3.5	4.2	3.8
2020	3.7	3.6	4.1	3.3

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

Response Zone	EMS			Fire		
	Total	Meet	Pct	Total	Meet	Pct
Station 8-1	33	26	79%	4	4	100%
Station 8-2	4	0	0%	0	0	0%
Station 8-3	17	8	47%	2	2	100%
Average	EMS			Fire		
Avg 2021 To Date	54.3	31.3	58%	4.3	4.0	92%
Avg 2020	59.8	37.3	62%	3.6	3.2	88%
Avg 08-20 ^{NOTE 2}	54.0	34.4	64%	3.5	2.4	70%

*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 2008-2020 (monthly average)
 NOTE 2: Combination of pre-merger FD7 and FD8, average for 2008-2020

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

FD8	Date	Sta	Time	R/T	Incident Type	Comments	Shift
182	3 Mar 21	81L	08:55	9.28	BLSY Fall	8-10 min travel time from Sta 8-1; non-emergency	
183	3 Mar 21	83E	09:21	21.10	BLSY Patient Assist	E-83 out of service; E-81 responding from previous call	
184	3 Mar 21	83E	12:36	10.02	BLS Fall	E-83 out of service; 8-11 min travel time from Sta 8-1	
190	5 Mar 21	83D	07:02	10.14	ALS Seizure	E-83 first arrival time not recorded	
197	8 Mar 21	83G	21:47	11.20	Electrical Fire	10-11 min travel time from Sta 8-3	9
200	9 Mar 21	81L	14:54	9.11	ALS Chest Pain	10 min travel time from Sta 8-1	
202	10 Mar 21	81A	10:30	9.05	ALS Chest Pain	E-81 out of position for response (out of station)	
204	10 Mar 21	82A	14:13	19.03	BLSY Patient Assist	13-15 min travel time from Sta 8-1; non-emergency	
231	21 Mar 21	82C	21:26	9.44	ALS Breathing Prob	Arrival not recorded by TComm	4
237	24 Mar 21	83A	22:53	12.52	ALS Unresponsive	AU-83 first arrival time not recorded	6
256	28 Mar 21	83A	19:05	10.18	BLS MVA	9 min travel time from Sta 8-1; AU-83 @ Sta 8-1	2
258	29 Mar 21	82C	22:01	10.57	ALS Fall	9-11 min travel time from Sta 8-1	3
259	29 Mar 21	81F	22:04	9.13	BLSY Patient Assist	4-5 min travel time from Sta 8-1; non-emergency	3
260	29 Mar 21	83G	22:11	14.01	BLS Abdominal Pain	Delayed due to three concurrent incidents	3

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

Staffing Targets by Position:		Station 8-1	Station 8-3	Note
Dayshift	Battalion Chief:	83%		A
	Engine/EMS Company:	100%	87%	B
	Station Staffed:	100%	87%	
Night & Weekend	Battalion Chief:	94%		
	Company Officer:	100%	18%	B
	Engine Company:	100%	18%	B,C
	EMS Company:	100%	92%	D
	Operations Support (Tenders)	79%		E
Total	Summary of Staffing Level for the Month:	100%	90%	D
Total	District Wide Staffing for the Month:	95%		

Notes:

- A) Includes weekday holidays when BC not staffed;
- B) Includes BC assigned as Company Officer if needed;
- C) May be cross-trained/certified staff (e.g. Firefighter-EMT);
- D) Includes minimum target staffing of Aid Unit 83 at Station 8-3; and
- E) Operations Support Program staff for on-call for Driver-Operator & Tender response.

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

PERSONNEL MANAGEMENT, SAFETY& TRAINING:

1) **Current Training Topics:**

- Live fire training at Mark Noble Regional Training Center (all shifts);
- Wildland fire refresher training;
- SCBA quarterly qualifications;
- Heat related illness (safety & health) training;
- Fit testing for N95-ENVO (medical) masks;
- Fit testing for MSA G1 self-contained breathing apparatus masks; and

- Battery-powered “Sawzall” tool in-service training.
- 2) Medic-One OTEP:
 - OTEP for traumatic brain injuries;
 - OTEP for affective patient characteristics; and
 - CPR, automatic defibrillation and supra-glottic airway insertion.
 - 3) Leadership:
 - Accident and “near-miss” forms (self-study Safety Committee minutes);
 - Live fire incident analysis with video review of shift performance; and
 - Operations Team meeting held March 4th; the meeting was held “virtually”.
 - 4) Other:
 - Quarterly brush truck operations review;
 - District Secretary Stumpf completed Human Resources Management certification at South Puget Sound Community College during the month.
 - Five members are enrolled into the Thurston County Fire Recruit Academy.

PERSONNEL MANAGEMENT, RELATIONS:

- 1) On March 12th, Board and staff members attended a “virtual” seminar on employment law and practice given by legal counsel Brian Snure.
- 2) On March 18th, Chief VanCamp attended the “virtual” initial planning meeting for the statewide “Cascadia Rising 22” exercise regarding recovery activities from a disastrous earthquake, to be held in July 2022.
- 3) On March 25th, the Labor Management Committee met to discuss issues and interests involving the District Collective Bargaining Agreement.

EQUIPMENT & FACILITIES:

- 1) Apparatus & Equipment:
 - a. The Facilities & Equipment Team met on March 8th;
 - b. During the month, an offer was made to Justin DeGagne of West Thurston RFA to fill the vacant Equipment Coordinator Lieutenant role. Justin will start on April 1st, *welcome to the South Bay Team!*
 - c. Final construction drawings for the replacement type 1 engine being built by Pierce in Wisconsin were finalized; a shop visit is planned for mid-June.
- 2) Facilities:
 - a. On March 19th, bids were opened for proposals to perform civil works at Station 8-1 upgrading the septic system. Two bids were received, both of which will be reviewed by the project management team to determine if they were “responsive” and “responsible”.
 - b. On March 23rd, Chief VanCamp, Chief McBride and Hatton-Godat-Pantier engineer Steve Hatton met regarding follow-up of the unsuccessful bidding process for the Station 8-1 septic system upgrade. The project management team determined that they would reject all bids and develop a subsequent bidding process with changes to better accommodate potential bidders.
 - c. Chief McBride has continued to work with the District’s HVAC maintenance contractor to provide for required indoor air quality measures consistent with the COVID-19 occupancy requirements.
 - d. Chief McBride is working on obtaining bids for an awning with lighting for the main exterior apparatus bay door at Station 8-1; this has been a long-standing need and is needed for personnel safety and better protection for the electronic locks installed on the door.

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 20	\$ 931,802		\$ 883,289		\$ 1,292,090		\$ 1,518,573	
Current Balance	\$ 451,897	1,3	\$ 871,928	1,3	\$ 1,294,418	1,3	\$ 1,521,347	1,3
Budget End Bal	\$ 765,300	2,3,4	\$ 1,090,000	2,3,4	\$ 1,313,000	2,3	\$ 1,540,000	2,3

Notes:

- 1: As of 1 April 2021.
- 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 \$275,000 from Fund 6680 to Fund 6681 (November 2020).

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

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



2021 District Goal #1 Status Report

March

STATUS:



Not Started



Started



In-Progress





Complete (Project)



Complete-Ongoing (Program)

The District shall achieve 98% District-wide minimum Incident Readiness & Response (IR&R) staffing levels, as identified in the *District Target Levels of Service (TLoS)*.

- 1)  **Priority #1:** The Operations-Training & Safety Team, led by AC LeMay, shall ensure qualified staffing for a minimum of 2 Apparatus Driver-Operators for each shift by December 2021.
 - Six members enrolled in training; no progress reported during month.
 - Currently, 4 non-officer volunteer D/O's on leave of absence.

- 2)  The Operations-Training & Safety Team, led by AC LeMay, will develop a register for the Resident Responder Program, evaluate & select members (for a target level of 6) and implement shift staffing for Station 8-2 (Johnson Point) by January 2022. This objective will depend upon termination of SARS-COV2 / COVID-19 pandemic special precautions.
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2021 District Goal #2 Status Report

March

STATUS:



Not Started



Started



In-Progress







Complete (Project)



Complete-Ongoing (Program)

The District will review the Capital Repairs & Replacement (CR&R) Plan and Budget to the optimize apparatus and major equipment replacement schedule to better conform with recently adopted master plans.

- 1)  The Facilities & Equipment Team, led by Chief VanCamp, will review the Plan and provide recommendations for changes to Chief VanCamp by March 2021.
 - Complete.
- 2)  Chief VanCamp will provide a proposed amendment to the CR&R Plan and Budget to the Board by June 2021.
 - Draft proposal sent to Board for review & approval (April 13th regular meeting).
- 3)  The Facilities & Equipment Team, led by Chief VanCamp, will ensure projects approved for 2021 be initiated and implemented as soon as possible based on each project's schedule.
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- 4)  By August 2021, the Operations-Training & Safety Team, led by AC LeMay, will ensure all relevant District Driver-Operators will be qualified to operate the replacement Type 1 engine (currently scheduled for delivery in June 2021).
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2021 District Goal #3 Status Report

March

STATUS:



Not Started



Started



In-Progress






Complete (Project)



Complete-Ongoing (Program)

The District will continue to implement the provisions of the IR&R District Training & Education program.

- 1)  **Priority #2:** The Operations-Training & Safety Team, led by AC LeMay, will develop and implement the initial phase of a comprehensive officer skills maintenance training program (in addition to the existing Officer Development Program) for all existing District officers by June 2021.
 - Due to transfer of Training Officer duties, no progress during month; plan at conceptual stage.
- 2)  **Priority #3:** By September 2021, the Operations-Training & Safety Team, led by AC LeMay, will review the current volunteer recruitment, evaluation, selection, orientation and initial training process with respect to
 - a) Ability to meet IR&R staffing requirements;
 - b) Durability from diminishing applicant pools, increasing job performance requirements, need for supervision & mentoring and economic, social and health (e.g. pandemic) conditions; and
 - c) Incentives to increase retention.
 -
- 3)  The Operations-Training & Safety Team, led by AC LeMay, will evaluate the current District Officer Development Program and provide a recommendation for any modifications to Chief VanCamp by December 2021.
 - Due to transfer of Training Officer duties, no progress during the month; plan to build on previous program.



2021 District Goal #4 Status Report

March

STATUS:



Not Started



Started



In-Progress





Complete (Project)





Complete-Ongoing (Program)

The District will reach out and inform its citizens and customers through an ongoing public communications program.

- 1)  The Executive Team will develop and communicate “subjective” messages focusing on “who we are” and “what our mission is” by March 2021.
 - A “Youtube” linkage with the District website was established for “virtual” open public meetings access as well as references to COVID-19 related links.
 - The District Monthly Report began reporting activity levels on the District Website.

- 2)  The Executive Team will develop and communicate “objective” messages focusing on direct and indirect impacts/benefits (“outcomes”) to citizens by June 2021.
 - The first quarter NEWSLETTER provided reference information for the District’s WSRB community protection classification information; several follow-up inquiries were responded to.

- 3)  The Executive Team will develop and communicate “objective” messages focusing on District resources (people, capital assets, practices) and business efficiency/effectiveness (“inputs”) by September 2021.
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- 4)  The Executive Team will develop and communicate “subjective” messages focusing on customer expectations and District strategic direction and overall “outcomes” by December 2021.
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APPENDIX 5- MONTHLY RESPONSE RECORD

Inc #	Date	Sta Zone	Grid	Location	Alarm Time	Resp Time	Type	Resp	Shift #
180	1 Mar 21	81F	G19	5316 Johnson Point Rd NE	19:17	5.50	BLSY Patient Assist	4	2
181	2 Mar 21	81F	H19	Johnson Point @ Hawks Prairie Rd NE	12:26	6.38	Smoke Investigation	3	
182	3 Mar 21	81L	G20	5345 St Charles Dr NE	08:55	9.28	BLSY Fall	4	
183	3 Mar 21	83E	E15	7420 Byron St NE	09:21	21.10	BLSY Patient Assist	4	
184	3 Mar 21	83E	D16	8037 Jenni St NE	12:36	10.02	BLS Fall	4	
185	3 Mar 21	307	K17	South Bay @ 10th Ave NE	17:18	N/A	BLS MVA	4	
186	3 Mar 21	307	K17	South Bay @ 10th Ave NE	17:25	3.23	BLS MVA	4	
187	3 Mar 21	81B	G17	4737 Lemon Rd NE	20:15	6.56	ALS Chest Pain	3	4
188	4 Mar 21	83G	C18	9000 Libby Rd NE	15:46	8.52	BLS Sick Person	2	
189	5 Mar 21	83C	F17	6320 Libby Rd NE	03:50	7.32	CO Alarm	7	5
190	5 Mar 21	83D	I15	3418 Gull Harbor Rd NE	07:02	10.14	ALS Seizure	2	
191	6 Mar 21	83D	I15	3418 Gull Harbor Rd NE	07:18	6.55	ALS Seizure	2	7
192	6 Mar 21	82B	D20	8316 Walnut Rd NE	11:18	9.08	Fire Alarm Activation	5	7
193	6 Mar 21	81L	H20	Marvin @ 41st Ave NE	15:12	5.33	BLS MVA	5	7
194	7 Mar 21	83A	F16	2315 66th Ave NE	20:14	5.19	BLS Diabetic Prob	2	8
195	8 Mar 21	81E	G19	4922 Puget Rd NE #805	11:46	8.05	ALS Chest Pain	2	
196	8 Mar 21	83A	H15	3942 Gull Harbor Rd NE	16:35	3.36	BLS Fall	2	
197	8 Mar 21	83G	C17	2632 Fishtrap Rd NE	21:47	11.20	Electrical Fire	11	9
198	9 Mar 21	307	J16	2415 26th Ave NE	02:39	5.24	BLSY Patient Assist	4	9
199	9 Mar 21	307	J17	1808 Meixner St NE	08:49	0.29	BLS Abdominal Pain	3	
200	9 Mar 21	81L	G20	5345 St Charles Dr NE	14:54	9.11	ALS Chest Pain	3	
201	10 Mar 21	318	I21	2750 Hogum Bay Rd NE	00:46	7.05	Structure Fire (MA)	4	1
202	10 Mar 21	81A	I17	2702 33rd Trl. NE	10:30	9.05	ALS Chest Pain	2	
203	10 Mar 21	83G	C17	3348 Fishtrap Lp NE	10:54	8.48	BLS Dizziness	2	
204	10 Mar 21	82A	B19	9909 Point View St NE	14:13	19.03	BLSY Patient Assist	2	
205	11 Mar 21	81F	H19	Hawks Prairie @ South Bay Rd NE	08:46	3.27	Private Vehicle Fire	5	
206	11 Mar 21	83G	C17	2702 Fishtrap Rd NE	13:56	N/A	Fire Alarm Activation	3	
207	11 Mar 21	81L	F21	6007 Hill St NE	16:06	8.46	Structure Fire	11	
208	12 Mar 21	83A	G16	1515 Merchantile Ln NE	06:55	3.18	ALS Chest Pain	3	
209	12 Mar 21	81A	I17	2909 28th Ln NE	15:20	0.16	BLS Fall	3	
210	13 Mar 21	307	K17	504 Devoe St NE	02:54	7.57	ALS Assist L/E	5	4
211	13 Mar 21	81F	H19	4524 Foxtrail Dr NE	07:43	6.08	ALS Cardiac Problem	4	5
212	13 Mar 21	81D	I17	2603 Lilly Rd NE	09:20	3.28	BLS DoA	3	5
213	13 Mar 21	82A	C19	9400 Lohrer Ln NE	12:29	10.19	Smoke Investigation	3	5
214	13 Mar 21	82A	D19	Johnson Point @ 78th Ave NE	14:52	15.47	Burn Ban Violation	3	5
215	14 Mar 21	83A	H15	4443 Boston Harbor Rd NE	10:19	5.45	BLSY Trauma	3	6
216	15 Mar 21	81E	H20	3721 Milton Ln NE	07:58	6.15	ALS Breathing Prob	3	
217	15 Mar 21	81A	G18	5104 Shincke Rd NE	12:00	5.11	Gas Leak Outside	9	
218	15 Mar 21	81A	I17	2812 28th Ln NE	12:02	7.50	ALS Chest Pain	2	
219	15 Mar 21	81L	H20	7202 Prairie Ridge Dr NE	17:32	9.40	BLS Mental Prob	4	
220	16 Mar 21	81A	F18	Shincke @ 56th Ave NE	15:29	5.33	BLS Mental Prob	3	
221	17 Mar 21	81A	I17	2839 28th Ln NE	14:00	4.48	BLSY Fall	3	
222	18 Mar 21	307	J16	2415 26th Ave NE	06:14	5.00	BLSY Patient Assist	3	
223	18 Mar 21	81H	H18	3941 South Bay Lp NE	11:43	3.22	ALS Diabetic	4	
224	18 Mar 21	81A	I17	2835 South Bay Rd NE	14:58	2.35	Fire Alarm Activation	4	
225	18 Mar 21	81A	I18	3212 Skooter Ln NE	17:01	3.00	ALS Seizure	3	
226	18 Mar 21	81E	H20	3724 Owl Ln NE	20:30	6.55	ALS Fall	5	1
227	18 Mar 21	82A	D19	7813 Johnson Point Rd NE	22:02	8.53	BLS Evaluation	4	1
228	19 Mar 21	319	I20	2711 Fiddleback St NE	18:24	8.12	Structure Fire (MA)	4	2
229	20 Mar 21	81H	I18	4437 31st Ave NE	02:49	8.03	ALS Breathing Prob	4	2
230	20 Mar 21	81A	H17	Chehalis Western @ Shincke Rd NE	20:41	4.45	BLS Possible Suicide	4	3
231	21 Mar 21	82C	F20	5718 Puget Beach Rd NE	21:26	9.44	ALS Breathing Prob	3	4
232	22 Mar 21	81A	F18	5748 Shincke Rd NE	07:28	5.15	ALS Chest Pain	2	
233	22 Mar 21	83A	F17	6448 Libby Rd NE	08:40	7.36	CO Alarm	4	
234	22 Mar 21	81F	G19	4704 Johnson Point Rd NE	14:16	N/A	Smoke Investigation	2	

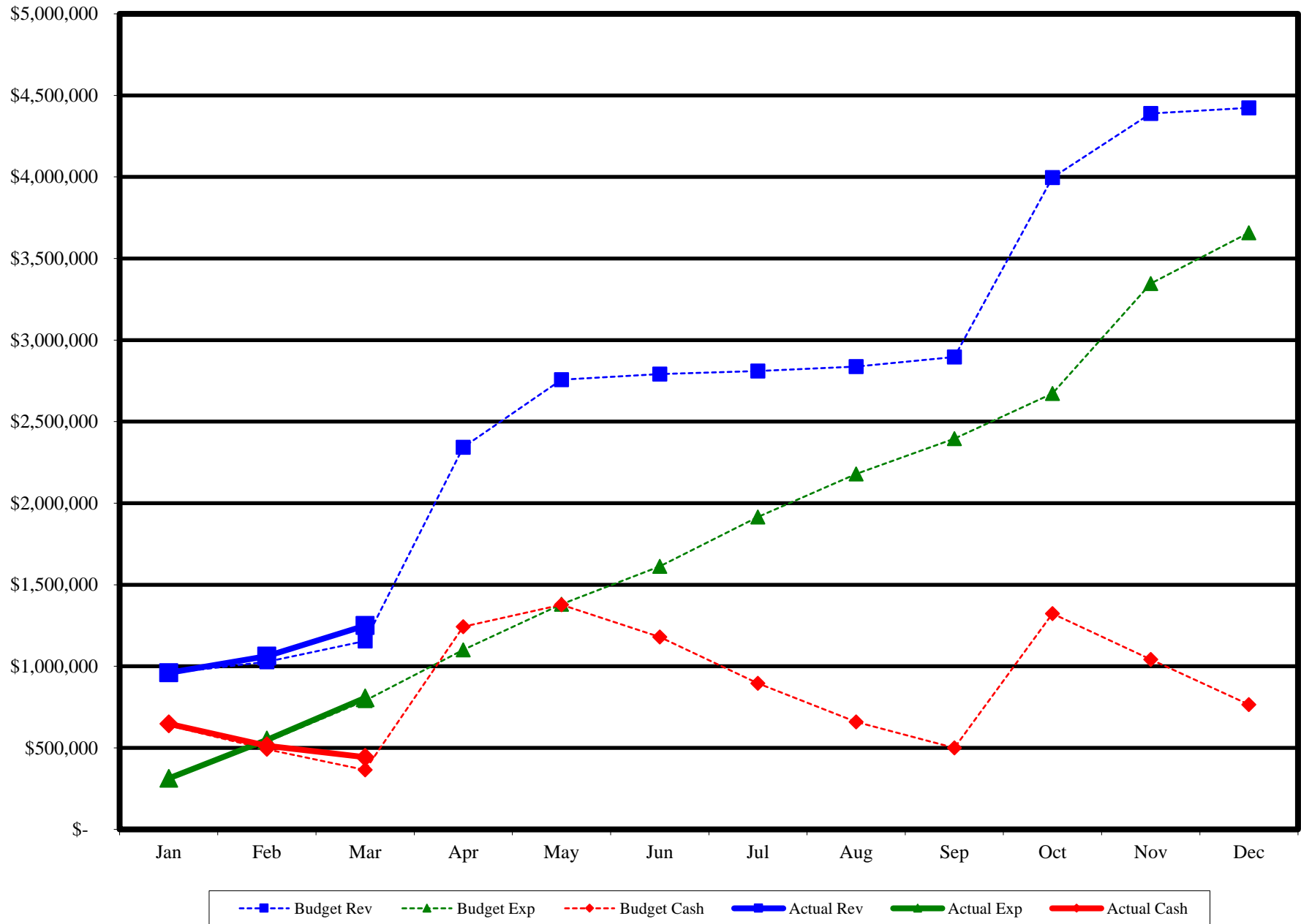
APPENDIX 5- MONTHLY RESPONSE RECORD

Inc #	Date	Sta Zone	Grid	Location	Alarm Time	Resp Time	Type	Resp	Shift #
235	23 Mar 21	81A	I17	2919 South Bay Rd NE	09:53	3.33	Electrical Fire	6	
236	23 Mar 21	307	K17	719 South Bay Rd NE	12:25	5.49	BLS Abdominal Pain	2	
237	24 Mar 21	83A	G16	5547 Boston Harbor Rd NE	22:53	12.52	ALS Unresponsive	7	6
238	24 Mar 21	81E	H20	6431 Hawks Prairie Rd NE	15:47	6.32	Service Call	3	
239	24 Mar 21	83A	G16	5219 Boston Harbor Rd NE	18:08	2.05	BLS Diabetic Prob	3	7
240	25 Mar 21	81A	I17	3506 Shincke Rd NE	04:54	0.00	BLS Patient Assist	3	7
241	25 Mar 21	83A	G16	2312 46th Ave NE	09:45	5.03	ALS Chest Pain	3	
242	25 Mar 21	307	K17	819 South Bay Rd NE	21:48	5.53	BLS Trauma	3	8
243	26 Mar 21	81A	I18	3212 Skooter Ln NE	09:18	3.37	ALS Seizure	3	
244	26 Mar 21	81F	H19	3902 Foxhall Dr NE	16:37	4.49	BLS Breathing Prob	3	
245	26 Mar 21	81L	H20	7202 Prairie Ridge Dr NE	17:17	6.16	BLS Unk Med Prob	3	
246	26 Mar 21	81F	I19	3241 Hollywood Dr NE	19:19	6.08	BLS Neck Pain	4	9
247	26 Mar 21	81L	H20	7202 Prairie Ridge Dr NE	20:00	2.21	BLS Unk Med Prob	4	9
248	26 Mar 21	83E	E15	647 73rd Ave NE	20:10	7.44	BLS High BP	4	9
249	27 Mar 21	81H	I18	3204 Sleater Kinney Rd NE	02:23	5.25	BLS Assist L/E	4	9
250	27 Mar 21	307	J16	2415 26th Ave NE	03:00	5.43	BLSY Patient Assist	4	9
251	27 Mar 21	81A	I17	2839 27th Ln NE	08:30	4.40	BLS Respiratory Prob	2	1
252	27 Mar 21	81L	G20	5539 St Charles Lp NE	15:48	7.00	BLS Breathing Prob	2	1
253	27 Mar 21	83E	D15	936 76th Ave NE	20:39	10.30	Brush Fire	7	1
254	28 Mar 21	307	J16	2415 26th Ave NE	01:31	5.17	BLSY Fall	4	1
255	28 Mar 21	83A	G15	5143 Indian Rd NE	15:09	7.00	Service Call	5	2
256	28 Mar 21	83A	H15	4029 Boston Harbor Rd NE	19:05	10.18	BLS MVA	5	2
257	29 Mar 21	O3E	L17	1202 Fones Rd NE	11:30	4.35	Structure Fire (MA)	8	
258	29 Mar 21	82C	E20	7230 Puget Beach Rd NE	22:01	10.57	ALS Fall	4	3
259	29 Mar 21	81F	G19	5316 Johnson Point Rd NE	22:04	9.13	BLSY Patient Assist	3	3
260	29 Mar 21	83G	E16	6811 Libby Rd NE	22:11	14.01	BLS Abdominal Pain	3	3
261	30 Mar 21	83A	H15	1042 36th Ave NE	04:00	8.04	BLS Hand Injury	2	3
262	31 Mar 21	81B	F17	6106 Lemon Rd NE	07:23	6.52	ALS Respiratory Prob	3	
263	31 Mar 21	81A	I18	3630 34th Ln NE	19:36	4.32	BLS Illness	3	5

MONTHLY REPORT APPENDIX 6: VOLUNTEER STAFFING ROSTER

NAME	RANK / STATUS	SHIFT / DATE	NAME	RANK / STATUS	SHIFT / DATE	NAME	RANK / STATUS	SHIFT / DATE
Armstrong, Walker	OSP		Gill, Patricia Ann	Receptionist		Perry, Andrew	EMT	9
Bahr, Michaela	EMT/FF	5	Gormley, Robert	Lieutenant	9	Petersen, Lisa	Resigned	
Bain, Tyler	FF/EMT	2	Harn, Jakob	FF	8	Poole, James	FF/AO	7
Barnett, Cody	recruit		Hayes, Dale	LoA		Powell, Shelby	FF	1
Bonser, William A	FF/EMT/AO	D	Henson, Ronald C	Receptionist		Prine, Don	OSP	
Bourque, Mitch	FF	4	Johnson, Jacob	FF/EMT	6	Rubadue, Brock	recruit	
Brandt, Robert	FF	5	Kraft, Bethany H	FF/EMT	6	Schneegas, Sean	recruit	
Bushaw, Bladden M	FF/EMT	3	Kramer, Gavin	FF	9	Sheller, Elliot	LoA	
Carlton, Susan E	Receptionist		Kubiak, Cody	FF	1	Sherman, Jauni	recruit	
Chapman, Cody R	FF/EMT	2	Lacy, Ben	FF/EMT	2	Sinclair, Sharon	Receptionist	
Clemens, Jonathan	EMSO		LaDue, Chris	BC	2, 6	Stenerson, Ian	FF/AO	3
Cochran, Ann	Receptionist		Lara, Leroy	LoA		Sullivan, Amber	FF/EMT	5
Dicke, Ben	FF/AO	8	Leyva, Travis	FF/EMT	2	Toth, Terry	FF/EMT	8
Dixon, Robert	FF	7	Leyva-Morgan, Jennifer	LoA		Valdez, Christian	FF	6
Dodge, David	Lieutenant	4	Lindwall, Desiree	FF/EMT	7	Van Kirk, Nick	FF/EMT	3
Estrada, Diana	LoA		May, Nicolas	recruit-hold		Wrinkle, Gregory	recruit	
Fass, Bonnie	Receptionist		McCann, Dustin	FF/AO	4	Youngs, John	FF/EMT/AO	9
Fitzgerald, (Roebuck), Tara A	FF/EMT	1	McCosh, Devin	FF/EMT	4	Zopolis, James P	Receptionist	
Freed, Richard	FF	9	Meyers, Raymond	recruit-hold		Zvirzdys, Joshua	FF/EMT	8
Frymire, Nicholas	recruit		Milligan, Nicholas	FF	3			
Gettle, Eric James	FF/EMT	1	Mize, Art	Chaplain				

APPENDIX 7 - 2021 BUDGET VS ACTUAL, CASH BALANCE



APPENDIX 7A -- MONTHLY OPERATING EXPENDITURE VS BUDGET

