

DISTRICT MONTHLY REPORT: APRIL 2018

ADMINISTRATIVE:

- 1) No report.

Action Item Summary List:

No.	Topic	Date	Priority	Action/Status
44	District Training Center	TBD	Medium	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ Pending Phase III (building interior modifications & additional props), coordinating with Training Program
48	Community Risk Assessment Project	Ongoing	On Hold	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ VanCamp assigned to Thurston County EMS Council Comprehensive Planning Committee: establishing goals & objectives for process
52	Verizon Wireless Tower at Station 8-3 (Boston Harbor)	Ongoing	Medium	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ No report
53	Organizational performance management	Ongoing	High	<u>Board Chair/VanCamp:</u> <ul style="list-style-type: none"> ▪ PDP-Expectations: <u>82%</u> of IR&R membership completed by 29 March; ▪ Planning for evaluation training to begin 2nd Quarter
55	Consideration of apparatus sizing	?	?	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ Inclusion in overall strategic planning update (Phase III)
59	IR&R Staffing Planning	Ongoing	High	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ District and IAFF Local 2903 met with PERC for medication on 25 April; 2nd meeting scheduled for May 7th in Tacoma (McGavick Graves)
60	Boston Harbor Hydrant System	Ongoing	Low	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ (No further action at this time)

Phase II Master Plan Development: A summary of the preceding month:

- April 30th: A public presentation of the status of the master planning effort was conducted by Commissioner Harper and Chief VanCamp. The presentation covered four basic areas: 1) an assessment of the current physical plant and operations of the District, 2) master plan phase I: a description of the Staffing Plan initiative and details of future developments and financial needs (including a levy lid lift), 3) master plan phase II: an overview of the process and current general future vision for strategic deployment from two firestations, and 4) an interactive discussion about choices for strategic direction and funding options.

The public in attendance were provided with comment cards for written questions and comments, and also asked several questions answered by Harper and VanCamp. The next steps will be to follow-up on any written comments/questions and discuss further at the May regular Board meeting.

PUBLIC RELATIONS & COMMUNITY SERVICES:

- 1) At the April 10th regular Board meeting, Commissioner Harper and Chief VanCamp provided a draft Master Planning presentation in preparation for the public meeting on April 30th. The purpose of the presentation was to gain feedback and suggestions for improvement prior to the event. Commissioner Harper led the presentation with the first slides, followed by Chief VanCamp, and closed by Commissioner Harper. Topics included phases of Master

Planning, details of staffing, details of facilities (including maps), information on incident responses and funding.

- 2) Chief VanCamp met with Carolyn Savage and David Hall from the Johnson Point Water Company on April 12th regarding some operating issues.
- 3) Members of the dayshift crew visited Boston Harbor Elementary School on April 12th.
- 4) Head Start students toured Station 8-1 on April 13th.
- 5) On April 23rd, Chief VanCamp attended a workshop hosted by the Washington Department of Transportation regarding the upcoming Interstate 5-Marvin Road interchange construction project; several key project plans will impact northeast county response.

EMERGENCY RESPONSE: Total of 318 calls to date; 306 for 2008-17 average (composite for pre-merger FD7 and FD8); (see attached **Monthly Call Summary Report Appendix 1**):

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

	Fire	ALS	BLS	Pub Svc	False	Total
2018 In FD8	2	26	38	6	3	75
2018 Total	2	27	41	6	3	79
2017 (Total)	2	75	(Tot EMS)	7	2	86
Average ^{NOTE 1}	5	60	(Tot EMS)	7	3	73

- 2) Average number of responders-per-incident for April:

	Total	Daytime	Night	Weekend
2018	4.2	3.3	5.0	5.4
2017	3.8	3.3	4.0	4.2
FD7 ^{NOTE 2}	3.4	3.0	4.2	3.6
FD8 ^{NOTE 3}	4.1	3.3	5.0	4.7

- 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	30	24	80%	0	0	0%
Station 8-2/8-6	7	1	14%	1	1	100%
5Station 8-3	22	12	55%	0	0	0%

Average	EMS			Fire		
	Total	Meet	Pct	Total	Meet	Pct
Avg 2018 To Date	56.8	34.3	60%	2.5	2.5	100%
Avg 2017	56.8	34.3	60%	2.8	2.6	92%
Avg 08-17 ^{NOTE 4}	50.8	32.8	65%	3.7	2.5	69%

*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 April 2008-2017 (average)

NOTE 2: Average for pre-merger FD7, for April 2008-2017

NOTE 3: Average for pre-merger FD8, for April 2008-2017

NOTE 4: Combination of pre-merger FD7 and FD8, average for 2008-2017

4) Delayed responses for the month of April:

FD8	Date	Sta	Time	R/T	Incident Type	Comments	Shift
245	1 Apr 18	83A	21:10	9.03	BLS Medical Alarm	Dispatching error & delay	8
249	3 Apr 18	82A	08:05	11.31	BLS Back Pain	Travel time from Sta 8-1	
256	6 Apr 18	86A	15:45	9.59	BLS Medical Alarm	Travel time from Sta 8-1	
263	8 Apr 18	81F	09:09	10.48	BLS Respiratory Prob	Travel time from Sta 8-1	6
273	11 Apr 18	82A	21:07	11.40	BLS Back Pain	Travel time from Sta 8-1	9
276	12 Apr 18	84A	09:29	11.27	BLS Sick Person	Travel time from Sta 8-1; Sta 8-3 unstaffed	
278	12 Apr 18	83A	19:47	10.17	ALS Chest Pain	Travel time from Sta 8-1; Sta 8-3 unstaffed	1
288	14 Apr 18	83A	15:35	9.16	BLSY Unk Med Prob	Travel time from Sta 8-1; Sta 8-3 unstaffed	3
289	15 Apr 18	83A	06:40	9.33	ALS Chest Pain	Travel time from Sta 8-1; Sta 8-3 unstaffed	4
294	17 Apr 18	84A	01:25	17.30	ALS Unconscious	Sta 8-3 unstaffed, Sta 8-1 respond; poor addressing	5
298	17 Apr 18	81B	18:35	8.52	BLS Low BP	On previous call; delay dispatch (T-Comm)	6
301	19 Apr 18	85A	10:58	11.17	ALS Sick Person	Travel time from Sta 8-1; Sta 8-3 unstaffed	
304	20 Apr 18	86A	10:43	9.00	ALS Unconscious	Travel time from Sta 8-1	
306	23 Apr 18	85A	10:24	9.51	BLS Fall	Travel time from Sta 8-1; Sta 8-3 unstaffed	
311	24 Apr 18	81F	03:55	10.40	4013 Foxhall Dr NE	Dispatching error & delay in correct addressing	3
312	24 Apr 18	83A	13:14	9.11	ALS Shock	Travel time from Sta 8-1; Sta 8-3 unstaffed	
314	24 Apr 18	81F	20:07	10.41	BLS Sick Person	Dispatch did not record arrival (by radio)	4
322	28 Apr 18	83A	17:09	9.34	BLSY Patient Assist	Travel time from Sta 8-1; Sta 8-3 unstaffed	8

IR&R STAFFING LEVELS: Staffing levels for April:

Staffing Targets by Position:		Station 8-1	Station 8-3	Note
Day-shift	Battalion Chief:	86%		A
	Engine/EMS Company:	100%	86%	B
	Station Staffed:	100%	86%	
Night & Weekends	Battalion Chief:	77%		
	Company Officer:	77%	31%	B
	Engine Company:	100%	46%	B,C
	EMS Company:	100%	56%	D
	Station Staffed:	100%	56%	D
Month:	Station Staffed:	100%	67%	

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); and
- D) Includes minimum target staffing of Aid Unit 83 at Station 8-3.

Volunteer Staffing: status for the current month: see **Appendix 2**.

PERSONNEL MANAGEMENT, SAFETY& TRAINING:

1) Drills for the Month:

- Quarterly focus:
 - Respiratory Protection Training (Annual)
 - Mask Fit Testing
 - Heat Related Illness Training
 - On-Scene Decontamination Process
 - Standard Evolution: Wildland & Wildland Urban Interface Fire

- Quarterly skills maintenance:
 - CPR-AED quarterly review
 - Standard evolution
 - SCBA-donning quarterly
 - Two-hour drive time (Driver/Operators)
 - Leadership:
 - Wildland & Wildland Urban Interface Fire Command
 - Medic-One OTEP:
 - Acute Cardiac Syndrome
 - De-escalation
 - Endocrine Emergencies
 - Lifting & Moving
 - Sepsis
 - Vulnerable Adults
 - Infectious Disease Control
- 2) As a board member of the Thurston County Fire Chiefs, Chief VanCamp has been engaged in negotiations with the South Puget Sound Community College for sponsorship of the Thurston County Firefighter Recruit Academy. It is planned that SPSCC will provide management and support for the fall session 2018.

PERSONNEL MANAGEMENT, RELATIONS:

- 1) Chief Kilpatrick announced his plans to retire as of June 30th during the month; Chief VanCamp will work with him and the IR&R staff to arrange for organizational adjustments to attempt to fill the “large shoes” he will leave. Appropriate recognition will be planned for Doug in the coming months.
- 2) On April 25th, Chief VanCamp and District Labor Counsel Dave Luxenberg met with IAFF Local 2903 representatives Chris Ross and Brent McBride for a mediation session under the jurisdiction of the Public Employment Relations Commission (PERC) mediator Christ Casillas on key issues regarding the District re-organization. Further sessions have been scheduled for May.

EQUIPMENT & FACILITIES:

- 1) Apparatus & Equipment:
 - a. Engine 82 (Pierce Dash) was a “stand-in” for Engine 81 for a period of time while reserve Engine 84 (Spartan) was being serviced.
 - b. Wildland fire PPE was issued to firefighting IR&R staff during the month as part of the ongoing wildland-WUI operations plan.
- 2) Facilities:
 - a. Lieutenant Hall continued to work on coordinating a transition from primarily vendor-provided custodial services in Stations 8-1 and 8-3 to a crew based system (primarily in the non-public areas of both buildings).
 - b. Hatton Godat Pantier continued to work on evaluation of the current fire suppression water supply system for Station 8-3 and corrective action designs during the month.

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 18	\$ 1,164,737		\$ 1,559,119		\$ 1,233,004		\$ 1,155,761	
Current Balance	\$ 1,536,419	1,3	\$ 1,490,060	1,3	\$ 1,236,862	1,3	\$ 1,159,580	1,3
Est End Balance	\$ 1,029,070	2,3,4	\$ 1,450,000	2,3,4	\$ 1,250,000	2,3	\$ 1,180,000	2,3

Notes:

- 1: As of 1 May 2018.
- 2: Estimates based upon preliminary tax revenue calculations & fully accounted expensed for remaining budget year.
- 3: Interest rates for current period:
 LGIP Pool: 1.40 %
 TCIP Pool: 1.36 %.
- 4: Includes transfer of \$279,510 from Fund 6680 to Fund 6681 (November 2018).

Operating Cash Flow: projected for the year: see **Appendix 3**.

APPENDIX 1- MONTHLY RESPONSE RECORD

Number		Date	Sta Zone	Grid	Location	Alarm Time	Resp Time	Type	Resp	Shift #
FD8	Med-1									
244	8171	1 Apr 18	81A	I16	2416 31st Ct NE	09:16	5.17	ALS Chest Pain	4	8
245	8214	1 Apr 18	83A	G15	4806 Cushman Rd NE #104	21:10	9.03	BLS Medical Alarm	5	8
246		2 Apr 18	81B	H17	4541 Lemon Rd NE	09:25	4.38	Service Call	3	
247	9740	2 Apr 18	81E	I20	6937 32nd Ct NE	09:53	7.30	BLS Medical Alarm	3	
248		2 Apr 18	81H	G18	4611 Sleater Kinney Rd NE	18:40	5.41	Service Call	7	9
249	8334	3 Apr 18	82A	C19	9125 Baird Rd NE	08:05	11.31	BLS Back Pain	3	
250	8372	3 Apr 18	81H	I19	2930 Jorgenson Rd NE	16:19	6.40	BLSY Patient Assist	3	
251	8567	5 Apr 18	81J	I15	2620 Gull Harbor Rd NE	20:32	7.41	BLS Abdominal Pain	5	3
252	8599	6 Apr 18	307	J16	2310 25th Ln NE	07:44	5.46	ALS Back Pain	2	
253	8622	6 Apr 18	83A	H16	3741 Harrington Ln NE	11:57	5.53	ALS Breathing Prob	3	
254	9741	6 Apr 18	83A	H15	3838 Boston Harbor Rd NE	13:40	4.20	BLS Medical Alarm	2	
255		6 Apr 18	81H	H18	3800 Sleater Kinney Rd NE #16	14:03	4.01	Fire Alarm Activation	3	
256	8637	6 Apr 18	86A	F21	7620 Sandy Point Rd NE	15:45	9.59	BLS Medical Alarm	2	
257	8646	6 Apr 18	81A	F17	5939 Shincke Rd NE	17:07	8.00	ALS Assist LE	4	
258	8660	6 Apr 18	307	J17	2630 18th Ave NE	20:59	5.54	BLS Seizure	5	4
259	8695	7 Apr 18	82A	E19	5041 70th Ave NE	08:15	N/A	BLS MVA	4	5
260		7 Apr 18	82A	D19	Baird @ 78th Ave NE	19:44	14.40	Service Call	5	5
261	8734	7 Apr 18	83A	H15	304 41st Ave NE	20:19	N/A	BLS Syncope	5	5
262		8 Apr 18	86B	G20	7224 50th Ave NE	03:07	8.46	Fire Alarm Activation	4	5
263	8762	8 Apr 18	81F	G19	4922 Puget Rd NE #50-2	09:09	10.48	BLS Respiratory Prob	6	6
264	9742	8 Apr 18	81H	H18	3800 Sleater Kinney Rd NE #20	11:48	5.00	BLS Abdominal Pain	6	6
265	8771	8 Apr 18	81B	H17	3201 46th Ave NE	13:16	5.52	ALS Overdose	7	6
266	8796	8 Apr 18	81F	H19	5043 Foxhall Dr NE	19:12	5.38	ALS DLoC	6	6
267	8805	8 Apr 18	86B	G20	6641 47th Ave NE	21:50	8.20	ALS COPD	5	6
268		9 Apr 18	82A	F19	Johnson Point @ 61st Ave NE	19:44	7.39	Smoke Investigation	5	7
269	8926	10 Apr 18	85A	D17	8504 Evergreen Dr NE	06:19	N/A	ALS Unk Med Prob	5	
270	8929	10 Apr 18	83A	H16	1607 38th Ln NE	06:47	7.07	BLS Fall	5	
271	9049	11 Apr 18	81J	I16	1744 33rd Ave NE	07:54	5.43	BLS Sick Person	3	
272	9080	11 Apr 18	81A	I18	3610 South Bay Rd NE	14:33	1.01	ALS Chest Pain	3	
273	9122	11 Apr 18	82A	D19	5344 78th Ave NE	21:07	11.40	BLS Back Pain	4	9
274	9139	12 Apr 18	81H	H18	3800 Sleater Kinney Rd NE #20	08:23	5.10	BLS Abdominal Pain	3	
275	9141	12 Apr 18	81A	I17	3506 Shincke Rd NE	09:00	0.00	ALS Chest Pain	5	
276	9146	12 Apr 18	84A	E15	515 75th Way NE	09:29	11.27	BLS Sick Person	3	
277	9154	12 Apr 18	86B	F21	7922 58th Ave NE	11:06	8.12	BLS Patient Assist	3	
278	9195	12 Apr 18	83A	G15	4806 Cushman Rd NE #111	19:47	10.17	ALS Chest Pain	4	1
279	9207	12 Apr 18	81H	I18	4009 29th Ln NE	22:27	4.59	ALS Chest Pain	5	1
280	9213	13 Apr 18	83A	H15	310 39th Ave NE	01:00	7.08	BLSY Patient Assist	4	1
281	9225	13 Apr 18	84A	E15	6700 Zangle Rd NE	06:49	6.03	ALS MVA	6	
282	9241	13 Apr 18	81F	G19	4922 Puget Rd NE #594	09:51	8.38	BLS Fall	3	
283	9268	13 Apr 18	81A	I17	2840 28th Ln NE	16:01	4.15	ALS Unconscious	3	
284	9270	13 Apr 18	81H	I19	2946 Jorgenson Rd NE	16:07	1.12	ALS Chest Pain	2	
285	9272	13 Apr 18	86B	G20	7304 47th Ave NE	16:30	7.09	BLSY Sick Person	3	
286	9306	13 Apr 18	307	K17	2725 12th Ave NE	23:01	N/A	BLS Wrist Injury	4	2
287		14 Apr 18	82A	E19	5107 70th Ave NE	06:59	10.01	Structure Fire	11	3
288	9364	14 Apr 18	83A	F16	6314 Woodard Bay Rd NE	15:35	9.16	BLSY Unk Med Prob	7	3
289	9411	15 Apr 18	83A	G15	4806 Cushman Rd NE #137	06:40	9.33	ALS Chest Pain	6	4
290	9743	15 Apr 18	81E	H20	3724 Owl Ln NE	20:16	7.49	BLS Breathing Prob	4	4
291	9490	16 Apr 18	81F	G19	4922 Puget Rd NE #120	09:58	7.03	ALS Overdose	2	
292	9498	16 Apr 18	81E	H20	3608 Eagle Dr NE	11:23	5.58	ALS Chest Pain	3	
293		16 Apr 18	84A	E15	312 73rd Ave NE	15:35	N/A	Chimney Fire	6	
294	9547	17 Apr 18	84A	E15	7020 Boston Harbor Rd NE	01:25	17.30	ALS Unconscious	5	5

APPENDIX 1- MONTHLY RESPONSE RECORD

Number		Date	Sta Zone	Grid	Location	Alarm Time	Resp Time	Type	Resp	Shift #
FD8	Med-1									
295	9562	17 Apr 18	83A	H15	1124 36th Ave NE	06:12	N/A	BLS Medical Alarm	2	
296	9593	17 Apr 18	83A	G16	1932 53rd Way NE	13:39	3.06	BLS Medical Alarm	2	
297	9614	17 Apr 18	83A	H15	3606 Boston Harbor Rd NE	18:16	7.16	ALS Fall	6	6
298	9620	17 Apr 18	81B	G17	5403 Lemon Rd NE	18:35	8.52	BLS Low BP	6	6
299	9615				<i>Dispatcher Error</i>					
300	9662	18 Apr 18	81F	H19	5315 Hawks Prairie Rd NE	10:09	5.45	ALS ALoC	5	
301	9749	19 Apr 18	85A	C17	3216 Fishtrap Lp NE	10:58	11.17	ALS Sick Person	3	
302	9795	19 Apr 18	83A	H16	4115 Baker Ames Rd NE	17:09	4.47	BLS Fall	4	
303	9821	19 Apr 18	83A	I16	1721 36th Ave NE	20:08	5.37	BLS Fall	4	8
304	9856	20 Apr 18	86A	F20	5911 Puget Beach Rd NE	10:43	9.00	ALS Unconscious	5	
305	10725	21 Apr 18	81A	G17	4925 Shincke Rd NE	17:40	5.52	BLSY Patient Assist	4	1
306	10114	23 Apr 18	85A	C17	3548 Fishtrap Lp NE	10:24	9.51	BLS Fall	2	
307	10136	23 Apr 18	83A	G16	4627 Bellwood Dr NE	14:42	6.10	BLS CVA	2	
308	10159	23 Apr 18	81J	I15	2805 Gull Harbor Rd NE	20:46	8.13	BLS Fall	5	3
309	10161	23 Apr 18	83A	G17	46th @ Libby Rd NE	21:56	N/A	ALS MVA	6	3
310	10166	24 Apr 18	83A	I16	36th @ Baker Ames	23:35	5.43	BLS Assist L/E	5	3
311	10171	24 Apr 18	81F	H19	4013 Foxhall Dr NE	03:55	10.40	ALS Sick Person	5	3
312	10212	24 Apr 18	83A	F16	6314 Woodard Bay Rd NE	13:14	9.11	ALS Shock	3	
313	10224	24 Apr 18	81B	G17	3248 46th Ave NE	16:18	4.27	BLS Fall	3	
314	10249	24 Apr 18	81F	G19	4922 Puget Rd NE #50-2	20:07	10.41	BLS Sick Person	4	4
315		24 Apr 18	86B	G20	7031 47th Lp NE	20:31	6.25	Smoke Investigation	3	4
316		25 Apr 18	82B	D20	8322 Walnut Rd NE	04:53	14.33	Fire Alarm Activation	7	4
317	10292	25 Apr 18	83A	G15	4806 Cushman Rd NE #112	09:41	4.37	BLS Fall	3	
318	10319	25 Apr 18	81H	H18	4121 Sleater Kinney Rd NE	15:18	2.55	ALS Unconscious	5	
319		25 Apr 18	81H	H18	3845 Sleater Kinney Rd NE	16:45	3.06	Service Call	2	
320	10355	26 Apr 18	81A	H17	3809 Shincke Rd NE	00:29	6.21	BLSY Patient Assist	5	5
321	10381	26 Apr 18	81E	H20	3724 Owl Ln NE	11:05	7.18	BLS Fall	3	
322	10588	28 Apr 18	83A	F16	6314 Woodard Bay Rd NE	17:09	9.34	BLSY Patient Assist	4	8
323	10612	28 Apr 18	307	K17	2828 8th Ave NE	22:22	7.21	BLS Fall	4	8

MONTHLY REPORT APPENDIX 2: VOLUNTEER STAFFING ROSTER

NAME	RANK	SHIFT	NAME	RANK	SHIFT
Alvis, Joseph	EMT/FF	6	Parnell, Evan	FF/EMT/AO	2
Armstrong, Walker	OSP		Parrish, Joseph	FF	4&6
Bahr, Michaela	FF	2	Poole, James	FF/AO	7
Bain, Tyler	FF/EMT	4	Prine, Don	OSP	
Baker II, J.O.	recruit		Rendon, Mike	OSP	
Benson, Marikka	EMT	3	Robinette, Les	BC	4&7
Bushaw, Bladden M	recruit		Robinson, Zackery W	recruit	
Chiatovich, Kyle	FF/EMT/AO	3 & 8	Russel, Justin	FF/AO	1
Clem, Christopher E	EMT/FF		Selness, Auriel	FF	9
Clemens, Jonathan	Captain	2	Sheller, Elliot	EMT	2
Clinton, Anthony	FF	1 & 4	Skorna, Zach	FF/EMT/AO	1
Conklin, Amber S	recruit		Smith, Kelli	EMT	1
Darling, Kyle	FF	7	Stenerson, Ian	FF/AO	3
Dicke, Ben	FF/AO	8	Stevick, Cassidy	FF/EMT	6
Dodge, David	Lieutenant	3	Stewart, Christopher	FF/AO	1&8
Duppenthaler, Andrew D	recruit		Sullivan, Amber	FF/EMT	5
Estrada, Diana	FF/EMT	3&5	Thoms, Michael L	recruit	
Fakkema, Ryan J	recruit		Toth, Terry	FF	1
Fenton, Christopher W	recruit		VanKirk, Nick	FF	3
Fox, Eli	EMT/FF	9	Warfield, Tony	CAPTAIN	4&8
Freese, Sarah	EMT*	2	Williams, Tom	FF/AO	2
Frost, Shane	FF	9	Youngs, John	FF	3
Gibler, Bryce	FF	5	Zvirzdys, Joshua	FF	2
Gormley, Robert	Lieutenant	9			
Harn, Jakob	FF	5	Bigelow, Debra W	Receptionist	
Hayes, Dale	FF/EMT/AO	9	Brink, Peggy	Receptionist	
Helfrich, Jefferson	FF/EMT	7	Carlton, Susan E	Receptionist	
Henze, Dane	FF/EMT/AO	7	Caron, Judy G	Receptionist	
Hollander, Max	Captain	1&5	Cochran, Ann	Receptionist	
Iverson, Kyle T	Lateral	6	Gill, Patricia Ann	Receptionist	
Kilpatrick, Doug	AC	2&6	Harry, Raymond L	Receptionist	
Kolvick, Samantha	recruit		Henson, Ronald C	Receptionist	
Konrad, Maxwell A	FF	6	Johnston, Joann D	Receptionist	
Kramer, Gavin	FF	8	Sinclair, Sharon	Receptionist	
Lacy, Ben	FF/EMT	2	Zopolis, James P	Receptionist	
LaDue, Chris	Captain	4&6	McGrath, Paul	Resigned	
Leyva, Jennifer	FF/EMT	7	Szarko, Luis	Resigned	
Liukkonen, David	FF/AO	4&6	Rose, Kristina M	Resigned	
Longmire, Damian	BC	5&8	Follett, Jagger	Resigned	
Maurer, Adam R	Lateral	7	Lara, LeRoy	Resigned	
McCann, Dustin	FF/AO	4	Curry, Marion	Resigned	
McManus, Alex	FF/AO	5	Cary, Ashlie	LOA	
Minge, Jonathan	FF/EMT	9	Perry, Andrew	Resigned	
Moye, Dylan	EMT*	4	Cavill, Kelsey	Resigned	
Olson, Brian	Lieutenant	5	Wilson, John	Resigned	
Osborn, Mara	EMT	3	Byers, David	LOA	

APPENDIX 3 - 2017 BUDGET VS ACTUAL, CASH BALANCE

