

DISTRICT MONTHLY REPORT: JANUARY 2021

ADMINISTRATIVE:

- 1) At their regular meeting held on January 12th, the Board elected Commissioner Zvirzdys as Chair, Commissioner Kilpatrick as Vice-Chair and Commissioner Long at Board representative to the Labor Management Committee. New Commissioners Bivens was sworn into office as well.
- 2) At the same meeting, the Board approved the 2021 Expense Budget.

MASTER PLANNING: Action Item Summary List: (No report)

- 2020 Goal #1--IR&R Staffing: see Appendix 1.
- 2020 Goal #2--Capital Repairs & Replacement: see Appendix 2.
- 2020 Goal #3--Training & Education Master Plan: see Appendix 3.
- 2020 Goal #4--Community Outreach Plan: see Appendix 4.

PUBLIC RELATIONS & COMMUNITY SERVICES:

- 1) (No report)

EMERGENCY RESPONSE: Total of 91 calls to date; 89 for 2008-20 average; (see attached **Monthly Call Summary Report Appendix 5**);

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

	Fire	ALS	BLS	Pub Sfty	False	Total
2021 In FD8	4	15	40	15	4	78
2021 Total	5	19	45	16	6	91
2020 (Total)	5	72	(Tot EMS)	16	2	95
Average ^{NOTE 1}	5	66	(Tot EMS)	14	4	89

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

	Total	Daytime	Night	Weekend
2021	3.9	3.9	4.0	3.9
2020	4.0	3.7	4.1	4.3

- 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	23	18	78%	1	1	100%
Station 8-2	12	2	17%	1	1	100%
Station 8-3	18	10	56%	0	0	0%
Average	Total	Meet	Pct	Total	Meet	Pct
Avg 2021 To Date	53.0	30.0	57%	2.0	2.0	100%
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
002	1 Jan 21	81E	15:12	9.04	BLS Assist L/E	7 min travel time from Sta 8-1	
006	2 Jan 21	82A	09:27	13.24	BLS DoA	12 min travel time from Sta 8-1	7
012	4 Jan 21	81L	18:52	16.57	BLS Dizziness	11 min travel time from Sta 3-5; E-35 handled call	9
015	6 Jan 21	81B	12:06	9.53	BLS Pregnancy	8 min travel time from Sta 8-1	
022	7 Jan 21	82C	18:56	12.24	BLS Breathing Prob	10 min travel time from Sta 8-1	3
023	7 Jan 21	82A	19:56	9.46	BLS Seizure	9 min travel time from Sta 8-1	3
024	8 Jan 21	83G	02:10	12.18	BLS Breathing Prob	9 min travel time from Sta 8-3; delayed routing to scene	3
027	9 Jan 21	83A	09:40	13.41	ALS Chest Pain	AU 83 & BN8 responded from Sta 8-1 (training)	5
049	14 Jan 21	82A	15:24	12.44	BLSY Patient Assist	11 min travel time from Sta 8-1; non-emergency	
054	18 Jan 21	83A	05:47	19.12	ALS Chest Pain	Arrival not recorded correctly by TComm	4
060	20 Jan 21	82A	16:07	10.04	ALS Unk Med Prob	10-12 min travel time from Sta 8-1	
061	20 Jan 21	82C	18:07	9.06	ALS Chest Pain	8 min travel time from Sta 8-1	7
066	23 Jan 21	82A	09:15	10.27	BLS MVA	9 min travel time from Sta 8-1	1
068	23 Jan 21	83G	11:00	10.42	BLS CVA	E-81 response in Sta 8-3 area (AU-83 already on another call)	1
069	23 Jan 21	83E	12:07	11.35	BLS Sick Person	E-81 response in Sta 8-3 area (E-83 training at Sta 8-1)	1
070	24 Jan 21	83A	01:29	16.25	BLSY Patient Assist	Difficulty access address (narrow road with many driveways)	1
071	24 Jan 21	81L	03:10	15.39	BLS Intoxication	13 min travel time from Sta 8-1; non-emergency	1
074	24 Jan 21	83A	21:01	11.35	BLS Welfare Check	Non-emergency response	2
076	25 Jan 21	82A	14:31	11.30	BLSY Patient Assist	12 min travel time from Sta 8-1; non-emergency	
081	28 Jan 21	82C	04:36	10.57	BLS Medical Alarm	9 min travel time from Sta 8-1; non-emergency	5

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

Staffing Targets by Position:		Station 8-1	Station 8-3	Note
Dayshift	Battalion Chief:	81%		A
	Engine/EMS Company:	100%	90%	B
	Station Staffed:	100%	90%	
Night & Weekend	Battalion Chief:	98%		
	Company Officer:	100%	20%	B
	Engine Company:	100%	20%	B,C
	EMS Company:	100%	90%	D
	Operations Support (Tenders)	73%		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:**

- Residential Fire Simulation: Standard Evolution;
- Residential Fire Simulation: Standard Evolution with Change in IAP;
- Hose Loads; and
- SCBA (MSA G1) Quarterly Donning & Doffing.

2) **Medic-One OTEP:**

- BLS Patient Treatment: Trauma and Long-Bone Splinting;

- ALS Upgrades Written Evaluation; and
 - CPR, AED and SGA.
- 3) Leadership:
- Accident and “near-miss” forms (self-study Safety Committee minutes); and
 - Operations Team meeting held January 7th; the meeting was held “virtually”.
- 4) Other:
- “Blue Card” Refresher Training;
 - Radio Communications Training;
 - District Map Training & Evaluation; and
 - AED Downloading for Reporting to Medic One.
 - Four current Firefighters are enrolled in the new District apparatus driver-operator program that will feature a two-day class in April as well as ongoing training. Chief Hall was the primary architect of this program.

PERSONNEL MANAGEMENT, RELATIONS:

- 1) Chief LeMay continued to work on the recruitment, testing, evaluation and interviewing of candidates for the new Battalion Chief position; he hopes to have this complete by mid-February with a hiring date commensurate with the successful candidate’s background checks & availability.
- 2) The Operations Team (all chief officers) met on January 7th.
- 3) The Board and Fire Chief are working on a performance appraisal process for the District and leadership. A workshop will be convened to discuss details about this as well as follow-up on staffing planning.
- 4) Several members of the District received their first round of COVID-19 vaccinations during the month; the second (follow-up) vaccinations will be due after 28 days.
- 5) On January 21st the Labor Management Committee (IAFC Local 2903 representatives Chris Ross, Brent McBride and Derek Hall and Commissioner Long, Chiefs VanCamp and LeMay) met on some “house-keeping” matters for the collective bargaining agreement. They will plan to meet on no less than a quarterly basis.

EQUIPMENT & FACILITIES:

- 1) Apparatus & Equipment:
 - a. Engine 83 (3130) underwent some repairs on its suspension system.
 - b. Both reserve Engine 84 (3124) and Aid Unit 81 (3500) are back in their regularly assigned locations.
 - c. A regular inspection and inventory of SCBA equipment showed one unit (490) and two cylinders (036, 046) were missing and Lt Zvirzdys is investigating for their location; most likely they were used for training and mis-placed.
- 2) Facilities:
 - a. Chief VanCamp, Secretary Stumpf and Chief LeMay met with staff from Pacific Office Automation about internet connectivity during the month and are making changes that should improve coverage and durability at both Station 8-1 and 8-3.
 - b. The Facilities & Equipment Team met on January 7th.
 - c. At the regular Board meeting held on January 12th, Chief VanCamp and Steve Hatton of Hatton-Godat-Pantier Engineers briefed the Board on the Station 8-1 septic system replacement. The system has become under-sized for the use and occupancy of recent years; a design has been prepared and approved by regulatory authorities for permitting. Chief VanCamp asked for approval to move to the construction phase of the project; the Board approved.

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	\$ 645,660	1,3	\$ 883,842	1,3	\$ 1,293,233	1,3	\$ 1,519,939	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 February 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: (no report)

APPENDIX 5- MONTHLY RESPONSE RECORD

Inc #	Date	Sta Zone	Grid	Location	Alarm Time	Resp Time	Type	Resp	Shift #
001	1 Jan 21	81F	F19	5602 Johnson Point Rd NE	00:11	4.58	BLS MVA	8	5
002	1 Jan 21	81E	H20	6715 Falcon Way NE	15:12	9.04	BLS Assist L/E	3	
003	1 Jan 21	325	M19	College @ 31st Ave SE	17:38	N/A	BLS MVA	5	
004	1 Jan 21	82B	E20	6644 Marvin Rd NE	18:47	9.05	Brush Fire	5	6
005	2 Jan 21	81H	I18	3415 Sleater Kinney Rd NE	02:21	5.53	ALS Rapid Heart Rate	4	6
006	2 Jan 21	82A	B19	9928 Johnson Point Rd NE	09:27	13.24	BLS DoA	4	7
007	2 Jan 21	81A	I17	3506 Shincke Rd NE	15:31	0.00	BLS Medical Eval	3	7
008	2 Jan 21	82C	F20	63rd @ Puget Beach Rd NE	18:52	7.46	Service Call	3	7
009	3 Jan 21	307	J16	2019 Friendly Grove Rd NE	03:38	6.30	ALS Breathing Prob	4	7
010	4 Jan 21	81A	F17	Lemon @ Woodard Bay Rd NE	08:41	7.07	Wires Down	4	
011	4 Jan 21	82A	F19	5740 65th Ave NE	15:01	6.56	ALS Rapid Heart Rate	6	
012	4 Jan 21	81L	G20	5345 St Charles Dr NE	18:52	16.57	BLS Dizziness	4	9
013	4 Jan 21	83A	G15	4806 Cushman Rd NE #115	21:14	5.13	BLSY Fall	4	9
014	5 Jan 21	83A	G15	4806 Cushman Rd NE #133	22:19	7.32	BLS Fall	3	1
015	6 Jan 21	81B	F17	6007 Lemon Rd NE	12:06	9.53	BLS Pregnancy	4	
016	6 Jan 21	82A	E18	4305 68th Ave NE	13:50	N/A	Fire Alarm Activation	5	
017	6 Jan 21	83A	G16	5538 Heights Ln NE	15:23	8.17	ALS Chest Pain	4	
018	6 Jan 21	81J	I15	2805 Gull Harbor Rd NE	18:41	7.51	Structure Fire	7	2
019	7 Jan 21	307	J17	1925 South Bay Rd NE	07:25	4.40	Fire Alarm Activation	4	
020	7 Jan 21	83A	F16	6430 Woodard Bay Rd NE	11:56	4.58	ALS Chest Pain	6	
021	7 Jan 21	81C	H16	3947 Libby Rd NE	15:42	3.24	BLS Weakness	6	
022	7 Jan 21	82C	F20	7035 Sandy Point Rd NE	18:56	12.24	BLS Breathing Prob	6	3
023	7 Jan 21	82A	E18	7019 Kellogg Dr NE	19:56	9.46	BLS Seizure	4	3
024	8 Jan 21	83G	C17	2832 Fishtrap Lp NE	02:10	12.18	BLS Breathing Prob	2	3
025	8 Jan 21	81F	G19	5316 Johnson Point Rd NE	18:52	5.26	BLS Fall	4	4
026	9 Jan 21	307	K17	514 Devoe St NE	07:46	7.00	Wires Down	4	5
027	9 Jan 21	83A	G16	5549 Boston Harbor Rd NE	09:40	13.41	ALS Chest Pain	3	5
028	10 Jan 21	81A	H18	4402 Shincke Rd NE	19:51	5.19	Structure Fire	8	6
029	11 Jan 21			<i>(Dispatcher Error)</i>					
030	12 Jan 21	81A	H17	3614 Shincke Rd NE	05:16	3.11	BLS MVA	4	7
031	12 Jan 21	307	J16	1825 Sullivan St NE	10:38	6.58	ALS Sick Person	3	
032	12 Jan 21	81J	I16	1929 33rd Ave NE	17:35	6.05	BLS DoA	4	
033	12 Jan 21	81J	I16	1929 33rd Ave NE	18:41	19.41	Service Call	4	8
034	12 Jan 21	81A	F17	7200 Woodard Bay Rd NE	23:10	10.66	Service Call	5	8
035	13 Jan 21	82A	E19	72nd @ Johnson Point Rd NE	00:14	0.07	Wires Down	3	8
036	13 Jan 21	81G	H20	Carpenter @ Hawks Prairie Rd NE	23:52	N/A	Service Call	4	8
037	13 Jan 21	83A	H15	46th @ Boston Harbor Rd NE	00:37	7.15	Service Call	2	8
038	13 Jan 21	83A	G16	2300 46th Ave NE	00:52	0.00	Service Call	2	8
039	13 Jan 21	82A	E19	Johnson Point @ 72nd Ave NE	04:27	9.41	Wires Down	2	8
040	13 Jan 21	81B	G17	5300 Lemon Rd NE	07:12	9.03	Wires Down	4	
041	13 Jan 21	83A	G16	4902 Boston Harbor Rd NE	08:57	2.29	Wires Down	4	
042	13 Jan 21	83A	I16	1426 33rd Ave NE	09:51	5.47	BLS Overdose	4	
043	13 Jan 21	83E	F15	5800 Gull Harbor Rd NE	12:05	6.08	Water Rescue	7	
044	13 Jan 21	318	G22	8552 Vashon Dr NE	18:33	11.43	ALS Chest Pain	4	9
045	13 Jan 21	319	I20	7300 32nd Ave NE #45	19:43	12.34	BLS Fall	4	9
046	13 Jan 21	323	J20	1416 Whisler St NE	21:10	3.10	BLS Head Injury	4	9
047	14 Jan 21	83G	C18	3636 Lovejoy Ct NE	06:24	N/A	BLS Unk Med Prob	2	
048	14 Jan 21	81E	I20	6029 Tolmie Dr NE	08:10	7.51	ALS Chest Pain	3	
049	14 Jan 21	82A	B19	9743 Johnson Point Lp NE	15:24	12.44	BLSY Patient Assist	3	
050	15 Jan 21	83A	H15	3838 Boston Harbor Rd NE	10:53	5.50	BLS Medical Alarm	4	
051	17 Jan 21	81L	F21	7730 61st Ave NE	08:54	8.19	BLS Neck Pain	4	4
052	17 Jan 21	81L	G20	7318 Deerfield Park Dr NE	09:48	13.42	Burn Ban Violation	4	4
053	17 Jan 21	81E	H20	3809 Owl Ln NE	21:40	7.15	BLS Abdominal Pain	4	4
054	18 Jan 21	83A	G16	5549 Boston Harbor Rd NE	05:47	19.12	ALS Chest Pain	3	4
055	19 Jan 21	81A	I17	3235 Lilly Rd NE	00:13	3.14	ALS Unk Med Prob	3	5

APPENDIX 5- MONTHLY RESPONSE RECORD

Inc #	Date	Sta Zone	Grid	Location	Alarm Time	Resp Time	Type	Resp	Shift #
056	19 Jan 21			HIRL TEST					
057	19 Jan 21			HIRL TEST					
058	19 Jan 21			HIRL TEST					
059	20 Jan 21	81F	H19	5726 Hawks Prairie Rd NE	10:06	4.33	ALS Seizure	4	
060	20 Jan 21	82A	C19	9038 Gallea St NE	16:07	10.04	ALS Unk Med Prob	3	
061	20 Jan 21	82C	F20	7130 Sandy Point Rd NE	18:07	9.06	ALS Chest Pain	4	7
062	22 Jan 21	82A	E19	6800 Johnson Point Rd NE	09:01	N/A	Service Call	3	
063	22 Jan 21	81L	F21	7836 61st Ave NE	10:35	N/A	Fire Alarm Activation	4	
064	23 Jan 21	82A	C19	Johnson Point @ Buttonwood Ln NE	08:28	7.52	BLS Unk Med Prob	5	1
065	23 Jan 21	81B	F17	6106 Lemon Rd NE	09:06	4.29	Gas Leak Outside	7	1
066	23 Jan 21	82A	D19	Johnson Point @ 86th Ave NE	09:15	10.27	BLS MVA	7	1
067	23 Jan 21	318	I22	8704 Sebastian Dr NE	10:19	11.24	BLS Abdominal Pain	2	1
068	23 Jan 21	83G	D17	2724 84th Ct NE	11:00	10.42	BLS CVA	4	1
069	23 Jan 21	83E	D16	8309 Zangle Rd NE	12:07	11.35	BLS Sick Person	2	1
070	24 Jan 21	83A	I15	404 35th Ave NE	01:29	16.25	BLSY Patient Assist	2	1
071	24 Jan 21	81L	F21	7730 61st Ave NE	03:10	15.39	BLS Intoxication	4	1
072	24 Jan 21	83A	H15	4119 Gull Harbor Rd NE	09:35	5.40	ALS Diabetic	6	2
073	24 Jan 21	81A	I17	3031 36th Ave NE	11:43	N/A	BLS Suicide	4	2
074	24 Jan 21	83A	I15	404 35th Ave NE	21:01	11.35	BLS Welfare Check	2	2
075	25 Jan 21	81C	I16	3137 Friendly Grove Rd NE	11:17	5.01	BLS Fall	2	
076	25 Jan 21	82A	B19	9840 Johnson Point Rd NE	14:31	11.30	BLSY Patient Assist	2	
077	25 Jan 21	319	I20	7324 33rd Way NE	16:08	6.30	ALS Chest Pain	2	
078	26 Jan 21	81A	H17	Shincke @ 41st Ave NE	18:09	3.09	BLS MVA	7	4
079	27 Jan 21	81H	I19	2930 Jorgenson Rd NE	20:18	6.18	BLS Abdominal Pain	3	5
080	28 Jan 21	323	L21	8317 Pacific Ave NE	03:26	6.01	Structure Fire (MA)	1	5
081	28 Jan 21	82C	F20	7130 Sandy Point Rd NE	04:36	10.57	BLS Medical Alarm	3	5
082	28 Jan 21	307	K16	900 Wilson St NE	15:03	6.29	BLS Fall	3	
083	28 Jan 21	82C	F20	7130 Sandy Point Rd NE	21:31	8.48	ALS Respiratory Prob	4	6
084	29 Jan 21	83G	C17	2648 Fishtrap Rd NE	05:42	10.01	Fire Alarm Activation	8	6
085	29 Jan 21	81H	I18	3025 Sleater Kinney Rd NE	10:33	4.43	ALS Syncope	3	
086	29 Jan 21	81H	G18	4027 Sleater Kinney Rd NE	12:22	7.18	ALS Assist L/E	6	
087	29 Jan 21	83A	H16	3741 Harrington Ln NE	19:16	6.22	BLS Back Pain	2	7
088	29 Jan 21	81H	I18	3320 Sleater Kinney Rd NE	19:29	3.50	BLS Disoriented Pt	4	7
089	30 Jan 21	83A	G15	4806 Cushman Rd NE #130	09:18	4.06	BLS Diabetic Prob	2	8
090	30 Jan 21	81L	G20	6645 Prairie Ridge Dr NE	11:41	6.51	BLS Respiratory Prob	2	8
091	30 Jan 21	307	J17	2018 South Bay Rd NE	13:13	N/A	Fire Alarm Activation	5	8
092	30 Jan 21	83A	I16	1743 36th Ave NE	15:23	1.48	BLS DoA	3	8
093	30 Jan 21	81B	G17	5047 Lemon Rd NE	18:07	N/A	Fire Alarm Activation	5	8
094	31 Jan 21	83A	G15	4806 Cushman Rd NE #125	01:14	5.38	BLS Unk Med Prob	2	8
095	31 Jan 21	83A	I15	3519 Gull Harbor Rd NE	14:52	5.40	Service Call	4	9

MONTHLY REPORT APPENDIX 2: VOLUNTEER STAFFING ROSTER

Name	Rank/Status	Shift/Date	Name	Rank/Status	Shift/Date	Name	Rank/Status	Shift/Date
Armstrong, Walker	OSP		Hayes, Dale	FF/EMT/AO	9	Petersen, Lisa	FF/EMT	5
Bahr, Michaela	EMT/FF	5	Henson, Ronald C	Receptionist		Poole, James	FF/AO	7
Bain, Tyler	FF/EMT	2	Johnson, Jacob	FF/EMT	6	Powell, Shelby	FF	1
Bourque, Mitch	FF	4	Kraft, Bethany H	FF/EMT	6	Prine, Don	OSP	
Brandt, Robert	FF	5	Kramer, Gavin	FF	9	Robinette, Les	LoA	9/18/2020
Bushaw, Bladden M	FF/EMT	3	Kubiak, Cody	FF	1	Sheller, Elliot	FF/EMT	4
Carlton, Susan E	Receptionist		Lacy, Ben	FF/EMT	2	Sherman, Jauni	recruit	
Chapman, Cody R	FF	2	LaDue, Chris	BC	2, 6	Sinclair, Sharon	Receptionist	
Clemens, Jonathan	EMSO		Lara, Leroy	FF	6	Stenerson, Ian	FF/AO	3
Cochran, Ann	Receptionist		Lee, Michael	LoA	11/8/2020	Stewart, Christopher	LoA	8/16/2020
Dicke, Ben	FF/AO	8	Leyva, Travis	FF/EMT	2	Sullivan, Amber	FF/EMT	5
Dixon, Robert		7	Leyva-Morgan, Jennifer	FF/EMT	7	Toth, Terry	FF/EMT	8
Dodge, David	Lieutenant	4	Lindwall, Desiree	FF/EMT	7	Valdez, Christian	FF	6
Estrada, Diana	FF/EMT	1	Liukkonen, David	LoA	7/28/2020	Van Kirk, Nick	FF/EMT	5
Fass, Bonnie	Receptionist		Lukens, Thea	LoA	8/21/2020	Williams, Tom	LoA	11/3/2020
Fitzgerald, (Roebuck), Tara A	FF/EMT	1	May, Nicolas	recruit-hold		Youngs, John	FF/EMT/AO	9
Freed, Richard	FF	9	McCann, Dustin	FF/AO	4	Zimmerman, Jacob	LoA	8/3/2020
Frost, Shane	LoA	9/11/2020	McCosh, Devin	FF/EMT	4	Zolman, Reagan	LoA	10/25/2020
Gettle, Eric James	FF/EMT	7	Meyers, Raymond	recruit-hold		Zopolis, James P	Receptionist	
Gill, Patricia Ann	Receptionist		Milligan, Nicholas	FF	2	Zvirzdys, Joshua	FF/EMT	7
Gormley, Robert	Lieutenant	9	Mize, Art	Chaplain				
Harn, Jakob	FF	8	Perry, Andrew	EMT	9			

FUND 6680 CASH FLOW: PROJECTED 2021 REVENUE & EXPENSES

