

DISTRICT MONTHLY REPORT: NOVEMBER 2019

ADMINISTRATIVE:

- 1) At their November 12th regular meeting, the Board adopted Chief VanCamp's recommended 2020 Budget Policy document.
- 2) At the same meeting, the Board also held a public hearing on the District's 2020 property tax levy, and adopted the tax levy request for forwarding to the Thurston County Board of Commissioners.
- 3) Also at the same meeting, the Board acknowledged the vacancy on the Board created with the passing of Commissioner Berman. It agreed to plan to appoint commissioner-elect Pam Long at the December regular Board meeting.

PLANNING: Action Item Summary List:

#	Topic	Date	Priority	Action/Status
44	District Training Center	TBD	Med	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ Topic included in Master Planning Phase III Training & Education Plan (<i>draft to BoFC in October 2019</i>).
53	Organizational performance management	Ongoing	High	<u>VanCamp, LeMay:</u> <ul style="list-style-type: none"> ▪ Fire Chief, Board and District goals & objectives for 2019-2020: approved at October Board meeting; ▪ Preparation for 2019-2020 PDP process for all members.
55	Consideration of apparatus sizing	TBD	Low	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ Committee for development of replacement Type I Engine specifications organized and began work based on project guidelines from Apparatus & Equipment Master Plan, and funding included in 2019 CR&R Plan-Budget.
59	IR&R Staffing Planning	Ongoing	High	<u>VanCamp, LeMay, McBride:</u> <ul style="list-style-type: none"> ▪ Darrel Clowes offered position of career Lieutenant.
60	Boston Harbor Hydrant System	Ongoing	Low	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ No report.

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

- Substantial progress was made on locating and procuring property for a future east-side firestation (as per the phase II master plan).

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

- At their November 12th regular meeting, the Board and staff discussed the draft Training & Education and Community Risk Reduction Master Plan documents. It was agreed that additional work was needed on both and Chief VanCamp will work with staff on addressing these concerns.

PUBLIC RELATIONS & COMMUNITY SERVICES:

- 1) Young students from the St Andrew's Preschool visited Station 8-1 on November 8th.
- 2) The Foxhall Homeowners' Association met at Station 8-1 on November 13th.
- 3) On November 21st, the District participated in a county-wide high incident response load ("HIRL") test to check the operational readiness and communications during a county-wide disaster situation.
- 4) A first-aid class was provided for the public on November 22nd.
- 5) District staff participated in a presentation at the South Bay Elementary School on November 26th.

EMERGENCY RESPONSE: Total of 1 calls to date; 880 for 2008-18 average; (see attached *Monthly Call Summary Report Appendix 1*):

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

	Fire	ALS	BLS	Pub Svc	False	Total
2019 In FD8	2	21	38	9	4	74
2019 Total	6	23	44	9	5	87
2018 (Total)	6	65	(Tot EMS)	12	3	90
Average ^{NOTE 1}	5	58	(Tot EMS)	12	3	78

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

	Total	Daytime	Night	Weekend
2019	4.0	3.8	4.2	3.9
2018	3.9	3.3	3.4	4.2

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

Response Zone	Total	EMS Meet	Pct	Total	Fire Meet	Pct
Station 8-1	33	25	76%	0	0	0%
Station 8-2	9	1	11%	0	0	0%
Station 8-3	17	8	47%	2	2	100%
Average	Total	EMS Meet	Pct	Total	Fire Meet	Pct
Avg 2019 To Date	67.3	40.2	60%	2.6	1.7	68%
Avg 2018	62.4	38.6	62%	3.0	2.7	89%
Avg 08-18 ^{NOTE 2}	52.8	33.9	64%	3.9	2.7	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 November 2008-2018 (average)

NOTE 2: Combination of pre-merger FD7 and FD8, average for 2008-2018

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

FD8	Date	Sta	Time	R/T	Incident Type	Comments	Shift
1023	2 Nov 19	84A	13:03	9.53	ALS Seizure	Travel time from Sta 8-3	3
1035	4 Nov 19	85A	22:16	11.19	ALS Chest Pain	Travel time from Sta 8-3	5
1038	6 Nov 19	83A	02:34	11.17	BLSY Patient Assist	Travel time from Sta 8-3, non-emergency	6
1041	7 Nov 19	84B	13:46	10.48	BLS MVA	Travel time from Sta 8-1; response delay from Sta 8-3	
1042	7 Nov 19	82A	21:05	9.38	BLS Weakness	Travel time from Sta 8-1	
1049	12 Nov 19	85A	12:45	12.43	BLS Illness	Staged on scene for L/E	
1050	12 Nov 19	82A	22:08	11.39	ALS Unconscious	Travel time from Sta 8-1	4
1051	13 Nov 19	81F	04:25	10.19	ALS Diabetic Prob	Difficulty in obtaining correct address	4
1055	14 Nov 19	86A	12:33	9.55	BLSY Patient Assist	Travel time from Sta 8-1, non-emergency	
1059	16 Nov 19	81J	00:40	11.23	ALS Assist L/E	Delayed response due to stand-by for law enforcement	7
1060	16 Nov 19	81F	03:57	10.21	ALS Unk Med Prob	Difficulty in obtaining correct address	7
1061	16 Nov 19	81E	05:06	9.39	ALS Seizure	Travel time from Sta 8-1	7
1071	17 Nov 19	82A	22:35	13.22	BLS Fall	Travel time from Sta 8-1	9
1079	20 Nov 19	84A	04:43	11.39	BLS Fall	Travel time from Sta 8-3, non-emergency	2
1094	23 Nov 19	82A	22:03	10.58	BLSY Medical Alarm	Travel time from Sta 8-1, non-emergency	6
1105	28 Nov 19	85A	08:13	9.45	ALS Poss CVA	Travel time from Sta 8-3	
1112	30 Nov 19	83A	01:17	9.39	ALS Unconscious	Travel time from Sta 8-1 (Sta 8-3 unstaffed)	3

IR&R STAFFING LEVELS: Staffing levels for November:

Staffing Targets by Position:		Station 8-1	Station 8-3	Note
Day-shift	Battalion Chief:	19%		A
	Engine/EMS Company:	100%	100%	B
	Station Staffed:	100%	100%	
Night & Weekend	Battalion Chief:	56%		
	Company Officer:	100%	64%	B
	Engine Company:	100%	59%	B,C
	EMS Company:	100%	95%	D
	Operations Support (Tenders)	100%		E
Total	Summary of Staffing Level for the Month:	100%	95%	D

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 2.**

PERSONNEL MANAGEMENT, SAFETY & TRAINING:

1) **Current Training Topics:**

- Standard Tactical Evolution: engine company with tender supply
- SCBA Donning
- CPR/AED Quarterly Qualification
- Incident Command System: fireground accountability (annual refresher)
- Use of new “Blitzfire” monitor device (fireground training)
- Policy review: District Safety Committee minutes review

2) **Medic-One OTEP:**

- Travis Act DoH procedures;
- Stroke;
- Opioid overdose;
- Excited delirium;
- Pediatric assessment;
- MCI-HazMat; and
- Infectious disease prevention.

3) **Leadership:**

- The Operations Team met on November 7th.

4) **Other:**

- Chief LeMay provided a “Blue Card” (incident command & control) class for staff on November 12th.
- Chiefs VanCamp, LeMay and McBride and Lieutenant Hall attended the Washington Fire Chiefs Association – IAFC, Washington State Council sponsored “No Secrets” symposium on November 13th and 14th in Olympia. Issues and interests from both labor and management were discussed during the biennial event.
- Chief VanCamp and Lieutenant Hall attended Washington Department of Labor & Industries sponsored training on contract prevailing wage requirements in Renton on November 15th.
- An emergency vehicle incident prevention (“EVIP”) training session was conducted on November 22nd.

PERSONNEL MANAGEMENT, RELATIONS:

- 1) On November 4th, representatives of the District and IAFF Local 2903 continued negotiations for the renewal of the Collective Bargaining Agreement.

EQUIPMENT & FACILITIES:

- 1) Apparatus & Equipment:
 - a. The Battalion 8 vehicle and Engine 83 were serviced during the month.
 - b. Engine 81 had some additional rear steps installed during its scheduled maintenance in November. These were added for safer climbing by staff to the rear of the hose-bed.
 - c. At their November 12th regular meeting, the Board approved the purchase of replacement self-contained breathing apparatus equipment. This equipment will continue to allow the District to be inter-operable with its neighboring fire agencies as well as provide up-to-date technology for District members.
 - d. SCBA and mask flow-testing was conducted on November 20th.
- 2) Facilities:
 - a. Cleaning of the Station 8-1 roof continued during the month; the contractor, Aim General, is also performing a number of small repairs to both Station 8-1 and 8-3.
 - b. Puget Sound Energy provided the District a \$5,000 renewable energy production incentive payment during the month for the solar panels electrical production (a total of 25,320 kW) at Station 8-1.

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 19	\$ 1,032,984		\$ 1,776,252		\$ 1,250,226		\$ 1,172,215	
Current Balance	\$ 1,298,634	1,3	\$ 1,965,990	1,3	\$ 1,273,379	1,3	\$ 1,571,338	1,3,5
Budget End Bal	\$ 1,033,000	2,3,4	\$ 1,900,000	2,3,4	\$ 1,267,000	2,3	\$ 1,750,000	2,3

Notes:

- 1: As of 1 December 2019.
- 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 \$250,000 from Fund 6680 to Fund 6681 (November 2019).
- 5: Include the sale of surplus real properties and purchase of new real property.

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

APPENDIX 1- MONTHLY RESPONSE RECORD

Inc #	Date	Sta Zone	Grid	Location	Alarm Time	Resp Time	Type	Resp	Shift #
1022	2 Nov 19	307	J17	1411 South Bay Rd NE	09:34	33.10	Fire Alarm Activation	4	3
1023	2 Nov 19	84A	D15	7700 Earling St NE	13:03	9.53	ALS Seizure	3	3
1024	2 Nov 19	81A	I17	3031 36th Ave NE	17:40	3.41	BLS Dizziness	2	3
1025	2 Nov 19	82A	C19	8747 Johnson Point Rd NE	17:43	0.00	Smoke Investigation	2	3
1026	2 Nov 19	83A	G15	4806 Cushman Rd NE #115	18:02	8.59	BLSY Patient Assist	4	3
1027	3 Nov 19	81A	I18	3630 34th Ln NE	12:12	2.55	BLS Back Pain	2	4
1028	3 Nov 19	82A	B19	9942 Johnson Point Rd NE	14:28	12.38	Smoke Investigation	4	4
1029	3 Nov 19	86B	G20	5400 St Charles Lp NE	17:15	8.14	BLS Bleeding	4	4
1030	3 Nov 19	83A	G16	1932 53rd Wy NE	22:04	7.29	BLS Fall	3	4
1031	4 Nov 19	84A	E15	545 72nd Ln NE	09:32	0.00	Service Call	3	
1032	4 Nov 19	84A	E16	6612 Brinkwood St NE	14:17	5.56	Burn Ban Violation	3	
1033	4 Nov 19	84A	F15	6315 Gull Harbor Rd NE	16:56	10.26	Fire Alarm Activation	3	
1034	4 Nov 19	86B	H20	7234 Prairie Ridge Dr NE	20:53	5.33	ALS Unconscious	5	5
1035	4 Nov 19	85A	C17	8700 Evergreen Dr NE	22:16	11.19	ALS Chest Pain	4	5
1036	5 Nov 19	91E	H20	3722 Eagle Dr NE	11:57	6.22	ALS Chest Pain	3	
1037	5 Nov 19	301	Q23	9633 Evergreen Valley Rd SE	18:39	4.29	Structure Fire (MA)	2	6
1038	6 Nov 19	83A	I16	1721 36th Ave NE	02:34	11.17	BLSY Patient Assist	3	6
1039	6 Nov 19	81J	I16	1728 33rd Ave NE	10:08	4.58	ALS Heart Problem	4	
1040	6 Nov 19	81A	I16	3127 Libby Rd NE	10:45	4.16	BLSY Patient Assist	4	
1041	7 Nov 19	84B	E16	7300 Zangle Rd NE	13:46	10.48	BLS MVA	6	
1042	7 Nov 19	82A	D19	8043 Johnson Point Rd NE	21:05	9.38	BLS Weakness	4	
1043	8 Nov 19	O3E	K18	4141 Martin Way E	09:58	6.33	BLS MVA	3	
1044	8 Nov 19	81A	I18	3116 Lilly Rd NE	20:14	5.56	BLS CVA	4	9
1045	8 Nov 19	84B	E16	7300 Zangle Rd NE	23:18	7.46	Dumpster Fire	3	9
1046	9 Nov 19	83C	G17	5536 Libby Rd NE	10:55	5.36	BLS Unk Med Prob	3	1
1047	11 Nov 19	81E	I20	6937 32nd Ct NE	12:46	8.44	BLS Medical Alarm	4	
1048	11 Nov 19	84A	E15	312 73rd Ave NE	14:01	6.07	BLS MVA	3	
1049	12 Nov 19	85A	D17	7644 Shore Acres Dr NE	12:45	12.43	BLS Illness	3	
1050	12 Nov 19	82A	C19	9038 Gallea St NE	22:08	11.39	ALS Unconscious	5	4
1051	13 Nov 19	81F	G19	4922 Puget Rd NE #34-8	04:25	10.19	ALS Diabetic Prob	4	4
1052	13 Nov 19	81F	G19	4922 Pubet Rd NE	05:21	0.00	ALS Chest Pain	4	4
1053	13 Nov 19	83A	G15	4806 Cushman Rd NE #104	12:02	4.07	BLS Medical Alarm	2	
1054	13 Nov 19	81A	I16	3127 Libby Rd NE	22:43	8.54	BLSY Fall	4	5
1055	14 Nov 19	86A	F21	7520 Sandy Point Rd NE	12:33	9.55	BLSY Patient Assist	4	
1056	14 Nov 19	318	H22	4222 Abigail Dr NE	13:46	22.33	Structure Fire (MA)	4	
1057	15 Nov 19	81E	H20	6812 Falcon Way NE	14:02	5.22	ALS Unconscious	3	
1058	15 Nov 19	81F	G20	6345 Foxtrail Ct NE	18:43	8.56	Fire Alarm Activation	4	7
1059	16 Nov 19	81J	I16	28th @ Friendly Grove Rd NE	00:40	11.23	ALS Assist L/E	4	7
1060	16 Nov 19	81F	G19	4922 Puget Rd NE #367	03:57	10.21	ALS Unk Med Prob	4	7
1061	16 Nov 19	81E	H20	6715 Falcon Way NE	05:06	9.39	ALS Seizure	4	7
1062	16 Nov 19	83A	G16	5547 Boston Harbor Rd NE	07:45	5.31	Service Call	3	8
1063	16 Nov 19	81E	I20	3403 Eagle Dr NE	08:53	7.04	BLS Poss CVA	4	8
1064	16 Nov 19	83A	G16	4810 Boston Harbor Rd NE	13:33	15.08	Burn Ban Violation	2	8
1065	16 Nov 19	84A	D15	544 77th Ave NE	17:12	8.29	Electrical Fire	7	8
1066	16 Nov 19	81H	H18	4549 Sleater Kinney Rd NE	17:16	7.53	BLS MVA	4	8
1067	17 Nov 19	81A	I17	3311 29th Ave NE	06:35	5.47	BLS Medical Alarm	4	9
1068	17 Nov 19	81H	I18	2725 Sleater Kinney Rd NE	16:16	3.40	BLS Fall	4	9
1069	17 Nov 19	83A	I16	1421 33rd Ave NE	18:10	6.43	ALS Dizziness	5	9
1070	17 Nov 19	81D	I16	2125 27th Ct NE	21:38	8.31	BLS Dizziness	5	9
1071	17 Nov 19	82A	B19	9743 Johnson Point Lp NE	22:35	13.22	BLS Fall	4	9
1072	18 Nov 19	81H	I18	2725 Sleater Kinney Rd NE	13:23	4.37	ALS Chest Pain	3	
1073	18 Nov 19	83A	F17	6400 Libby Rd NE	13:45	N/A	Service Call	3	
1074	18 Nov 19	81B	F17	6220 Lemon Rd NE	15:47	9.33	Wires Down	6	
1075	18 Nov 19	81F	H19	4500 Johnson Point Rd NE	17:23	5.00	BLS MVA	6	
1076	18 Nov 19	81F	H19	Johnson Point @ Hawks Prairie Rd NE	17:32	2.44	BLS MVA	3	

APPENDIX 1- MONTHLY RESPONSE RECORD

Inc #	Date	Sta Zone	Grid	Location	Alarm Time	Resp Time	Type	Resp	Shift #
1077	19 Nov 19	81A	I17	3432 South Bay Rd NE	01:34	3.18	ALS Unk Med Prob	4	1
1078	20 Nov 19	84A	F16	Boston Harbor @ Woodard Bay Rd NE	01:45	6.01	BLS MVA	4	2
1079	20 Nov 19	84A	E15	6905 Bayview Dr NE	04:43	11.39	BLS Fall	3	2
1080	20 Nov 19	81F	H19	5721 Arrow Ct NE	22:43	7.05	ALS Unk Med Prob	4	3
1081	21 Nov 19			(HIRL Test)					
1082	21 Nov 19			(HIRL Test)					
1083	21 Nov 19			(HIRL Test)					
1084	21 Nov 19			(HIRL Test)					
1085	21 Nov 19			(HIRL Test)					
1086	21 Nov 19	81E	H20	3722 Eagle Dr NE	19:59	7.58	ALS Respiratory Prob	2	4
1087	21 Nov 19	307	K17	503 Deove St NE # B	23:11	5.44	BLS DLoC	4	4
1088	22 Nov 19	81H	G18	3932 53rd Ln NE	04:33	7.18	ALS Poss CVA	4	4
1089	22 Nov 19	81A	G18	4928 Shincke Rd NE	08:42	4.34	ALS Unk Med Prob	7	
1090	22 Nov 19	81F	H19	4427 Johnson Point Rd NE	22:16	4.43	BLS MVA	9	5
1091	22 Nov 19	81F	H19	4427 Johnson Point Rd NE	23:05	0.00	BLS Assist L/E	4	5
1092	23 Nov 19	81H	I18	2725 Sleater Kinney Rd NE	10:13	5.13	BLS Unk Med Prob	4	6
1093	23 Nov 19	307	K17	2725 12th Ave NE	13:52	5.52	BLS Trauma	6	6
1094	23 Nov 19	82A	E18	4305 68th Ave NE	22:03	10.58	BLSY Medical Alarm	7	6
1095	23 Nov 19	83A	H15	4433 Boston Harbor Rd NE	22:11	7.52	BLS Sick Person	3	6
1096	24 Nov 19	318	H21	4152 Edgewater Blvd NE	21:43	5.07	Structure Fire (MA)	4	7
1097	25 Nov 19	86B	F21	5915 Hill St NE	11:52	8.03	BLS Fall	6	
1098	26 Nov 19	83C	H16	4511 Libby Rd NE	22:41	7.52	BLS Assist L/E	3	9
1099	27 Nov 19	81B	F17	6220 Lemon Rd NE	05:23	13.30	Wires Down	7	9
1100	27 Nov 19	81A	I17	2760 26th Ave NE	13:22	2.55	BLS MVA	7	
1101	27 Nov 19	307	K17	503 Devoe St NE #B	17:43	4.42	ALS Breathing Prob	3	
1102	27 Nov 19	85A	D17	8036 Libby Rd NE	18:00	N/A	Fire Alarm Activation	5	1
1103	27 Nov 19	81E	I20	3412 Eagle Dr NE #B	20:16	6.41	BLS Assist L/E	4	1
1104	28 Nov 19	81H	I19	2930 Jorgenson Rd NE	07:12	6.51	BLS Illness	3	
1105	28 Nov 19	85A	D17	2720 83rd Ct NE	08:13	9.45	ALS Poss CVA	3	
1106	28 Nov 19	307	J17	2731 Lindell Rd NE	11:32	5.26	BLSY Patient Assist	3	
1107	28 Nov 19	81A	I16	3207 Libby Rd NE	20:02	5.27	Fire Alarm Activation	5	2
1108	29 Nov 19	307	K17	839 Fenske Dr NE	00:24	13.22	BLS Fall	4	2
1109	29 Nov 19	307	I17	3021 26th Ave NE	13:09	4.00	BLS Fall	3	
1110	29 Nov 19	82B	D20	7721 Marvin Rd NE	15:42	8.15	BLS Patient Assist	3	
1111	29 Nov 19	318	H21	3770 Hogum Bay Rd NE	17:30	5.54	Structure Fire (MA)	4	
1112	30 Nov 19	83A	H15	427 38th Ave NE	01:17	9.39	ALS Unconscious	5	3
1113	30 Nov 19	81F	H19	5928 Foxhall Ct NE	05:39	8.33	ALS Diabetic Prob	4	3

MONTHLY REPORT APPENDIX 2 -- VOLUNTEER STAFFING REPORT

NAME	RANK / STATUS	SHIFT / DATE	NAME	RANK / STATUS	SHIFT / DATE	NAME	RANK / STATUS	SHIFT / DATE
Armstrong, Walker	OSP		Cochran, Ann	Receptionist		Henson, Ronald C	Receptionist	
Bahr, Michaela	EMT	6	Fass, Bonnie	Receptionist		Sinclair, Sharon	Receptionist	
Bain, Tyler	FF/EMT	2	Fletcher, Leslie	Receptionist		Sullivan, Amber	FF/EMT	5
Benson, Marikka	EMT	3	Gill, Patricia Ann	Receptionist		Thies, Kyle	RECRUIT	
Bigelow, Debra W	Receptionist		Lee, Michael	RECRUIT		Timmis, David	EMT	4
Bonser, William A	Lieutenant	2	Leyva, Jennifer	FF/EMT	7	Toth, Terry	FF/EMT	8
Bourque, Mitch	RECRUIT		Leyva, Travis	RECRUIT		VanKirk, Nick	FF/EMT	5
Brandt, Robert	FF	5	Lindwall, Desiree	EMT	5	Warfield, Tony	Lieutenant	1
Brink, Peggy	Receptionist		Liukkonen, David	FF/AO	6 & 8	Williams, Tom	FF/AO	2
Bushaw, Bladden M	FF	5	Longmire, Damian	BC	3, 5 & 9	Youngs, John	FF/EMT	9
Carlton, Susan E	Receptionist		Mahoney, Korban	FF	6	Zimmerman, Jacob	FF	1
Caron, Judy G	Receptionist		Masters, Jordan	RECRUIT		Zolman, Reagan	EMT	1
Chapman, Cody R	FF	2	McBride, Brent	BC		Zopolis, James P	Receptionist	
Clem, Christopher E	OSP		McCann, Dustin	FF/AO	4	Zvirzdys, Joshua	FF/EMT	2 & 7
Clemens, Jonathan	EMSO		McCosh, Devon	FF/EMT	4	Clinton, Anthony	Resigned	7/25/2019
Conklin, Amber		9	Medina, Zachary	RECRUIT		Deleon Guerrero, Quinton	Resigned	10/24/2019
Dicke, Ben	FF/AO	8	Merrill-Lukens, Aletheia	RECRUIT		Ehlers, David C	LoA	6/4/2019
Dodge, David	Lieutenant	3	Michau, Marlone	RECRUIT		Fox, Eli	Resigned	9/16/2019
Ermshar, Cassidy	FF/EMT	3	Milligan, Nicholas	FF	2 & 7	Gibler, Bryce	Resigned	5/8/2019
Estrada, Diana	FF/EMT	1	Mize, Art	Chaplain		Harris, Jesse	Resigned	3/21/2019
Fakkema, Ryan J	FF	3	Neal, Brandon	RECRUIT		Helfrich, Jefferson	LoA	8/25/2019
Flynn, Angelina	EMT	9	Petersen, Lisa Amber	FF	9	Henze, Dane	Resigned	5/6/2019
Freed, Richard	FF	9	Poole, James	FF/AO	7	Hollander, Max	Resigned	1/1/2019
Frost, Shane	FF/AO	6 & 9	Powell, Shelby	FF	1	Konrad, Maxwell A	Resigned	1/1/2019
Gettle, Eric James	FF	7	Prine, Don	OSP		LaGra, Kimberly W	LoA	9/6/2019
Gormley, Robert	Lieutenant	9	Robinette, Les	BC	4 & 7	McLeod, Stephen	LoA	8/6/2019
Harn, Jakob	FF	8	Roebuck, Tara A	EMT	1	Olson, Brian	LoA	4/18/2019
Hayes, Dale	FF/EMT/AO	9	Rollman, Wyatt	FF	3	Osborn, Mara	LoA	5/29/2019
Jipson, Brandon	RECRUIT		Sachet, James	EMT	7	Rendon, Mike	Retired	9/1/2019
Johnson, Jacob	EMT	2	Sheller, Elliot	FF/EMT	4	Rinehart, Jennifer	Resigned	9/1/2019
Kraft, Bethany H	FF/EMT	6	Skorna, Zach	Lieutenant	8	Robinson, Zackery W	LoA	5/28/2019
Kramer, Gavin	FF	8	Smith, Kelli	EMT	8	Smael, Abdul	Resigned	9/1/2019
Lacy, Ben	FF/EMT/AO	2	Snyder, Zachary	FF	4	Thoms, Michael L	Resigned	4/27/2019
LaDue, Chris	BC	1, 6 & 8	Stenerson, Ian	FF/AO	3	Yefimov, David	Resigned	10/3/2019
Lara, Leroy	FF	6	Stewart, Christopher	FF/AO	1 & 5			

APPENDIX 3 - 2019 BUDGET VS ACTUAL, CASH BALANCE

