

# DISTRICT MONTHLY REPORT: JANUARY 2018

## ADMINISTRATIVE:

- 1) At their January 9<sup>th</sup> regular meeting, the Board elected Tom Engle as the new Chair, and Rich Gleckler as the Vice-Chair. At the same meeting, the Board members and staff adopted an annual conference and meeting plan.
- 2) A draft policy on tuition reimbursement for members was presented to the Board at the January 9<sup>th</sup> regular meeting; with input and comments included, the Chief will ask for final approval at the regular Board meeting in February.

## Action Item Summary List:

No.	Topic	Date	Priority	Action/Status
2	North-end Firestation Project Master Plan	Ongoing	Medium	THIS TOPIC WILL BE REPORTED UNDER THE "PLANNING SERVICES" SECTION OF THE MONTHLY REPORT.
44	District Training Center	TBD	Medium	<u>VanCamp:</u> <ul style="list-style-type: none"> <li>▪ Pending Phase III (building interior modifications &amp; additional props), coordinating with Training Program</li> </ul>
48	Community Risk Assessment Project	Ongoing	On Hold	<u>VanCamp:</u> <ul style="list-style-type: none"> <li>▪ (No further action at this time)</li> </ul>
52	Verizon Wireless Tower at Station 8-3 (Boston Harbor)	Ongoing	Medium	<u>VanCamp:</u> <ul style="list-style-type: none"> <li>▪ No report for December</li> </ul>
53	Organizational performance management	Ongoing	High	<u>Board Chair/VanCamp:</u> <ul style="list-style-type: none"> <li>▪ PDP-Expectations: 60% of IR&amp;R membership completed by 31 January; working to complete all by end of Feb</li> </ul>
55	Consideration of apparatus sizing	?	?	<u>VanCamp:</u> <ul style="list-style-type: none"> <li>▪ Inclusion in overall strategic planning update (Phase III)</li> </ul>
59	IR&R Staffing Planning	Ongoing	High	<u>VanCamp:</u> <ul style="list-style-type: none"> <li>▪ VanCamp &amp; Luxenberg met with IAFF Local 2903 on discussions regarding impacts on CBA on January 11<sup>th</sup></li> </ul>
60	Boston Harbor Hydrant System	Ongoing	Low	<u>VanCamp:</u> <ul style="list-style-type: none"> <li>▪ (No further action at this time)</li> </ul>

- 1) Most of the current plan work is focused on "Phase II" of the District master planning process, that of deployment, primarily location of firestations. Work on implementing "Phase I", or the District Staffing Plan, is still underway with coordination between the District and bargaining unit employees, and completion of all IR&R members' PDP-Expectations plans for 2018.

**Phase II Master Plan Development:** The workgroup, consisting of Board members, staff and interested citizens, met on the 19<sup>th</sup> and 22<sup>nd</sup> of January. At the first meeting, Chief VanCamp presented background information including the *Master Plan Overview* document outlining a theoretical set of options for deployment. During that same meeting, the workgroup brain-stormed options for deployment that included a variety of two and three firestation scenarios. At the January 22<sup>nd</sup> workshop, the group evaluated the options and developed a "working list" of five, for which, Chief VanCamp will develop a more detailed analysis of each for the next meeting on February 2<sup>nd</sup>.

## PUBLIC RELATIONS & COMMUNITY SERVICES:

- 1) On January 4<sup>th</sup>, Chiefs VanCamp and McBride attended a general after action report on the Amtrak 501 derailment incident at Providence St Peter

Hospital hosted by Thurston County Medic One. In addition, Chief VanCamp attended another after action by Lacey Fire District 3 on January 19<sup>th</sup>.

- Commissioner Gleckler and Chief VanCamp attended the Washington Fire Commissioners and Washington Fire Chiefs jointly sponsored Legislative Day on January 25<sup>th</sup> at the Legislative Building. The Commissioner of Lands Hillary Franz provided a “keynote” briefing, along with representatives of each of the state fire service constituent groups.

**EMERGENCY RESPONSE:** Total of 73 calls to date; 89 for 2008-17 average (composite for pre-merger FD7 and FD8); (see attached **Monthly Call Summary Report Appendix 1**):

- Type of responses for the month of January:

	Fire	ALS	BLS	Pub Svc	False	Total
<b>2018 In FD8</b>	3	18	39	3	2	<b>65</b>
<b>2018 Total</b>	4	20	44	3	2	<b>73</b>
<b>2017 (Total)</b>	4	81	(Tot EMS)	5	1	<b>91</b>
<b>Average</b> <sup>NOTE 1</sup>	5	65	(Tot EMS)	15	4	<b>89</b>

- Average number of responders-per-incident for January:

	Total	Daytime	Night	Weekend
<b>2018</b>	<b>3.9</b>	3.1	4.9	4.8
<b>2017</b>	<b>4.0</b>	3.7	4.1	4.4
<b>FD7</b> <sup>NOTE 2</sup>	<b>4.1</b>	3.5	4.5	4.7
<b>FD8</b> <sup>NOTE 3</sup>	<b>4.2</b>	3.3	4.9	4.9

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

Response Zone	EMS			Fire		
	Total	Meet	Pct	Total	Meet	Pct
Station 8-1	19	15	79%	1	1	100%
Station 8-2/8-6	14	3	21%	1	1	100%
5Station 8-3	20	12	60%	0	0	0%

Average	EMS			Fire		
	Total	Meet	Pct	Total	Meet	Pct
Avg 2018 To Date	<b>53.0</b>	<b>30.0</b>	<b>57%</b>	<b>2.0</b>	<b>2.0</b>	<b>100%</b>
Avg 2017	<b>56.8</b>	<b>34.3</b>	<b>60%</b>	<b>2.8</b>	<b>2.6</b>	<b>92%</b>
Avg 08-17 <sup>NOTE 4</sup>	<b>50.8</b>	<b>32.8</b>	<b>65%</b>	<b>3.7</b>	<b>2.5</b>	<b>69%</b>

\*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 January 2008-2017 (average)

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

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

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

4) Delayed responses for the month of January:

FD8	Date	Sta	Time	R/T	Incident Type	Comments	Shift
001	1 Jan 18	82A	01:46	12.28	BLS Assist L/E	Travel time from Sta 8-1; coord with L/E, stage	7
003	1 Jan 18	82A	06:34	10.19	BLS Trauma	Travel time from Sta 8-1	Day
007	3 Jan 18	86B	06:28	19.39	BLS CVA	Dispatch did not record arrival (by radio)	Day
008	3 Jan 18	82A	08:19	29.89	BLS Fall	Dispatch did not record arrival (by radio)	Day
015	5 Jan 18	85A	16:41	10.09	BLSY Sick Person	Travel time from Sta 8-3	Day
022	8 Jan 18	81F	08:56	11.19	BLS Abdominal Pain	Access problems @ location (addressing)	Day
037	14 Jan 18	85A	09:26	10.42	ALS Chest Pain	Travel time from Sta 8-3	3
043	17 Jan 18	84A	11:46	12.08	BLS Poisoning	Travel time from Sta 8-1	Day
044	18 Jan 18	84A	12:57	10.26	ALS Overdose	Coordination with L/E, staging	Day
047	19 Jan 18	81F	11:51	9.01	BLS DoA	Access problems @ location (addressing)	Day
049	20 Jan 18	81E	01:16	12.53	BLS Mental	Travel time from Sta 8-1; coord with L/E, stage	8
051	20 Jan 18	84A	15:58	16.30	BLS Assist L/E	Travel time from Sta 8-3; coord with L/E, stage	9
052	20 Jan 18	86A	16:55	11.11	ALS Assist L/E	Travel time from Sta 8-1; coord with L/E, stage	9
055	22 Jan 18	82A	14:01	10.27	ALS Seizure	Travel time from Sta 8-1	Day
062	25 Jan 18	86B	08:00	12.44	BLSY Patient Assist	Travel time from Sta 8-1	Day
063	25 Jan 18	86A	11:34	8.56	BLS Back Pain	Travel time from Sta 8-1	Day
067	27 Jan 18	82A	04:29	12.01	BLS Unk Med Prob	Travel time from Sta 8-1	6
068	27 Jan 18	82B	08:23	16.40	BLS Trauma	Travel time from Sta 8-1	7
071	28 Jan 18	85A	13:29	10.55	ALS Seizure	Travel time from Sta 8-3	8
072	29 Jan 18	83C	03:44	10.40	BLS Fall	Travel time from Sta 8-3	8
073	29 Jan 18	81F	04:21	11.22	BLS Weakness	Access problems @ location (addressing)	8

**IR&R STAFFING LEVELS:** Staffing levels for January:

Staffing Targets by Position:		Station 8-1	Station 8-3	Note
Day-shift	Battalion Chief:	74%		A
	Engine/EMS Company:	100%	96%	B
	Station Staffed:	100%	96%	
Night & Weekends	Battalion Chief:	82%		
	Company Officer:	95%	23%	B
	Engine Company:	100%	59%	B,C
	EMS Company:	100%	79%	D
	Station Staffed:	100%	79%	D
Month:	Station Staffed:	100%	85%	

**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 month of December: see **Appendix 2**.

**PERSONNEL MANAGEMENT, SAFETY & TRAINING:**

1) Drills for the Month:

- Quarterly focus:
  - Ladders
  - Search & Rescue
- Quarterly skills maintenance:
  - EVIP Modules
  - CPR-AED quarterly review
  - Standard evolution
  - SCBA-donning quarterly

- Two-hour drive time (Driver/Operators)
- Leadership:
  - Management 101: Leading & Communicating
- Medic-One OTEP:
  - Acute Cardiac Syndrome
  - De-escalation
  - Endocrine Emergencies
  - Lifting & Moving
  - Sepsis
  - Vulnerable Adults
  - Infectious Disease Control

### **PERSONNEL MANAGEMENT, RELATIONS:**

- 1) EMSO Clemens has established this year's EMS training plan in coordination with Chief LeMay and Thurston County Medic One (see topics above); a revised scheduling process will be used in 2018 in an attempt to complete the annual OTEP cycle earlier in the year.
- 2) New recruit testing was conducted on January 10<sup>th</sup> and 13<sup>th</sup> at Station 8-1.
- 3) **Recruit orientation** was conducted on January 18<sup>th</sup> under the direction of Chief LeMay. Seventeen new recruits were processed: JO Baker, Bladden Bushaw, Christopher Clem, Amber Conklin, Andrew Duppenhaler, Ryan Fakkema, Christopher Fenton, Jagger Follett, Kyle Iverson, Samantha Kolvick, Max Konrad, Leroy Lara, Adam Maurer, Kristine Rose, Zakery Robinson, James Sachet and Michael Thomas. In addition, seven current members were readied for Recruit Academy or EMT: Michaela Bahr, Anthony Clinton, Auriel Sellness, Chris Stewart, Tom Williams and Joshua Zvirzdys. *Thanks to you all for your desire to serve and good luck in your training!*

The process has been well developed over the past few years, and includes:

- Safety program training by Lieutenant Osborne,
  - SBFFA, EAP and support services briefing by Chaplain Clemens,
  - Assignments of mentors by Chief Robinette,
  - Member benefits briefing and application process by Secretary Stumpf,
  - Briefings on academies, fire or EMS, depending on their plan, then
  - Picture-taking, mask fit-testing, activation of page address, academy registration, enrollment in Emergency Reporting & Target Solutions programs and final "paperwork".
- 4) District labor counsel Dave Luxenberg and Chief VanCamp met with IAFF Local 2903 President Chris Ross and Chief McBride on January 26<sup>th</sup> on negotiations related to the impacts resulting from District Staffing Plan implementation.

### **EQUIPMENT & FACILITIES:**

- 1) Apparatus & Equipment:
  - a. During the month, preparations were made for sizing of IR&R staff for new structural firefighting coats and pants; these will replace obsolete gear and bump serviceable gear to training and recruit member use.
  - b. Engine 84 has been put in service in place of Engine 82 at Station 81 due to mechanical issues. Engine 81 is expected to be out of service for another month or so.

- c. Both utility vehicles (pick-up and SUV) have been placed at Station 8-1 for the time being.
- 2) Facilities:
- a. There were no replies to requests for qualifications for the design of modifications and repairs to the water supply component for the fire protection system at Station 8-3. The District will enter into a contract with original designer Hatton-Godat-Pantier of Olympia.

**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
<b>Beg. 1 Jan 18</b>	\$ 1,164,737		\$ 1,559,119		\$ 1,233,004		\$ 1,155,761	
<b>Current Balance</b>	\$ 934,781	1,3	\$ 1,556,736	1,3	\$ 1,234,170	1,3	\$ 1,156,961	1,3
<b>Est End Balance</b>	\$ 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 February 2018.
- 2: Estimates based upon preliminary tax revenue calculations & fully accounted expensed for remaining budget year.
- 3: Interest rates for current period:  
 LGIP Pool: 1.35 %  
 TCIP Pool: 1.21 %.
- 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									
001	0008	1 Jan 18	82A	E19	5736 67th Ave NE	01:46	12.28	BLS Assist L/E	7	7
002	0009	1 Jan 18	81B	F17	6007 Lemon Rd NE	02:12	N/A	BLSY Assist L/E	2	7
003	0019	1 Jan 18	82A	E19	5810 67th Ave NE	06:34	10.19	BLS Trauma	2	
004	0157	2 Jan 18	81E	H20	Eagle @ Hawks Prairie Rd NE	15:48	4.22	BLS Seizure	2	
005	0188	2 Jan 18	85A	E17	7048 Libby Rd NE	21:15	5.14	BLS Respiratory Prob	6	9
006		3 Jan 18	81E	H20	3604 Eagle Dr NE	01:06	8.04	Electrical Fire	6	9
007	0210	3 Jan 18	86B	G20	5440 St Charles Lp NE	06:28	19.39	BLS CVA	3	
008	0222	3 Jan 18	82A	D19	8501 Baird Rd NE	08:19	29.89	BLS Fall	3	
009	0235	3 Jan 18	307	K17	503 Devoe St NE #B	12:16	7.02	ALS Cardiac Prob	3	
010	0258	3 Jan 18	85A	C18	3526 Lovejoy Ct NE	15:26	7.09	ALS Cardiac Prob	2	
011	0262	3 Jan 18	83A	G15	4806 Cushman Rd NE #130	15:52	7.10	ALS Unk Med Prob	4	
012	0372	4 Jan 18	83A	H15	722 36th Ave NE	17:23	5.49	ALS SoB	2	
013	0373	4 Jan 18	82A	F19	4711 61st Ave NE	17:24	5.24	ALS Cardiac Prob	4	
014	0398	4 Jan 18	81A	I17	3031 36th Ave NE	21:22	4.20	ALS Breathing Prob	4	2
015	0464	5 Jan 18	85A	C17	3216 Fishtrap Lp NE	16:41	10.09	BLSY Sick Person	2	
016	0501	6 Jan 18	83A	H16	2425 46th Ave NE	00:39	6.57	ALS Seizure	3	3
017	0506	6 Jan 18	307	J17	3315 26th Ave NE	03:15	5.54	BLS Fall	6	3
018		6 Jan 18	82A	E19	4902 74th Ln NE	18:49	7.49	Gas Leak	9	4
019					<i>Dispatcher Error</i>					
020	0648	7 Jan 18	81F	H19	5921 Hawks Prairie Rd NE	15:04	5.27	BLS Pain	2	5
021	0668	7 Jan 18	86B	G20	7147 Deerfield Park Dr NE	22:01	7.44	BLS Abdominal Pain	2	5
022	0693	8 Jan 18	81F	G19	4922 Puget Rd NE	08:56	11.19	BLS Abdominal Pain	2	
023		8 Jan 18	86A	F20	5911 Puget Beach Rd NE	16:22	8.17	Structure Fire	7	
024		9 Jan 18	83A	F16	1901 Tellkamp Rd NE	12:16	1.55	Service Call	2	
025	0811	9 Jan 18	307	J17	2010 Meixner St NE	15:07	9.09	Gas Leak	3	
026	0825	9 Jan 18	81D	I17	2840 26th Ave NE #A	16:40	4.28	ALS Chest Pain	2	
027	0897	10 Jan 18	83A	H15	736 36th Ave NE	13:10	4.55	BLS Nosebleed	2	
028	0904	10 Jan 18	81A	G17	4925 Shincke Rd NE	13:57	4.16	BLS Respiratory Prob	2	
029	0917	10 Jan 18	83A	H15	3845 Boston Harbor Rd NE	15:23	3.50	ALS Unconscious	6	
030					<i>Dispatcher Error</i>					
031	1007	11 Jan 18	83A	H15	3719 Gull Harbor Rd NE	12:45	4.10	ALS Respiratory Prob	6	
032	1067	12 Jan 18	83A	G15	4806 Cushman Rd NE #115	07:20	5.06	BLSY Patient Assist	5	
033	1094	12 Jan 18	83A	G15	4806 Cushman Rd NE #144	13:53	8.10	ALS Fall	2	
034	1145	13 Jan 18	83A	H15	736 36th Ave NE	01:45	7.34	BLS Fall	4	1
035	1230	13 Jan 18	307	K17	605-1/2 Devoe St NE	21:02	6.19	ALS Chest Pain	4	2
036	1251	14 Jan 18	81F	G19	5528 Johnson Point Rd NE	02:27	N/A	BLS Assist L/E	5	
037	1268	14 Jan 18	85A	C17	8600 Greenfield Ct NE	09:26	10.42	ALS Chest Pain	7	3
038		15 Jan 18	82A	D19	7850 Kerbaugh Rd NE	23:59	10.50	Smoke Investigation	2	3
039	1328	15 Jan 18	307	J17	2906 Lindell Rd NE	09:23	N/A	BLS Syncope	3	
040	1367	15 Jan 18	84A	E15	524 72nd Ave NE	17:34	6.06	BLSY Fall	2	
041	1452	16 Jan 18	81A	H17	4209 Shincke Rd NE	16:29	2.52	ALS Cardiac Prob	2	
042	1508	17 Jan 18	81D	I17	2610 South Bay Rd NE	10:39	3.46	BLS Abdominal Pain	4	
043	1513	17 Jan 18	84A	E15	439 72nd Wy NE	11:46	12.08	BLS Poisoning	3	
044	1610	18 Jan 18	84A	E15	545 72nd Ln NE	12:57	10.26	ALS Overdose	3	
045	1618	18 Jan 18	81A	G17	46th @ Shincke Rd NE	13:56	3.09	BLS MVA	5	
046	1664	19 Jan 18	86B	G20	7240 Highlands Dr NE	07:52	5.38	BLS Fall	3	
047	1676	19 Jan 18	81F	G19	4922 Puget Rd NE #4-4	11:51	9.01	BLS DoA	3	
048	1725	19 Jan 18	81J	J16	26th @ Friendly Grove Rd NE	20:52	3.45	BLS MVA	9	8
049	1749	20 Jan 18	81E	I20	3420 Eagle Dr NE #A	01:16	12.53	BLS Mental	4	8
050	3483	20 Jan 18	81H	I18	2726 Sleater Kinney Rd NE	14:26	4.48	BLS MVA	6	9
051	1799	20 Jan 18	84A	E15	545 72nd Ln NE	15:58	16.30	BLS Assist L/E	6	9

## APPENDIX 1- MONTHLY RESPONSE RECORD

Number		Date	Sta Zone	Grid	Location	Alarm Time	Resp Time	Type	Resp	Shift #
FD8	Med-1									
052	1802	20 Jan 18	86A	F20	7130 Sandy Point Rd NE	16:55	11.11	ALS Assist L/E	6	9
053	3484	21 Jan 18	307	K16	900 Wilson St NE	14:41	7.21	BLS Unk Med Prob	4	1
054	1960	22 Jan 18	82A	E18	4516 68th Ave NE	11:54	8.15	BLS Fall	2	
055	1971	22 Jan 18	82A	D20	6131 85th Ave NE	14:01	10.27	ALS Seizure	2	
056	1976	22 Jan 18	83A	I15	35th @ Boston Harbor Rd NE	14:42	5.38	BLS MVA	4	
057		22 Jan 18	83A	H16	1224 36th Ave NE	18:24	4.40	Fire Alarm Activation	5	2
058	2090	23 Jan 18	81F	H19	Johnson Point @ Hawks Prairie Rd NE	18:45	N/A	BLS MVA	8	3
059	2156	24 Jan 18	81C	I16	2112 Tom Evans Rd NE	17:08	4.33	BLS High Blood Pressure	2	
060	2165	24 Jan 18	82A	F19	6348 Johnson Point Rd NE	18:48	6.59	ALS Breathing Prob	5	4
061		25 Jan 18	81A	I17	3432 South Bay Rd NE	04:45	4.34	Fire Alarm Activation	4	4
062	2205	25 Jan 18	86B	H20	6808 Prairie Ridge Dr NE	08:00	12.44	BLSY Patient Assist	3	
063	2214	25 Jan 18	86A	E20	6640 Puget Beach Rd NE	11:34	8.56	BLS Back Pain	3	
064	2232	25 Jan 18	81A	I17	3003 South Bay Rd NE	14:38	3.04	BLSY Patient Assist	2	
065	2251	25 Jan 18	81E	H20	3604 Eagle Dr NE	20:07	6.45	BLS Breathing Prob	4	5
066	3485	25 Jan 18	307	J17	3112 Lindell Rd NE	21:47	7.48	BLS Breathing Prob	4	5
067	2386	27 Jan 18	82A	D19	7730 Johnson Point Rd NE	04:29	12.01	BLS Unk Med Prob	4	6
068	2399	27 Jan 18	82B	D20	7508 Andrews Beach Rd NE	08:23	16.40	BLS Trauma	5	7
069		27 Jan 18	81J	I15	Gull Harbor @ Ames Rd NE	11:58	N/A	Wires Down	6	7
070	2499	28 Jan 18	307	K17	2828 8th Ave NE	10:50	N/A	BLS Illness	4	8
071	2508	28 Jan 18	85A	C17	3540 Fishtrap Lp NE	13:29	10.55	ALS Seizure	4	8
072	2581	29 Jan 18	83C	F17	6124 Libby Rd NE	03:44	10.40	BLS Fall	4	8
073	2583	29 Jan 18	81F	G19	4922 Puget Rd NE #50-2	04:21	11.22	BLS Weakness	4	8
074	2700	30 Jan 18	81H	I18	4515 Pleasant Glade Rd NE	11:40	7.14	BLS Fall	3	
075	2791	31 Jan 18	81A	I17	3003 South Bay Rd NE	10:13	2.59	ALS Seizure	5	

## MONTHLY REPORT APPENDIX 2: VOLUNTEER STAFFING ROSTER

NAME	RANK	Shift	NAME	RANK	Shift	NAME	RANK	Shift
Alvis, Joseph	EMT	6	Harn, Jakob	FF	5	Poole, James	FF/AO	7
Armstrong, Walker	FF/EMT	OSP	Harry, Raymond L	Receptionist		Prine, Don	OSP	OSP
Bahr, Michaela	FF	2	Hayes, Dale	FF/EMT/AO	9	Rendon, Mike	OSP	OSP
Bain, Tyler	FF/EMT	4	Helfrich, Jefferson	FF/EMT	7	Robinette, Les	BC	4&7
Baker II, J.O.	recruit		Henson, Ronald C	Receptionist		Robinson, Zackery W	recruit	
Benson, Marikka	EMT	3	Henze, Dane	FF/EMT/AO	7	Rose, Kristina M	recruit	
Bigelow, Debra W	Receptionist		Hollander, Max	Captain	5	Selness, Auriel	FF	9
Brink, Peggy	Receptionist		Iverson, Kyle T	recruit		Sheller, Elliot	EMT	2
Bushaw, Bladden M	recruit		Johnston, Joann D	Receptionist		Sinclair, Sharon	Receptionist	
Carlton, Susan E	Receptionist		Jones, Galen	FF	float	Skorna, Zach	FF/EMT/AO	1
Caron, Judy G	Receptionist		Kilpatrick, Doug	AC	2&6	Smith, Kelli	EMT	1
Cary, Ashlie	FF/EMT/AO	8	Kolvick, Samantha	recruit		Stenerson, Ian	FF/AO	3
Cavill, Kelsey	FF	7	Konrad, Maxwell A	recruit		Stevick, Cassidy	FF	3
Chiatovich, Kyle	FF/EMT/AO	3 & 8	Kramer, Gavin	FF	8	Stewart, Christopher	FF	1&8
Clem, Christopher E	recruit		Lacy, Ben	FF/EMT	2	Sullivan, Amber	FF/EMT	5
Clemens, Jonathan	Captain	2	LaDue, Chris	Captain	4&6	Thoms, Michael L	recruit	
Clinton, Anthony	FF	8	Lara JR, LeRoy C	recruit		Toth, Terry	FF	1
Cochran, Ann	Receptionist		Leyva, Jennifer	FF/EMT	7	VanKirk, Nick	FF	3
Conklin, Amber S	recruit		Liukkonen, David	FF/AO	4&6	Warfield, Tony	CAPTAIN	4
Curry, Marion	FF/EMT*	8	Longmire, Damian	BC	5&8	Williams, Tom	FF	2
Darling, Kyle	FF	7	Maurer, Adam R	recruit		Wilson, John	FF	3
Dicke, Ben	FF/AO	8	McCann, Dustin	FF/AO	4	Youngs, John	FF	3
Dodge, David	Lieutenant	3	McGrath, John Paul	FF	6	Zopolis, James P	Receptionist	
Duppenthaler, Andrew D	recruit		McManus, Alex	FF/AO	5	Zvirzdys, Joshua	FF	2
Estrada, Diana	FF/EMT/AO	3&5	Minge, Jonathan	FF/EMT	4	Beard, Justin M		LOA
Fakkema, Ryan J	recruit		Montgomery, Marcia	Assistant		Byers, David		LOA
Fenton, Christopher W	recruit		Moye, Dylan	EMT*	4	Jones, Galen		LOA
Follett, Jagger L	recruit		Notarianni, Janet	Assistant		Maker, Jarid		LOA
Fox, Eli	EMT/FF	9	Olson, Brian	Lieutenant	5	Meyers, Raymond		LOA
Freese, Sarah	EMT*	2	Osborn, Mara	EMT	3	O'Brien, Christopher		LOA
Frost, Shane	FF	9	Parnell, Evan	FF/EMT/AO	2	Pickett, Grey		LOA
Gibler, Bryce	FF	5	Parrish, Joseph	FF	4&6	Pollock, Cody J		LOA
Gill, Patricia Ann	Receptionist		Perry, Andrew	EMT	6&9			
Gormley, Robert	Lieutenant	9	Poole, James	FF/AO	7			



### APPENDIX 3: PROJECTED 2018 REVENUE & EXPENSES

