

DISTRICT MONTHLY REPORT: FEBRUARY 2018

ADMINISTRATIVE:

- 1) At their regular meeting held February 13th, the Board approved a new District Policy 3-40 "Tuition Reimbursement" that will provide for an additional incentive for members.
- 2) On February 20-22, District Secretary Stumpf and Administrative Assistant Notarianni attended the annual BIAS accounting software systems conference in Spokane. The most recent updates to the accounting system the District uses and training were available during workshops.

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"> ▪ (No further action at this time)
52	Verizon Wireless Tower at Station 8-3 (Boston Harbor)	Ongoing	Medium	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ No report for December
53	Organizational performance management	Ongoing	High	<u>Board Chair/VanCamp:</u> <ul style="list-style-type: none"> ▪ PDP-Expectations: <u>72%</u> of IR&R membership completed by 26 February; ▪ Discussed at Officer Meeting 26 Feb; report sent to all officers for accountability for completion
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 jointly filed for medication with PERC on 27 Feb; PERC notice received 1 Mar ▪ McBride assigned to Shifts 1, 3 and 8 to compliment current volunteer BCs (since January)
60	Boston Harbor Hydrant System	Ongoing	Low	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ (No further action at this time)

PLANNING SERVICES:

Phase II Master Plan Development: A summary of the proceeding in February:

- February 2nd: Chief VanCamp prepared an analysis of each of the five options agreed upon by the workgroup in the previous session; each report provided a description of the option, estimated costs and schedule of capital project(s) and an initial cost benefit assessment. The workgroup reviewed the documents and the "pro's and con's" of each. The five options tended to fall into two categories: 1) one full-firestation and two sub-stations or 2) two full-firestations, both with a central headquarters and training center.
- February 16th: Guest speakers Allison Osterberg and Michael Ambrogi from Thurston Regional Planning Council and Terry Toth (a real estate professional and volunteer with the District) were invited to speak to the Board about anticipated future growth and market trends in the District. Essentially, population growth will be minimal with the current zoning; real property values are expected to continue to increase due to supply & demand in the area.
- February 23rd: Lt Hall facilitated an exercise demonstrating allocating scarce staffing resources among the two primary deployment models: 1) one full-

firestation and two sub-stations and 2) two full-firestations. After the exercise was completed, the workgroup consented to a planning vision of two full-firestations. The workgroup then discussed next steps in the process.

PUBLIC RELATIONS & COMMUNITY SERVICES:

1)

EMERGENCY RESPONSE: Total of 82 calls to date; 73 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 February:

	Fire	ALS	BLS	Pub Svc	False	Total
2018 In FD8	1	18	40	9	0	68
2018 Total	6	19	48	9	0	82
2017 (Total)	5	54 (Tot EMS)		6	2	67
Average ^{NOTE 1}	4	58 (Tot EMS)		7	3	73

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

	Total	Daytime	Night	Weekend
2018	3.7	3.3	4.5	3.8
2017	3.9	3.6	4.5	3.8
FD7 ^{NOTE 2}	3.8	3.0	4.0	4.3
FD8 ^{NOTE 3}	4.4	3.6	4.7	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	31	25	81%	0	0	0%
Station 8-2/8-6	12	4	33%	0	0	0%
5Station 8-3	14	8	57%	1	1	100%

Average	EMS			Fire		
	Total	Meet	Pct	Total	Meet	Pct
Avg 2018 To Date	55.0	33.5	61%	1.5	1.5	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 February 2008-2017 (average)

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

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

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

4) Delayed responses for the month of February:

FD8	Date	Sta	Time	R/T	Incident Type	Comments	Shift
079	2 Feb 18	81F	13:59	11.52	BLS Breathing Prob	Access problems @ location (addressing)	
083	4 Feb 18	82A	18:40	20.04	ALS Unk Med Prob	Difficulty on addressing & locating; drive time	6
090	6 Feb 18	83C	08:48	11.06	BLSY Patient Assist	Travel time from Sta 8-1	7
091	6 Feb 18	82A	09:35	13.45	BLS Weakness	Travel time from Sta 8-1	
097	8 Feb 18	81G	06:03	8.55	BLS Illness	Delay due to shift change	
099	9 Feb 18	81F	02:33	8.41	ALS Chest Pain	Turn-out delay	1
103	11 Feb 18	86A	15:47	10.11	BLS Abdominal Pain	Travel time from Sta 8-1	4
105	12 Feb 18	82B	11:36	12.04	BLS Pain	Travel time from Sta 8-1	
109	12 Feb 18	82B	20:51	13.02	BLS Sick Person	Travel time from Sta 8-1	5
110	13 Feb 18	83A	10:51	8.59	ALS Stomach Pain	Travel time from Sta 8-1; Sta 8-3 unstaffed	
111	14 Feb 18	83A	05:18	13.16	BLS DoA	Travel time from Sta 8-1; Sta 8-3 unstaffed	6
112	14 Feb 18	81E	10:25	13.21	BLS Arm Pain	Dispatcher error	
121	17 Feb 18	82A	13:30	13.01	BLS Medical Alert	Travel time from Sta 8-1	1
138	22 Feb 18	83A	00:19	12.00	BLS MVA	Weather conditions (snow) delay	5
144	23 Feb 18	81H	20:11	9.03	BLS Fall	Weather conditions (snow) delay	7
148	25 Feb 18	86B	10:31	11.32	BLS Breathing Prob	Travel time from Sta 8-1	9
150	26 Feb 18	82B	19:45	12.29	ALS Abdom Pain	Travel time from Sta 8-1	1

IR&R STAFFING LEVELS: Staffing levels for February:

Staffing Targets by Position:		Station 8-1	Station 8-3	Note
Day-shift	Battalion Chief:	95%		A
	Engine/EMS Company:	100%	90%	B
	Station Staffed:	100%	90%	
Night & Weekends	Battalion Chief:	81%		
	Company Officer:	89%	28%	B
	Engine Company:	100%	61%	B,C
	EMS Company:	100%	78%	D
	Station Staffed:	100%	78%	D
Month:	Station Staffed:	100%	82%	

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
- 2) During the month, 16 new EMTs were in the “pipeline”: 2 awaiting certification, 8 in EMT class and 6 working on various versions of reciprocity. It appears that we will lose 2 EMTs due to employment reasons (out of country assignments).
 - 3) Some significant issues were encountered with the Medic One EMT OTEP on-line training process; Medic One staff have been working with King County (the managers of the EMS-on-line program) to correct the deficiencies.
 - 4) At the February 13th Board meeting, Chief Longmire presented information on the District’s Officer Development Program (ODP). Members are trained in skills for incident command and control, and are educated on the human component (inter-personal relations). There are currently six members participating in ODP.
 - 5) At their quarterly meeting, the District Safety Committee’s new members were nominated and approved. 2018 Committee members will include Lt. Osborne, FF Wilson, Lt. Dodge, FF Stewart, FF Henze and FF Parnell.

PERSONNEL MANAGEMENT, RELATIONS:

- 1) The Annual Awards Banquet was held on February 5th at the Red Lion in Olympia. Winners of the merit, or “Pinnacle” awards as defined by the new *District Awards & Recognition Manual*, were recognized for both 2016 and 2017. Officer of the Year for 2016 was Doug Kilpatrick; Officer of the Year for 2017 was Chris LaDue. Firefighter of the Year for 2016 was Dustin McCann and for 2017 was Dane Henze. A new award, EMT of the Year, was bestowed on Mara Osborn.

Recognized for their many years of service upon retirement were Bill Halbert, Greg Kessel and Richard Small. Twenty-five year awards were given to Ben Dicke and Doug Kilpatrick; a 20-year award was given to Don Prine, and 15-year awards went to Ann Cochran and Les Robinette.

Ray Meyers was recognized for 10 years’ service while Milt Harper and Jim Zopolis were recognized for 8 years. The following members have served for 5 years: Alex McManus, Travis Osborne, Christopher Pawlowski, Zach Skorna and Kaleb Wilson. Dave Dodge and Ian Stenerson received 4 year awards and 3 year awards were made to: Ashlie Cary, Tome Engle, Diana Estrada, Max Hollander and Dave Liukkonen.

Two year award winner included: Tyler Bain, Kyle Chiatovich, Dane Henze, Jennifer Leyva, Terry Toth and Tom Williams; and 1-year award winners included: Eli Fox, Pat Gill, Jeff Helfrich, Joann Johnson, Janet Notarianni, Auriel Selness, Cassidy Stevick, Christopher Stewart, Amber Sullivan and John Wilson.

A big congratulations and thank you to you all for your service and commitment to our Servant Attitude!

- 2) The second quarter all-officer meeting was held on February 26th; among the topics discussed were: an update on the District master planning efforts, planning for next years' pinnacle awards process, a status report on completions of Performance & Development Plan (Expectations) for each member, upcoming changes to District custodial and linen contracts and impacts on shift duties, ongoing leadership skills maintenance training (on-line), 2017 Training Compliance Report results, updated District Standard Response Guidelines (review & comment), wildland fire suppression standard evolution training (2nd Quarter 2018), 2018 Medic One grant proposal application process, District IR&R resident program proposal project team and the recently adopted tuition reimbursement policy.

EQUIPMENT & FACILITIES:

- 1) Apparatus & Equipment:
- a. Engine 83 was serviced for brakes and starter issues during the month. Engine 82 filled in for it while it was out of service.
 - b. Engine 81 was still at Valley Freightliner waiting on factory replacement parts (management of more than one fire department is monitoring this issue for follow-up with the vendor).
 - c. Due to an electrical drain, Utility 81 is hooked to shore-line power when parked over-night.
 - d. During the month, a vendor representative from MES fitting District members for new firefighting personal protective gear (coats & pants).
- 2) Facilities:
- a. After a lack of responses to a general request for proposals, the District proceeded on with contracting with Hatton Godat Pantier for design services for repairs to the water supply system at Station 8-3.
 - b. On February 20th, Chief VanCamp and Lieutenant Hall met with a vendor proposing a service agreement on HVAC; staff is cooperating with the vendor to obtain information for the proposal, due in March.

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	\$ 793,779	1,3	\$ 1,557,687	1,3	\$ 1,234,901	1,3	\$ 1,157,689	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 March 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									
076	2870	1 Feb 18	81A	G17	5243 Shincke Rd NE	08:24	6.16	BLSY Patient Assist	2	
077		1 Feb 18	81H	K12	3820 6th Ave NW	17:24	7.07	Service Call	3	
078		2 Feb 18	83A	H15	3808 Boston Harbor Rd NE	02:10	8.23	Structure Fire	9	3
079	2996	2 Feb 18	81F	G19	4922 Puget Rd NE #50-2	13:59	11.52	BLS Breathing Prob	4	
080	3107	3 Feb 18	307	K17	605 DeVoe St NE #1/2	20:14	8.03	BLS Sick Person	3	5
081	3171	4 Feb 18	86B	H20	7213 Prairie Ridge Dr NE	14:06	6.00	BLS DoA	2	6
082		4 Feb 18	86B	H20	7213 Prairie Ridge Dr NE	16:18	5.39	Service Call	3	6
083	3182	4 Feb 18	82A	D19	7738 Hendershot St NE	18:40	20.04	ALS Unk Med Prob	2	6
084	3486	4 Feb 18	307	J17	2745 26th Ave NE	22:07	16.04	BLS Fall	2	
085	3224	5 Feb 18	81E	H20	3604 Eagle Dr NE	09:15	5.41	ALS Chest Pain	3	
086	3241	5 Feb 18	83A	H15	4307 Boston Harbor Rd NE	13:33	2.11	BLS Stroke	2	
087	3246	5 Feb 18	81B	G17	5525 Lemon Rd NE	14:16	6.33	BLS Fall	3	
088	3254	5 Feb 18	81C	I16	Friendly Grove @ 36th Ave NE	15:30	3.51	BLS MVA	5	
089	3275	5 Feb 18	81G	I20	6248 33rd Ln NE	21:10	8.22	ALS Chest Pain	7	7
090	3287	6 Feb 18	83C	F17	6124 Libby Rd NE	08:48	11.06	BLSY Patient Assist	6	7
091	3318	6 Feb 18	82A	B19	9939 Point View St NE	09:35	13.45	BLS Weakness	2	
092	3487	6 Feb 18	82A	D19	8340 Johnson Point Rd NE	10:15	6.08	BLS MVA	4	
093	3421	7 Feb 18	83A	G16	2310 46th Ave NE	15:53	4.52	BLS CVA	2	
094	3440	7 Feb 18	81G	I20	6248 33rd Ln NE	19:11	7.44	ALS Rapid HR	6	9
095		7 Feb 18	307	J17	3112 Lindell Rd NE	20:45	8.37	Structure Fire (MA)	5	9
096	3451	7 Feb 18	81A	G17	4723 Shincke Rd NE	20:47	4.21	ALS Unk Med Prob	3	9
097	3473	8 Feb 18	81G	I20	6235 33rd Ln NE	06:03	8.55	BLS Illness	3	
098	3527	8 Feb 18	83A	F16	6324 Woodard Bay Rd NE	15:40	4.52	BLSY Patient Assist	2	
099	3554	9 Feb 18	81F	G19	5446 Johnson Point Rd NE	02:33	8.41	ALS Chest Pain	5	1
100	3588	9 Feb 18	81H	I18	4515 Pleasant Glade Rd NE	12:13	5.33	ALS Fall	5	
101	3742	11 Feb 18	O3E	I18	Lilly @ 26th Ave NE	11:43	5.34	BLS MVA	4	4
102	3745	11 Feb 18	81H	I19	2930 Jorgenson Rd NE	12:44	7.23	BLS Abdominal Pain	4	4
103	3758	11 Feb 18	86A	E20	7318 Puget Beach Rd NE	15:47	10.11	BLS Abdominal Pain	4	4
104	3810	12 Feb 18	81A	G18	4932 Shincke Rd NE	07:28	5.46	BLS Reaction to Meds	3	
105	3833	12 Feb 18	82B	D20	7508 Andrews Beach Rd NE	11:36	12.04	BLS Pain	3	
106		12 Feb 18	301	O23	6815 Thoroughbred Ln SE	17:20	N/A	Structure Fire (MA)	3	
107	3867	12 Feb 18	319	J21	2425 Marvin Rd NE	17:25	5.26	BLS Unk Med Prob	2	
108		12 Feb 18	21A	S30	11121 Bald Hills Rd SE	17:22	N/A	Structure Fire (MA)	2	
109	3885	12 Feb 18	82B	D20	8200 Walnut Rd NE	20:51	13.02	BLS Sick Person	2	5
110	3928	13 Feb 18	83A	G15	4806 Cushman Rd NE #131	10:51	8.59	ALS Stomach Pain	4	
111	3992	14 Feb 18	83A	H15	4235 Boston Harbor Rd NE	05:18	13.16	BLS DoA	6	6
112	4012	14 Feb 18	81E	H20	3604 Eagle Dr NE	10:25	13.21	BLS Arm Pain	2	
113		15 Feb 18	82A	D19	7738 Hendershot St NE	03:45	21.06	Burn Ban Violation	4	7
114	4106	15 Feb 18	84A	E15	645 68th Ave NE	10:29	8.36	ALS Unconscious	5	
115	4115	15 Feb 18	83A	F16	6305 Libby Rd NE	12:05	5.24	BLS Breathing Prob	2	
116	4128	15 Feb 18	81A	F18	3631 Snug Harbor Dr NE	15:51	6.19	BLSY Patient Assist	3	
117	4138	15 Feb 18	81B	H17	4311 Lemon Rd NE	17:36	3.12	ALS Fall	5	
118		17 Feb 18	83A	H15	Boston Harbor @ 41st Ave NE	10:26	6.29	Wires Down	4	
119		17 Feb 18	84A	F15	6541 Boston Harbor Rd NE	12:04	4.42	Wires Down	4	
120		17 Feb 18	81B	F17	6220 Lemon Rd NE	12:43	8.35	Wires Down	3	
121	4284	17 Feb 18	82A	B19	9913 Point View St NE	13:30	13.01	BLS Medical Alert	3	1
122		17 Feb 18	84A	F16	Boston Harbor @ Zangle Rd NE	17:10	7.37	Wires Down	4	1
123	4315	17 Feb 18	86B	F21	5747 Red Alder Dr NE	20:08	7.14	BLS Fall	4	1
124	4337	18 Feb 18	81A	I17	2835 Lilly Rd NE	05:54	6.16	BLSY Neck Pain	4	1
125	4371	18 Feb 18	83C	G17	4746 Libby Rd NE	15:22	6.59	BLS CVA	4	2
126		18 Feb 18	86B	F21	61st @ Hill Rd NE	21:44	10.24	Wires Down	4	2

APPENDIX 1- MONTHLY RESPONSE RECORD

Number		Date	Sta Zone	Grid	Location	Alarm Time	Resp Time	Type	Resp	Shift #
FD8	Med-1									
127	4415	19 Feb 18	83A	G15	4805 Cushman Rd NE #62	07:03	4.59	ALS Abdom Pain	4	
128	4426	19 Feb 18	81A	I17	2839 28th Ln NE	12:24	5.40	BLSY Fall	2	
129	4460	19 Feb 18	81A	G18	4932 Shincke Rd NE	20:36	6.37	BLS Sick Person	2	3
130	4532	20 Feb 18	307	J17	3315 26th Ave NE	14:55	5.40	BLS Check Welfare	2	
131	4563	20 Feb 18	81A	H17	4209 Shincke Rd NE	20:43	5.15	BLS Hip Pain	4	4
132	4566	20 Feb 18	85A	C17	2908 Fishtrap Lp NE	21:26	12.38	BLS Unk Med Prob	3	4
133	4616	21 Feb 18	81H	I18	4515 Pleasant Glade Rd NE	09:47	7.23	BLS Illness	5	
134		21 Feb 18	81F	G20	5008 Foxtrail Dr NE	11:07	7.19	CO Alarm Activation	5	
135	4648	21 Feb 18	83A	G15	4806 Cushman Rd NE #134	13:50	3.31	ALS Breathing Prob	3	
136	4668	21 Feb 18	86C	F19	5926 Puget Rd NE	17:07	7.57	BLS Sepsis	2	
137	5072	21 Feb 18	81A	I16	2701 Libby Rd NE	17:12	4.03	BLS Abdominal Pain	3	
138	4694	22 Feb 18	83A	G16	5520 Boston Harbor Rd NE	00:19	12.00	BLS MVA	5	5
139	4715	22 Feb 18	307	J17	South Bay @ 26th Ave NE	07:52	N/A	BLS MVA	3	
140	4738	22 Feb 18	81F	H19	4500 Johnson Point Rd NE	11:42	6.03	BLS MVA	5	
141	4759	22 Feb 18	81A	H17	4209 Shincke Rd NE	15:32	3.41	BLS Hip Pain	3	
142		23 Feb 18	O1D	K15	413 Franklin St NE #A	06:40	N/A	Structure Fire (MA)	3	
143	4836	23 Feb 18	81F	H19	4013 Foxhall Dr NE	12:08	6.56	ALS Overdose	2	
144	4879	23 Feb 18	81H	G18	5139 Sleater Kinney Rd NE	20:11	9.03	BLS Fall	6	7
145	4902	24 Feb 18	307	J17	3112 Lindell Rd NE	04:06	9.15	ALS Respiratory Prob	5	7
146	4922	24 Feb 18	81A	F17	Woodard Bay @ Lemon Rd NE	10:14	5.55	BLS MVA	6	8
147	4973	24 Feb 18	81F	H19	5737 Middlebridge Ct NE	23:16	7.12	ALS RHR	4	8
148	5006	25 Feb 18	86B	F21	5915 Hill St NE	10:31	11.32	BLS Breathing Prob	4	9
149	5073	25 Feb 18	307	J17	2349 Dove Ln NE	20:53	6.43	BLS MVA	5	9
150	5134	26 Feb 18	82B	D20	7639 Marvin Rd NE	19:45	12.29	ALS Abdom Pain	2	1
151		27 Feb 18	O3E	K17	2640 Martin Way E	23:32	6.58	Structure Fire (MA)	3	2
152	5193	27 Feb 18	81J	I15	2620 Gull Harbor Rd NE	14:12	7.19	BLS Fall	3	
153	5343	27 Feb 18	307	J17	South Bay @ 24th Ave NE	15:50	4.01	BLS MVA	5	
154					<i>Dispatcher Error</i>					
155	5205	27 Feb 18	81C	I16	2704 Friendly Grove Rd NE	18:28	7.40	BLS Sick Person	4	2
156	5300	28 Feb 18	83C	G16	4647 Libby Rd NE	19:25	6.05	ALS Seizure	3	3
157	5303	28 Feb 18	81F	H19	4629 Foxhall Dr NE	20:06	6.55	ALS Heart Prob	6	3
158	5306	28 Feb 18	81E	H20	3604 Eagle Dr NE	20:34	4.19	ALS Drug Prob	6	3

MONTHLY REPORT APPENDIX 2: VOLUNTEER STAFFNG ROSTER

NAME	RANK	SHIFT	NAME	RANK	SHIFT	NAME	RANK	SHIFT
Alvis, Joseph	EMT	6	Gill, Patricia Ann	Receptionist		Perry, Andrew	EMT	9
Armstrong, Walker	AO	OSP	Gormley, Robert	Lieutenant	9	Poole, James	FF/AO	7
Bahr, Michaela	FF	2	Harn, Jakob	FF	5	Prine, Don	AO	OSP
Bain, Tyler	FF/EMT	4	Harry, Raymond L	Receptionist		Rendon, Mike	AO	OSP
Baker II, J.O.	recruit		Hayes, Dale	FF/EMT/AO	9	Robinette, Les	BC	4&7
Benson, Marikka	EMT	3	Helfrich, Jefferson	FF/EMT	7	Robinson, Zackery W	recruit	
Bigelow, Debra W	Receptionist		Henson, Ronald C	Receptionist		Russel, Justin	FF/AO	1
Brink, Peggy	Receptionist		Henze, Dane	FF/EMT/AO	7	Selness, Auriel	FF	9
Bushaw, Bladden M	recruit		Hollander, Max	Captain	1&5	Sheller, Elliot	EMT	2
Carlton, Susan E	Receptionist		Iverson, Kyle T	Lateral	6	Sinclair, Sharon	Receptionist	
Caron, Judy G	Receptionist		Johnston, Joann D	Receptionist		Skorna, Zach	FF/EMT/AO	1
Cary, Ashlie	FF/EMT/AO	8	Kilpatrick, Doug	AC	2&6	Smith, Kelli	EMT	1
Cavill, Kelsey	FF	7	Kolvick, Samantha	recruit		Stenerson, Ian	FF/AO	3
Chiatovich, Kyle	FF/EMT/AO	3 & 8	Konrad, Maxwell A	Lateral	6	Stevick, Cassidy	FF/AO	6
Clem, Christopher E	recruit		Kramer, Gavin	FF	8	Stewart, Christopher	FF	1&8
Clemens, Jonathan	Captain	2	Lacy, Ben	FF/EMT	2	Sullivan, Amber	FF/EMT	5
Clinton, Anthony	FF	1 & 4	LaDue, Chris	Captain	4&6	Thoms, Michael L	recruit	
Cochran, Ann	Receptionist		Lara JR, LeRoy C	recruit		Toth, Terry	FF	1
Conklin, Amber S	recruit		Leyva, Jennifer	FF/EMT	7	VanKirk, Nick	FF	3
Curry, Marion	FF/EMT*	8	Liukkonen, David	FF/AO	4&6	Warfield, Tony	CAPTAIN	4&8
Darling, Kyle	FF	7	Longmire, Damian	BC	5&8	Williams, Tom	FF	2
Dicke, Ben	FF/AO	8	Maurer, Adam R	Lateral	7	Wilson, John	FF	3
Dodge, David	Lieutenant	3	McCann, Dustin	FF/AO	4	Youngs, John	FF	3
Duppenthaler, Andrew D	recruit		McManus, Alex	FF/AO	5	Zopolis, James P	Receptionist	
Estrada, Diana	FF/EMT/AO	3&5	Minge, Jonathan	FF/EMT	9	Zvirzdys, Joshua	FF	2
Fakkema, Ryan J	recruit		Montgomery, Marcia	Assistant		Beard, Justin M	LoA	6/1/2017
Fenton, Christopher W	recruit		Moye, Dylan	EMT*	4	Byers, David	LoA	12/31/2018
Follett, Jagger L	recruit		Notarianni, Janet	Assistant		Jones, Galen	LoA	11/15/2017
Fox, Eli	EMT/FF	9	Olson, Brian	Lieutenant	5	Maker, Jarid	LoA	8/24/2017
Freese, Sarah	EMT*	2	Osborn, Mara	EMT	3	McGrath, Paul	Dropped	1/9/2018
Frost, Shane	FF	9	Parnell, Evan	FF/EMT/AO	2	Meyers, Raymond	LoA	9/15/2017
Gibler, Bryce	FF	5	Parrish, Joseph	FF	4&6	O'Brien, Christopher	LoA	5/1/2017
						Pickett, Grey	LoA	7/1/2017
						Pollock, Cody J	LoA	6/1/2017
						Rose, Kristina M	Dropped	1/18/2018
						Szarko, Luis	Resigned	1/12/2018

NOTE: * = pending State Certification

APPENDIX 3 - 2017 BUDGET VS ACTUAL, CASH BALANCE

