

DISTRICT MONTHLY REPORT: SEPTEMBER 2018

ADMINISTRATIVE:

- 1) At their September 11th regular meeting, the Board approved the updated District Policy 3-07 "Disciplinary Process".

PLANNING: Action Item Summary List:

No.	Topic	Date	Priority	Action/Status
44	District Training Center	TBD	Med	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ Pending Phase III (building interior modifications & additional props), coordinating with Training Program ▪ Topic to be included in Master Planning Phase III assigned to Training & Education IDMT
53	Organizational performance management	Ongoing	High	<u>Board Chair/VanCamp:</u> <ul style="list-style-type: none"> ▪ Planning for evaluation training to begin 4th Quarter
55	Consideration of apparatus sizing	TBD	Low	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ Facilities & Equipment Integrated Decision Making Team assigned to District Master Planning Phase III project.
59	IR&R Staffing Planning	Ongoing	High	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ Collective Bargaining Agreement ratified by both parties, effective October 1st. ▪ Unit Clarification documentation submitted to PERC on September 24th, ▪ On October 1st, two new career Firefighter-EMTs are scheduled to start work, Brent McBride to transition to new Battalion Chief position and Brandon LeMay transition to exempt-confidential position of Assistant Chief.
60	Boston Harbor Hydrant System	Ongoing	Low	<u>VanCamp:</u> <ul style="list-style-type: none"> ▪ No additional action during the month.

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

Chief VanCamp and Terry Toth met with the Board on September 4th to brief them on the proposed disposal plan for surplus real properties. They plan to meet with two parties having shown an interest in the Zangle Road property.

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

To address the master planning phase III areas of interest, existing District Integrated Decision Making Teams for the related subjects have been assigned and are meeting:

- All integrated decision making teams have met at least once during August and September; Chief VanCamp is providing additional direction on master planning documentation guidelines to help keep the team on track.
- The IR&R IDMT met on September 10th.
- The Information Technology IDMT met on September 25th.
- The Training & Education IDMT met on September 28th.

Chief VanCamp is meeting with each team and providing support & coordination.

PUBLIC RELATIONS & COMMUNITY SERVICES:

- 1) The Thurston County Fire Commissioners' Association met at Station 8-1 on September 18th.

- 2) On September 19th Engine 81 crew conducted a fire safety survey for the Periwinkle Pre-School.

EMERGENCY RESPONSE: Total of 822 calls to date; 717 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 September:**

	Fire	ALS	BLS	Pub Svc	False	Total
2018 In FD8	1	13	37	4	5	60
2018 Total	4	16	47	4	5	76
2017 (Total)	2	73	(Tot EMS)	6	1	82
Average <small>NOTE 1</small>	4	57	(Tot EMS)	9	2	73

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

	Total	Daytime	Night	Weekend
2018	3.5	3.1	3.8	3.8
2017	3.6	3.3	4.0	3.8
FD7 <small>NOTE 2</small>	3.5	3.3	3.6	3.9
FD8 <small>NOTE 3</small>	4.3	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	21	19	90%	1	1	100%
Station 8-2/8-6	14	3	21%	0	0	0%
5Station 8-3	13	8	62%	0	0	0%
Average	EMS			Fire		
Avg 2018 To Date	63.6	38.4	60%	3.4	3.1	90%
Avg 2017	56.8	34.3	60%	2.8	2.6	92%
Avg 08-17 <small>NOTE 4</small>	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 September 2008-2017 (average)

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

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

NOTE 4: Combination of pre-merger FD7 and FD8, average for 2008-201

- 4) **Delayed responses for the month of September:**

FD8	Date	Sta	Time	R/T	Incident Type	Comments	Shift
754	1 Sep 18	82A	09:07	11.18	BLS MVA	Travel time from Sta 8-1	8
771	9 Sep 18	84A	06:19	16.04	BLSY Welfare Check	Travel time from Sta 8-1; Sta 8-3 unstaffed; non-emergency	7
782	14 Sep 18	81F	00:33	26.21	BLS Welfare Check	Non-emergency, assist L/E; diff locating pt	2
791	16 Sep 18	82B	18:50	10.56	BLS Fall	Travel time from Sta 8-1	5
797	19 Sep 18	84A	20:14	13.06	BLS Swelling	Difficulty locating address	8
798	20 Sep 18	85A	08:56	13.58	BLS Poss CVA	Travel time from Sta 8-3	
803	22 Sep 18	81D	16:04	15.28	BLS Seizure	Delay due to dispatcher obtaining location information	2
807	23 Sep 18	82B	19:38	9.41	ALS Diabetic	Travel time from Sta 8-1	3
811	24 Sep 18	82B	07:32	10.40	BLS Seizure	Travel time from Sta 8-1	
818	27 Sep 18	86B	13:31	20.52	BLS Confused Pt	E-35 response	
819	28 Sep 18	82A	23:44	15.55	BLSY Patient Assist	Travel time from Sta 8-1; non-emergency	7
823	29 Sep 18	82A	08:30	10.03	BLS Poss CVA	Travel time from Sta 8-1	9
824	29 Sep 18	86B	12:48	12.42	BLS Fall	Travel time from Sta 8-1	9
827	29 Sep 18	83A	21:42	30.26	ALS Breathing Prob	Dispatch did not record arrival (by radio)	9

IR&R STAFFING LEVELS: Staffing levels for September:

Staffing Targets by Position:		Station 8-1	Station 8-3	Note
Day-shift	Battalion Chief:	85%		A
	Engine/EMS Company:	100%	80%	B
	Station Staffed:	100%	80%	
Night & Weekends	Battalion Chief:	65%		
	Company Officer:	60%	20%	B
	Engine Company:	100%	33%	B,C
	EMS Company:	100%	50%	D
	Station Staffed:	100%	50%	D
Month:	Station Staffed:	100%	60%	

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) Current Training Topics:
 - Structure fire standard evolutions
 - CPR-AED (quarterly review--infant)
 - SCBA-donning (quarterly)
 - Asbestos awareness (annual refresher)
 - Advanced HAZWOPER awareness
 - Vehicle extrication training
 - Review of two NIOSH reports on fire service fatalities related to driving
- 2) Medic One OTEP:
 - Acute cardiac syndrome
 - De-escalation of critical situations
 - Endocrine emergencies
 - Lifting & moving patients
 - Sepsis
 - Management of vulnerable adults
 - Infectious disease control
- 3) Leadership:
 - Officer planning for identifying new/upcoming ODP candidates
 - IDMT process re-training
- 4) Planning:
 - On September 20th Lt Osborne met with West Pierce F&R Capt Cooper for planning on marine response; likewise, Chiefs VanCamp and McBride continued to meet with other Thurston County representatives on a Thurston County marine response plan (September 21st).

PERSONNEL MANAGEMENT, RELATIONS:

- 1) At their September 11th regular meeting, the Board ratified the Collective Bargaining Agreement with IAFF Local 2903; the bargaining unit ratified the contract soon thereafter. The effective date for the Agreement is October 1st.

- 2) An employment agreement format and salary range for the new Assistant Chief position was established and approved by the Board on September 11th at their regular meeting. Brandon LeMay will fill this position after October 1st. Congratulations Brandon!
- 3) Dane Henze was promoted to Lieutenant during the month; he recently completed the District Officer Development Program requirements. Congratulations Dane!

EQUIPMENT & FACILITIES:

- 1) Apparatus & Equipment:
 - a. District staff have been working with Thurston County Medic One staff on the transition of automated patient care documentation formats, set to take place on December 3rd. New software and hardware will be issued to all Thurston County EMS response agencies. Training for District staff will occur in November at Station 8-1.
 - b. The extra tender (T-84) assigned to Station 8-1 during the wild-fire season was returned to Station 8-3.
 - c. Lt Graham provided VHF radio pagers for Station 8-1 and 8-3 crews to use during their on-duty shifts.
- 2) Facilities:
 - a. (No report)

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	\$ 834,887	1,3	\$ 1,493,885	1,3	\$ 1,243,934	1,3	\$ 1,166,299	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 October 2018.
- 2: Estimates based upon preliminary tax revenue calculations & fully accounted expensed for remaining budget year.
- 3: Interest rates for current period:
 LGIP Pool: 1.49 %
 TCIP Pool: 1.70 %.
- 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									
754	22101	1 Sep 18	82A	B19	9743 Johnson Point Lp NE	09:07	11.18	BLS MVA	6	8
755	22154	1 Sep 18	81F	G19	4846 Johnson Point Rd NE	20:36	4.51	ALS Cardiac Arrest	5	8
756	22196	2 Sep 18	307	J17	2835 18th Ave NE	11:06	6.43	Structure Fire (MA)	3	9
757		2 Sep 18	86B	G20	6843 47th Lp NE	19:11	8.15	Smoke Investigation	3	9
758	22270	3 Sep 18	81A	I17	3003 South Bay Rd NE	06:24	3.43	BLS Patient Assist	3	
759	22289	3 Sep 18	81F	G19	4922 Puget Rd NE #30-18	10:02	N/A	BLS Assist L/E	3	
760	22290	3 Sep 18	86B	H20	7401 44th Ave NE	11:48	4.02	BLS Fall	3	
761	22369	4 Sep 18	81H	H18	3918 South Bay Lp NE	14:58	3.35	ALS Cardiac Arrest	6	
762	22408	4 Sep 18	83D	I15	Gull Harbor @ 33rd Ave NE	21:31	6.29	BLS Unk Med Prob	8	2
763	22445	5 Sep 18	86A	E20	6615 Puget Beach Rd NE	10:01	7.43	BLS Weakness	3	
764	22746	5 Sep 18	81F	G19	4922 Puget Rd NE	14:32	6.18	BLS Dizziness	3	
765	22481	5 Sep 18	83A	G15	4806 Cushman Rd NE #159	15:04	3.45	ALS Chest Pain	2	
766	22616	6 Sep 18	83A	I16	1729 36th Ave NE	19:43	5.39	BLS Fall	6	4
767	22627	6 Sep 18	307	J16	2206 20th Ave NE	23:42	16.15	BLS Medical Alarm	2	4
768	22645	7 Sep 18	84A	D15	429 77th Ave NE	06:30	7.38	BLS Unconscious	2	
769		8 Sep 18	O1C	L15	1067 Cherry ST SE #129	15:02	3.34	Structure Fire (MA)	3	6
770	22761	8 Sep 18	O3D	N16	4106 Henderson Blvd SE	15:33	13.34	BLS Fall	5	6
771	22815	9 Sep 18	84A	E15	645 73rd Ave NE	06:19	16.04	BLSY Welfare Check	4	7
772		10 Sep 18	83A	H16	1224 36th Ave NE	05:26	7.58	Fire Alarm Activation	3	7
773		10 Sep 18	83A	J16	1224 36th Ave NE	06:44	5.20	Fire Alarm Activation	4	
774	23041	11 Sep 18	307	J16	2231 20th Ave NE	14:00	5.12	BLS Possible CVA	5	
775	23117	12 Sep 18	81J	I15	2842 Gull Harbor Rd NE	10:56	6.42	BLS Diabetic	2	
776	23175	13 Sep 18	81C	H17	3616 Libby Rd NE	00:37	6.34	BLS Head Injury	2	1
777	23200	13 Sep 18	307	J16	2206 20th Ave NE	09:05	5.01	ALS Dizziness	3	
778	23598	13 Sep 18	83A	I16	1729 36th Ave NE	10:05	4.59	BLSY Fall	2	
779	23211	13 Sep 18	81E	H20	6904 Hawks Prairie Rd NE	12:25	6.38	BLS Bee Sting	3	
780	23221	13 Sep 18	O3E	I18	26th @ Lilly Rd NE	14:12	4.15	BLS MVA	3	
781	23228	13 Sep 18	307	K17	3016 10th Ave NE	15:25	3.36	ALS Allergic Reaction	3	
782	23266	14 Sep 18	81F	G19	4922 Puget Rd NE #36-5	00:33	26.21	BLS Welfare Check	5	2
783	23599	14 Sep 18	83A	I16	1729 36th Ave NE	07:27	6.43	BLSY Patient Assist	3	
784	23339	14 Sep 18	307	J17	1024 South Bay Rd NE	17:30	N/A	BLS MVA	2	
785	23380	15 Sep 18	307	J16	2520 Simon Ln NE	06:13	7.32	ALS Sick Person	3	4
786	23434	15 Sep 18	318	H21	4425 Cashmere Dr NE	19:00	5.11	Structure Fire (MA)	4	4
787		16 Sep 18	84A	E15	7335 Zangle Rd NE	07:11	N/A	Fire Alarm Activation	5	
788		16 Sep 18	84A	E15	312 73rd Ave NE	13:31	18.43	Burn Ban Violation	6	5
789		16 Sep 18	81A	F17	7194 Woodard Bay Rd NE	14:01	8.21	Service Call	6	5
790	23514	16 Sep 18	81F	H19	5534 Hill Ct NE	15:44	5.56	ALS Fall	2	5
791	23528	16 Sep 18	82B	E20	622075th Ave NE	18:50	10.56	BLS Fall	2	5
792	23600	16 Sep 18	307	J16	1305 Edison St NE	20:19	5.05	BLS Unk Med Prob	2	5
793		17 Sep 18	81B	H17	3113 41st Ave NE	01:39	9.24	Brush Fire	8	5
794	23589	17 Sep 18	86B	G20	6718 Prairie Ridge Dr NE	12:16	N/A	BLSY Patient Assist	2	
795		18 Sep 18	81B	G17	5047 Lemon Rd NE	09:30	N/A	Fire Alarm Activation	4	
796	23809	19 Sep 18	307	J16	2246 Friendly Grove Rd NE	18:37	6.43	BLS Assist L/E	3	8
797	23819	19 Sep 18	84A	F15	6538 Boston Harbor Rd NE	20:14	13.06	BLS Swelling	3	8
798	23850	20 Sep 18	85A	D18	8334 Libby Rd NE	08:56	13.58	BLS Poss CVA	2	
799	23874	20 Sep 18	81H	I19	5018 Pleasant Glade Rd NE	13:31	4.44	ALS Chest Pain	3	
800	23938	21 Sep 18	81H	I19	2930 Jorgenson Rd NE	03:27	7.46	BLSY Sick Person	4	
801	23993	21 Sep 18	81A	I17	3506 Shincke Rd NE	14:17	0.00	ALS Chest Pain	4	
802	24008	21 Sep 18	82A	E19	5700 67th Ave NE	16:59	7.52	BLS Leg Injury	3	
803	24104	22 Sep 18	81D	I17	3114 26th Ave NE #B	16:04	15.28	BLS Seizure	3	2
804	24106	22 Sep 18	83A	H15	4221 Boston Harbor Rd NE	16:44	8.44	BLS Abdominal Pain	3	2

APPENDIX 1- MONTHLY RESPONSE RECORD

Number		Date	Sta Zone	Grid	Location	Alarm Time	Resp Time	Type	Resp	Shift #
FD8	Med-1									
805	24978	23 Sep 18	83A	G16	5316 Heights Ln NE	02:05	6.58	BLS Assist L/E	3	2
806		23 Sep 18	81H	F18	5640 Sleater Kinney Rd NE	11:37	5.44	Fire Alarm Activation	4	3
807	24217	23 Sep 18	82B	E20	6925 Marvin Rd NE	19:38	9.41	ALS Diabetic	6	3
808					<i>Dispatcher Error</i>					
809	24242	24 Sep 18	307	J16	2519 20th Ave NE	01:49	8.48	BLS Hip Pain	2	3
810	24247	24 Sep 18	81A	I17	3003 South Bay Rd NE	04:01	5.12	BLSY Patient Assist	2	3
811	24257	24 Sep 18	82B	E20	6421 75th Ave NE	07:32	10.40	BLS Seizure	3	
812	24268	24 Sep 18	81H	I19	2930 Jorgenson Rd NE	09:24	5.33	ALS Abdom Pain	3	
813	24292	24 Sep 18	82B	E20	6925 Marvin Rd NE	13:45	8.24	ALS Diabetic	3	
814	24354	25 Sep 18	81J	I16	2718 Freeman Ln NE	06:08	7.05	BLS Confused Pt	3	
815	24450	26 Sep 18	81A	I18	3630 34th Ln NE	00:11	6.25	ALS Breathing Prob	4	5
816	24465	26 Sep 18	81A	I17	3031 36th Ave NE	07:52	3.40	BLSY Choking	3	
817	24493	26 Sep 18	307	K17	South Bay @ 8th Ave NE	12:44	4.31	BLS Abdominal Pain	3	
818	24609	27 Sep 18	86B	G20	6718 Prairie Ridge Dr NE	13:31	20.52	BLS Confused Pt	3	
819	24668	28 Sep 18	82A	B19	9743 Johnson Point Lp NE	23:44	15.55	BLSY Patient Assist	2	7
820	24671	28 Sep 18	81A	H17	4209 Shincke Rd NE	00:06	4.53	BLS Fall	4	7
821	24681	28 Sep 18	82A	B19	9743 Johnson Point Lp NE	03:23	14.07	BLSY Patient Assist	3	7
822	24719	28 Sep 18	81H	I18	4330 26th Ave NE	12:34	5.40	BLS DoA	2	
823	24792	29 Sep 18	82A	E18	7407 Kerbaugh Rd NE	08:30	10.03	BLS Poss CVA	4	9
824	24816	29 Sep 18	86B	F21	7838 61st Ave NE	12:48	12.42	BLS Fall	4	9
825	24844	29 Sep 18	83A	H16	4114 Baker Ames Rd NE	17:53	7.22	BLS Breathing Prob	4	9
826	24860	29 Sep 18	86B	F21	7547 58th Ave NE	21:10	8.43	ALS Unconcious	4	9
827	24864	29 Sep 18	83A	H16	1804 36th Ave NE	21:42	30.26	ALS Breathing Prob	4	9
828	24979	29 Sep 18	307	K17	605 Devoe St NE #B	21:56	6.08	BLS Back Pain	4	9
829	24888	30 Sep 18	81E	H20	3712 Owl Ln NE	08:23	6.11	ALS Seizure	4	1
830		30 Sep 18	86B	H20	6925 Prairie Ridge Dr NE	08:51	11.42	Burn Ban Violation	1	1

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		Liukkonen, David	FF/AO	4&6	Cochran, Ann	Receptionist	
Bahr, Michaela	FF/EMT	7	Longmire, Damian	BC	5 & 9	Fass, Bonnie	Receptionist	
Baker II, J.O.	FF	7	Mahoney, Korban	Recruit		Gill, Patricia Ann	Receptionist	
Barron, Brentt C	Recruit		McCann, Dustin	FF/AO	4	Harry, Raymond L	Receptionist	
Benson, Marikka	EMT	3	Olson, Brian	Lieutenant	5	Henson, Ronald C	Receptionist	
Bonser, William A	FF	6	Osborn, Mara	EMT	5	Sinclair, Sharon	Receptionist	
Brandt, Robert	FF	5	Palmeri, Jonathan M	EMT		Zopolis, James P	Receptionist	
Bushaw, Bladden M	FF	4	Parnell, Evan	FF/EMT/AO	2	Affigne, Ariel	Resigned	6/21/2018
Clem, Christopher E	FF/EMT	8	Petersen, Lisa Amber	Recruit		Alvis, Joseph	Resigned	6/26/2018
Clemens, Jonathan	CEMSO	2	Poole, James	FF/AO	7	Bain, Tyler	LoA	9/7/2018
Clinton, Anthony	FF	1 & 8	Prine, Don	OSP		Byers, David	Resigned	6/30/2018
Conklin, Amber S	FF	9	Robinette, Les	BC	4&7	Cavill, Kelsey	Resigned	4/10/2018
Coyne, Ashlie	FF/EMT	5	Robinson, Zackery W	FF	1	Curry, Marion	Resigned	3/26/2018
Dicke, Ben	FF/AO	8	Roebuck, Tara A	EMT		Darling, Kyle	Resigned	8/1/2018
Dodge, David	Lieutenant	3	Satchet, James	Recruit		Ege Wenger, Hans	Resigned	7/31/2018
Duppenthaler, Andrew D	FF/EMT	8	Selness, Auriel	FF	9	Fenton, Christopher	LoA	7/26/2018
Estrada, Diana	FF/EMT	1	Sheller, Elliot	FF/EMT	4	Follett, Jagger	Resigned	3/22/2018
Fakkema, Ryan J	FF	3	Skorna, Zach	FF/EMT/AO	1	Freese, Sarah	Resigned	4/1/2018
Flynn, Angelina	Recruit		Smith, Kelli	EMT	1	Hoover, Ronald	Resigned	7/1/2018
Fox, Eli	FF/EMT	9	Stenerson, Ian	FF/AO	3	Iverson, Kyle T	Resigned	5/31/2018
Frost, Shane	FF	9	Stevick, Cassidy	FF/EMT	3	Jones, Galen	Resigned	6/1/2018
Gettle, Eric James	Recruit		Stewart, Christopher	FF/AO	1&8	Kilpatrick, Doug	Retired	7/1/2018
Gibler, Bryce	FF	5	Sullivan, Amber	FF/EMT	5	Kolvick, Samantha	Resigned	5/31/2018
Gormley, Robert	Lieutenant	9	Thoms, Michael L	FF	2	Lara, LeRoy	Resigned	3/22/2018
Harn, Jakob	FF	6	Toth, Terry	FF	1	Maker, Jarid	Resigned	2/24/2018
Hayes, Dale	FF/EMT/AO	9	VanKirk, Nick	FF	3	Maurer, Adam	Resigned	8/1/2018
Helfrich, Jefferson	FF/EMT	4	Williams, Tom	FF/AO	2	McGrath, Paul	Resigned	1/9/2018
Henze, Dane	Lieutenant	1	Youngs, John	FF	9	McManus, Alex	LoA	8/8/2018
Hollander, Max	Lieutenant	1&5	Zimmerman, Jacob	Recruit		Meyers, Raymond	Resigned	3/15/2018
Johnson, Jacob	Recruit		Zvirzdys, Joshua	FF/EMT	2	Minge, Jonathan	Resigned	7/21/2018
Konrad, Maxwell A	FF	6	Montgomery, Marcia	Office Assistant		Moye, Dylan	Resigned	8/1/2018
Kraft, Bethany H	FF		Notarianni, Janet	Office Assistant		Parrish, Joseph	LoA	6/2/2018
Kramer, Gavin	FF	8	Bigelow, Debra W	Receptionist		Perry, Andrew	Resigned	3/29/2018
Lacy, Ben	FF/EMT/AO	2	Bivens, Dan	Receptionist		Rendon, Mike	LoA	7/1/2018
LaDue, Chris	BC	2 & 6	Brink, Peggy	Receptionist		Rose, Kristina M	Resigned	6/1/2018
LaGra, Kimberly W	Recruit		Carlton, Susan E	Receptionist		Russel, Justin	Resigned	2/9/2018
Leyva, Jennifer	FF/EMT	7	Caron, Judy G	Receptionist		Szarko, Luis	Resigned	1/12/2018
						Warfield, Tony	LoA	9/10/2018
						Wilson, John	Resigned	4/15/2018

APPENDIX 3 - 2017 BUDGET VS ACTUAL, CASH BALANCE

