



WYLIE FIRE RESCUE Council Update

April 2024



MISSION OF WYLIE FIRE RESCUE

"To dedicate ourselves to providing a progressive department of professionally trained and equipped personnel in order to protect the lives, property, and environment of our community."

Our Vision: We, the Members of Wylie Fire-Rescue:

- Place safety as our first priority
- Take pride in meeting and exceeding the expectations of our community
- Encourage innovation and apply technologies that enhance the quality of our fire and life safety services
- Recognize the value and benefit in the diversity of every individual's background and experience
- Commit to the professional development of individual members as an investment in the future of our organization
- Depend upon the teamwork, with all individuals and divisions working together to ensure our success

Divisions of the Wylie Fire Rescue

Administrative

Policy
Personnel
Finance
Contractual
Support Services
Fleet

Operations

Fire & Rescue Response
Emergency Medical
Services
Specialized Response

Community Risk Reduction

Fire Prevention
Life Safety Education
Community CPR

Communications

911 Dispatch
Computer Aided Dispatch
Technology / GIS

Emergency Management

Special Events
Disaster Planning
Community Warning

WFR PERSONNEL SUMMARY

**98.5
Authorized
Positions**

Current Service to Wylie

5 Years or Less	57
6-10 Years of Service	11
11-15 Years of Service	11
16-20 Years of Service	15
21-25 Years of Service	3
25+ Years of Service	1

Average Tenure

7.52 Years of Service
154 Combined Years of Service

Firefighter Certifications	
Basic Firefighters	32
Intermediate Firefighters	10
Advanced Firefighters	11
Master Firefighters	20
Fire Service Specialized Certifications	
Hazardous Material Technician	31
Hazardous Materials Specialist	2
Wildland Firefighter	24
Rope Rescue Technicians	19
Marine Operator	12
Swift Water Technicians	26
FAST Boat Operators	22
Rescue Divers	11
Confined Space Technicians	13
Driver Pumper Operator	36
Driver Aerial Operator	7
Fire Officer 1	5
Fire Officer 2	17
Fire Officer 3	4
Fire Officer 4	9
Fire & Life Safety Educator	7

Position	Authorized
Chief	1.00
Assistant Chief	2.00
Fire Marshal - Div Chief	1.00
Battalion Chief	3.00
EMS Program Manager	1.00
Captain (Operations)	12.00
Captain (Administration)	1.00
Deputy Fire Marshal	1.00
Fire Inspector	1.00
Drivers	12.00
Firefighter	39.00
Single Role Paramedic	9.00
Single Role EMT	9.00
Emergency Management	1.00
Support Services	1.00
Admin 2 - Chief	1.00
Fire Prev Analyst - FM	1.00
EMS Records Analyst - AC	1.00
Alarm Clerk - AC Ritter	1.00
Part Time Inspector	0.5
	98.50

Prevention Division

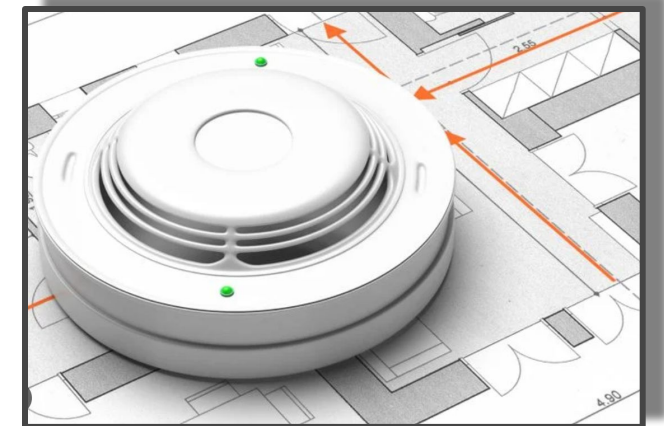
- Staff
 - 1- Division Chief
 - 1- Deputy Fire Marshal
 - 1- Investigator/Inspector
 - 1- Records Analyst
- Required Training/Certifications
 - TCFP
 - Inspector
 - Investigator
 - Plan Examiner
 - TCOLE Peace Officer
- 29 Years of combined Prevention Experience
 - 56 years with the City of Wylie
- Average Tenure with the City 14 Years
- Since 2019 have a 50% Turn over rate



Community Risk Reduction 2023 Statistics

- 34 Developer Meetings
- 343 Total reviews (Building, Fire Systems, Solar, etc.)
- 1124 System Inspections (Fire Alarm, Overhead and Underground Sprinkler)
- 225 Fire, Life & Safety Inspections (Includes re-inspections)
- 1463 Annual Inspections (Includes re-inspections)
- 32 Citizen or Staff Complaint Follow Ups
- 28 Fire Investigations

Total Calls For Service for the Division: 3048



911 Communications Division



COMMUNICATIONS PERSONNEL SUMMARY



Current Service to Wylie

5 Years or Less	5
6-10 Years of Service	5
11-15 Years of Service	3

Telecommunicator Certifications

Basic	1
Intermediate	3
Advanced	4
Master	5

Current Staff

Manager	1
Supervisors	2
Dispatchers	10

Average Tenure

7.42 Years of Service
89 Combined Years of Service

Specialized Certifications

EMD-Q	5
CTO	4
CISM	3

Authorized Positions

Manager	1
Supervisors	3
Dispatchers	13

2023 Communications Statistics



- Personnel Worked 28,449
 - 1,982 Overtime
- Personnel Completed 764 Training Hours
- Phone Calls
 - 108,000
 - Average 295 per day
 - 99.88% answered in less than 10 seconds
- 911 calls
 - 25,000
 - Average 68 per day
 - 3.25 seconds average answer time
- Calls for Service
 - 37,852
 - Received to Queue - 31 seconds
 - Queue to Dispatch - 1:20

911 Communications

- Two Retirements:
 - Allyson Frederick, Communications Manager
 - 14.5 Years with Wylie PSC
 - 35 Years total in Public Safety
 - Lisa Laird, Telecommunicator
 - 23 Years with Wylie PSC
 - 38 Years total in Public Safety
- 73 Years of combined dispatch experience
 - 42 years with Wylie PSC





EMERGENCY MANAGEMENT

The Emergency Management Coordinator plays a vital role in ensuring that the municipality is well-prepared to respond to emergencies and effectively mitigate their impact on the community



(1) Emergency Management Coordinator

- Central Coordination Point for all events
- Emergency Planning
- City Emergency Management Plan
- Special Events Planning/Coordination
- Training, Education & Exercises
- Community Outreach
- Emergency Operations Center
- Outdoor Warning Sirens
- Resource Management
- Damage Assessment

Recruitment, Hiring, Retirement

Prevention

Fire Marshal Steve Seddig

Communications

Allyson Frederick

14.5 Years with Wylie PSC
35 Years total in Public Safety

Lisa Laird, Telecommunicator
23 Years with Wylie PSC
38 Years total in Public Safety

73 Years of combined dispatch
experience 42 years with Wylie PSC

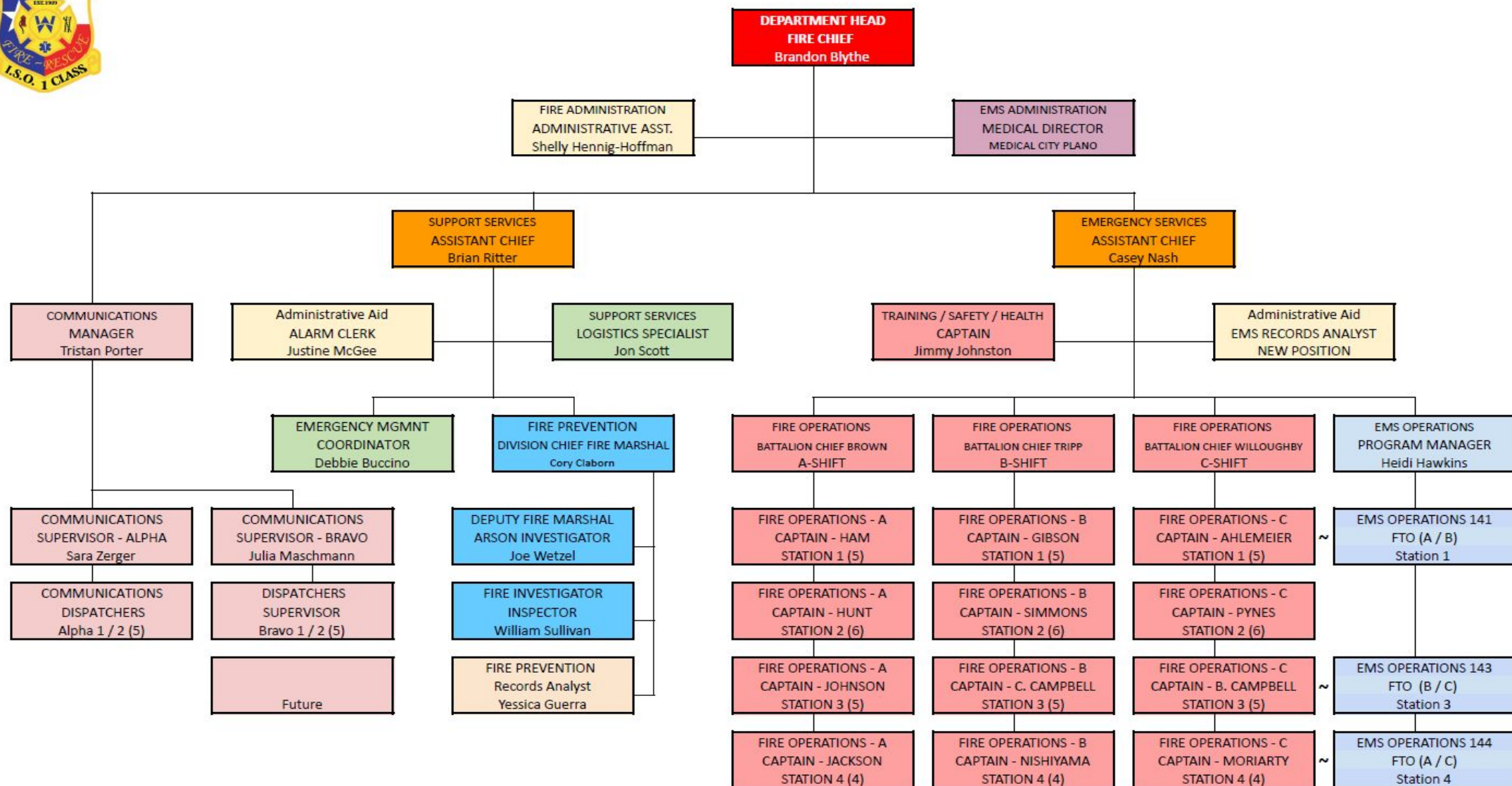
12 New Employees Hired in 2023

12 New Employees Hired in 2024





WYLIE FIRE RESCUE - ORGANIZATIONAL CHART FY2024



(#) Denotes the Number of Personnel Assigned to Station / Position

FIRE ADMINISTRATION	Support Services, Emergency Management, Finance, Budget, Purchasing, Billing, Dept. Policy, Health & Safety, Training, Regulatory Compliance	FIRE PREVENTION	Fire & Life Safety Education, Fire Prevention, Inspections, Building Plan Reviews, Enforcement, Code compliance, Investigation, Arson	EMS OPERATIONS	EMS Operations, Supplies, Logistics, Patient Billing, Medicare/aid Ambulance
FIRE OPERATIONS	Emergency Response, Public Relations, Hazard Mitigation, Company Training, Pre-Fire Planning	COMMUNICATIONS	911 Emergency Communications, Dispatch, Regional Fire Coordination, Radio System, Mobile Command Post, Citywide Camera Systems	Field Training Officer (FTO)	Cameron Bitton, Darrell Buratti, George Watson, Tyler New, Zoe Burklow, Liz

CURRENT DEPLOYMENT

Minimum Staffing – 25 Personnel

Current total staffing is 28 per shift

- **Station 1**

- 6 Personnel
 - 4 on Quint 141
 - 2 on Medic 141

- **Station 2**

- 6 Personnel
 - 4 on Quint 142
 - 2 on Squad 142

- **Station 3**

- 7 Personnel
 - 4 on Quint 143
 - 2 on Medic 143
 - 1 on Battalion 140 (Shift Commander)

- **Station 4**

- 6 Personnel
 - 4 on Quint 144
 - 2 on Medic 144

*** +3 Relief Personnel assigned to each shift**



EMERGENCY MEDICAL SERVICE UPDATE

Actions to Date:

- Secured Medical Director / Medical Training
- Secured Supply Contract
- Secured Billing Company
- Developed and Approved EMS local ordinance
- Hired 21 Personnel for EMS Division
- Appointed 2nd Assistant Chief to Maintain Span of Control
- Selected 6 Firefighter Paramedics to serve as Field Training Officers

Most items required to start the EMS program are in place

- The City of Wylie now has 5 ambulances
- Finalizing a few contracts
- Staffing is complete with the exception of 4 Paramedics Plus Employees

Wylie Fire Rescue is operating 2 of the 3 frontline ambulances

Outstanding Items:

- Finalizing Fee Schedule
- Interlocal Agreements with Cities needing Ambulance Service
- Orientation for final 4 employees



2023 RESPONSE SUMMARY

7,506 Total Calls for Service

Reported Calls for Service

FD Dist #1 = 1374

FD Dist #2 = 1619

FD Dist #3 = 1291

FD Dist #4 = 1038

FD Dist #5 = 492

Hospital Transfers = 609

Mutual Aid & EMS Coalition = 1083

Average Response Time

4 min : 47 sec

MAJOR INCIDENT TYPE	# INCIDENTS
Fires	124
Overpressure rupture, explosion, overheating - no fire	7
Rescue & Emergency Medical Service	3978
Hazardous Condition (No Fire)	204
Service Call	647
Good Intent Call	353
False Alarm & False Call	486
Severe Weather & Natural Disaster	6
Special Incident Type	3
TOTAL STATE FIRE REPORTABLE INCIDENTS	5808

\$1,351,637 Property Lost to Fire in 2023

\$24,893,655 Property Saved from Fires in 2023

CALL VOLUME 2023

- **Total Calls for Service**
 - **2023 – 7506**
 - 2022 - 7333
 - 2021 - 7336 (should have been 6900)
 - 2020 - 5953
 - 2019 - 6015
 - Call Volume was up slightly in 2023.
- **Busiest Fire Unit** – Quint 141 (1401 S. Ballard - Station #1)
 - Quint 141 – 1,745 responses (Covers district 1 & 5)
 - Quint 142 – 1,217 responses (Covers district 2)
 - Quint 143 – 1,448 responses (Covers district 3)
 - Quint 144 - 1,181 responses (Covers district 4)
 - Squad 142 – 759 responses



Total Unit Responses - 13,594 Unit responses (Average of 37 responses per day)

**RESPONSE TIME FOR
EMERGENCY CALLS FOR
SERVICE ONLY**

AVERAGE RESPONSE TIMES BY DISTRICT

- **Fire District 1 – Covered by Station 1 on South Ballard**
 - 2021 - 04:33
 - 2022 - 04:28 - 19% of Volume
 - **2023 - 04:08 - 18% of Volume**
- **Fire District 2 – Covered by Station 2 on Country Club**
 - 2021 - 04:45
 - 2022 - 04:36 - 29% of Volume
 - **2023 - 05:24 - 29.6% of Volume (Ambulance Moved)**
 - **05:07 - City Limits**
- **Fire District 3 – Covered by Station 3 on East Brown Street**
 - 2021 - 04:35
 - 2022 - 04:32 - 17% of Volume
 - **2023 - 04:28 - 17.2% of Volume**

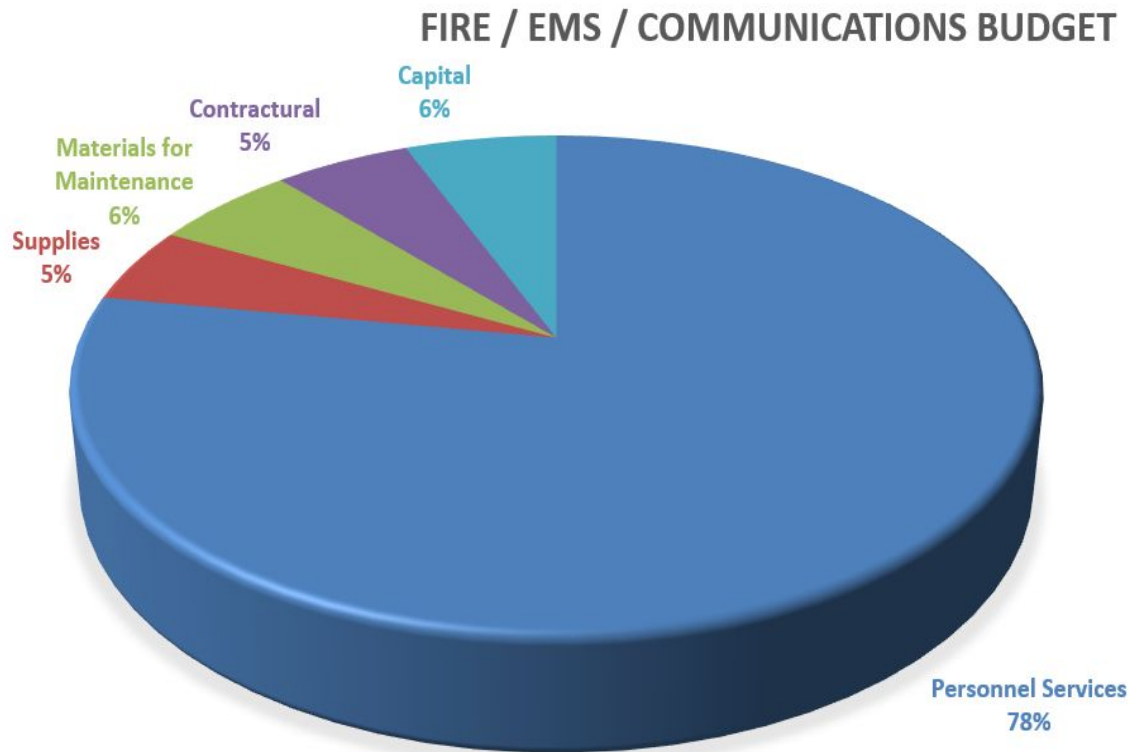


- **Fire District 4 – Covered by Station 4 on McMillen**
 - 2021 - 05:57
 - 2022 – 04:48 - 14% of Volume
 - **2023 - 04:36 - 13.8% of Volume**
- **Fire District 5 – Covered by Station 1 on South Ballard**
 - 2020 – 06:41
 - 2022 – 06:42 - 6% of Volume
 - **2023 - 06:15 - 6.5% of Volume**

CALLS BY DISTRICT

- **Fire District 1** – Covered by Station 1 on South Ballard
 - 2021 - 1329
 - 2022 - 1423
 - **2023 - 1374**
- **Fire District 2** – Covered by Station 2 on Country Club
 - 2021 - 1564
 - 2022 - 2136
 - **2023 - 2228**
- **Fire District 3** – Covered by Station 3 on East Brown Street
 - 2021 - 1268
 - 2022 - 1301
 - **2023 - 1291**
- **Fire District 4** – Covered by Station 4 on McMillen
 - 2021 - 1105
 - 2022 - 1088
 - **2023 - 1038**
- **Fire District 5** – Covered by Station 1 on South Ballard
 - 2021 - 461
 - 2022 - 468
 - **2023 - 492**
- **Mutual Aid** Call Requests (out of district)
- **120 Fire / 226 EMS**
- **EMS Coalition Calls outside of City - 737**

Departmental Budget



FUND	2023-2024 Total Budget
TOTAL FIRE BUDGET	\$13,471,301.72
TOTAL EMS BUDGET	\$3,133,034.03
TOTAL DISPATCH BUDGET	\$2,638,450.70
TOTAL FIRE DEPT	\$19,242,786.45

78% of Departmental Budget is Personnel Services

Expenditures



Fiscal Year 2023-2024 Fire Ops	Budget	Percent of Budget
Personnel Services	\$13,323,579.47	80.46%
Supplies	\$920,636.00	5.56%
Materials for Maintenance	\$588,738.00	3.56%
Contractural Costs	\$578,145.00	3.49%
Capital Outlay	\$1,148,840.00	6.94%
Total	\$16,559,938.47	

BUDGET PERFORMANCE

FUND	2021-2022 Total Budget	2021-2022 Total Activity	Variance (End of Year) FY2021-2022	2022-2023 Total Budget	2022-2023 Total Activity	Variance (End of Year) FY2022-2023	2023-2024 Total Budget
TOTAL FIRE BUDGET	\$11,770,803.10	\$10,999,236.99	\$432,726.11	\$13,562,766.62	\$12,666,008.39	\$896,758.23	\$13,471,301.72
TOTAL EMS BUDGET							\$3,133,034.03
TOTAL DISPATCH BUDGET	\$2,251,799.92	\$1,945,791.62	\$306,008.30	\$2,433,513.82	\$2,053,327.17	\$380,186.65	\$2,638,450.70
TOTAL FIRE DEPT	\$14,022,603.02	\$12,945,028.61	\$738,734.41	\$15,996,280.44	\$14,719,335.56	\$1,276,944.88	\$19,242,786.45

Revenue

REVENUE SUMMARY	Actual	Actual	Actual	Actual	Projected
	2019-2020	2020-2021	2021-2022	2022-2023	2023 - 2024
GF - Service Fees	\$1,619,422.31	\$1,877,400.38	\$2,015,381.85	\$2,236,523.80	\$2,634,323.00
First Responder Fee	\$28,402.07	\$45,010.67	\$38,975.45	\$28,728.00	\$51,616.00
Fire Impact	\$271,622.34	\$256,296.89	\$198,902.21	\$334,178.02	\$228,140.00
Total Revenue	\$1,919,446.72	\$2,178,707.94	\$2,253,259.51	\$2,599,429.82	\$2,914,079.00

Does not Include Projected EMS Revenue in FY 2025

Other Sources of Funding

Other Funding (Grants / Programs / Etc.)						
Item	2024	2025	2026	2027	2028	2029
EsiNet (First year NRC Plus MRC)		\$18,336.00	\$130,188.00	\$130,188.00	\$130,188.00	\$130,188.00
Complete CAD 6 Workstation (PSB)			\$112,060.00	\$13,060.00	\$13,060.00	\$13,060.00
Complete CAD 7 Workstation (PSB)					\$112,060.00	\$13,060.00
Radio/Call Recorder System Update				\$129,000.00		
Dispatch/EOC Technology Refresh				\$150,000.00		
TIFMAS (State / National Mutual Aid)	\$85,000.00*	\$85,000.00*	\$85,000.00*	\$85,000.00*	\$85,000.00*	\$85,000.00*
Hazardous Materials Grant	\$14,000.00					
Firehouse Subs Grant (Boat Electronics)	\$19,196.00					

5 Year Plan Highlights

Focused on top 3 items

- Personnel
 - Succession Planning
 - Development
 - Training
- Fleet
 - Medic Rotation
 - Apparatus Replacement Schedule
 - Cost
 - Delivery Times
- Facilities
 - Station Replacement
 - New Station
 - Fire Administration
 - Training Field

Personnel It's All About People

The Personnel of Wylie Fire Rescue is what makes us great



Personnel Status

13% of the Department Workforce is Eligible to Retire
4 Personnel have greater than 25 years of service

Average Age of Personnel

47 - Chief Officers
44 - Captains
36 - Drivers
30 - Firefighters

Operations Personnel
Average Age = 31

Average Tenure of Personnel **“Years of Service”**

24.3 - Chief Officers
16.5 - Captains
9.5 - Drivers
4.1 - Firefighters

29 Personnel with Under 3
years of service

Vacation Accrual **“Avg Hours Available”**

555 - Chief Officers
381 - Captains
292 - Drivers
182 - Firefighters
523 - Investigators
199 - Administrative

Average 284 Hours Per
Employee

Personnel Needed

Fire Department Personnel Needs					
DIVISION	2025	2026	2027	2028	2029
Fire	3 Relief Firefighters				
EMS		Mental Health Paramedic	Mental Health Paramedic		3 Emergency Medical Technicians / 4 Paramedics
Community Risk Reduction	Fire Inspector/Investigator		Community Life Safety Educator		
Admin/Support		Fleet Maintenance Technician			
Communications	Dispatcher / Data Analyst	Communications Supervisor	Dispatcher	Dispatcher	Dispatcher

Fleet

Fleet Operations are maintained in house by the Support Services Coordinator. Because of the unique nature of fire apparatus, fleet funds are contained within the fire department's general fund budget.

Apparatus in the fleet program are broken down by use, and graded every six months to determine replacement.



Fleet Replacement Grading

Fleet Replacement Criteria

- Excellent Condition (1-20)
- Good Condition (21-30)
- Ready for Replacement (31-40)
- Needs Immediate Replacement (41 and above)

Age - 1 point per year

Miles - 1 point for every 20K miles

Engine Hours - 1 point for every 1K hours

Repair Cost - 1 point for every \$10K

Condition - Body, Interior, Upcoming Repairs, etc.

Reliability (Tickets per year) - 1 point for every 5 tickets



Fleet Summary

Heavy Duty Equipment

Fleet ID	Work Load	Feb 2024 Fleet Score	Yr	Asssignment	Notes
116	Heavy	46.38	07	Ready Reserve Quint	Replacement on Order
301	Heavy	42.34	13	Quint 141	
108	Heavy	41.40	06	Reserve Quint	Replacement on Order
302	Heavy	39.18	13	Quint 143	
393	Heavy	25.18	04	Command 140	
424	Heavy	17.32	19	Quint 142	
454	Heavy	11.70	22	Quint 144	
458	Heavy	<i>On Order</i>	22	<i>2022 NEW UTILITY</i>	<i>Arriving 2024 - Utl Repl</i>
459	Heavy	<i>On Order</i>	22	<i>2022 NEW QUINT</i>	<i>Arriving 2024 - Q1 Repl</i>
460	Heavy	<i>On Order</i>	22	<i>2022 NEW QUINT</i>	<i>Arriving 2024 - Q3 Repl</i>

Fleet Summary

Medium Duty Equipment

Fleet ID	Work Load	Feb 2024 Fleet Score	Yr	Asssignment	Notes
112	Medium	62.28	05	Utility 143	<i>Replacement on Order</i>
262	Medium	38.49	08	Medic 142	<i>Replacement on Order</i>
485	Medium	33.67	16	Reserve Ambulance	
486	Medium	32.06	16	Reserve Ambulance	
376	Medium	25.37	16	Medic 141	
377	Medium	21.66	16	Squad 142	
432	Medium	17.22	20	Battalion 140	
380	Medium	10.01	17	Rescue 143	
397	Medium	8.83	18	Brush 141	
455	<i>Medium</i>	<i>On Order</i>	22	<i>2022 Ambulance</i>	<i>Arriving in 2024</i>
XX	<i>Medium</i>	<i>On Order</i>	24	<i>2024 Ambulance</i>	<i>Arriving in 2025</i>

Fleet Summary

Light Duty Equipment

Fleet ID	Work Load	Feb 2024 Fleet Score	Yr	Asssignment	Notes
284	Light	47.97	13	Support Truck	AC Ops Using
276	Light	42.16	12	Support Station 3	
355	Light	40.01	16	Prevention 141	Replacement on Order
346	Light	36.33	15	Dispatch 140	
285	Light	33.66	13	Support Station 2	Training Captain Using
417	Light	21.87	13	Prevention 142	
413	Light	17.89	18	Support 140	
451	Light	8.61	21	Chief 142	
450	Light	7.90	21	Chief 141	
467	Light	7.48	22	Prevention 143	
457	Light	4.40	22	EMS 140	
XX	Light	On Order	24	Chief 143	Arriving Late 2024
XX	Light	On Order	24	Chief 144 Prevention	Arriving Late 2024
XX	Light	On Order	24	Training Captain	Arriving Late 2024

Fleet

Heavy Duty

- Fleet in great Shape
- Challenges
 - Cost Increases
 - Delivery Time

Medium Duty

- Overall in great shape
- Ambulance Replacement Plan
- Delivery Times

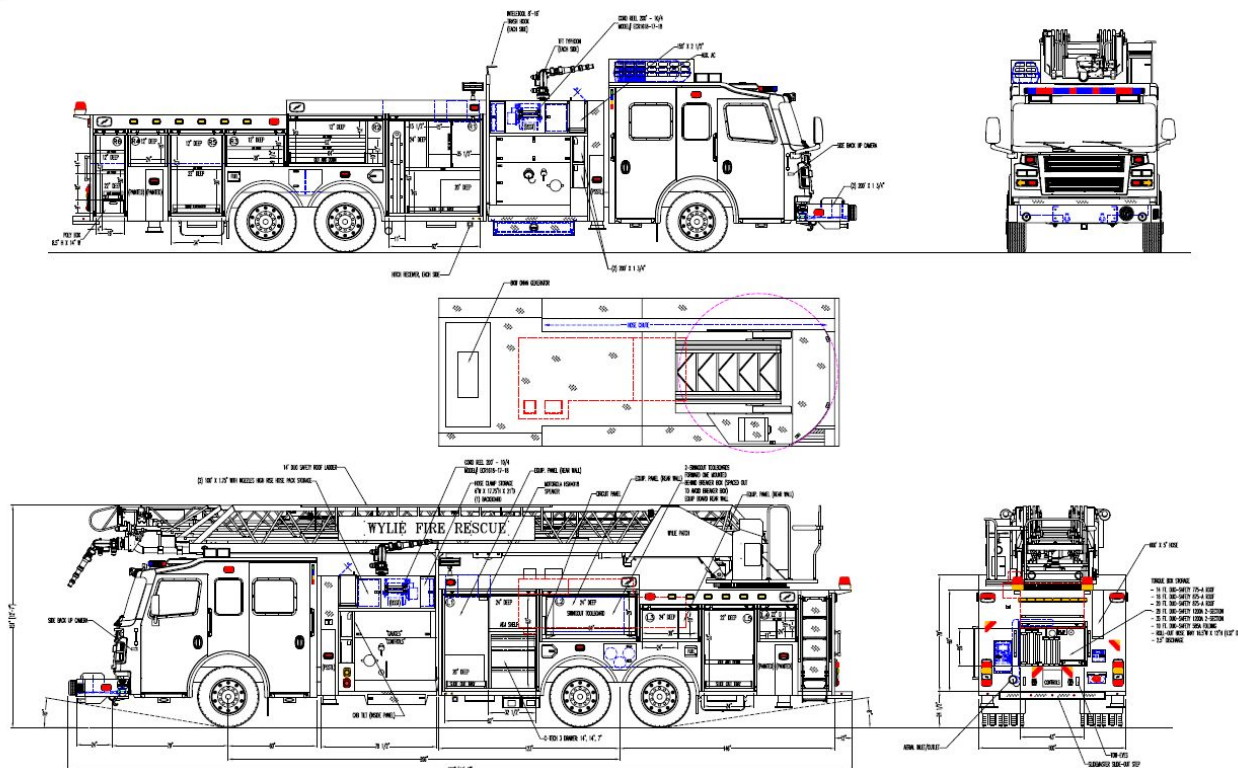
Light Duty

- Overall in great shape
- The most flexible

Fire Department Fleet Needs					
DIVISION	2025	2026	2027	2028	2029
Fire	Battalion Chief Truck	Order Quint 142 Repl. / Squad 142 Replacement		Brush Truck Replacement	Order Quint 144 Repl.
Special Rescue		Replace Boat / Hovercraft	Rescue Truck Replacement		
EMS	Replacement Ambulance	Replacement Ambulance	Replacement Ambulance	Replacement Ambulance	Replacement Ambulance
Community Risk Reduction	Fire Inspector Replacement	Replace Fire Prevention (Clown Team) Trailer			
Admin/Support	Support 143 Replacement (2012)	Support 142 Replacement (2013)		Replacement Support 140 (2018) / Chief 1 & 2	Replacement EMS Supervisor
Communications			Dispatch Support Vehicle Replacement (2012)		

Does not include new position vehicles

QUINT 142 - 2019



- 109' Heavyweight Aerial
- 1750 Pump
- 500 Gallon Water
- 4 Pre-connected Hose Lines
- 1 2 ½" Hose Line
- 137' of Ground Ladders
- Compressed Air Foam
- Aerial Rescue Capabilities

52% of the buildings 32' or taller are in Fire District #2

Collapse zone must be considered

Runs out of a Station with a Paramedic Squad to reduce run volume

To receive the highest points in an ISO evaluation for ladder service, the ladder unit must reach the roof of the tallest building in its service area or be 100' long, whichever is less.

Capital Equipment

Fire Department Capital Equipment Needs					
DIVISION	2025	2026	2027	2028	2029
Fire	Board Up Trailer Replacement				
Special Rescue	Rescue Tool Replacement				Rescue Tool Replacement
EMS			EMS Cart		
Community Risk Reduction					
Admin/Support	GPS Opticom Upgrade	GPS Opticom Upgrade	GPS Opticom Upgrade	GPS Opticom Upgrade	GPS Opticom Upgrade
Communications					

Facilities

Considerations for the Future:

Station 2/Fire Administration

Station 1

Station 5

Training Tower





Wylie Fire - Rescue Training Tower Proposal

Training Field/Tower History

- Concrete Burn Building
- Attic/Roof Simulator
- Rollover Chamber
- MAYDAY Container



- Constructed in 2002
- Built by WFR personnel
- 4 story tower necessary to comply with ISO standards
- WFR awarded with ISO Class 1 rating



Capabilities of Current Tower

- Laddering multiple floors
- Aerial training
- Limited ropes training
- EMS victim removal



Current Fire Challenges

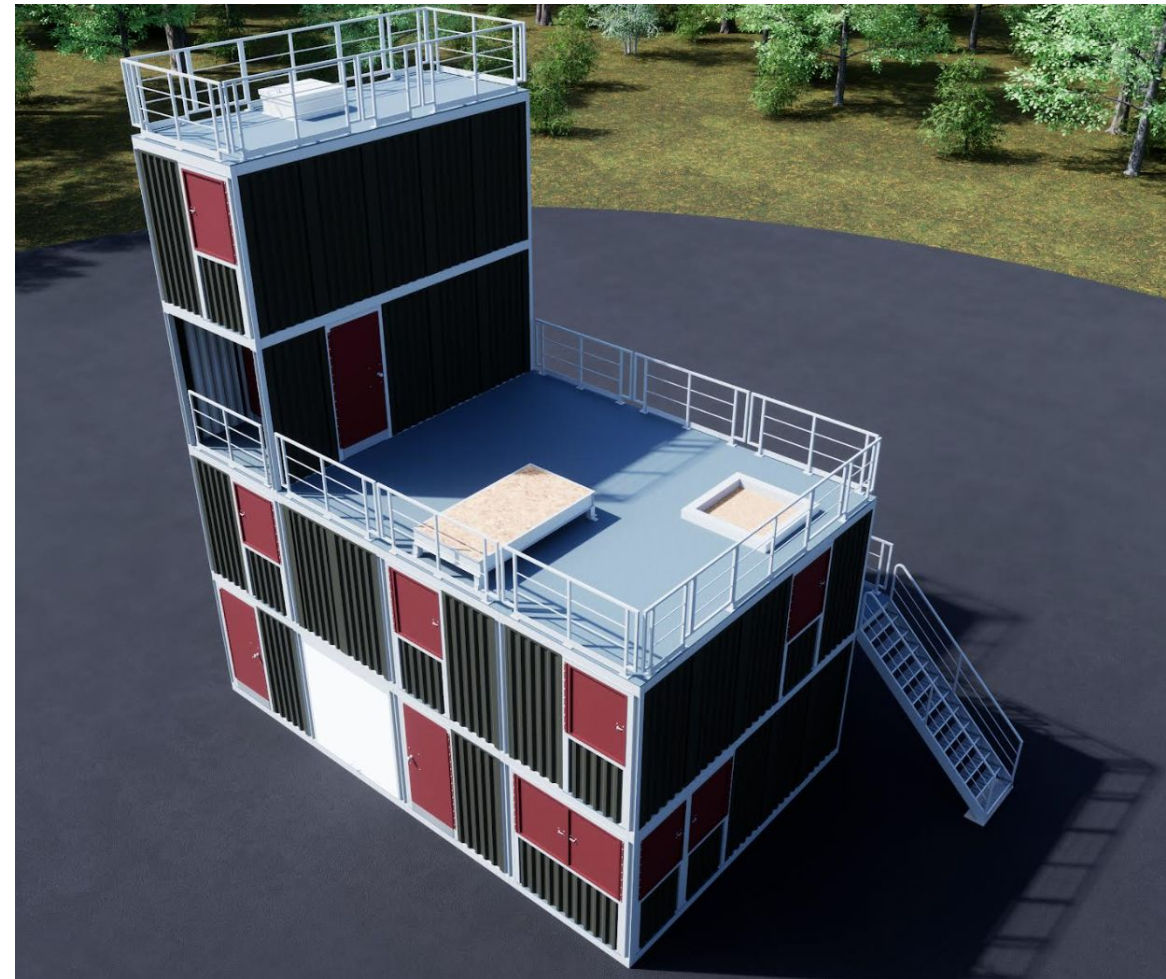


Engineering Report Summary

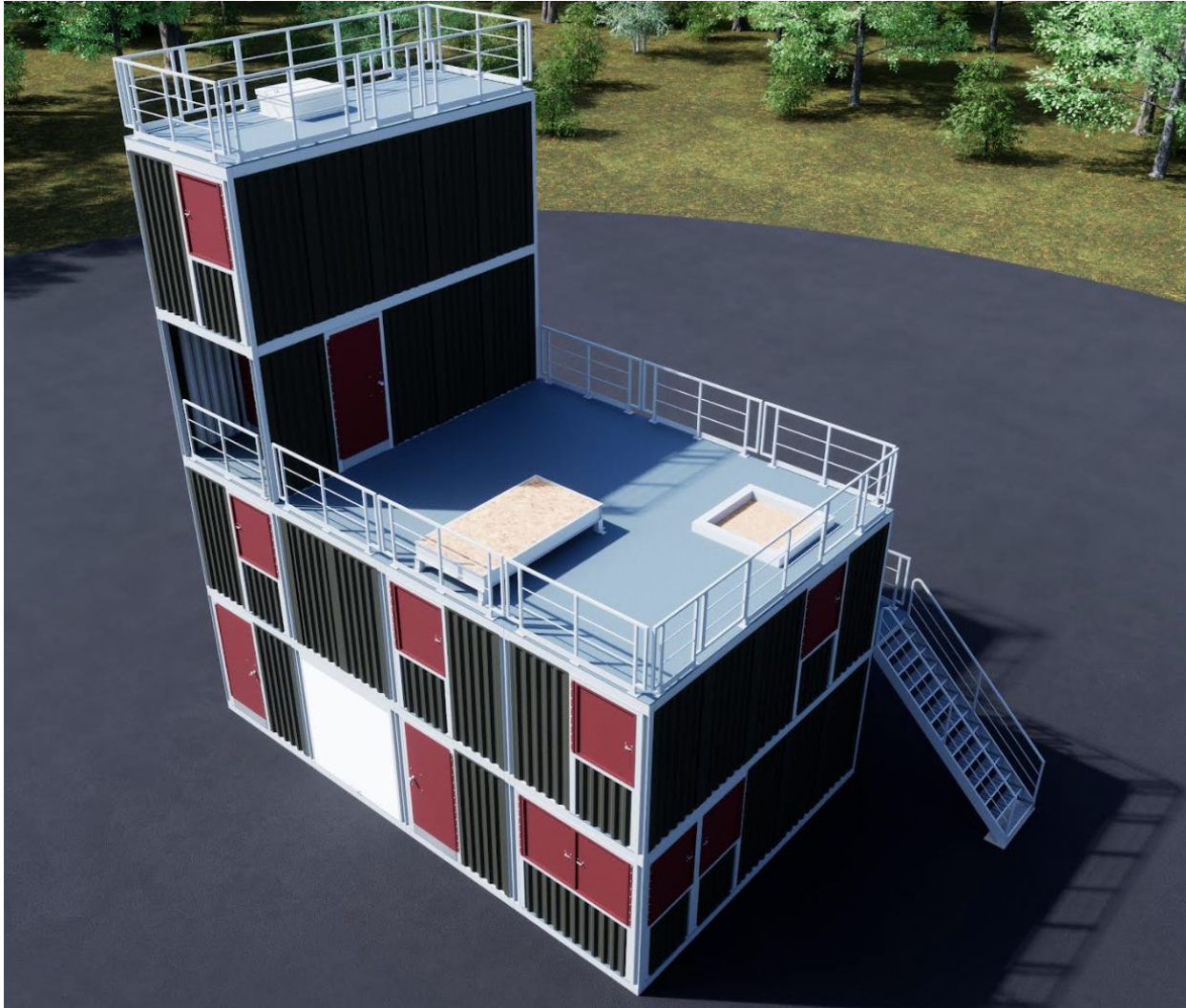
- Assessment performed December 2023
 - Tower does not comply with NFPA 1402, Standard on Facilities for Fire Training and Associated Props
 - Lacks lateral bracing (Sec. 6.1.3)
 - Constructed of wood (Sec. 6.1.5)
 - Stairs and guardrails/handrails don't meet code (Sec. 6.1.5, 6.1.6)
 - No appropriate anchor points for rope access training (Sec. 11.2.1)
 - Estimated cost for corrections: **\$68,100**

New Tower Features

- Four floor, enclosed tower
- Two live fire rooms, 1st and 2nd floor
- NFPA rope anchors
- Flat roof ventilation prop
- Multi-Family/Motel layout
- Inset balcony
- Modular interior walls
- Commercial sprinkler heads
- Fire Department Connection
- Plumbed for theatrical smoke
- Placed on piers
- Portable / Expandable



WHP Training Towers



Partnerships

Multi-Agency Training Opportunities

- Parker/Lucas/Murphy/Sachse
- Train for incident interaction and current training partnerships
- PD/SWAT inclusion



Finances and Funding

Proposed tower repair: **\$68,000**

New tower: **\$510,000**

Tower demo: **\$9,000**

Foundation: **\$12,000**

Concrete: **\$105,000**

Site Prep: **\$50,000**

Hydrant: **\$11,000**

Upgrade Tower Cost: \$697,000

Fund Balances

- Fund 461 Balance: **\$389,046**
 - Proposed Exp: **\$197,046**
 - Ending Balance: \$0
- Training Field Fund Balance: **305,033**
 - Proposed Exp: **\$200,000**
 - Ending Balance: \$105,000
- Fire Development Fund **\$1,368,229**
 - Proposed Exp: **\$300,000**
 - Ending Balance: \$1,068,229

Biggest Focus/Challenges

SUCCESSION PLANNING

FLEET



FACILITIES



Questions

