



Clark County Fire & Rescue Board of Fire Commissioners Meeting Minutes

October 30, 2017

Meeting called to order by Commissioner Kolke at 4:00 p.m.

Flag salute.

Present: Commissioners Jerry Kolke, Jon Babcock, Larry Bartel, Bob Johnson, Dave Town, Ken Ayers, Stan Chunn, Dave Lester. Chief John Nohr. Division Chief Mike Jackson. Recording Secretary Kathy Streissguth.

CALL FOR LATE AGENDA ADDITIONS

Chief Nohr added an update on the discussions with Local 3674 on a possible change in the shift schedule.

CONSENT AGENDA

Motion by Commissioner Johnson to approve the consent agenda as presented. Second Commissioner Ayers. No discussion. Motion passed unanimously.

COMMUNICATIONS

Chief Nohr advised he received another call from an elderly district resident whose homeowner's insurance premium increased \$40 per month. She advised she cannot afford this increase. Chief Nohr advised her we are working to reset the rating as soon as is possible. The information about the lid lift and changes to insurance premiums has not yet been published in The Reflector. Commissioner Bartel reported he received a letter from the gentleman who contacted Chief Nohr about the significant increase in his premiums. He is forming a Citizen Committee with his neighbors to investigate the issue as to how it happened and what the district is doing to open the station sooner than has been discussed.

CITIZEN COMMENTS

None.

STANDING COMMITTEES

Clark County Risk Management Group

No meeting. No report.

EMS Council

No meeting. No report.

Fairgrounds Fire Facility Board

No meeting. No report.

Finance Committee

Met earlier today to review the preliminary 2018 general fund operations budget. A staff report outlining the major changes was provided for review.

RFA Committee

No meeting. No report.

Commissioner Updates

Commissioner Bartel has the lead on the Fire Chief performance review process. An executive session will be held before the end of the year to go over the results with the Chief. Commissioner Babcock advised he has completed his CERT training and will be providing information to staff on the program. WFCB Conference recap will be provided at the next meeting.

STRATEGIC PLAN UPDATE

Chief Nohr reviewed the staff report covering the Q3-17 Strategic Plan Update. Chief Jackson provided additional information on Captain Eric Lawrence's efforts in coordinating with the Aging and Disability Resource Network and the SW Accountable Community of Health Organization.

Commissioner Ayers recused himself at 4:32 p.m. for another obligation.

Commissioner Kolke recessed the meeting at 4:32 p.m. to open the 2018 Revenue Hearing. Confirmed for Commissioner Bartel that the additional \$1.266M in tax revenue does include new construction. No public comment. The Revenue Hearing was closed at 4:34 p.m.

Meeting resumed at 4:34 p.m.

POLICY REVIEW – 550.10.01 COMPUTER USAGE

Chief Nohr confirmed that there were no substantive changes to the policy presented at the October 12 meeting. A more comprehensive draft was discovered during the update. It was drafted by legal counsel in 2012, but did not make it to the Board for formal adoption. Recommendation to let the existing policy stand as written and bring the updated forward for review, update and adoption at another meeting. Board concurred.

NOVEMBER 23 MEETING RESCHEDULE

The second regular meeting in November falls on Thanksgiving (November 23). Options are to reschedule or cancel the meeting. Following discussion the meeting was moved to Monday, November 27 at 4:00 p.m.

OLD BUSINESS

Chief Nohr clarified information he emailed out following the passing of Brian Dollar over the weekend. Brian was the son of long-time Commissioner Linn "Penny" Dollar.

LATE ADDITIONS

Chief Nohr updated the Board on a shift schedule change proposal by Local 3674. A majority of the Local is interested in moving to a 48/96 schedule. Staff and the Union E-Board are investigating options that would work well for both groups. The proposal could lead to union concessions allowing the district to staff Station 22

much earlier than planned due to a redeployment of the crews. Looking at a number of other Washington agencies already using this schedule. Following a question from Commissioner Town, Local 3674 President Travis Smith confirmed that the body did actually vote and a majority approved a trial of the 48/96 schedule. Smith commented it was a good time as 2018 is the last year of the current contract. Schedule changes could be addressed in an MOU and made permanent, if desired, in the new contract.

CITIZEN COMMENTS

None.

EXECUTIVE SESSION

None.

No further discussion. Meeting adjourned at 4:49 p.m.



Attest, John Nohr
Fire Chief/District Secretary

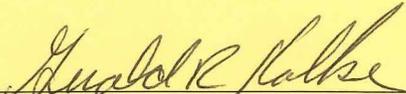


CLARK COUNTY FIRE & RESCUE CONSENT AGENDA October 30, 2017

1. Minutes – October 12 General Meeting
2. Pre-paid Invoices
 - \$ 27.74 (FFFB)
 - i. Check No. 17949
3. Current Invoices
 - \$ 5,067.68 (FFFB)
 - i. Check Nos. 17950 – 17953
 - \$ 30,810.24 (CCFR)
 - i. Check Nos. 17954 – 17983
4. Approved Commissioner Stipends Payable October 31

Name	For the Period September 16 thru October 15					Educ	Other	Total
	Regular Meeting	Committee Meeting	RFA Mtg	Assn Meeting				
Ayers	2							2
Babcock	2							2
Bartel	2							2
Chunn	2							2
Johnson	1							1
Kolke	2							2
Lester	2							2
Town	2							2

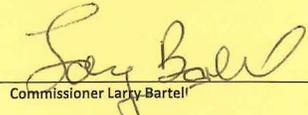
5. Payroll
 - October 1-31 to be paid October 31
 - i. \$ 479,411.99 Gross
 - ii. \$ 313,795.88 ACH net
 - iii. \$ 4,123.09 Payroll Warrant net
 1. Check Nos. 6042 – 6066
 - iv. \$ 0.00 Payroll VOIDED
 - v. \$ 75,042.11 941 Tax Deposit (to be paid November 1)
6. Voided/Destroyed Claims/Payroll Warrants
 - None



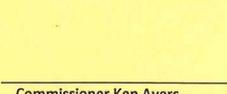
Commissioner Jerry Kolke – Chair



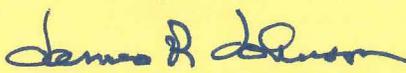
Commissioner Stanley Chunn – Vice Chair



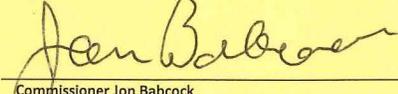
Commissioner Larry Bartel



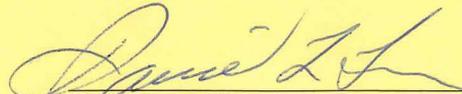
Commissioner Ken Ayers



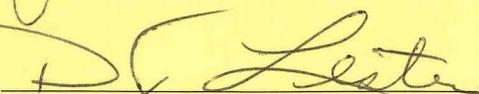
Commissioner James R. Johnson



Commissioner Jon Babcock



Commissioner David Town



Commissioner David Lester

Staff Report



To: Commissioners

From: Chief Nohr

Date: October 30, 2017

Re: Strategic Plan Update Q-3 2017

The following are actions and efforts that took place in the 3rd Quarter of 2017 in support of our Strategic Plan. Staff and members have been active in implementing several of the action items in the plan. The items worked on this quarter include:

Action Item 1- Implement a planning and personal development tool for all members

Lead: Mike Jackson

A planning tool for discussion and documenting personal development has been developed and discussed with the Battalion Chiefs. The tool has been distributed to the Battalion Chiefs and is being used gather preliminary information to assist in staff development and planning. The tool will be adjusted as needed for subsequent planning cycles. In coordination with the BC's, we have outlined the desired knowledge, skills, and abilities along with how to obtain them for promotion to Captain and Battalion Chief positions. The Captain promotional process has been fully outlined with clear components for evaluation.

Action Item 3- Develop and deliver acting Battalion Chief Curriculum

Lead: Mike Jackson w/ BC's

The current guidebook for job functions of acting BC's has been updated by Chief Lange. Chief Graham is taking the lead to develop a process for BC testing and evaluation of potential acting BCs. Once the needs are clearly identified, we will develop the planned curriculum and testing tools to evaluate future acting officer abilities in the defined areas. We have identified key knowledge, skills, and abilities, along with requisite training, education, and experience levels to obtain them. This is being formulated into the promotion process to provide planning tools and recommended courses for members desiring to test and promote to the BC level.

Action Item 4- Develop and deliver acting Captain Curriculum

Lead: BC Max Konkright

This project has started and we are currently working to identify the critical job functions that need to be addressed and evaluated for future acting officers. A testing process and defined

pre-requisite curriculum will be developed and coordinated with HR to establish a candidate pool for acting and regular Captain positions. We have identified key knowledge, skills, and abilities along with requisite training, education, and experience levels to obtain them. This has been formulated into the promotion process to provide planning tools and recommended courses for members desiring to test and promote to the Captain level. The material to be evaluated in the promotion process has been clearly outlined.

Action Item 5- Develop or update job descriptions for all positions to accurately reflect current expectations

Lead: Christi Linn

All positions that should have job descriptions on file have been identified and the list has been approved by Chief Nohr. We have also completed the research to identify all existing job descriptions that need to be reviewed and possibly revised as well as those that need to be created from scratch. Christi has created a spreadsheet to track the status and progress of each one. Once it is determined who will be responsible for reviewing, revising or creating each job description, the existing document or a new template will be emailed to the responsible party along with a target completion date for the first draft. Christi will track the progress of each one on the spreadsheet.

Action Item 6- Develop a district-wide staffing and deployment plan

Lead: Mike Jackson

We have been assessing response and deployment data for consideration of changes to deployment. Work by Captain Lawrence with the SW Washington ACH (Accountable Community of Health) have established a relationship and laid some groundwork for possible grant funding of a dedicated low acuity response unit.

Action Item 7 and Action Item 22- Establish EMS response program to meet the needs of the District / Collaborate with partners for effective low acuity EMS response:

Lead: Mike Jackson

Captain Eric Lawrence and Mike Jackson have begun outreach and investigation into existing models to address low acuity responses and effective follow-up for patients with chronic and environmental issues. We have engaged the council for aging and disabilities as a partner and are working to develop some steps for consideration in the coming budget year. Various existing service models are being looked at and we are engaged in discussions with Kaiser Health and our neighboring districts that have similar interests. We have a form available as a

first step that will formalize a referral program for appropriate follow-up care from diverse resources to be coordinated by Kaiser and the Aging and Disabilities Resource Network.

We are drafting a plan in coordination with the MPD to possibly utilize a single resource paramedic level responder to address low acuity responses and patient follow-up to help ensure the patient is connected with the right resources; unnecessary repeat 911 calls are decreased; and unnecessary ambulance transports to the Emergency Department are avoided in favor of other services that better meet the needs of low acuity patients.

We have worked closely with the staff at the newly formed Southwest Washington Accountable Community of Health Organization that is charged with addressing Medicaid reform and addressing the opioid epidemic. This group is working with us to possibly fund a trial program for a designated low acuity response unit that could address low acuity pre-hospital response, in home assessment, appropriate care referral, and follow-up assessments. They have indicated that program funding may be available as early as 2018 for a program trial. We are currently the only EMS organization working with this group to jointly address EMS response needs and concerns.

Action Item 10- Staff a Response Unit in the Charter Oak Station by 2019

Lead: Mike Jackson

DVC Jackson is working with Ops staff to update our promotional process. We are working with HR and the Chief to define our next hiring process for inclusion of Paramedic level candidates. The District was successful regarding Proposition 1 to restore funding to the previous levels of \$1.50/\$1,000 AV. The current budget planning cycle is focused on continuously staffing station 22 as soon as practical in 2018. Station 22 continues to be staffed when the District staffing level is two above minimum.

Action Item 13- Update and standardize Standard Operating Guidelines (SOGs) to meet current hazards

Lead: Dean Lange

Chief Lange has implemented a process for SOG review and formal adoption. The process is in use and we are targeting one to two SOGs for update each week. Approximately 20 SOGs have been recently updated to reflect needed updates with our Blue Card Command System and other changes. This work will continue into 2018.

Action Item 14- Update and implement a formal pre-incident inspection and information program

Lead: Max Konkright

Chief Konkright has worked with Firefighter Brooks to develop a simple, easy to use pre-planning tool for use by all companies. Introductory videos have been developed and the tool will be deployed in the 4th Quarter with regularly scheduled pre-plan completion scheduled throughout 2018.

Action Item 15- Review the current rescue vehicle response model

Lead: Mike Jackson

The initial model has been evaluated and concerns were brought to light regarding the adequacy of existing vehicles to work effectively given current staffing and equipment needs. Additionally, a number of responses occurred where the initial unit was in a rescue without fire and rescue equipment that was needed and response to change vehicles was not practical. It has been clearly identified that under the current staffing model, any primary response vehicle will need some basic fire firefighting equipment and a passenger compartment configuration suitable for 3-4 members with gear. Future fleet planning will consider eventual replacement of brush vehicles with vehicles well suited as a primary response unit for EMS and minor fire incidents. Appropriate fleet planning will be coordinated with administrative services this year. The program will be further re-evaluated if staffing levels at individual stations change. Current planning under action item #7 will also give consideration to smaller/simpler vehicles with dedicated staff to address low acuity EMS responses.

We have done some preliminary evaluation of mini-pumper type vehicles that could be implemented to decrease response costs for non-structure fires and extend the service life of class-A structural firefighting apparatus. Options will be considered for development of the fleet replacement plan.

Action Item 16- Assess needs for funding of capital equipment

Lead: Kathy Streissguth

Kathy attended several debt management/information training sessions at the State Finance Officers Conference in September. Reviewing funding options and related costs available to the District. A meeting is scheduled with a Financial Advisor (no cost) to discuss the opportunities and limitations of bonding through the open market. Will also communicate with banking representatives on loan options. This will give her the tools to develop a funding plan

when the required apparatus, equipment and facilities list is complete and a new replacement schedule is formalized.

Action Item 20- Formalize a long-term relationship with the City of Woodland to replace short-term contracts

Lead: Nohr **Support:** Jackson

CCF&R proposed language for a 25-year contract with the City of Woodland earlier this year. A caveat in the proposed contract call for the City to move toward annexation into the District. The Woodland City Council unanimously supported the plan in a vote on July 31. The CCF&R Board of Commissioners voted in favor of the plan at an August meeting. While work will continue over the next several years to support this contract, Action Item 20 of the Strategic Plan is now considered complete. I would like to reiterate that DVC Jackson's work on this issue and continued relationship building in Woodland has been extremely complimentary to this process.

Action Item 23- Maintain relationships and expand opportunities with major partners

Lead: Nohr **Support:** Division Chiefs

Chief Officers and staff continue to look for opportunities to expand participation with our community partners. CCF&R provided class space and instructor time to recertify police officers from Ridgefield and La Center in CPR and blood borne pathogens. This is part of annual training in which all police officers must participate. In addition, CCF&R has provided training to employees of the ilani Resort. CCF&R is also working with members of the Cowlitz Tribe to identify grant opportunities and funding.

Action Item 25- Evaluate the CCF&R public website for ease of use and information retrieval

Lead: Dustin Waliezer

A committee is currently being formed from a cross section of staff that will research current standards and best practices for websites to updates ours to a more user friendly and complete site. The committee will spend most of the 4th quarter doing its evaluation so that a proposal for a new site can be submitted sometime in the first half of 2018.

Action Item 32- Evaluate our Fire Cadet Program for potential enhancements

Lead: Dan Ferber

Cadet program enrollment is up from the prior year. Five cadets from the school year ending in 2017 have transitioned to resident, volunteer, and intern roles. Firefighter Ferber is looking at adjustments to diversity the program with greater offerings to Second Year students and additional opportunities to collaborate with programs at Districts 3 and 6.

Action Item 44- Maintain the district mileage rate at the amount necessary to provide appropriate service level to the district

Lead: Nohr

The Board of Commissioners voted on April 13 to place a levy lid lift proposal before our citizens. The proposal would allow the District to collect up to \$1.50/thousand of assessed value for a period of six years, within certain limitations. Public meetings were held in July to seek citizen input and a FAQ mailer was distributed to voters. In addition, CCF&R made multiple successful efforts to release information through local media. On August 1 the lid lift passed by a 2-to-1 margin.

Action Item 45- Develop and adopt financial policies and procedures

Lead: Kathy Streissguth

Draft financial and debt policies are complete and under review by Chief Nohr.

Action Item 49- Identify and purchase a site to replace the current Station 24

Lead: Chief Yager

Of the several potential sites that would work well for replacement of the current Station 24, we are concentrating on the one that appears to fit the needs of the District the most. We continue to work with the owners on drafting a potential agreement. Our architect and Civil Engineer have completed some preliminary evaluations of the site and determined that it will work well. The appraisal for the current Station 24 facility has been completed and came back at \$800,000. Several parties have shown an interest in the property.

Action Item 50- Collaborate with the City of Woodland on the replacement of Station 29

Lead: Yager **Support:** Nohr, Jackson

The City of Woodland had approximately \$1 million dollars left over from a previous public safety bond. It was earmarked to be used to help replace the existing fire station on Davidson Street in downtown Woodland. However, it was determined that the funding was insufficient to build a full fire station. The Woodland City Council then moved to bond an additional \$500,000 to put toward the project. With that in mind, plans were drawn up for doing the groundwork for a full station, plus a partial apparatus bay and a modular building for firefighter quarters until the station could be completed at a later date. The contract was signed in April 2017 with a 180-day construction timeline. Construction has moved forward, but was not completed in the 180-day target. The groundwork has been completed and the apparatus bays have been built. The modular building is in place and finishing work is being completed at this time. It is anticipated that this phase of the project will be completed in November with crews moving in as soon as practical.

Action Item 54- Identify and adopt a wellness program for all employees

Lead: Nohr **Support:** Lange

A comprehensive employee wellness program has many components that can take years to implement. While we have not identified all of the components that CCF&R's program will contain, a major milestone was achieved toward development of a wide-ranging with the implementation of our Peer Support Team. Eight employees, including sworn and non-sworn personnel, attended three days of detailed training on how to implement and maintain a Peer Support Team. These employees are now available to other employees as a resource during difficult events. Further information will come forward as the team matures into their new roles.

Action Item 56- Provide a consistent testing schedule and procedure for promotions

Lead: Christi Linn

The committee has completed the review process and solidified our plan to test and hire new firefighters with Public Safety Testing. The benefit of using PST is that we will always have a fresh list to pull candidates from. We will ensure that sufficient notice of intent to hire is given through PST and the District website to allow candidates to take a test prior to pulling a list. We are currently in the process of creating a testing announcement and schedule for 2018 to hire up to 7 firefighters. A huge thank you to Captains Leavitt and Ryan for their assistance with this project. This concludes the Administrative Services portion of Action Item 56 of the Strategic Plan.

Budget Code	Title	2017 Budget Adopted 11/16	2017 YTD as of Sept 30, 2017	2018 Proposed	Notes
REVENUE					
Tax Revenue					
311 10 00 000	Property Taxes	\$ 6,289,150	\$ 3,709,916.11	\$ 7,570,000	+\$1.28M from lid lift
311 10 12 000	Admin Refund	\$ 14,950	\$ 8,634.19	\$ 200	No 2018 admin refund when at \$1.50/\$1K - estimate for delinquent taxes
311 10 22 000	Land Use Tax	\$ 50	\$ -	\$ 50	
337 00 00 001	Leasehold Excise Tax	\$ 2,500	\$ 4,532.33	\$ 4,550	Use 2017 estimate
337 00 00 002	Timber Tax	\$ 2,500	\$ 2,080.05	\$ 2,500	
332 15 60 000	Federal In Lieu Taxes	\$ 4,000	\$ 4,259.63	\$ 4,250	Use 2017 estimate
Federal & State Grants (Direct/Pass Through)					
333 97 05 060	MEX - DHS Port Security Grant (97.056)	\$ -	\$ 2,704.99	\$ -	AT RISK Marine Program
334 04 90 000	Grant - WA Dept of Health	\$ 1,300	\$ 1,270.00	\$ 1,300	EMS & Trauma Grant
334 06 90 000	Grant - BVFF	\$ 500	\$ -	\$ 500	(5) Exams @ \$100
Misc Revenue					
341 75 00 000	Beverage Service	\$ 50	\$ -	\$ -	None anticipated
341 81 00 000	Duplication Service	\$ 200	\$ 120.00	\$ 200	
Contract Revenue					
342 21 00 000	Cowlitz Indian Tribe	\$ 140,000	\$ 140,000.00	\$ 210,000	2018 Contract - 2019 to be negotiated
342 21 00 001	Public Safety - Schools & Agencies	\$ 7,000	\$ 3,305.10	\$ 10,000	Woodland, La Center, Ridgefield Schools, Scale House, Paradise Park, Refuge, DOT
342 21 00 017	Public Safety - Cost Recovery Program	\$ 5,000	\$ 4,781.95	\$ 5,000	
342 21 00 091	Public Safety - City Of Woodland	\$ 966,000	\$ 724,410.75	\$ 1,072,500	Contract Estimate with Clark/Cowlitz Prelims
342 21 00 xxx	Prevention - Fire Marshal			\$ 25,000	Plans Review, Permitting, Inspections
342 21 00 099	Public Safety - Misc	\$ 50	\$ -	\$ 50	
Misc Revenue					
361 11 00 000	Interest - Fund 6228	\$ 11,400	\$ 11,092.63	\$ 15,000	
362 00 00 040	Short Term Facilities Lease/Rent	\$ 50	\$ -	\$ -	None anticipated
362 00 00 050	Long Term Facilities Lease/Rent	\$ 6,000	\$ 3,600.00	\$ 6,000	AMR \$400/mo BIB \$100/mo
367 11 00 001	Private Contributions (AT RISK)	\$ 500	\$ 34.04	\$ 500	
367 11 00 002	Private Contributions (Dedicated)	\$ 28,500	\$ 16,134.00	\$ 16,000	\$3500 Banquet Donations, \$12500 ENCORE
367 11 00 003	MFSA Training Grant - Marine Program	\$ 2,000	\$ 500.00	\$ -	AT RISK - NON FEDERAL FUNDING
369 10 00 000	Sale of Junk/Salvage	\$ 500	\$ -	\$ 150	Scrap recovery
369 91 00 000	Prior Yr Refunds/Other Misc	\$ 2,500	\$ 4,268.00	\$ 3,600	VISA Rebates

Budget Code	Title	2017 Budget Adopted 11/16	2017 YTD as of Sept 30, 2017	2018 Proposed	Notes
395 10 00 000	Sale of Capital Assets	\$ 10,000	\$ 9,885.00	\$ 5,000	
395 20 00 000	Ins Recoveries - Capital Assets	\$ 15,000	\$ 13,398.55	\$ 5,000	AT RISK - tied to 522 60 48 009 Insured Vehicle Repair
398 00 00 000	Ins Recoveries - Other	\$ 2,500	\$ 69,286.89	\$ 12,500	LT Disability & L&I Wage Reimbursements
Interfund Transfers					
397 00 00 022	Transfer In - Fund 6222	\$ 300	\$ 300.00	\$ 300	Debt Service Fee Reimb Voted Debt 2005R
397 43 00 000	Prog Mgmt O/H - Cadet Prog	\$ 5,400	\$ 4,050.00	\$ 5,400	Cadet O/H \$2400, SCBA Maint \$3K
397 50 00 000	Interdept Lease - Cadet Program	\$ 7,500	\$ 5,625.00	\$ 7,500	Cadet St26 use @ \$625/mo
Wildland					
342 21 00 004	Wildland - DNR/WSP (AT RISK)	\$ 122,000	\$ 188,826.00	\$ 122,000	Placeholder - allows for \$15K over expenditures
342 21 01 004	Wildland - DNR/WSP (Prior Yr)	\$ -	\$ -	\$ -	All 2017 invoices anticipated to be paid in 2017
Cadet Program					
334 01 30 002	Grant - WSP (Cadets)	\$ 13,200	\$ 24,000.00	\$ 9,600	Program revenues match program expenditures - budgeted as cost neutral
342 21 00 006	Cadet Prog - CCFR Tuition	\$ 84,300	\$ 62,382.24	\$ 92,750	
342 21 00 008	Cadet Prog - Lab Fees	\$ 3,650	\$ 3,360.00	\$ 2,050	
Training Division					
342 21 00 009	Training Burn Fees	\$ 5,000	\$ -	\$ 1,500	
TOTAL REVENUE		\$ 7,753,550	\$ 5,022,801	\$ 9,210,950	

Staff Report



To: Board of Commissioners
From: Chief John Nohr
Date: October 30, 2017
Re: 2018 Budget

The 2018 budget proposal includes the following:

REVENUE INCREASES

\$1.266M new tax revenue (with minimal Admin Refund due to the \$1.50 cap)
\$2K Leasehold Excise Tax (more govt property has been rented out)
\$70K Cowlitz Tribe – 3rd year of contract
\$106,600 City of Woodland – estimate at \$1.50/\$1K
\$25K Fire Marshal service fees
\$4K interest (used 2017 estimate)
\$1K VISA rebates
\$10K anticipated Disability Insurance recoveries
Reduced Asset Sales by \$5K

EXPENDITURES

PERSONNEL

Admin – Chief, (3) DVC, Finance, HR/Payroll, Admin Asst, PT Secretary
Line – (3) BC, (16) FF/EMT, (8) FF/EMTP (9) Fire Captain, (3) EMTP Captain
 \$16K – added (2) EMTP in 2017
 \$368K – (7) new hires August 1
 \$6K – promote (3) captains August 1
Training – continue (1) training captain
\$12K – PT prevention position continued post grant & (1) intern
\$78K – 9.3% increase in Kaiser premiums & 5% increase in PPO premiums
\$266K – 4% COLA
\$15K – add to leave fund
Board expenditures reduced to reflect the change to 6 members

PROGRAMS

\$15K – add (3) TRT members: training, equipment
\$6200 – public newsletter
\$32K EMS training
\$100K – (7) new hires – training, uniforms, PPE, testing/hiring
\$34,500 – mandatory SCBA upgrades
\$4,500 – prevention equipment, supplies & training
\$45K – apparatus maintenance
No significant changes to facilities, EMS Ops, Marine Ops, Fire Training

CONTRACTS

\$20K Architectural Services – St24
\$6K Grant Consulting