

TERRELL FIRE DEPARTMENT

ACE REPORT

ANNUAL CHIEF'S EVALUATION

2023



SHANE LECROY, FIRE CHIEF

AUGUST 8, 2024



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INTRODUCTION:

This is the fifth edition of the Annual Chief's Evaluation (ACE) Report which is a review and evaluation of the department's professional progression from the perspective of the Fire Chief. The intent of this report, as well as all previous reports, is to provide department members with a historical source of reference on the department's continual evolution in response to an ever-growing demand for its services.

Our department's goals provide us with a "road map" for this evolution and our budget is the vehicle needed to get us there. We will critically evaluate the progress made on each goal as well as identifying and/or refining additional goals for the upcoming year.

It is extremely important that all members understand our strategic progression if we are to continue to grow our service capabilities and fulfill our stated mission "To provide the highest quality of fire suppression, emergency medical, fire prevention/education, fire code enforcement, and disaster services to the citizens of Terrell".

"THE BEST WAY TO PREDICT OUR FUTURE IS TO CREATE IT".

ABRAHAM LINCOLN





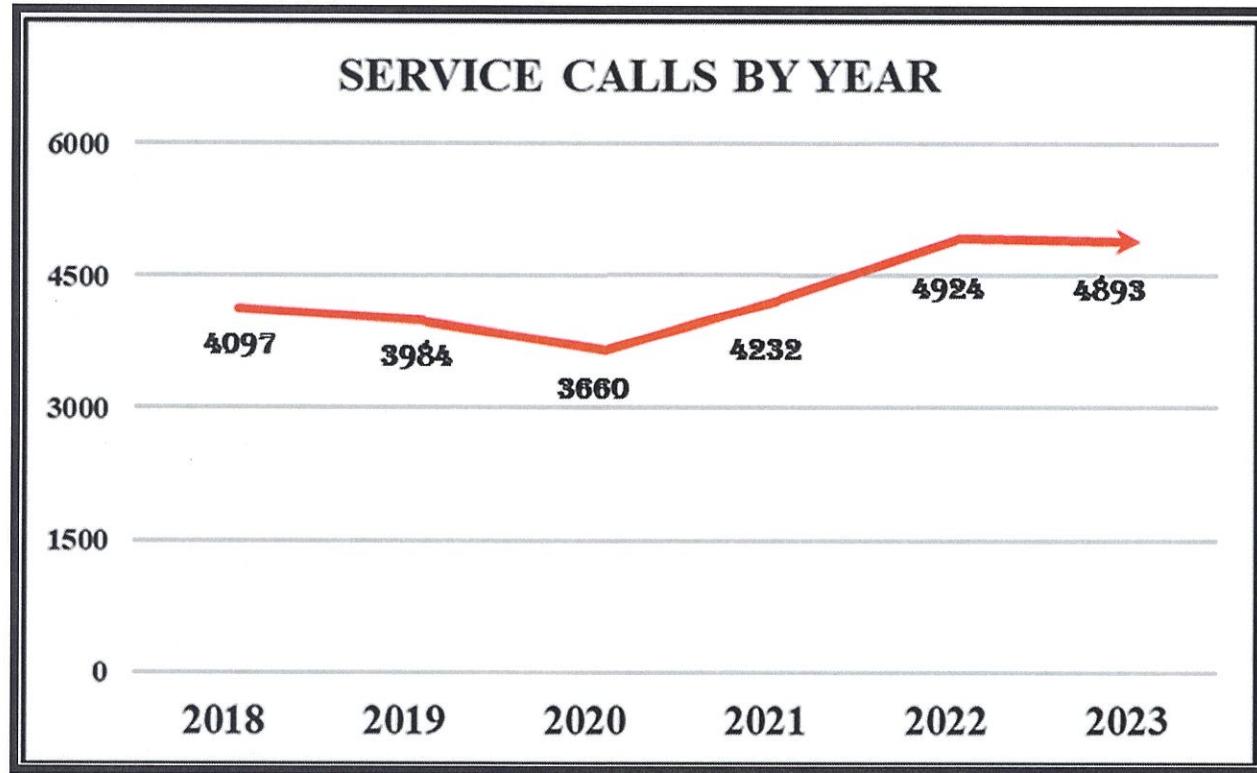
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END OF YEAR STATISTICAL INCIDENTS SUMMARY:

INCIDENT COUNT	
INCIDENT TYPE	# INCIDENTS
EMS	3783
FIRE	1110
TOTAL	4893



YEAR	INCIDENTS
2019	3984
2020	3660
2021	4232
2022	4924
2023	4893



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TURNOUT TIMES:

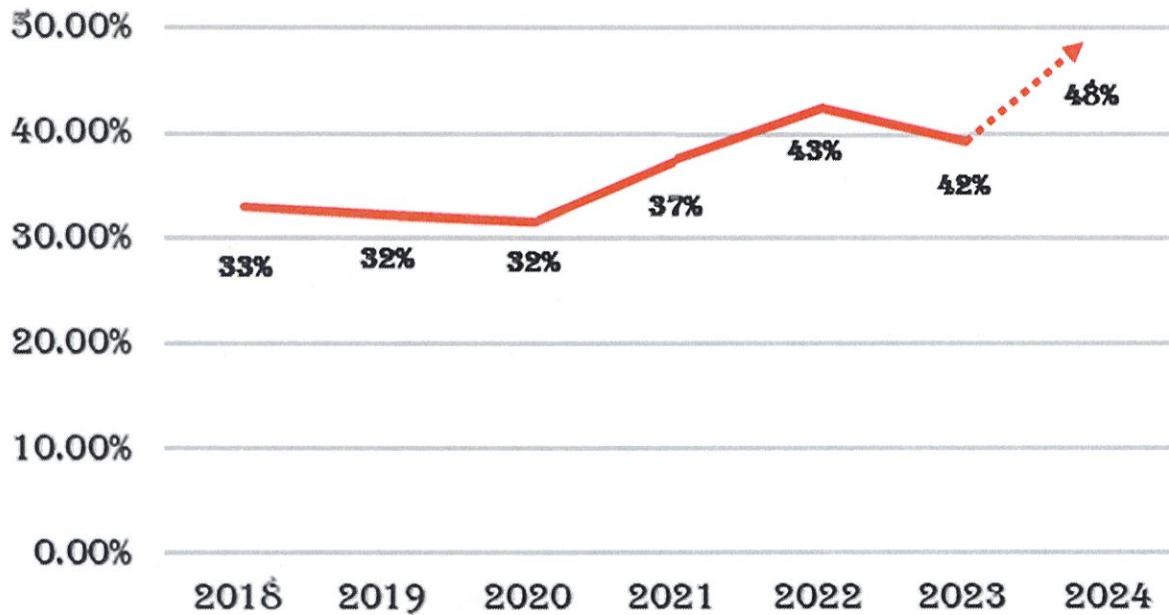
LIGHTS AND SIREN - AVERAGE TURNOUT TIME (DISPATCH TO ENROUTE)		
Station	EMS	FIRE
Station 1	0:00:44	0:00:46
Station 2	0:00:50	0:00:51
AVERAGE FOR ALL CALLS		0:00:52

LIGHTS AND SIREN - AVERAGE RESPONSE TIME (DISPATCH TO ARRIVAL)		
Station	EMS	FIRE
Station 1	0:05:57	0:06:45
Station 2	0:06:36	0:06:37
AVERAGE FOR ALL CALLS		0:06:28

OVERLAPPING CALLS:

OVERLAPPING CALLS	
# OVERLAPPING	% OVERLAPPING
4890	42%

OVERLAPPING CALLS





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PROGRESS REPORT on 2023 GOALS:

We have made good progress towards completing our goals set for 2023. We were able to complete a vast majority of the goals identified for 2022 and 2023. As mentioned earlier, our department's goals provide us with a "road map" to where we are headed, and each completed goal moves us closer to our designation.

2023 Goals:

1. *Stimulate Professional Development and provide growth opportunities for both the Department and its members.*
 - a) Utilize anticipated raises for the 10-city survey used to gauge department salaries.
(100% Completed)
 - b) Receive approval to promote 3 Driver/Engineers and **4** Captains in anticipation of the opening of Fire Station #3 in FY 25 **(80% Completed)**
 - c) Receive the council's approval to apply for FEMA's FY 22 SAFER Grant in February 2023 for 10 firefighters needed for Fire Station #3. **(100% Completed)**
 - d) If awarded FEMA's SAFER Grant, hire an additional 10 firefighters for station #3. **(Not Successful)**
 - e) (Credentialing) Ensure all personnel in promoted positions meet the requirements defined in SOG 210.0.0 Promotional Process and Position Qualifications. **(72% Completed all Total)**
 - f) Continue to expand/improve our Fire Department training offerings **(100% Completed)**
 - g) Complete the review and revisions of all department SOGs (Best Practices) **(90% Completed)**
2. *Current fire station locations, design, and numbers.*
 - a) Finalize the new fire station design/build process **(100% Completed)**. Begin building Fire Station #3 in October 2023 **(Revised to October 2024)**
 - b) Negotiate the purchase for the land required to build Station #3 **(100% Completed)**. Identify land purchase opportunities for Fire Station #1, #2, and Training Facility with Fire Admin. **(Not Completed)**
 - c) Receive council approval to purchase land **(100% Completed)**
3. *Establish an effective Apparatus Replacement schedule.*
 - a) Order new fire apparatus **(100% Completed)**
 - b) Purchase new Brush Truck **(100% completed)**. Receive new Brush Truck and place into service **(100% Completed)**.



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- d) Purchase new Blocker Truck (**100% Completed**). Receive new Blocker Truck and place into service (**100% Completed**).
- 4. *Provide the Department's Fire Prevention inspection program with the resources needed to carry out its enhanced fire safety initiative.*
 - a) Begin shift based inspections and fire pre-plan program. (**20% Completed**)
 - b) Work towards having all commercial businesses inspected annually (**25% completed**).
 - c) Implement a pre-fire planning program (**90% Completed**)
 - d) Draft prevention SOGs (**20% Completed**).
- 5. *Provide the Department's EMS with the support and oversight required for its newly attained ALS (Advanced Life Support) designation.*
 - a) Have all ZOLL monitors covered under a single warranty. (**100% Completed**)
 - b) Develop methods to document and track our EMS transport agency's response time within the city. (**100% Completed**)
 - c) Explore options to address the increasing response times of our EMS transport provider (**50% Completed**).
 - d) Finalize a revised contract with our EMS transport Agency (**75% Completed**).

2023 GOALS SUMMATION:

Our five (5) goals for 2023 contained 21 individual objectives. The successful completion of these objectives was and is significantly influenced by our approved budget. It is important to understand that although goal objectives are set for a single calendar year, these objectives are subsidized by two concurrent fiscal year budgets. It is for this reason each year's objectives build upon the previous year's objectives and our 5 major goals remain consistent from year to year.

In 2023, 13 objectives were fully completed, 6 objectives were over 50% completed with only 3 objectives were below 50% completed and one objective was unattainable.

The Department's first stated goal "*Stimulate Professional Development and Provide Growth Opportunities for both the Department and its Members*" contained seven (7) objectives for 2023. Of these seven, 3 were completed, 3 were over 50% completed and one was unable to be attained.

One of our successfully completed objectives included an across-the-board salary increase of 5% in November 2023 with an increase to our firefighter's starting salary (\$62,000 annual) occurring in February 2024. The success of these increases is directly related to our 10-City survey prepared and presented during the city council's budget retreat. The bump in the Firefighter step one annual salary resulted in an increase of approximately 2.5% to all other steps and ranks. Individuals who were not stepped out in their current rank would then see another 2.5% increase on their



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anniversary date equating to a total salary increase of 10% to be received. To ensure all personnel would receive this 10% increase, individuals who were already “topped-out” in their respected ranks would/will receive a one-time 2.5% lump sum payment on their upcoming position anniversary date. Although this is a “one time” only lump sum payment that will not continually influence their future annual salary, it does demonstrate the city’s acknowledgement of fire department salaries and their commitment to ensuring all members are considered when increases are provided.

Our objective to receive approval to promote 3 Driver/Engineers and 4 Captains in anticipation of the opening of Fire Station #3 has continued to move forward. This objective is identified as being 80% complete since its success is contingent on the final FY 25 budget. It has been presented on several occasions to the city council as part of our overall preparedness initiative for the staffing and opening of Fire Station #3. Also included in this promotion proposal is the addition of a captain’s position for the EMS Manager assignment. I have not received any indication from the council or city administration that this objective will not be successful, and funding approved in the FY 25 budget.

Also considered successfully completed was our objective to apply for FEMA’s FY 22 SAFER Grant for the 10 firefighters needed for Fire Station #3. This objective was contingent on the approval by the city council to approve our request to make an application to FEMA and if awarded the grant, accept the award and move forward with the hiring process. Resolution 2058 granted the Fire Department permission to move forward with the application process which we did.

However, On December 7, 2023, we received official notice from the Federal Emergency Management Agency’s (FEMA) Grant Program Directorate, that our SAFER (Staffing for Adequate Fire and Emergency Response) grant request was not selected for funding. FEMA stated that they had received over 1,500 application requests totaling close to \$3 billion in requested assistance for the FY 2022 grant program. The large number of requests made the year’s funding opportunities highly competitive and very selective. Although we had an overall good application rating, we did not rank high enough for the FY 22 funding. This resulted in us being unable to obtain our objective to hire 10 personnel in 2023 as planned.

The next objective evaluated deals with our efforts to credential personnel in their promoted positions and/or ranks as defined in SOG 210.0.0 Promotional Process and Position Qualifications. Overall, this objective is 72% complete with very good movement in 2023 towards its 100% completion. To date, the percentage of completion for each department initiative is as follows: FTO (Instructor certification) = 92% Completion; DOP = 100%; FOI = 71%; FOII = 55%; Blue Card IC = 91%; ISO = 18%; and HZMIC = 75%. The increases in each certification initiative seen each year demonstrate our personnel’s overall commitment to their professional development and the progressive attitude of this department.

The department’s stated objective to continue to expand/improve the Fire Department’s training offerings has been identified as completed but will always be on-going. In 2023, personnel have attained additional certification in a variety of training initiatives such as confined space, high angle, wildland firefighting. The department will continue to provide opportunities for personnel to expand their skills and knowledge in areas beyond the routine and/or status quo. This



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commitment to invest in our personnel will pay dividends to the department and make our citizens the beneficiaries.

The final objective stated for goal one was to complete the review and revisions of all department SOGs to assist in our Best Practices preparation. The objective is 90% complete and we will continue with moving forward with it as we move closer to making application for Best Practice recognition. Best Practice recognition is awarded by the Texas Fire Chief Association to cities meeting/achieving requirements set forth as industry standards. The process required to receive this recognition is as, if not more, important than the recognition itself. It demonstrates a department's commitment to follow professional standards and provide acceptable services to the citizens it is charged with protecting.

Finalizing the new fire station design/build process is an objective under our second major goal. This objective encompasses the overall processes which must be completed to begin the actual building of a new fire station. Within these processes is to finalize the location and purchase the land which completed in July of 2023. Fire Station #3 is to be located on the corner of Rexel and Apache. Most important in the new fire station process is determining the source of the funding to build a new facility. In August 2023, Resolution 2095 was approved by the council that allows for the debt issuance to include the Fire Station #3 project. Also occurring in 2023, Task Order #1A & 1B (2023C-01 Fire station #3) & Task Order #1A & #1B (2023C-02 Fire station #2)– covered preconstruction services including programming, schematic design, value engineering and design development. (First reading Sept. 19, 2023).

Included within our second goal were the objectives to begin construction of Fire Station #3 and acquiring the land for a Fire Training Facility with accompanying Fire Administrative Building. These objectives are considered not completed for 2023 but will be revised to be part of our 2024 objectives since actions are underway to begin construction on Fire Station #3 and negotiations are continuing for a proposed Fire Training Facility.

Our goal 3 pertains to adherence with an apparatus replacement scheduled developed back in 2018. The objectives for the goal were all completed for 2023. In January 2023, the council approved the purchase of 2 new Fire Engines. One of these Engines will replace our in-service 2016 Engine so that it can be moved to a reserve status and our out-of-date 2000 E1 can be replaced. The other new Engine will be purchased and assigned to Fire Station #3. Both Engines are tentatively scheduled to arrive for service in November 2024.

Also included in goal three's objectives were the purchase of a new Brush Truck and the purchase of a Blocker Truck which was awarded through NCT COG grant. Both vehicles have now been purchased, received and placed into service. These new additions will assist in elevating the service we are providing as well as making the scene safer for our personnel and civilians.

Our fourth goal is to provide our Fire Prevention Department with the support needed to carry out its Fire Safety Initiatives. The objectives for this goal support its concept and continue to be on-going. Although progress towards objective completion has been accomplished, additional



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progress will continue to be expected in the years to come. Operational assistance will be expected to continue, when feasible, for activities such as our annual inspection program, so personnel are continued to be encouraged and incentivized to attain their TCFP inspector certification. With the addition of Fire Station #3 to assume some of the response demands, shift personnel should be afforded more availability to assist with Fire Prevention activities. These activities may include shift-based inspections but equally important is pre-fire planning of in-district commercial structures.

As the Fire Prevention Division continues to evolve, alternative methods will need to be researched to ensure continuity and sustainability of fire prevention services. This may include inspections performed by shift inspectors in an overtime capacity and/or the hiring of civilian inspectors to supplement staffing for Fire Prevention community risk reduction activities.

Upon moving from a BLS FRO to an ALS FRO in 2020, the department has received unwavering support from the city council and city administration. This support has materialized in the purchases of advanced EMS equipment, and approval to assign an individual administratively to oversee EMS operations and provide valuable EMS quality assurance (Q/A).

The Department's major goal since moving to an ALS FRO, is to provide continual support and oversight for its ALS EMS program. For 2023, four (4) objectives were defined with this goal in mind resulting in two (2) of the four (4) objectives (50%) being completed in 2023 and the other two (2) objectives still on-going but noting progress towards completion being made.

To ensure the city's investment in newly acquired equipment is protected, a single warranty was sought and successfully attained in 2023 to cover the most expensive equipment we utilize to deliver our services which is our five (5) cardiac monitors and three (3) AEDs.

Also completed specific to our EMS goals was an objective to develop a method to document and track our EMS transport agency's response time within the city. Additions made in CAD now allow us to generate a report that can be compared to CareFlite's data to validate their monthly compliance reports.

EMS objectives yet to be completed but still on-going are the department's exploration to define and revise options to reduce the response times of our EMS transport agency now and well into the future. This objective is directly related to our final objective for EMS which is to revise our governing contract with our selected EMS transport provider. This revision process is necessary to ensure alignment with the department direction, address any current issues, and proactively anticipate possible issues related to the city's growth. We are three-quarters complete with reaching a mutually beneficial contract and project its completion in the upcoming months.



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2023 ACCOMPLISHMENTS:

To emphasize the significance of the accomplishments achieved in 2023, each notable item will be discussed under the specific department division responsible for its success.

FIRE ADMINISTRATION:

For the department to continue its professional progression towards accomplishing its organizational mission, Fire Administration must provide continual leadership, direction and support. Also, and equally as important, Fire Administration must secure the capital necessary to make our mission achievable.

Collectively in 2023, the following accomplishments support our mission and validate our direction.

In January of 2023, the city council approved an additional fire engine to be purchased with our previously approved single fire engine request. At the end of 2022, we received approval in the FY 23 budget to purchase one fire engine so that our aged out 2000 E1 could be removed from reserve status and sold. However, a projected long delivery date due to supply chain issues (COVID), the need for an additional fire engine for fire station #3 and a proposed discount on the purchase of two fire engines compelled the council to approve our request for an additional fire engine. Both fire engines are slated to arrive in November of 2024.

Also in January, a board consisting of department members was formed in preparation of the building of Fire Station #3. These members will provide important input on the design and build of the station. Members representing each rank were chosen and will begin to meet on a regular basis to discuss each phase of the construction process. Their individual perspectives will collectively provide the insight required to construct a Fire Station that will meet current and anticipated future needs.

The city council Approved [Resolution 2058](#) in February 2023 which allowed the department to apply for the FY 2022 FEMA SAFER Grant. Our goal was to receive the grant to fund 10 additional personnel in 2023 in anticipation of the opening of Fire Station #3 in late 2025. If we were successful in the FY 22 grant process, we would apply again in 2024 (FY 23 SAFER Grant) to hire the remaining 6 needed firefighters. Our strategy for splitting the hiring processes into (2) two different cycles was to ensure we maximized the 3 years of salary reimbursement provided by the grant and to properly manage the demands placed on department FTOs and staff to facilitate the new hire's probationary program and department integration.

Unfortunately, in December 2023, we received official notice from the Federal Emergency Management Agency's (FEMA) Grant Program Directorate, that our SAFER (Staffing for Adequate Fire and Emergency Response) grant request was not selected for funding. FEMA stated that they had received over 1,500 application requests totaling close to \$3 billion in



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requested assistance for the FY 2022 grant program. The large number of requests made this year's funding opportunities highly competitive and very selective. Although we had an overall good application rating, we did not rank high enough for the FY 22 funding.

In June of 2023, the city council approved the selection of a Construction Manager Agent (CMA) to manage the construction of several construction projects but specifically, the construction of Fire Station #3. Also, in June the city council approved the publication of notice of intention to issue Certificates of Obligations (CO). This is the first step for the funding of our proposed Fire Station #3.

In July of 2023, we were able to complete and receive the council's approval for the Fire Station #3 land acquisition site located at Rexel Court and Apache Trail. The Initial site for Fire Station #3 was located on Tejas Drive, however an alternate site was needed due to extensions to previous purchasing options in conflict with our construction timeline.

In August, New Technology (Tethered Drone) was installed onto the Battalion Chief's Vehicle to provide the Incident Commander with the ability to have a 360-degree elevated view with thermal imagining capabilities on all emergency scenes. This advancement will enhance the IC's situational awareness and overall scene accountability which will in turn make operating at an emergency much safer for all involved in the mitigation process. The drone also has thermal imaging capabilities which will provide for advanced roof size-ups, roof crew monitoring, and detecting fire progression in attic spaces. The capabilities of this new tech addition will provide an assortment of other applications including but not limited to performing missing person searches, victim searches around roadways and fields, hazardous material identification, and disaster damage assessments.

Also in August, Resolution 2095 was approved by the city council to increase the city's debt issuance (Series 2023C Certificates of Obligation) which allows for the borrowing of funds needed to construct Fire Station #3. Also included in this approval is funding for the renovation of Fire Station #2 and the possibility to purchase the land needed for a Fire Training facility. This CO (certificate of obligation) approval was the critical first step that had to be taken if we are to ensure our ability to keep up with the service demands of an ever-growing city.

From 2018 to 2022, our calls for service have increased by over 800 additional calls for service, which is an increase of 20%. However, the data this is based on may be somewhat misleading. In 2018, the department revised what was to be counted as an emergency incident and was to be considered as an activity. Certain calls for service were moved from an incident call to an activity such as requests for residential home inspections. In doing so, a small drop in call volume was witnessed from 2018 to 2019. Additionally, during the COVID pandemic which started in 2019, calls for service dropped again but quickly rebounded in 2021. Since 2021, the



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department's call volume has risen by 34% which provides a better point of reference of what we may experience in the future.

In October we seen approval of our first task order approved for the construction of Fire Station #3 and the renovation to Fire Station #2. Task Order #1A & #1B (2023C-01 Fire station #3) & Task Order #1A & #1B (2023C-02 Fire station #2) covered preconstruction services including programming, schematic design, value engineering and design development.

In November all personnel received a 5% pay increase across the board. This raise was the first of additional pay increases approved for the FY 24 budget. Also approved, the beginning step for firefighters will be raised to \$62K in February 2024. The percentage between steps from step 1 firefighter to step 2 firefighter was revised to 4.5% which places it in-line with all the remaining steps for firefighter. The result of this bump in firefighters' starting pay, all other ranks will see an increase of 2.5% in their salaries. Lastly, all personnel not stepped out in their pay grade will receive their scheduled step increase which will bring the total salary increase for the FY 24 budget to 10%. Those individuals who have already stepped out during this period will see a one-time lump sum payment equal to an increase of 2.5%. The department's incentive pays (education/certification/assignment) were also increased in November by approximately 10% in each category and a new assignment approved for a department EMS Manager. These increases all help to move the department forward and become more competitive in our marketplace. There is still much work yet to be done to get our salaries competitive with other cities of similar size, but this movement demonstrates an acknowledgement of that need and a priority to get us there.

FIRE OPS:

Department personnel have continued to move forward with their professional development and obtaining additional training/certification to assist our service delivery mission. In 2023, the following accomplishments were noted:

Advancement in Certifications:

- TCFP Intermediate certifications – 7 obtained bringing this total to 12 within the department.
- TCFP Advanced certification – 2 obtained bringing the total to 7 within the department.

Specialized Certifications Obtained during 2023 were:

- Confined Space Rescue – 1 (Total of 4 within the department)
- High angle rescue – 1 (Total of 5 within the department)
- Instructors – 7 (Total of 26 within the department)
- Wildland firefighter – 1 (Total of 16 within the department)



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- Fire officer certification – 6 (Total of 11 within the department)
- Fire Inspectors – 1 (Total of 8 within the department)

Personnel Commendations Awarded in 2023:

- 6 – EMS Commendations
- 2 – Lifesaving Awards
- 2 – Distinguished Service Awards
- 2 – 25 Years of Service Awards
- 3 – 20 Years of Service Awards

EMS OPS:

We have continued to support and expand our EMS ALS services. To assist us in continually striving to provide the best services possible, the department received approval for a new assignment, EMS Manager. This administrative assignment will oversee the day-to-day activities related to our EMS division including overall Q/A, the provisions for EMS continual education (CE), conflict resolution with our EMS provider or citizens, equipment oversight and maintenance scheduling and supply ordering.

This new assignment will replace the 3 shift EMS coordinator assignments which will streamline our EMS processes and increase our responsiveness to any EMS issues. The EMS Manager will utilize shift EMS FTOs to assist with day-to-day operations, facilitating our paramedic credentialing program, and first step Q/A. This assignment will be proposed in 2024 for the FY 25 budget to add an additional Captain rank for this assignment.

FIRE PREVENTION:

Annual fire inspections are critical to the safety of our citizens (patrons and employees) and the safety of our Firefighters. Not only do these inspections protect lives, but they also prevent the interruptions in business operations which contribute to the economic health of the city. In 2023, our Fire Prevention Division performed 718 inspections which include certificates of occupancy (COs), Annual inspections, Re-Inspections, and complaints requiring an inspection. With an estimated 2000 + buildings inside the city, and at our current inspection capabilities (560 annual inspections per year), each business will only receive an “Annual Inspection” once every 4 to 5 years.

Other activities specific to our fire prevention efforts in 2023 included conducting 3 fire prevention education programs (Fire extinguisher classes) and installing 17 smoke detectors in residential homes. Fire station tours is also an activity related to fire prevention and 7 were conducted.



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Also started in 2023, the Fire Prevention Division, with assistance from the Operations Division, has begun to develop and restructure a new Pre-Fire Planning program. Recently acquired software to assist in this task (Flo MSP) will ensure our planning efforts are easily retrievable when needed.

Pre-Fire Planning is a critical part of the overall success if/when an incident occurs in one of our many commercial businesses. The information gathered during this process provides the incident's IC with critical details about the building that are needed to correctly identify the incident's strategic objective. Buildings, with pre-identified life safety issues noted during the planning process, will be readily identified and will influence the IC's decision-making process when assigning fireground tasks. All the information gathered will collectively increase the overall safety for all responding and operating crews.

For the department to continue its progressive journey, it must support the mission of its Fire Prevention Division. This support includes providing equipment and staffing needed to meet their ever-expanding service demands. As of 2023, we have a total of 8 shift-based inspectors with 2 enrolled in inspector school. Shift-based inspectors will provide a critical component for our fire inspection program. However, our current run volume has hampered our ability to utilize shift-based inspectors to their full potential. The addition of Fire Station #3, projected to open in 2025, should allow for shift-based inspectors to be utilized as needed moving forward.

EMERGENCY MANAGEMENT:

In 2023, the Emergency Management Division focused on continuing with our active threat preparedness and reinforcing relationships with other agencies that will be needed to ensure success if an event occurred in our jurisdiction. To successfully mitigate an active threat incident, a coordinated multi-agency response is essential. Coordination is the key and the focus of our emergency management preparedness objectives. To ensure this coordination proactively, our Emergency Management Coordinator facilitated an AAIR training class that included several agencies and the Texas Department of Public Safety.

Other areas of focus during 2023 included assisting the Terrell State Hospital with their emergency management plan. This assistance allows us to understand and provide feedback which will allow for effective collaboration and communications during events that affect both the city and their facility.

Also in 2023, we have started the process of updating our emergency management plan. This process should be complete in early 2024.



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EVALUATION OF FY 24 BUDGET RESULTS:

The approved budget for FY 24 was **6,300,947.03** which was slightly lower than the FY 23 budget. Decreases in capital expenditures which were budgeted in FY 23 and not needed in FY 24 accounted for the majority of the decrease. However, during the FY 24 budget negotiations, increases requested in vehicle maintenance and overtime were also reduced. Noteworthy major accomplishments in our approved FY 24 budget included:

- 5% across the board increase in salaries to begin in November 2023.
- Increase to the beginning firefighter salary, \$62,000.00, in February 2024 which resulted in an additional 2.5% increase in all ranks above firefighter.
- Personnel already “topped out” in their rank’s step plan scheduled to receive a 2.5% lump sum one-time payment on their following “topped out” anniversary date.
- 15% increase in overall Education/Certification and Assignment pays.
- Addition of new assignment pays to include EMS Manager and Basic Firefighter.

FY 24 GOALS:

1. ***Stimulate Professional Development and provide growth opportunities for both the Department and its members.***
 - a) Utilize anticipated raises for the 10-city survey used to gauge department salaries.
 - b) Receive approval to promote 3 Driver/Engineers and 4 Captains in anticipation of the opening of Fire Station #3 in FY 25.
 - c) If awarded FEMA’s SAFER Grant, hire an additional 16 firefighters for station #3. If not awarded the Grant, budget and move forward with hiring the 16 needed for the staffing of Fire Station #3 in FY 25.
 - d) (Credentialing) Ensure all personnel in promoted positions meet the requirements defined in SOG 210.0.0 Promotional Process and Position Qualifications.
 - e) Expand/improve our Fire Department training offerings.
 - f) Continue to prepare for applying in FY 25 for TFCA “Best Practices” recognition.
2. ***Current fire station locations, design, and numbers.***
 - a) Begin construction on Fire Station #3 in October 2024.
 - b) Determine the feasibility of purchasing land adjacent to Fire Station #2 to provide additional renovation considerations that are not currently available.
 - c) Identify land purchase opportunities for Fire Station #1 relocation, and a site for a Fire Training Facility with attached Fire Admin.
3. ***Establish an effective Apparatus Replacement schedule.***
 - a) Finalize and receive delivery of the two new custom Pierce Fire Engines.



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- b) Complete all loose tool purchases for both apparatuses.
- 4. *Provide the Department's Fire Prevention inspection program with the resources needed to carry out its enhanced fire safety initiative.*
 - a) Institute the shift-based inspection and fire pre-plan program with Fire Prevention Division oversight.
 - b) Continual working towards having all high value (potential for large loss of life) commercial businesses inspected annually and the remaining commercial structures inspected every other year.
 - c) Explore alternatives to assist with the over 2,000 commercial structures requiring annual inspections.
 - d) Continue to expand the Fire Prevention Division to meet the requirements of ISO and the needs of a growing city.
 - e) Continue to create and place into service, fire prevention SOGs.
 - f) Develop a Technical Standards Program.
 - g) Provide additional Fire Prevention Education programs to the public.
- 5. **Provide the Department's EMS with the support and oversight required for its newly attained ALS (Advanced Life Support) designation.**
 - a) Solidify approval to promote an additional Captain for the EMS Manger assignment.
 - b) Revise our contract with CareFlite so that it supports our progressive EMS mission.
 - c) Make all the necessary arrangements to carry anti-convulsive medications on all our in-service apparatus.
 - d) Continue to explore options to reduce response times related to EMS transport.
 - e) Expand our current protocol to allow for additional advanced (ALS) treatment guidelines
 - f) Explore, develop, and institute additional community outreach programs to promote public safety.
 - g) Continue to utilize our Q/A process to provide valuable feedback to personnel and to identify any training needs.
 - h) Provide department members with more advanced EMS educational opportunities.
 - i) Utilize incident data to identify possible "trends" in our EMS responses.


Shane LeCroy, Fire Chief

8-8-24
Date