

**JOINT POWERS BOARD
OF
THE HAILEY FIRE DEPARTMENT
and
THE WOOD RIVER FIRE PROTECTION DISTRICT
AGENDA**

February 13th, 2019 Wednesday
4:30 PM
HAILEY CITY HALL
115 SOUTH MAIN STREET
HAILEY, IDAHO

1. Call to Order
2. Open session for public comments not to exceed three minutes per person and per topic (subject to discretion of the chairperson)
3. Consent Agenda
 - a. [Approval of minutes from January 16th Special Meeting](#) **Action Item**..... 1
4. Old Business
 - a. Update on Blaine Manor property **Action Item**.....(no documents)
5. New Business
 - a. Recap of conversation with Chief Cory Childs **Action Item**..... (no documents)
 - b. [Draft Organizational Chart](#). **Action Item**..... 7
 - c. [Draft of combined FY2019 Department Budgets](#) **Action Item**..... 8
 - d. [Draft Deputy Chief Job Description](#) **Action Item**..... 11
 - e. Selection of Joint Board of the Hailey/ Wood River Fire Protection District Vice Chair **Action Item**..... (no documents)
 - f. Selection of Joint Board of the Hailey/ Wood River Fire Protection District Chair **Action Item**..... (no documents)
6. Staff Reports/Other
7. Adjourn

ACTION ITEM = A vote may occur but is not required to be taken

**MINUTES OF THE MEETING OF THE JOINT BOARD OF THE
HAILEY / WOOD RIVER FIRE PROTECTION DISTRICT
HELD JANUARY 16, 2019
IN THE HAILEY MEETING ROOM**

The Meeting of the Joint Board of Hailey / Wood River Fire Protection District (WRFD) was called to order at 4:30 P.M. by Chair Seth Martin. Also present were board members, Martha Burke, Linda Haavik, and Pat Cooley. Staff present included City Administrator Heather Dawson, Hailey City Clerk Mary Cone, Hailey Fire Chief Craig Aberbach and WRFD Fire Chief Bart Lassman.

1. Call to Order:

[4:29:47 PM](#) call to order

2. Open Session for Public Comments:

3. CONSENT AGENDA:

A. *Approval of November 14, 2018 Meeting's Minutes **Action Item**.....*

[4:30:24 PM](#) Burke moved to approve consent agenda item, seconded by Bailet motion passed unanimously.

4. OLD BUSINESS:

A. *Results of survey and consideration for adoption of consolidated name for JPA Board and/or dispatch of resources **Action Item**.....*

[4:30:47 PM](#) Aberbach gives update on the consolidated name for dispatch, the survey results, Big Wood had most votes at 41% for the dispatch consolidation name.

[4:32:01 PM](#) Cooley does not want to change the name unless Hailey council approves this name change.

[4:32:28 PM](#) Aberbach, this is just with dispatch.

Burke agrees with Cooley, and are supportive of sending to Mayor and Council for consideration.

[4:33:46 PM](#) Lassman, right now, the dispatch calls out "south central?", explains the situation, want a shorter new name, not a plan.

[4:34:58 PM](#) Chris Simms Hailey City Attorney, representing Hailey, reviewed the JPA, limitations to this board, but have specific authority also in some areas. You have the authority to suggest this name change, can vote on this.

Based on Simms' comments, Cooley and Burke are okay with voting on this today.

JPA Fire board
January 16, 2019

4:37:26 PM Haavik moves to approve dispatch name Big Wood Fire and Rescue, seconded by Bailet, all voted and passed.

*B. Update on Blaine Manor property **Action Item**.....(no documents)*

4:38:06 PM Martin, we recently signed and sent a letter to Blaine County, no other update on this topic.

*C. (Update) Consideration to form work group tasked with making a recommendation on the form of future consolidation by interviewing consolidated departments and further study of 2011 ESCI study **Action Item**.....(no documents)*

Martin gave an overview of this item. In the last meeting, we formed a work group with Burke and Haavik to discuss the 2011 ESCI study, and see what type of consolidation might work the best.

4:38:54 PM Haavik, no new update as she has not heard from the Rexburg people. Left message with but haven't heard back from the fire chief. She wants to ask him, how'd you get there, how long did it take, how's it going?

4:39:35 PM Burke, this is the man we want to have come speak with us?

Lassman, confirmed yes.

Also, Haavik thinks this board needs to look at the options and discuss how viable they are for this group, and set a timeframe.

Martin agrees with Haavik. The JPA agreement is one of the options in the study. There are 2 others, contract for services and redistricting with full consolidation. We do have timeframes upcoming, Wood River Chief retiring.

Martin do we continue on the current trajectory or select one of the other 2 options.

4:43:20 PM Dawson asked does it require a levy approval? Martin responds he thinks it does not, but not positive. Simms will check into this statement, will review and give an opinion. Lassman, suggests that Paul Turke (Fire District attorney) should give us his opinion also.

4:46:03 PM Simms suggests the board should hire an attorney.

Burke, we need legal advice before we can move forward.

4:47:15 PM Simms, there is another option, a step toward consolidation. Amendment to the JPA, approve budgeting and financial plan, admin. Policies for joint department, prior to merger, cusp period. 4.5 duties and powers, to define further contractual duties.

[4:48:45 PM](#) Martin, you are suggesting language that would combine administrative positions and budgets? Simms, confirmed yes and then debate to Hailey council and Wood River board for confirmation. Simms would draft language if directed to by Hailey council. Martin asks if the board would like to look at this for the next meeting? Haavik confirmed yes. Burke confirmed yes. Haavik asked Simms if he has to wait on direction from City Council? Simms, responds, there have been an administrative plan put in place. Simms states the bylaws do not need to be changed, only an administrative plan supported and considered by the governing bodies.

Cooley, that sounds like the most logical path going forward.

Burke, it helps to get legal guidance.

Haavik is concerned with timing.

Cooley restates what he thinks he's hearing. [4:54:39 PM](#)

[4:54:58 PM](#) Martin can we look at a rough draft of budget in one month? By the next meeting?

Discussion continued about how to combine budgets.

[4:57:22 PM](#) Dawson adds, as far as the combined budgets go, staff can do that work. When you get to Levy and redistricting discussions, council will need to be brought in, and should include an accountant. Dawson poses question about the Hailey/Wood River Asst. Chief contract, which would change with administratively combining budgets. How is that Hailey contract funded? 50% - 50% from WR and ambulance district, replies Martin and Lassman.

[4:58:41 PM](#) Haavik, do we make that jump for redistricting or the other step?

[4:59:05 PM](#) Martin, combined budget and what Hailey funds as a levy rate to its citizens.

Dawson replies she can help with the levy numbers, [4:59:54 PM](#) if you are talking about an increase in JPA and not re-districting, then levy numbers don't factor in.

Haavik asks clarification of levy, it is taking the tax money generated from the Hailey levy and how much of that has been devoted to the fire department? Dawson confirms, yes.

[5:00:49 PM](#) Aberbach asks about Administration in future, right now we have 2 administrations but won't going forward. Martin suggests that we look at that and factor that in when doing the budget.

Dawson can put number together.

A. *Presentation of Joint HFD & WRFR Year End Report* **Action Item**.....

[5:03:09 PM](#) Aberbach

A presentation merged policy manuals, raised over \$800,000 in grants last year.

[5:06:31 PM](#) Baledge, begin doing classes at silver creek?

Aberbach, fire prevention, seeing less inspection violations than we used to 2017 compared to 2018.

[5:08:43 PM](#) calls for service, calls are going up, most calls both departments are responding, 1447 combined calls. NFPA1720 standard for performance measures. 4.3.3 states we can control what happens at our station, call comes in, out in 60 seconds. Avg. turnout time in 2017 1 min 33 sec. in 2018 1 min 18 sec., overall we have seen an improvement in response times. How long does it take us to get to a scene? [5:13:27 PM](#) avg response time 5:15 mins. In Hailey. Wood river avg time 1000 square miles, 2018 9:43 mins improved over 2017 9:58 mins.

[5:15:34 PM](#) 2019 objectives, support JPA board, SAFER grant policy develop and refine. Firefighter recruitment, refine apparatus priorities for deletion/replacement. Implement task book for FFII, came up with an inhouse task book so our Firefighters can get the FFII certification. Integrate 8 new Firefighters into departments.

Aberbach shows working model of how fire departments function, with a process map.

Cooley, no questions but need to present to city council.

B. *Review of Combined Joint Policy Manual* **Action Item**.....

b. [5:19:33 PM](#) Lassman presented the manual, this work was done during the holidays. This has not received comments from any formal body yet, looking for feedback, would like to be using this within the next 2-3 months.

[5:22:32 PM](#) Haavik, don't employees have to sign it to acknowledge it? Lassman, confirms yes. They sign, doesn't mean that they agree with it though.

[5:23:25 PM](#) Lassman we were hoping to get this board within 1 month or 2, make corrections or recommendations from this board, not sure how Aberbach feels about this. We are not getting much feedback from personnel.

[5:24:11 PM](#) Haavik met with Aberbach last week, had questions answered. It applies to part-time and full time people.

Cooley, who is in the CBA (Collective Bargaining Agreement)? Lassman [5:25:16 PM](#) union members, the top 3 of each column.

[5:26:11 PM](#) Dawson asks, on chart, is it everyone except who is in yellow? Aberbach, responded, The union includes only 9 firefighters total, top 3 red, blue and green colors are union replied Lassman, [5:27:08 PM](#)

[5:27:39 PM](#) Lassman suggests we can add improvements to the manual, harassment, workplace violence.

Martin asks all to give feedback on this draft.

c. *Review of Joint Task Book **Action Item**.....*

[5:28:19 PM](#) Aberbach, this calls out expectations for all firefighters for the year. Have only received positive feedback so far and requests for more information to be included.

[5:30:14 PM](#) Martin asks a PAC test would it be important to call out the type of PAC test? Aberbach yes it is important but tailored to the skill set, if EMT or not. Will delineate what tests apply?

[5:31:01 PM](#) Haavik, for Paid-on-call folks this will be helpful for them. Glad to hear you are putting together one for FFII certification.

Martin asks what chiefs are looking for from board? Lassman, asks for a motion of support for this.

[5:32:10 PM](#) Aberbach, we think this is complete and will change annually. When would it change?

[5:33:00 PM](#) **Bailet moves to approve task book as presented, Haavik seconds, motion approved unanimously.**

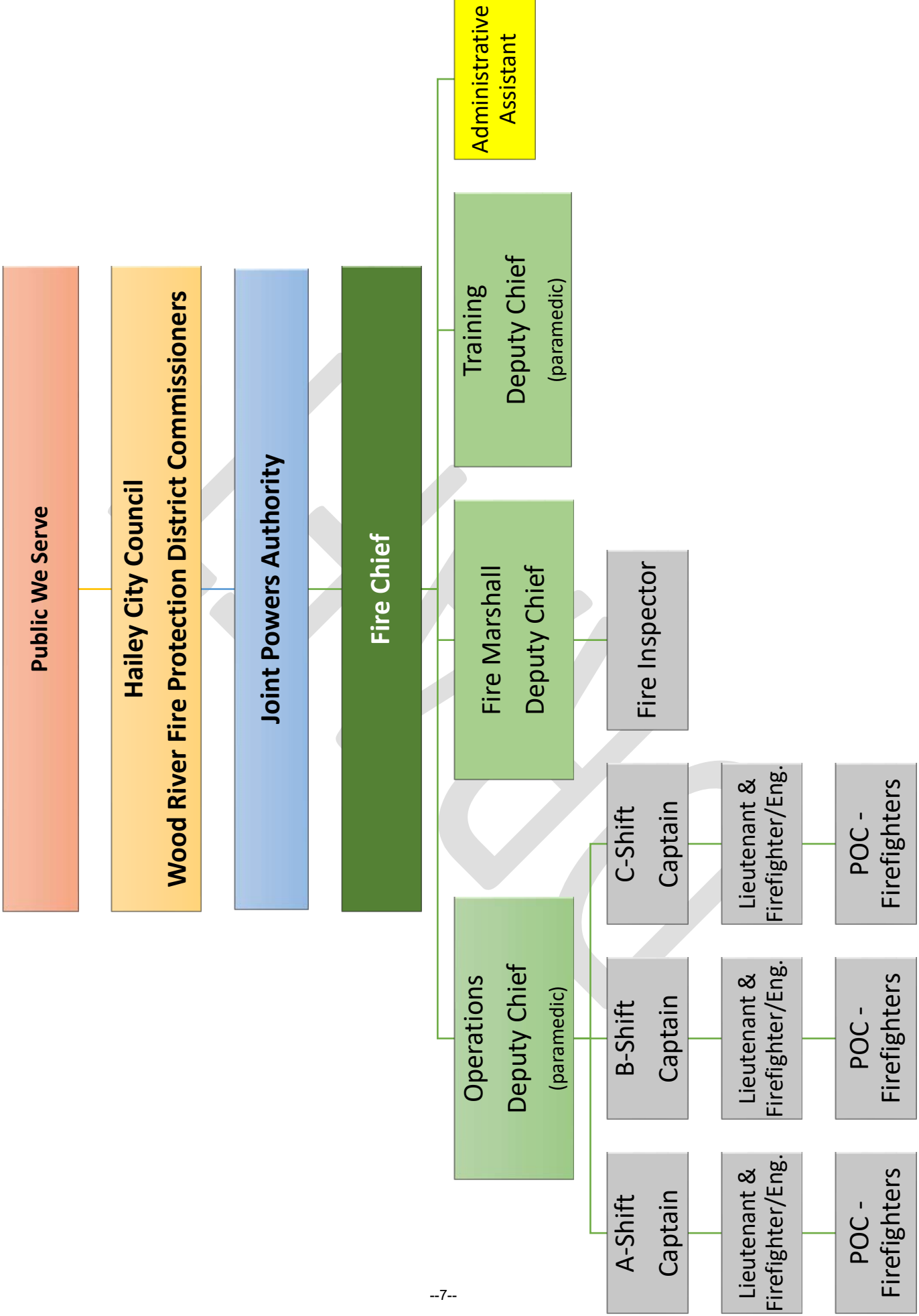
6. Staff Reports/Other Discussion

a. *SAFER Grant update.....*

[5:33:50 PM](#) Aberbach, kick-off, 3 levels of points you can get, 8 points under, no money, page 82 in packet shows points that can be earned per month. 31 points = \$100. Already have seen positive response to this plan. We are working on defining the categories of the benefits. All paid on call firefighters are eligible for these benefits.

[5:37:59 PM](#) **Cooley moves to adjourn, seconded by Burke, motion passed unanimously.**

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Wood River Fire Department FY2019	Budget	HAILEY FIRE DEPARTMENT FY2019	BUDGET
2011F - Administrative Salaries	\$ 149,024.98	SALARIES	\$ 211,047.20
2012F - Full Time Salaries	\$ 297,871.03		
2013F - Part Time Wages	\$ 69,595.04	VOLUNTEER SALARIES	\$ 130,000.00
2014F - Contract Labor added into Admin Sal			
Worker's Comp	\$ 18,659.46	PERSONAL BENEFITS WORKMAN'S CO	\$ 13,985.03
Medicare	\$ 7,519.56		
Social Security	\$ 32,152.49	PERSONAL BENEFITS FICA	\$ 30,137.73
PERSI	\$ 50,708.31	PERSONAL BENEFITS RETIREMENT	\$ 28,646.56
Health Insurance	\$ 101,089.00	PERSONAL BENEFITS H&A INSURANC	\$ 34,800.00
Life Insurance	\$ 575.77		
2036F - EAP - 44%	\$ 2,297.45		
Fulltime Wellness test	\$ 3,005.00		
Disability Insurance	\$ 3,114.61		
2035 F - M.E.R.P. 40%	\$ 2,160.00		
4 - OTHER PAYROLL EXPENSES	\$ 17,002.64		
Commissioner Compensation	\$ 3,708.00		
Meeting Expenses (50/50 Or Spec)	\$ 1,030.00		
Legal/Professional	\$ 12,359.49	PROFESSIONAL SERVICES	\$ 2,000.00
Dues, Memberships & Lic	\$ 2,500.00	DUES & SUBSCRIPTIONS	\$ 2,000.00
Dispatch Fees	\$ 6,000.00	DISPATCH	\$ 32,940.48
Administrative Training	\$ 5,474.24	PERSONNEL TRAINING	\$ 6,500.00
Advertising	\$ 250.00	ADVERTISING AND PUBLISHING	\$ 275.00
2220F - Operating Supplies 50%	\$ 2,575.00	OFFICE SUPPLIES	\$ 1,750.00
2240F - Minor Equipment 50%	\$ 257.50	CAPITAL OUTLAY-REPLACEMENT EQU	\$ 5,000.00
2250F - Office R & M 50%	\$ 1,184.50	FURNITURE, FIXTURES & EQUIP	\$ 500.00
2260F -Postage/Shipping/Freight	\$ 450.00	POSTAGE	\$ 300.00
2270F - Telephone/Internet 50%	\$ 4,243.60	TELEPHONE & COMMUNICATIONS	\$ 3,200.00
2280F - Cellular Telephone 50%	\$ 1,751.00	SALARIES - PHONE ALLOWANCE	\$ 900.00
2310F - Vehicle R & M	\$ 14,500.00	REPAIR & MAINT.-AUTO	\$ 13,000.00
2320F - Fuel	\$ 8,240.00	GAS & OIL	\$ 6,250.00
2335F - Equipment/Test/Cert.	\$ 14,878.35	SERVICE CONTRACTS	\$ 3,000.00
2340F - R & M Other Equip	\$ 5,200.00	REPAIR & MAINT.- EQUIPMENT	\$ 6,000.00
Equipment Rental	\$ 257.50	EQUIPMENT RENTAL	\$ 1,750.00
Operating Supplies	\$ 3,750.00	DEPARTMENTAL SUPPLIES	\$ 4,500.00
Training Supplies	\$ 3,591.00	TRAINING SUPPLIES	\$ 3,500.00
Public Education	\$ 500.00	PREVENTION PROGRAM	\$ 2,250.00
E - BLDG EXPNS	\$ 26,419.91	REPAIR & MAINT.-BUILDING	\$ 6,500.00
G - CAPITAL EXPENDITURES	\$ 165,111.36	CAPITAL OUTLAY-AUTO	\$ 10,000.00
2230F -Bank Charges	\$ 206.00	TRAVEL EXPENSES	\$ 5,500.00
Hazardous Material Equip	\$ 800.00	REPAIR & MAINT.-RADIO	\$ 1,500.00
Incident Rehab	\$ 550.00	MEDICAL SUPPLIES	\$ 1,500.00
Records/Reporting Mgmt.	\$ 515.00	CAPITAL OUTLAY-COMPUTER	\$ 3,000.00
Transport Expense	\$ 25.75	CLOTHING, UNIFORMS, AND CLEANI	\$ 5,000.00
2185F - Recruitment Testing 50%	\$ 250.00	UTILITIES	\$ 5,500.00
Shop Supplies	\$ 412.00	Above not category aligned	
Tools & Equipment (Minor)	\$ 2,224.80		
Water Supply	\$ 500.00		
2330F - Insurance Bldg./Veh 60%	\$ 9,203.75		
Financial Reporting	\$ 3,587.98		
TOTAL FIRE DEPARTMENT	\$ 1,057,282.07	TOTAL FIRE DEPARTMENT	\$ 560,732.00

HAILEY FIRE DEPARTMENT REVENUE

	FYE 11	FYE 12	FYE 13	FY 14	FY15	FY16	FY17	FY18
Wood River Contract	0	0	0	0	34,433	82,640	84,300	84,300
Local Option Tax	59,300	14,200	0	0	0	0	0	0
Mutual Aid Reimb	42,228	7,118	18,651	36,763	28,729	47,858	70,923	47,001
Grants & Donations	4,754	46,276	1,600	1,000	9,249	25,510	38,581	14,840
Sale of Fire Trucks						20,000	20,000	20,000
Annexation/Development Fees		75,000			35,000	27,224	455,149	0
Fire Permits	15,653	5,069	9,821	5,469	24,586	13,738	19,767	9,811
Business Licenses (25%)	10,274	9,881	10,364	9,846	9,406	10,942	10,031	10,394
Insurance Reimbursements	1,500	1,500	1,500	1,500	1,500	0	6,236	0
Total Non-Property Tax Revenue	<u>133,709</u>	<u>159,044</u>	<u>41,935</u>	<u>54,578</u>	<u>142,903</u>	<u>207,912</u>	<u>704,987</u>	<u>186,346</u>
Dept Expenses	446,937	520,155	415,486	452,348	522,814	575,828	1,041,744	527,314
Amount Funded by Property Tax	<u>313,228</u>	<u>361,111</u>	<u>373,551</u>	<u>397,770</u>	<u>379,911</u>	<u>367,917</u>	<u>336,757</u>	<u>340,968</u>
Taxable Market Value	860,769,721	710,087,558	717,027,890	766,766,366	829,421,091	868,048,866	924,670,266	1,028,009,589
Levy	0.000364	0.000509	0.000521	0.000519	0.000458	0.000424	0.000364	0.000332

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**WOOD RIVER FIRE PROTECTION DISTRICT & HAILEY FIRE DEPARTMENT
JOB DESCRIPTION**

TITLE:	Deputy Chief
REPORTS TO:	Fire Chief
DIRECTS:	Responsible for the management of a Department division.
POSITION:	Drives and operates all apparatus and equipment assigned to the Department, performs fire suppression, rescue, hazardous-material, emergency medical and related emergency and non-emergency services. The position is exempt.
PREPARED (APPROVED) BY:	JPA Board City of Hailey Board of Commissioners DATE: XXXXXXXXXX

DEFINITION

The Deputy Chief works under the general direction of the Fire Chief and is responsible for the management of a Department division. In this capacity, incumbents perform professional administrative, technical, and managerial duties within an assigned division; serve as a key member of the Department's administrative management team; and act on behalf of the Fire Chief and/or Fire Chief, as required, in support of the overall objectives of the Fire Department. Accordingly, an incumbent in the classification of Deputy Chief must qualify as a local firefighter and/or be qualified to perform services both at the time of appointment, and while employed as a Deputy Chief.

DISTINGUISHING CHARACTERISTICS

Incumbents assigned to the position of Deputy Chief are high-level administrative managers within the fire department organization. The classification of Deputy Chief differs from the next higher-level classification of Fire Chief in that the Fire Chief has oversight management responsibility for the fire department, while a Deputy Chief has management responsibility for one fire department division and/or may be assigned to manage an external work group, unit or program as determined by the Fire Chief. The classification of Deputy Chief differs from the next lower classification of Fire Captain in that a Fire Captain functions as a shift commander of an assigned battalion or has administrative duties in connection with other Department functions and programs, while a Deputy Chief manages an assigned fire department division.

EXAMPLES OF DUTIES

Depending upon assignment, responsibilities may include, but are not limited to, the following:

- Manage and direct the operation of an assigned Department division.
- Ensure that assigned division goals and objectives are accomplished through: supervising and coordinating staff efforts; developing and implementing procedures and work plans; and reviewing and evaluating assigned division performance.
- Perform administrative and management activities including budget development and monitoring; preparation of reports; purchase of capital assets; formulation of work plans, programs, and long-range strategic planning.

WOOD RIVER FIRE PROTECTION DISTRICT & HAILEY FIRE DEPARTMENT JOB DESCRIPTION

- Participate in the development, review, evaluation, interpretation, and enforcement of Department policies, procedures, rules, and regulations.
- Schedule, train, supervise, coordinate, oversee, and evaluate the work of assigned employees. Make recommendations on employment, retention, promotion, discipline, and other personnel actions.
- Develop, plan, schedule, and coordinate assigned division programs; assess needs and oversee and ensure quality of those program activities; and ensure accurate completion and maintenance of all required records related to assigned programs.
- Represent the Department through: public presentations and hearings; state, regional, County, or inter-agency committees; and cooperative programs.
- Function on emergency overhead teams during major incidents; may assume command at emergency incidents and direct operations; may determine strategy, deploy apparatus, and direct Department personnel in controlling the emergency and minimizing the loss of life and property.
- May be assigned on-call duty on a rotational basis.
- May temporarily assume duties of the Fire Chief in his or her absence.
- Undertake special projects, reports, and studies as assigned.
- Assigned additional duties and responsibilities as necessary.

EMPLOYMENT STANDARDS

Any combination of education, training, or work experience which would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Education and Experience: Equivalent to possession of a Bachelor's degree in fire science, fire administration, public administration, business, or other related field of study. Six years of increasingly responsible public agency experience in fire suppression, management, and/or prevention, including four years of fire department experience at the level equivalent to a first-line supervisor, with demonstrated ability to make effective contributions to an administrative management team.

Highly Desirable: Additional technical coursework or certification in the following fire service areas including, but not limited to: fire command, fire prevention code enforcement, hazardous materials, training, fire inspection, personnel management, emergency medical services, or emergency management.

Knowledge of:

- Principles, practices, procedures, and trends of modern fire service, and public and business administration.
- Fire department organization, operations, policies, rules, and regulations.
- Current laws, standards, principles, practices, and procedures of modern fire department administration and operations; and applicable federal, state and local laws and regulations to ensure Fire Department operations are consistent with legal mandates.
- Techniques of stabilizing disaster scenes and containing destructive forces.
- Occupational safety procedures and precautions.
- Principles, practices, and procedures of fire suppression, emergency medical and rescue operations, procedures, and associated equipment and apparatus; incident command system and disaster operations; operational staffing requirements; mutual aid, auto aid; and fire investigation.
- Principles, practices, and procedures of fire prevention; fire suppression; hazardous materials, fire suppression water supplies, and building code interpretations, inspections, and enforcement; plan review; disaster preparedness; and public education.

WOOD RIVER FIRE PROTECTION DISTRICT & HAILEY FIRE DEPARTMENT JOB DESCRIPTION

- Principles, practices, and procedures of developing instructional courses and conducting training in specialized and technical areas.
- Principles, practices, and procedures of fire apparatus and facilities maintenance; construction project management; and computer-aided dispatch (CAD) and other fire department communications.
- Principles, practices, and procedures of supervision, motivation, training, and performance evaluation.
- Principles and practices of modern office methodology and effective record keeping procedures.

Ability to:

- Think strategically; anticipate issues and solve problems consistent with the Department's mission, and render sound decisions.
- Effectively manage assigned personnel including supervision, training, motivation, evaluation, and the issuance of appropriate discipline.
- Evaluate assigned division and specialized program needs and their overall effectiveness, and make recommendations for improvements, changes in operation, or staffing requirements.
- Accurately interpret, explain, and enforce Department policies, rules, and regulations.
- Effectively manage emergency scene resources during major incidents.
- Establish and maintain effective working relationships with Department employees, elected and appointed officials, and the general public.
- Effectively communicate, both in writing and verbally, with Department employees, outside agencies, and the general public.
- Effectively develop and conduct specialized training programs and instruction classes on various subjects.
- Give presentations to Department employees, city and councils, outside agencies, and community groups.
- Use modern office technology and equipment including computers, related software, telephones, calculators, copiers, and FAX machines.
- Write effective and accurate reports and memorandums.
- Develop and monitor budgets.
- Work irregular or protracted hours, and be able to respond promptly to call-backs.
- Meet and maintain physical standards as determined by the Department.
- Perform additional duties and responsibilities as required.

MINIMUM QUALIFICATIONS:

Required License: Possession of a valid, appropriate state of Idaho driver's license, Idaho State EMT or Paramedic, Fire Code Official

(IFSAC certifications can be substituted at the discretion of the Fire Chief)

- A. IFSAC Fire Officer I certification or equivalent
- B. Prerequisites:
 - a. Firefighter II level IFSAC certification
 - b. Firefighter I level IFSAC certification
 - c. Hazardous Material Operations level IFSAC certification
 - d. Hazardous Material Awareness level IFSAC certification

WOOD RIVER FIRE PROTECTION DISTRICT & HAILEY FIRE DEPARTMENT
JOB DESCRIPTION

- e. Fire Service Instructor I level IFSAC certification
- C. Recommended Training:
 - a. NFPA 1021

ADDITIONAL:

- A. It may be necessary to attend out of area training: (at the discretion of the fire chief)
 - a. Examples may include
 - i. National Fire Academy
 - ii. Center For Domestic Preparedness
 - iii. Local and regional conferences such as SIFA or FDIC
 - iv. Etc.
- B. Completion or current enrollment in either National Fire Academy Program(s):
 - a. Managing Officer
 - b. Executive Fire Officer
 - c. Or similar program (s) at the discretion of the fire chief

DRAFT

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