



City of Madison
FIRE
Department



**Honesty, Integrity, Caring,
Compassion, Respect**



**ANNUAL
REPORT
2023**

**FIRE ADMINISTRATION
314 W DAYTON ST
MADISON, WI 53703
608.266.4420
WWW.MADISONFIRE.ORG**



FIRE



EMS



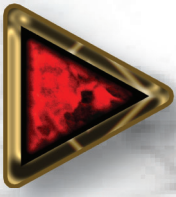
**EDUCATION
& PREVENTION**



CONTENTS

(Click on a topic to jump to that page)

A MESSAGE from Chief Carbon	2
WHO WE ARE: Organizational Chart & Station Map	3
Positions & Demographics	4
OPERATIONS	5
SUPPORT SERVICES	10
FIELD OPS & SPECIAL TEAMS	12
FIRE INVESTIGATION	14
EMERGENCY MEDICAL SERVICES (EMS)	15
EMS Special Teams: Community Paramedicine	15
EMS Special Teams: TEMS & EMS Training	16
FIRE TRAINING	17
HIRING & PROMOTIONS	18
PERSONNEL DIVISION	19
HEALTH & WELLNESS	20
PEER SUPPORT	21
EMERGENCY MANAGEMENT	22
PREVENTION & EDUCATION	23
Code Enforcement	24
Community Education	26
Fire Protection Engineering	27
Elevator Inspection	28
FINANCE	29



A MESSAGE FROM FIRE CHIEF CHRIS CARBON

Welcome to the City of Madison Fire Department's 2023 Annual Report



It is my pleasure to welcome you to the 2023 Annual Report of the City of Madison Fire Department. It has been another busy year within the organization, not only with a record high number of requests for service, but also with the addition of new recruit classes, reorganization within the leadership team, and a number of exciting initiatives throughout the department.

If I could ask for you take away one highlight from this document, it would be that shared within all of the highlights lies the real story; that is the summary of the tremendous amount of dedication and commitment demonstrated by the amazing members of this organization. It is easy for us to summarize the various categories and programs/projects that occur throughout the year. It is much more difficult to summarize the time, focus, and sacrifices made by all of our membership who show up to the fire stations and offices each day. It is the membership of this organization that defines the department, and it is their commitment that allows for the ongoing successes and service provided by the MFD.

We speak often about impactful engagement versus simple transactional responses when the community calls for assistance. Our MFD family is truly your MFD family, and our family is here day in and day out to give anything and everything needed to ensure that the needs of this great community are met and exceeded. If this document could be longer, I would like to recognize the individual contributions of each one of our members, and share with you a story about each one of their impacts on this department. Instead, I will again emphasize the collective nature of this group of Firefighters, Paramedics, EMTs, and civilian administrative staff. They are an amazing group, and one for which I am honored to serve. Likewise, the City of Madison is an amazing city, and one for which we at the MFD are honored to serve. Please enjoy the summary of the Madison Fire Department in 2023.

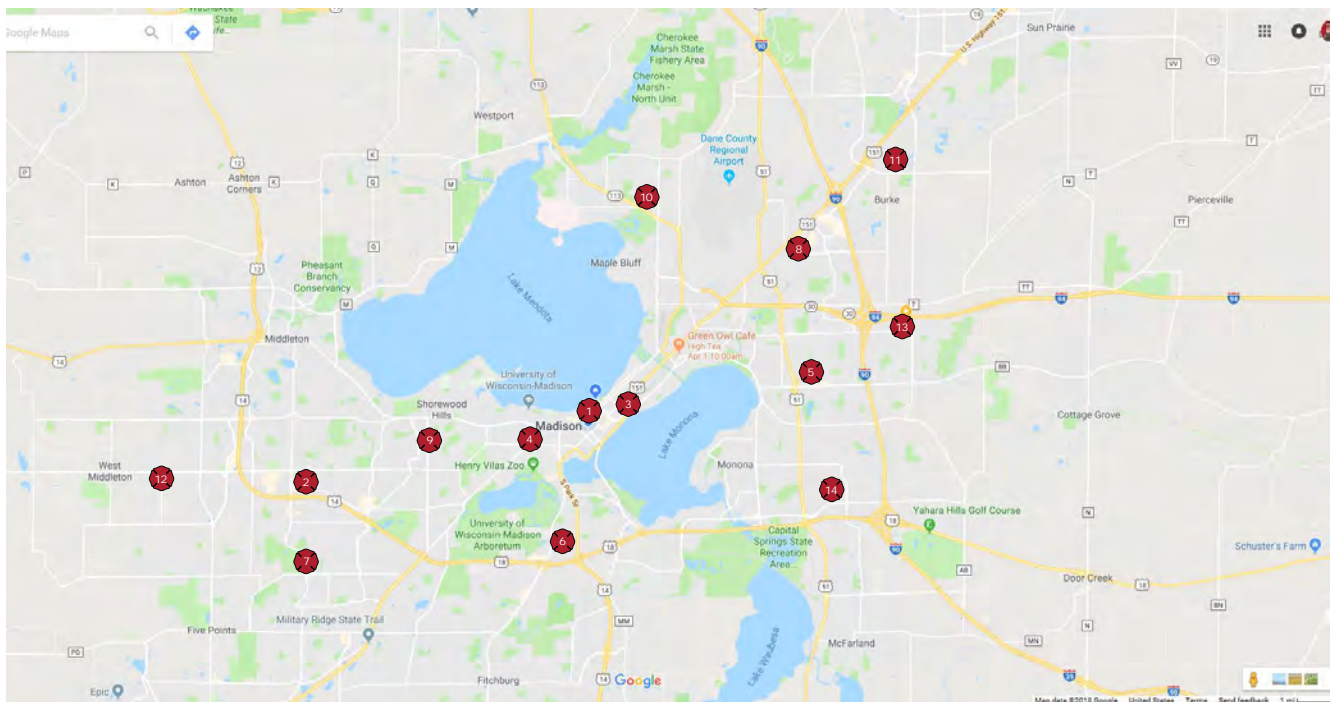
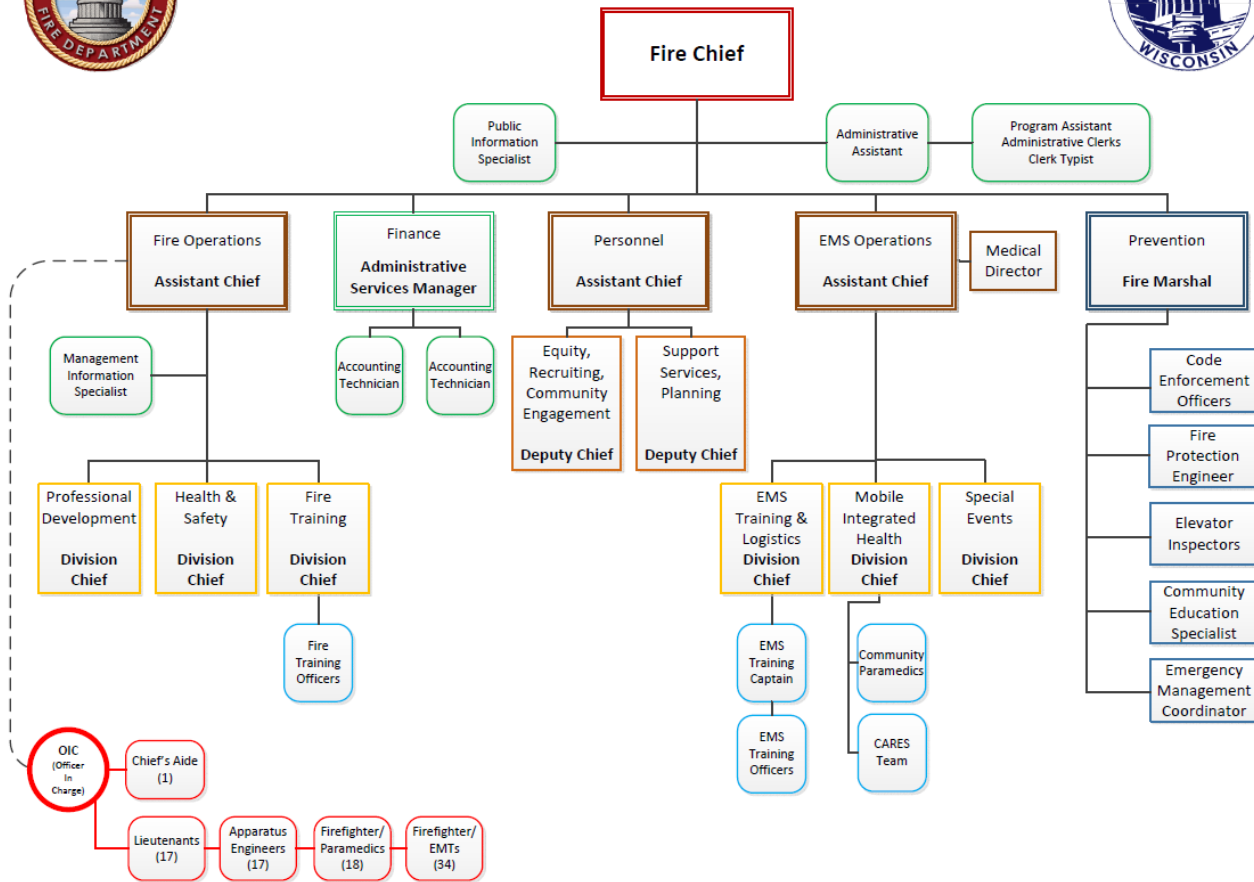
Respectfully submitted,

Chief Carbon

WHO WE ARE



City of Madison Fire Department 2023





WHO WE ARE

Commissioned Employees

Title

Chief	1
Assistant Chief	3
Deputy Chief	2
Division Chief	6
Community Paramedic (commissioned)	1
Lieutenant	63
Apparatus Engineer II (Chief's Aide)	3
Apparatus Engineer	53
Firefighter/Paramedic II	23
Firefighter/Paramedic	71
Firefighter/EMT	180

Actual
Occupied
Positions*

Civilian Employees

Title

Administrative Services Manager	1
Administrative Assistant	1
Account Technician	2
Administrative Clerk	3
Clerk Typist	1
Community Paramedic	6
Elevator Code Enforcement Officer	4
Emergency Management Coordinator	1
Fire Code Enforcement Officer	11
Fire Education Enforcement Officer	1
Fire Marshal	1
Fire Protection Engineer	1
Management Information Specialist	1
Program Assistant	1
Public Information Officer	1

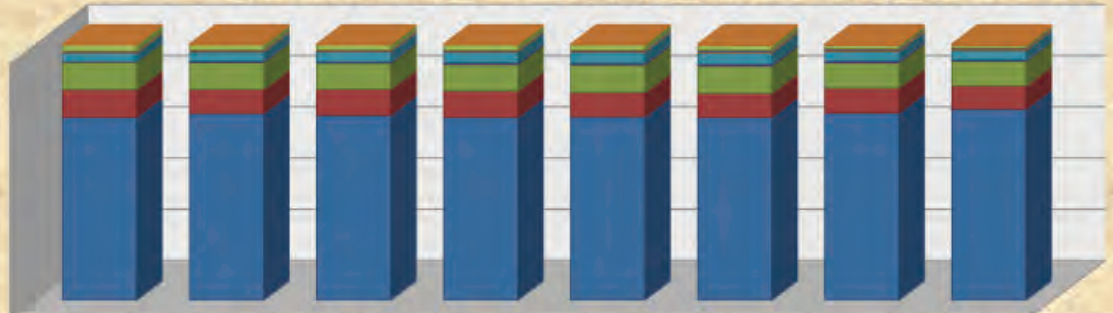
Actual
Occupied
Positions*

Total Commissioned Personnel: 406

Total Civilian Personnel: 36

**as of May 1, 2024; includes 24 recruits in Academy Class 61*

**City of Madison Fire Department
Total Number of Commissioned Personnel Employed in Each Year**



As of May 1, 2024;
includes 24 recruits in
Academy Class 61

	2017 total =	2018 total =	2019 total =	2020 total =	2021 total =	2022 total =	2023 total =	2024 total =
Other/Multi Racial	1	1	1	1	1	2	2	2
Unknown/Did not answer	0	0	0	0	0	0	0	0
Hawaiian or Other Pacific Islander Women	0	0	0	0	0	0	0	0
Hawaiian or Other Pacific Islander Men	9	8	8	8	8	7	5	4
Native American Women	1	1	1	1	1	1	1	1
Native American Men	1	1	1	1	1	1	1	1
Hispanic Women	1	1	1	1	1	2	2	2
Hispanic Men	12	14	15	16	16	17	15	15
Black/African American Women	1	2	2	3	3	3	3	2
Black/African American Men	40	41	40	40	41	41	39	39
White/Caucasian Women	40	37	40	40	36	36	39	37
White/Caucasian Men	266	286	284	278	274	276	291	303



OPERATIONS

The Madison Fire Department (MFD) is a crucial component of the city's emergency services, playing a vital role in ensuring public safety and responding to various emergencies. In 2023, MFD was dispatched to 41,328 calls for service, with Emergency Medical Services accounting for over 68% of that call volume. *Please see page 7 for details.*

Emergency Response

Fire Incidents: Responding to fires is one of many of the responsibilities of the MFD. This includes residential, commercial, and industrial fires. Firefighters are trained to extinguish fires, rescue individuals, and prevent the spread of fires to neighboring structures.

Emergency Medical Services (EMS): MFD personnel are often the first on the scene for medical emergencies throughout the community. The paramedics provide advanced life support while the EMTs provide basic life support.

Specialized Rescue Operations:

MFD is equipped to handle specialized rescue operations, including technical rescues such as water rescues, confined space rescues, and high-angle rescues. In addition, the MFD Hazmat team continues to be a state leader as they play a key role in responding to hazardous materials incidents.

Fire Prevention and Education

MFD is involved in community outreach and education programs aimed at preventing fires and promoting fire safety. This includes school visits, community events, and the distribution of educational materials.

Fire inspectors within the department work to ensure that buildings and local businesses comply with fire safety codes and regulations.

Training

Firefighter/EMTs undergo rigorous training to stay updated on the latest firefighting techniques, equipment operation, and emergency medical procedures. Continuous training is essential to ensure that they are well-prepared for any type of emergency they may encounter.





OPERATIONS

Apparatus and Equipment

MFD is equipped with a fleet of fire trucks, ambulances, and specialized vehicles to handle various emergency situations.

The department ensures that its equipment is well-maintained and regularly inspected to guarantee optimal functionality during emergencies.

Collaboration with Other Agencies:

MFD collaborates with other emergency response agencies, such as law enforcement, public health department, and surrounding Fire Departments. They rely heavily on most city agencies to help the overall mission of the department.

Community Involvement:

The MFD actively engages with the community throughout programs like fire station tours, community events, and outreach initiatives. These activities help to foster positive relationships with the City of Madison residents.

By effectively addressing emergencies, prioritizing prevention, and engaging with the community, the Madison Fire Department plays a critical role in safeguarding the well-being of the public and maintaining the overall safety of the city.



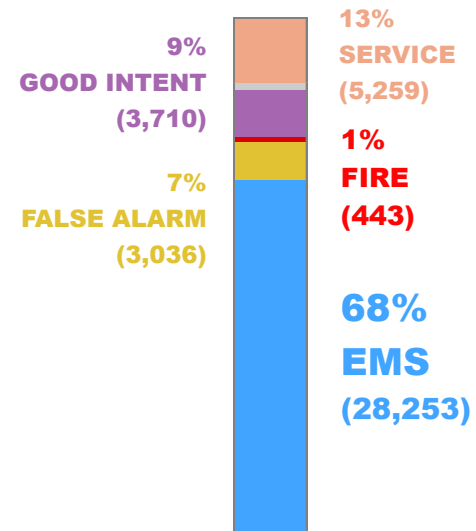
Madison Fire Department 2023 in review

41,328

Total Incidents

Incident count by NFIRS category

NFIRS Category	Total Incidents
300 - Rescue & Emergency Medical Service Incident	28,253
500 - Service Call	5,259
600 - Good Intent Call	3,710
700 - False Alarm & False Call	3,036
400 - Hazardous Condition (No Fire)	537
100 - Fire	443
200 - Overpressure Rupture, Explosion, Overheat (No Fire)	34
900 - Special Incident Type	31
(Blank)	21
800 - Severe Weather & Natural Disaster	4
Total	41,328



Fire incidents by property use

Property category	Count	Percent
Residential	210	47.4%
Outside or Special Property	166	37.5%
Assembly	18	4.1%
Mercantile, Business	16	3.6%
Health care, detention, & correction	8	1.8%
Industrial, Utility, Defense, Agriculture, Mining	7	1.6%
Storage	7	1.6%
Manufacturing, Processing	5	1.1%
(Blank)	4	0.9%
Educational	2	0.5%
Total	443	100.0%

Fire incidents by type

Incident type	Count	Percent
Structure fire (Series 110)	186	42.0%
Outside rubbish fire (Series 150)	93	21.0%
Mobile Property (Vehicle) fire (Series 130)	72	16.3%
Natural vegetation fire (Series 140)	42	9.5%
Fire, other (100)	37	8.4%
Special outside fire (Series 160)	10	2.3%
Fire in mobile home used as fixed residence (121)	2	0.5%
Cultivated trees or nursery stock fire (173)	1	0.2%
Total	443	100.0%

EMS incidents by property use

Property category	Count	Percent
Residential	17,361	61.4%
Outside or Special Property	3,726	13.2%
Health care, detention, & correction	3,611	12.8%
Assembly	1,620	5.7%
Mercantile, Business	1,236	4.4%
Educational	447	1.6%
Storage	152	0.5%
(Blank)	40	0.1%
Manufacturing, Processing	39	0.1%
Industrial, Utility, Defense, Agriculture, Mining	21	0.1%
Total	28,253	100.0%

EMS incidents by type

Incident Type	Count	Percent
321 - EMS call, excluding vehicle accident with injury	25,752	91.1%
300 - Rescue, EMS incident, other	807	2.9%
322 - Motor vehicle accident with injuries	661	2.3%
324 - Motor vehicle accident with no injuries.	391	1.4%
Extrication, rescue (Series 350)	310	1.1%
320 - Emergency medical service, other	105	0.4%
311 - Medical assist, assist EMS crew	77	0.3%
323 - Motor vehicle/pedestrian accident (MV Ped)	69	0.2%
331 - Lock-in	32	0.1%
Water and ice-related rescue (Series 360)	21	0.1%
381 - Rescue or EMS standby	18	0.1%
Electrical rescue (Series 370)	5	0.0%
Search for lost person (Series 340)	5	0.0%
Total	28,253	100.0%

Incident locations

Location	Total Incidents
Madison	39,881
Burke (Town of)	277
Shorewood Hills	266
Bloomington (Town of)	204
All others	172
Fitchburg	167
Monona	146
McFarland	73
Middleton	56
Sun Prairie	56
Waunakee	30

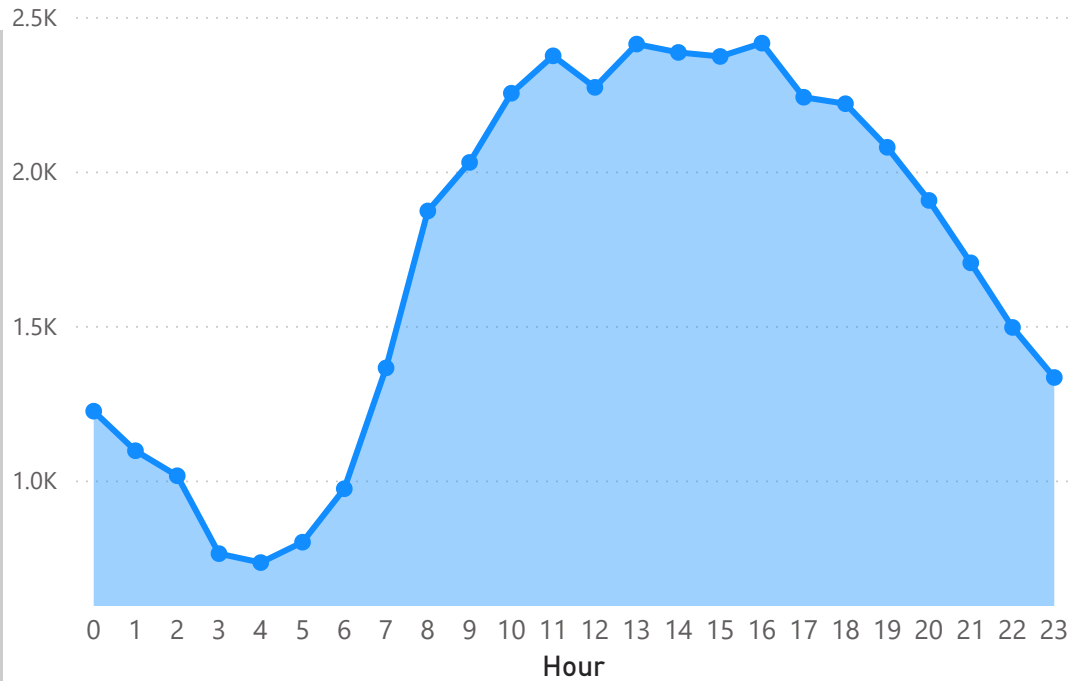
Outgoing Medic Mutual Aid Destinations

City	Dispatches
MONC-Monona City	133
FITC-Fitchburg City	83
All others	77
MCFV-McFarland Village	71
SUNC-Sun Prairie City	54
MIDC-Middleton City	51
WAUV-Waunakee Village	26
DUNT-Dunn Town	15
COTV-Cottage Grove Village	14
VERC-Verona City	14
WEST-Westport Town	14
Total	552

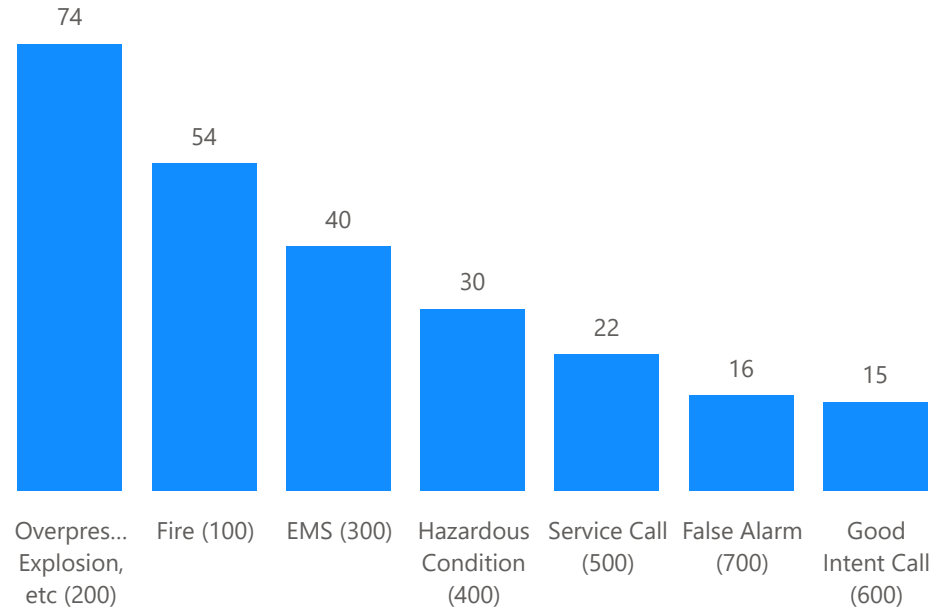
Incoming Mutual Aid dispatches

Vehicle jurisdiction	Dispatches
SNFD-Sun Prairie FD/EMS	53
FREMS-Fitch-Rona EMS	48
MOFD-Monona FD/EMS	41
MIFD-Middleton EMS	32
FBFD-Fitchburg FD	9
MCFD-McFarland FD/EMS	9
ORFD-Oregon FD/EMS	8
CGFD-Cottage Grove FD	5
UW-Medflight	5
MBFD-Maple Bluff FD/EMS	4
STFD-Stoughton FD/EMS	3
VEFD-Verona FD	2
DFFD-DeForest FD/EMS	1
DRFD-Deerfield FD	1
OOC-Out of County	1
PSC	1
Total	223

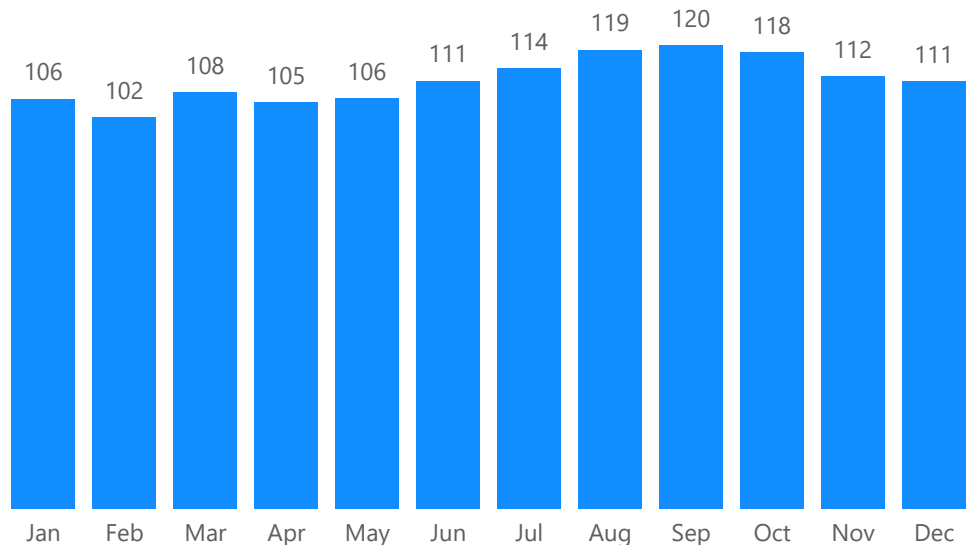
Incident count by hour of day



Average Incident Length in Minutes



Average Number of Incidents per Day





OPERATIONS

UNIT AND STATION ACTIVITY

Engines

Unit	Dispatches
E1	4,787
E8	4,194
E10	3,488
E7	3,307
E3	2,844
E5	2,632
E4	2,493
E9	2,351
E13	1,762
E12	1,669
E14	1,492
E11	1,320

Ladders

Unit	Dispatches
L2	3,259
L6	2,744
L8	1,566
L1	1,394
L7	1,123

Medics

Unit	Dispatches
M8	4,900
M4	4,539
M2	4,481
M3	4,433
M5	4,054
M10	3,694
M7	3,665
M6	3,600
M14	2,472

Hourly Incident Totals By Hour and Day

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0	219	143	168	157	156	173	208	1,224
1	220	125	132	113	137	164	205	1,096
2	199	113	113	118	121	155	196	1,015
3	151	97	103	94	80	114	124	763
4	129	94	86	90	111	115	109	734
5	117	122	138	111	109	99	104	800
6	136	157	125	143	126	136	150	973
7	183	233	190	198	207	191	162	1,364
8	195	310	288	278	309	293	199	1,872
9	217	287	326	330	319	309	241	2,029
10	266	329	350	361	347	334	266	2,253
11	285	329	371	381	359	368	281	2,374
12	271	370	353	347	336	319	276	2,272
13	255	377	388	352	372	380	288	2,412
14	293	366	332	384	345	368	297	2,385
15	274	346	385	352	384	328	303	2,372
16	272	359	359	369	365	369	322	2,415
17	322	317	324	337	331	300	309	2,240
18	297	313	326	314	312	333	324	2,219
19	286	281	305	305	327	292	282	2,078
20	260	256	276	272	285	298	259	1,906
21	223	231	250	241	253	248	258	1,704
22	205	212	204	188	201	261	224	1,495
23	188	177	162	176	170	233	227	1,333
Total	5,463	5,944	6,054	6,011	6,062	6,180	5,614	41,328

EMERGENCY MEDICAL SERVICES

Disposition breakdown

	Percent
Treated, Transported by EMS Unit	85.1%
Treated, Released	10.5%
Treated, Released (AMA)	2.5%
Dead at Scene - No Resuscitation Attempted	0.7%
Dead at Scene - Resuscitation Attempted (Without Transport)	0.4%
Refused Evaluation/Care (Without Transport)	0.3%
Treated, Transported by Law Enforcement	0.3%
Assist, Public	0.2%
Treated, Transferred Care to Another EMS Unit	0.1%

Transport Destination Breakdown

Hospital	Transports
University of Wisconsin Hospital & Clinics	6,445
Meriter	5,645
St. Mary's - Madison	5,087
UW Hospital - East	3,314
VA Medical Center	560
St. Mary's - Sun Prairie	277
Stoughton Hospital	30
Total	21,358



SUPPORT SERVICES

The Madison Fire Department's Support Services is responsible for the oversight of all fire department facilities, real property and supply distribution. It is the goal every year to develop, implement and maintain the overall efficiency of department assets. In 2023, the MFD leadership team went through a major restructure. The Support Services division is now overseen by a Deputy Fire Chief who leans on other city and non-city employees to ensure the fire department is well prepared for the present and the future. Among other projects, we have been working closely with the Health and Safety Committee to research new technology to help identify a better hood that firefighters wear to offer better protection against cancer causing agents. The fire department has also continued to research and purchase PFAS free foam to help protect our community and our environment.

The Madison Fire Department has seen a slowdown in our fleet as supply chains continue to have an effect on the fire service. However, the department was able to put 2 brand new Pierce ladder trucks into service in 2023. Ladder 2 has been successfully running 911 calls on the Madison's west side and is currently housed at Fire Station 2. The south side of Madison was chosen for the other location for the new truck. Ladder 6 responds from Fire Station 6 on Badger Road.



New Ladder 2, operating out of Station 2 on Grand Canyon Drive

The first ever electric fire truck in the United States, the Pierce Volterra, continued to gain attention throughout the year. The pilot program which allowed the Volterra to respond to calls out of Madison's east side station 8 came to an end in 2023. This experience lasted over 2 years as the demo fire engine continued to serve our community of Madison. Fire Departments from all over the county came to Madison to drive, pump and test this ground breaking technology. Even though the pilot program had to come to an end, the data proved that the fire service is ready for electric fire engines. The Madison Fire Department is truly grateful to be chosen as the site to put this fire engine into service and we look forward to receiving our own "Volterra" in 2024.



The Pierce Volterra electric fire engine



FIELD OPERATIONS

Hazardous Incident Team (HIT)

The City of Madison Hazardous Incident Team (HIT), located at Fire Station 7 on McKenna Boulevard, continues to uphold its commitment to public safety and environmental protection. As a Level II team within the State of Wisconsin Regional Hazardous Materials Response Team, HIT is prepared to respond to hazardous material incidents across the state, as requested by local authorities.

Comprising 57 dedicated members, the HIT maintains readiness through rigorous weekly training sessions. These sessions are designed to enhance the team's expertise in handling various hazardous scenarios, including material spills, chemical leaks, radiological emergencies, and the identification and mitigation of unknown substances or odors.

In 2023, the City of Madison HIT responded to several significant incidents, underscoring the team's vital role in managing hazardous materials emergencies. Notably, the team successfully contained two large ammonia leaks at local manufacturing plants, preventing potential widespread harm to the community and the environment. Additionally, HIT members swiftly addressed a dangerous situation when a CO2 system malfunctioned in a restaurant basement, leading to a toxic gas accumulation. The team's prompt action to shut down the system averted a potentially catastrophic incident.

These incidents highlight the expertise and readiness of the HIT to manage complex hazardous materials emergencies, protecting life, property, and the environment. The team's ongoing commitment to training and operational excellence ensures that the City of Madison remains a safe and resilient community.

As HIT continues its mission, the team's dedication to continuous improvement and community engagement remains paramount. The City of Madison Hazardous Incident Team stands ready to confront and mitigate hazardous materials incidents, reinforcing its indispensable role in safeguarding the city and its residents.



The now-vacant Clock Tower Office Park on Odana Road was the stage for a full-scale hazardous materials simulation in July. The training served as continuing education for all Hazardous Incident Team members, but it was also an opportunity for some of our newest members to get hands-on experience.



FIELD OPERATIONS

Lake Rescue Team:

The Lake Rescue Team remains is a critical asset operating withing the City of Madison Fire Department. The team ensures the safety of both residents and visitors engaging in year-round recreational activities on our local lakes. Stationed at Fire Station #1 on W. Dayton Street, our team consists of 57 skilled members trained at a PADI Rescue Diver level to manage a variety of water-related emergencies.

Our team enhanced their operational capabilities by attending the Swift Water Rescue Technician class in 2023. This training was pivotal in refining the skills necessary skills to safely perform rescues in fast-moving water incidents.

Throughout the year, the team was actively engaged in numerous rescue operations, demonstrating their readiness and effectiveness. They worked in close collaboration with the City of Madison Police Department, Dane County Sheriff's Office, and neighboring fire departments, providing critical support during emergencies.

Our commitment to rigorous training continued to be a focal point in 2023, during which the team accumulated over 230 training dives and comprehensive drills that cover underwater search/recovery, topside rescues, , ice rescue, and vehicle recovery techniques. These training sessions are essential for maintaining the high level of readiness that is required for quick and safe responses to water-related emergencies.

The Lake Rescue Team's dedication to excellence and community safety is evident in their continuous efforts to improve their rescue capabilities and ensure the well-being of all who enjoy Madison's lakes, making our city a safer place to live and visit.





FIELD OPERATIONS

continued...

Heavy Urban Rescue Team (HURT):

The Heavy Urban Rescue Team (HURT) is a specialized team of 57 dedicated firefighters and Paramedics that are able to respond in the city or outside the city if requested. The MFD's HURT deals with the location, rescue (extrication), and initial medical stabilization of trapped or compromised individuals in a multitude of scenarios in any weather. They specialize in five primary rescue disciplines: trench rescue, building collapse, high/low angle rescue, confined space rescue, and grain bin rescue.

Based out of Fire Station 8 on Lien Road, the HURT is constantly involved in training to keep up their skills and accuracy in several disciplines. New members are required to spend hundreds of hours to be proficient in these areas and are passionate about the wellbeing of people in need of these services. This team can be dispatched to any part of the state and is designed to be self sufficient for a short time.



Above: HURT partnered with Hooper Corporation to practice high-angle rope rescue inside one of the silos on their site. This training allowed the HURT to run a scenario from start to finish, including scene size-up, aerial ladder placement, rescuer safety, rescue tactics, and more. Realistic training like this is invaluable, and we appreciate the opportunity to team up with a local partner in this way.



Above: In August, HURT members trained with Fitchburg Fire Department for a refresher training on trench rescue.



FIRE INVESTIGATION

The MFD Fire Investigation Team (FIT) is dedicated to determining the origin and cause of fires. The team responds and consults with crews almost daily throughout the year and collaborates closely with Law Enforcement and other agencies during their investigations. The findings of FIT investigations can be used in both criminal and civil cases. The Public Information Officer works with FIT to

disseminate important information to the public.



Our dedicated team continually trains to enhance their expertise in the ever-evolving field of fire investigation. Based out of Firehouse #11 on the far east side, the team of four personnel also serves as an Engine company to help keep the community safe.



LEFT: The cause of a fire that occurred at a tattoo shop on the W. Beltline Highway on July 18, 2023 was determined to be intentional, according to the MFD Fire Investigation Team. A gas can and a bottle of lighter fluid were recovered from the scene, and burn patterns were consistent with arson. Damages are estimated at around \$300,000, with extensive fire and smoke damage throughout the building.

With the use of video surveillance, the MFD FIT, Madison Police, and ATF were able to identify the individual who started the fire as the business owner.



EMS SPECIAL TEAMS

Community Paramedicine

Internal Referrals:

In 2023, Madison Fire first responders referred over 200 patients to the Community Paramedicine office. Referrals, who often are frequent callers to 911, are based on a variety of factors including unsafe living conditions, addiction, substance misuse, mental health reasons and isolation. Working with citizens to address the individual needs of each case, we take the time to research, chart merge and find the best resources for each referral.

UPH Meriter Partnership:

Once again, the Community Paramedicine office continued their partnership with UnityPoint Health Meriter's Emergency Department working together to support, educate and empower at-risk individuals both to improve their overall health as well as their satisfaction with the healthcare system. Our paramedics stay connected with patients weekly either by making phone calls or visiting to check on the needs of each individual patient and to help lessen their anxiety. As needed, our paramedics also help coordinate care, problem-solve barriers, as well as help pick up groceries or medication for those unable to get them. Together with the UnityPoint Health Meriter Emergency Department, we review each case and link patients to appropriate resources. In 2023, this program worked with 36 patients.

Community Alternative Response Emergency Services (CARES):

The CARES program launched on September 1st of 2021, as a response model for behavioral health emergencies that would traditionally get police response. We started with one 2-person team that worked Monday through Friday from 11am to 7pm in the Central District, responding out of Fire Station #3 on Williamson St. In December of 2021, they began responding city-wide. In July of 2022, we added a second CARES Team at a separate location on Fish Hatchery Rd. and expanded hours of operation from 8am to 8pm. Then in September of 2023 we added weekend hours from 10am to 8pm.

CARES crews are trained and equipped to respond to non-violent emergency calls. The response team is made up of one MFD Community Paramedic and one Crisis Worker from Journey Mental Health. CARES' goal is to provide an alternative resource that can make a meaningful difference in bridging gaps in the continuum of care, making a positive impact on the health and well-being of our patient population, and facilitating access to more appropriate and equitable care to historically underserved communities. The CARES role in these calls is the integration of medical and behavioral care from the onset of crisis intervention, with the goals of improving outcomes and diverting patients from emergency rooms and justice system contacts. Most importantly, CARES can provide an initial intervention then transport and provide a warm hand-off to the appropriate mental health service in the community. In a partnership with Dane County Human Services and Madison Dane County Public Health, CARES data is being gathered and evaluated to determine effectiveness and next steps for Team growth. By the end of 2023, CARES has responded to over 4000 calls. The next planned expansion will occur in March of 2024 with a 3rd CARES Team working during peak hours during the week.



In June, our CARES Team won an award of excellence from Dane County EMS! The leadership in EMS award was presented in recognition of the CARES team's "outstanding professionalism and service to their community."



EMS SPECIAL TEAMS

Tactical Emergency Medical Services (TEMS)

Tactical EMS (TEMS) is a specialized field of emergency medical services that provides medical support to law-enforcement, injured team members, and civilians during high risk situations.

The City of Madison Fire Department TEMS Team consists of 12 providers who have additional training in tactical medicine, advanced trauma, life support, and other specialized skills to enable them to provide medical car care in austere environments. They carry specialized equipment to provide rapid and effective treatment to patients in high stress situations.



During 2023, MFD TEMS members were utilized for approximately 700 hours of activations and training.



EMS TRAINING & LOGISTICS

EMS Training & Logistics

In 2023, the EMS Training and Logistics Division continued to ensure the EMTs and Paramedics of the MFD were provided with high-level training that enhanced the delivery of cutting-edge emergency medical services to the community we serve. Under the guidance of our Medical Director, Dr. Megan Gussick, a robust training plan continues to keep our personnel up-to-date with best practices in EMS while ensuring all relicensure requirements are achieved. Each quarter, a topic of continuing education is addressed such as cardiac, respiratory, pediatrics, and trauma. Paramedics rotate through ALS skills stations and a simulated medical or trauma scenario encompassing that quarterly topic. The EMS Training Division, with the assistance of our 24 Paramedic 2s, delivers quarterly basic life skills sessions to all personnel covering the quarterly content. In addition, Dr. Gussick holds a quarterly virtual meeting with all personnel to cover topics and content pertinent to continuing education requirements and MFD operations.

We added 10 new paramedics to our staff in 2023. Five of those personnel were hired by the MFD as Paramedics and had their licenses activated; the other five successfully completed five months of intensive training at Madison College, followed by two months of field training on the MFD ambulances under the guidance of our Paramedic 2s. In the fall of 2023, eight additional personnel started Paramedic school, and the MFD looks forward to seeing those personnel as front-line medics by early summer of 2024.

A continued emphasis was placed on care for patients in cardiac arrest, utilizing high-performance CPR practices along with the Lund University Cardiac Assist System, or LUCAS, an automatic compression device that was deployed on all six of our ladder trucks. In conjunction with our emphasis on cardiac arrest care, the MFD also launched community hands-only CPR and AED awareness courses. Two classes are taught monthly by our CPR instructors and are free to the public. The MFD is committed to educating the community on how to initiate bystander CPR prior to the arrival of EMS. Statistics show that bystander CPR and AED use prior to the arrival of EMS can increase a victim's chance of survival by up to three times than those that do not receive CPR prior to EMS arrival.



FIRE TRAINING DIVISION

Fire Training in 2023 continued to be a very busy and comprehensive year in providing training to our field personnel as well as one of our largest recruit classes of new hires. The Fire Training Division is responsible for providing training to our approximately 400 members covering a wide range of topics, tactics, and procedures.

Starting in July, Recruit Class 60 began their Fire Training Academy. Twenty-four recruits trained on the many aspects of fire suppression, physical fitness, emergency medical services and more. We adjusted our training model for this class by partnering with Madison College for our EMT and Firefighter I & II certification training at the beginning of the Academy for all 24 class members. They then transitioned to our MFD specific training academy which occurs over an intensive nine-week schedule to prepare them to serve the City of Madison. All twenty-four recruits graduated the end of November and were assigned to the field as probationary firefighters.



The recruits of Class 60 during just one of their many days of training

We accomplished a significant amount of training throughout the year with a focus on SCBA confidence, ground ladder usage, fire attack techniques, and firefighter rescue scenarios just to name a few. Madison Gas and Electric continued their long-standing partnership of providing training to area fire departments. We were able to utilize their resources at their training location to provide outstanding

hands-on and lecture information when responding to natural gas or electrical hazard emergencies. A vast amount of trainings occur each day within our firehouses on the company level led by the Officer of a given engine or ladder company as well. These training opportunities cover a wide array of topics but all support the goal of providing the highest level of skill to the City of Madison.

Some of the most valuable training available for our recruits and front-line personnel is utilizing acquired structures for hands on drills and live fire scenarios. We were able to utilize multiple structures of the Clock Tower complex on the westside of Madison for a significant amount of training. These buildings are typically scheduled to be torn down for new housing or businesses. Our Fire Training Division provided numerous drills covering multiple Engine Company and Ladder Company skills. We partnered with Conway Shield Training who provided various hands-on scenarios with some Decision Making Tactics to provide outside perspectives as well as innovative tactical thought processes. Madison Fire Department is very grateful to the people who consider donating these structures to us. They help us immensely to become better at what we do for our community.



PROFESSIONAL DEVELOPEMENT: HIRING & PROMOTIONS

In 2023, the City of Madison Fire Department conducted vital processes to fill the staffing needs of the department. A Lieutenants' promotional process was conducted over a six-month period. Lieutenants are considered one of the most vital positions to any fire department's success. They are also referred to as Company Officers. They lead our EMS and Fire personnel on emergency calls, training evolutions, and their respective station duties.

This promotional process consists of three components. A Supervisory evaluation, a written exam, and a five-part assessment center. After the process was completed, all promotion eligible personnel completed an extensive training course to enhance their knowledge and skills sets as Company Officers. Newly promoted Lieutenants spend their first year leading various companies throughout the city and are evaluated quarterly by a Chief Officer.



After a long afternoon of live fire training scenarios and tactical decision making, the soon-to-be-promoted Lieutenants discuss successes as well as some areas to work on with their lead instructors.

The MFD also conducted a Fire Recruit Academy in 2023. This group is known as Recruit Class 60. The 24 recruits that were selected came from the recruitment efforts of the previous year. They all had to successfully pass a thorough interview process and an rigorous physical ability test. The first portion of the Academy is conducted at Madison College where the recruits receive State of Wisconsin EMT Basic Licensure training and Firefighter I and II Certification. The next step is intense training with our Training Division. This portion focuses on advanced training including an introduction to our Special Teams, Hazardous Materials Operations, fireground survival training and what life is like in a working firehouse.

A newer addition to this Division is the enhancement of employee professional development. Goals include implementing an accessible and equitable career path program for all personnel. This encompasses both current and future personnel and will promote personal growth, career development, and promotional advancement opportunities. To this end, educational opportunities from agencies like the Federal Emergency Management Administration (FEMA) and Wisconsin Emergency Management (WEM) are sent to the field for consideration to attend and enhance their careers and the service provided to our community.



PERSONNEL DIVISION

The Personnel Division is responsible for daily administration of the Fire Department and City of Madison personnel rules and Mayor’s Administrative Procedure Memoranda. The Assistant Chief of Personnel supervises two Division Chiefs (Health and Wellness, Hiring and Promotions), works closely with MFD Payroll, City Human Resources, and serves as Leadership Team representative with regard to Labor Relations. In addition, the Chief of Personnel meets with and provides a monthly report to the Police and Fire Commission.

The Asst. Chief of Personnel has oversight of the following processes:

- All departmental hiring, resignation, and termination activities
- New hire background checks
- Promotional processes, Personnel Evaluations
- Complaint Investigations
- Assignment and transfer process
- Maintenance of personnel records



Leadership Team Changes (2023)

An additional Chief Officer position was added in 2023 bringing the total number of Chief Officers to twelve. Chief Officer ranks were reconfigured and for the first time since 1969 the Department filled the rank of Deputy Fire Chief.

- March 6, 2023 – William Sullivan – Fire Marshal
- August 20, 2023 – David Crossen – Division Fire Chief
- September 3, 2023 – Timothy Mrowiec – Deputy Fire Chief
- September 24, 2023 – Lisa Becher – Division Fire Chief
- October 8, 2023 – Liza Tatar – Deputy Fire Chief

2023 Significant Events

- **Promotions and Reclassifications**
 - o Twenty-nine Fire Department Employees representing all Divisions were promoted or reclassified in 2023.
- **Hires**
 - o Class 60 - 24
 - o Administrative Support Team – 1
 - o Prevention Division – 4
 - o Finance Unit – 1
 - o Community Paramedic - 1
- **Apprenticeship Completion** – Hiring Class 9

2023 Military Deployments

The Madison Fire Department focuses recruitment efforts in several areas to ensure we are successful in communicating to and attracting a diverse group of applicants for hiring processes. Our military recruitment events have been instrumental in affording us the opportunity to recruit several former and active military personnel.

- 15 MFD members were deployed in 2023 for periods of time ranging from one week to twelve months.

2023 Separations

- | | |
|--|--|
| Account Technician II Azalea Angel-Perez | Firefighter George Ferguson |
| Administrative Clerk Ann Blackdeer | Firefighter Jay Payton |
| Apparatus Engineer Allen Schmid | Firefighter Jesse Faust |
| Apparatus Engineer Ronald Hettinger | Firefighter Michael Fuss |
| Assistant Fire Chief Arthur Price | Firefighter Paramedic Brian Tremain |
| Community Paramedic Melinda Dessert | Firefighter Paramedic2 Paul Schecklman |
| Community Paramedic Seth Sanders | Lieutenant Adam Bauer |
| Fire Marshal Edwin Ruckriegel | Lieutenant David Ianne |
| Firefighter Alec James | Lieutenant Frank Jonczyk |
| Firefighter Angelo Aguirre | Lieutenant John Fleming |
| Firefighter Brianna Kruchten | Lieutenant Michael Anderson |



HEALTH & WELLNESS

The Health and Wellness division of Madison Fire is responsible for the health and well-being of over 400 personnel in many different roles within the department. The physical and mental health of the department is an important component to delivering effective emergency and non-emergency services to the City of Madison residents and visitors.

Peer Fitness

Through the use of our five Peer Fitness team members, the department utilizes these folks to spearhead the fitness drive and promote a healthy lifestyle. By doing so, we are able to cut down on the number of sick or injured employees and speed up recovery time. With the help of a company called Rebound, who assist us with the expediting of medical services for members that are injured on or off the job, we are able to get firefighters back to work sooner with less time off due to injury.



HEALTHY NUTRITION LEADS TO MORE RESILIENT FIRST RESPONDERS



Occupational Health Exams

As the department's Occupational Medical provider, SSM Health Dean Medical Group provides MFD with all its medical services based on the NFPA 1582 Standard on Comprehensive Occupational Medical Program for Fire Departments. Medical exams are offered to every commissioned member of the department on a yearly basis, and most have taken advantage of this opportunity. Dean Medical also administered flu shots to department members.



PEER SUPPORT

The Madison Fire Department (MFD) recognizes the importance of behavioral health and offers the Peer Support Program (PSP) as a resource to support its members, retirees, and their families. The purpose of the PSP is to provide a core group of personnel who are trained to offer ongoing support, guidance, and consultation by behavioral health professionals that provide confidential support, information, and/or referral to current and retired employees and family members seeking assistance. This may be related to a critical incident, day-to-day work stress, or personal life stress.

In 2023 the Peer Support Team (PST) was able to bring on 7 additional team members due to continued increase in the team's utilization. The PST has many roles within the MFD. The team checks in on crews that respond to critical incidents (57 calls in 2023) and sets up critical incident debriefings facilitated by mental health professionals (21 debriefings in 2023). The team also has programs that connect with those who have recently retired, who are on bereavement leave, who are injured on duty, who are deployed in the military, and who are newly hired. Looking into the future for 2024, one of the main goals for the team will be to place an emphasis on reaching out to the member's families to ensure a greater understanding of the team's availability and purpose.

PEER SUPPORT





EMERGENCY MANAGEMENT

Emergency Management is responsible for creating the framework for communities to prepare, mitigate, respond, and recover from human-made and natural crises. Recognizing that a part-time position was not sufficient to accomplish the robustness and resiliency necessary to prepare the City of Madison for the potential risks, a new position for an Emergency Management Coordinator was added in the 2023 budget, and Colton Ritchie was hired as the City's first full-time Emergency Management Coordinator.

Colton brings with him previous experience working in emergency preparedness and response with Public Health Madison-Dane County, and served as COVID-19 Testing Supervisor during the response. He also worked in disaster response with a national non-profit organization, and also has over 10 years in EMS experience.

One of Colton's first accomplishments in his new role was to re-establish the bi-monthly emergency planning staff team meetings, which updates and gets input from City department leadership on city-wide emergency preparedness.

In addition to hiring Colton as the City's Emergency Management Coordinator, other

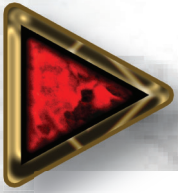
accomplishments included bringing in the American Red Cross to train City staff on the basic operations of an emergency shelter. Representatives from various City agencies, Engineering, Public Health, Parks, Mayor's Office, and the Fire Department developed a response plan to assist and provide temporary shelter to people impacted by large-scale emergencies in the city who may not have other support in the area.

As we look to 2024, emergency management has begun to prioritize the list of needs to put the City in the optimum position to prepare, mitigate, respond, and recover to whatever Team City faces in the future.



Colton Ritchie, Emergency Management Coordinator for the City of Madison





FIRE PREVENTION

After guiding the Fire Prevention Division for 30 plus years, Fire Marshal Ed Ruckriegel retired from the Madison Fire Department. Ed's leadership placed the division on solid footing by developing and empowering a devoted staff that works tirelessly to reduce the risk from fire and other hazards.

The Fire Prevention Division consists of (5) units: Fire Protection Engineering, Community Education, Elevator Inspection, Code Enforcement, and Emergency Management.

Matt Hamilton joined the Division in September to lead the Fire Protection Engineering Unit which is responsible for code interpretations, plan review, and acceptance inspection and testing of fire and life safety systems.

Our Community Education Unit is spearheaded by Bernadette Galvez. While delivering fire prevention and safety messages to elementary students throughout the City of Madison and Safety Saturday what we are most known for, there is so much more. Community Education includes the delivery of safety messages to residents, property managers, condo associations, and local businesses. We also work with other community organizations to develop and support partnerships such as but not limited to Safe Kids Coalition and Camp HERO.

The Elevator Inspection Unit is led by Jan Cramer and supported by Ron Mueller, Mark Sommerfield, and Ollie Matthews. All elevators, escalators, and lifts require an annual inspection to ensure they are maintained in good working order. Additionally, this team provides specialized training to our firefighters to allow them to secure an elevator and remove anyone that may be stuck in an elevator cab for several reasons. Construction of new elevators also keeps this group engage in the industry.

Joe Seifert and Scott Strassburg lead a group of (9) other Fire Prevention Officers. The prevention officers are the backbone of the Division, conducting annual inspections of all commercial and multi-residential buildings to ensure the structures are being used and maintained in a manner consistent with the applicable building and fire codes. The prevention officers also support Fire Protection Engineering, Community Education, and the Occupant Services Units. The hard work of Brian Kruser, Eric Dahl, Doug Milks, Amanda Hornung, Jen Blair, Amy Lampe, John Kosmatka, Paul Graening and Lorie Anderson truly makes the City of Madison one of the safest communities in the state.

The Mayor's Office recognized the need for a full-time position dedicated to Emergency Management in addition to the existing partial duties assigned to the Fire Marshal. Therefore, a new position of Emergency Management Coordinator was established. Colton Ritchie has joined the team and will be focused on developing resiliency and preparation to a variety of threats that the city may encounter.

The Prevention Division looks forward to another year of working to reduce risks to the community.



Former Fire Protection Engineer Bill Sullivan was promoted to Fire Marshal upon the retirement of Ed Ruckriegel.



FIRE PREVENTION

Code Enforcement Unit

The City of Madison relies on the expertise of its eleven Fire Prevention Officers to ensure the safety of our residents, visitors, business owners, and their employees from fire and related hazards. Officers balance and prioritize a mixture of scheduled inspections, citizen-related questions and complaints, being a resource for other city agencies, assisting with various community education activities, and occupancy compliance checks such as Badger football game beer gardens and late-night bar capacity enforcement. The Officers are assigned plan review duties, including fire detection and suppression systems, door access control, and advanced smoke control systems to name a few. They are often tasked with researching current engineering principles and code requirements for newly identified fire safety concerns and topics to ensure all multi-unit, residential, and commercial buildings are built, operated, and maintained safely.



Fire Prevention Officers work in cooperation with large and medium-sized venues and event exhibitors, such as the Alliant Energy Center, Monona

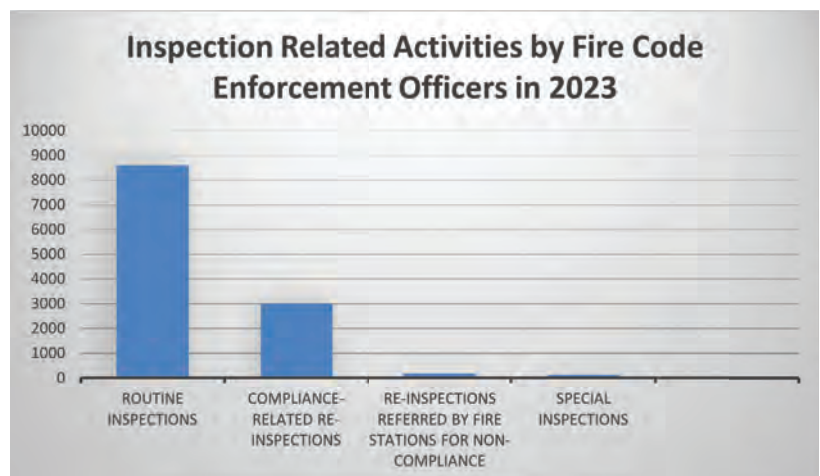


Terrace, Breese Stevens Field, and many other outdoor

special events, on improving their overall emergency planning and preparation to increase awareness of ever-changing issues and concerns. As one example of our continuing commitment, the fire department, along with assistance from several other city agencies, held a Community Event Safety Symposium training for venue owners, event operators, crowd managers, and all interested stakeholders on best practices for planning and operating a safe community event, parade and

other mass gathering activities.

Excluding new construction-related inspections, the entire fire department conducted over 25,300 inspection-related activities in 2023. The Fire Prevention division completed over 8,600 routine inspections, 3,005 compliance-related re-inspections, 169 re-inspections referred by the fire stations for non-compliance, 119 special inspections, including complaints or concerns from firefighters or citizens, reported fire or life safety system failures, and more than 100 Bar, Tavern, and Place of Assembly capacity inspections.



The Fire Prevention division continuously watches for trends to help focus on where we can have the most impact, such as lithium battery and cooking fires. Over time, we have had a positive impact on reducing these fire and life safety concerns and violations. With a more recent focus on reducing the causes of false alarms, we are seeing that we are indeed having a positive impact in fire alarm reliability and not having false alarms occurring at such a high level.

continued...



FIRE PREVENTION

Code Enforcement Unit

...continued

In 2023, the most common violation written for repair or maintenance in the 2023 inspection cycle was for the lack of an annual inspection or maintaining fire extinguishers at a staggering 46% of written orders. By comparison, the next most common violation was a fire alarm system needing an annual inspection, or maintenance which was only 10.2%. This was closely followed by exit lights needing to be repaired at 9.6% of the time.



Left: A chart of the ten most commonly written violations during the 2023 inspection cycle.

Below: The Fire Inspection Unit members who work to keep our community safe. Back row, from left: Fire Protection Engineer Matt Hamilton, Code Enforcement Officers Doug Milks, Paul Graening, and Scott Strassburg. Middle row: Fire Marshal Bill Sullivan, Code Enforcement Officers Amanda Hornung, Joe Seifert, and Eric Dahl. Front row: Code Enforcement Officers John Kosmatka, Amy Lampe, and Community Education Officer Bernadette Galvez. Not pictured: Code Enforcement Officers Jen Blair, Brian Kruser, and Lorie Anderson.





FIRE PREVENTION

Community Education Unit

The City of Madison Fire Department engaged with the members of the community through presentations, station tours, sprinkler side-by-side live burn demonstrations and Safety Saturday, a yearly event at which the MFD and other agencies gather on the Capitol Square.

In 2023, fire prevention staff, along with fire station crews, delivered presentations to more than 45,000 adults and children in workplaces, residential facilities, and with community organizations.

The Community Educator schedules and coordinates station visits, presentations, and community outreach. Our 14 fire stations reported hundreds of people visiting City firehouses in 2023.

Madison's elementary schoolchildren make up the greatest number of residents reached. This occurs during Fire Prevention Month in October. Fire prevention staff with fire crews visited Madison elementary and private schools in 2023, with a total of over 4,100 children and teachers participating.



Firefighter Shane Lettman dons personal protective gear during a school presentation. In case of an emergency, it's important that children learn not to be afraid of first responders in full gear.



Our annual Safety Saturday is a popular event and a good way to interact with and educate the community on a wide variety of safety topics with several different agencies.

Safety Saturday is an annual event that educates parents, children, and the public on ways to make safe decisions, prevent injuries, and to encourage the use of safety devices such as seat belts, bike helmets, and smoke alarms. At 2023's event, WI State Patrol, WI State Capitol Police, US Coast Guard Auxiliary, Swim West, Dane Co 911, and RSVP of Dane County joined MFD in this public safety event. Using the iconic State Capitol Square and Dane County Farmers' Market as a setting, thousands of community members attend Safety Saturday each year.



FIRE PREVENTION

Fire Protection Engineering Unit

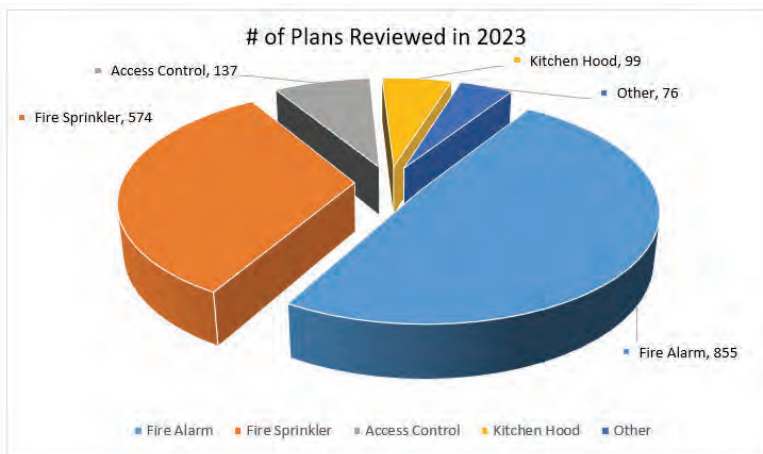
The Fire Protection Engineering unit is responsible for ensuring that site development, new construction, and alteration projects comply with the building and fire codes as well as Madison General Ordinances. This work starts in the early stages of a project with MFD being represented on the City of Madison Development Assistance Team. Our work then continues with owners, developers, and contractors in the design phases of projects, reviewing construction documents, and inspecting and testing installations of site access, fire suppression, fire alarm, controlled egress, smoke control, and fire command centers. In 2023, 1,741 plan reviews were performed generating \$552,707 in revenue.

In 2023 there were 11 recorded sprinkler saves in the City of Madison, minimizing displaced occupants and loss of property. We believe that support for robust building and fire codes leads to increased safety of buildings and minimizes catastrophic events, allowing the citizens of Madison to feel safe and live their lives as they see fit.

In September of 2023, Matt Hamilton was hired as the Fire Protection Engineer, upon Bill Sullivan's promotion to Fire Marshal after the retirement of Ed Ruckriegel.



Fire Protection Engineer Matt Hamilton





FIRE PREVENTION

Elevator Inspection Unit

The Elevator Inspection Unit consists of (3) full-time and (1) part-time State of Wisconsin Certified Elevator Inspectors. The unit works to ensure the safe installation, alteration, and operation of conveyances, which includes elevators, escalators, chair lifts and dumbwaiters.

Our primary focus is on timely plan review, accurate and safe new installations, and annual inspections to grant the required permit to operate.

2023 was a year of progress for the Elevator Inspection Unit, and our staff worked hard to keep the new elevators inspected safely, and the existing elevators operating properly.

Our unit provides training on a regular basis to the firefighters on the safe evacuation of entrapped occupants. There were 318 elevator entrapment calls this year alone.

Due to increase of new elevators installed in the city, the Madison Fire Department operating budget has included an additional inspector. This new addition will help with routine annual and new installation inspections. In 2023, over 2,900 inspection activities were logged, including 84 new installations and 42 alterations. The City of Madison continues to see an increase in new elevators every year. Currently, the city has over 3,000 conveyances, all of which require an annual visit.





FINANCE

2023 Operating Budget and Actual*

Line Item	Original Budget	Revised Budget	Actual	% of Subtotal (Actual)	Original Budget Surplus (Deficit)	Revised Budget Surplus (Deficit)
Intergovernmental Revenues	(\$1,798,387.83)	(\$1,944,147.83)	(\$1,988,906.42)	12%	\$190,518.59	\$44,758.59
Charges for Services	(\$12,989,100.00)	(\$12,989,100.00)	(\$12,836,806.47)	77%	(\$152,293.53)	(\$152,293.53)
Fire Services	(\$900,000.00)	(\$900,000.00)	(\$847,428.83)	5%	(\$52,571.17)	(\$52,571.17)
Ambulance Conveyance Fees	(\$11,745,000.00)	(\$11,745,000.00)	(\$11,539,782.12)	70%	(\$205,217.88)	(\$205,217.88)
Other	(\$344,100.00)	(\$344,100.00)	(\$449,595.52)	3%	\$105,495.52	\$105,495.52
Licenses and Permits	(\$1,350,843.00)	(\$1,350,843.00)	(\$1,265,346.81)	8%	(\$85,496.19)	(\$85,496.19)
Elevator Permits and Inspection	(\$819,828.00)	(\$819,828.00)	(\$765,674.00)	5%	(\$54,154.00)	(\$54,154.00)
Fire Permits	(\$531,015.00)	(\$531,015.00)	(\$499,672.81)	3%	(\$31,342.19)	(\$31,342.19)
Investment and Other Contributions	(\$5,250.00)	(\$17,250.00)	(\$23,311.33)	0%	\$18,061.33	\$6,061.33
Miscellaneous Revenue	(\$113,100.00)	(\$113,100.00)	(\$126,076.25)	1%	\$12,976.25	\$12,976.25
Other Finance Source	(\$26,000.00)	(\$26,000.00)	\$0.00	0%	(\$26,000.00)	(\$26,000.00)
Transfer In	\$0.00	\$0.00	(\$344,858.91)	2%	\$344,858.91	\$344,858.91
Total Revenues	(\$16,282,680.83)	(\$16,440,440.83)	(\$16,585,306.19)	100%	\$302,625.36	\$144,865.36
Salaries	\$46,519,550.53	\$45,782,432.53	\$45,447,949.15	64%	\$1,071,601.38	\$334,483.38
Permanent Wages & Premium Pay	\$43,294,598.53	\$42,557,480.53	\$40,377,272.84	57%	\$2,917,325.69	\$2,180,207.69
Overtime Wages	\$3,224,952.00	\$3,224,952.00	\$5,070,676.31	7%	(\$1,845,724.31)	(\$1,845,724.31)
Benefits	\$15,607,285.49	\$17,354,083.49	\$17,598,704.96	25%	(\$1,991,419.47)	(\$244,621.47)
Health Insurance	\$7,181,738.90	\$7,240,261.90	\$7,156,478.58	10%	\$25,260.32	\$83,783.32
WI Retirement System	\$6,949,107.78	\$7,696,090.78	\$7,972,979.75	11%	(\$1,023,871.97)	(\$276,888.97)
Other	\$1,476,438.81	\$2,417,730.81	\$2,469,246.63	3%	(\$992,807.82)	(\$51,515.82)
Supplies	\$1,168,948.00	\$1,395,862.46	\$1,395,492.19	2%	(\$226,544.19)	\$370.27
Purchased Services	\$2,019,856.00	\$2,000,121.00	\$1,853,481.65	3%	\$166,374.35	\$146,639.35
Debt and Other Financing	\$4,797,533.00	\$4,831,963.00	\$4,739,135.98	7%	\$58,397.02	\$92,827.02
Interdepartmental Charges	\$0.00	\$0.00	\$0.00	0%	\$0.00	\$0.00
Interdepartmental Billing	(\$116.00)	(\$116.00)	\$0.00	0%	(\$116.00)	(\$116.00)
Transfer Out	\$102,000.00	\$0.00	\$4,843.03	0%	\$97,156.97	(\$4,843.03)
Total Expenses	\$70,215,057.02	\$71,364,346.48	\$71,039,606.96	100%	(\$824,549.94)	\$324,739.52
Grand Total	\$53,932,376.19	\$54,923,905.65	\$54,454,300.77		(\$521,924.58)	\$469,604.88

*includes grant funding

2023 Capital Budget and Actual

Project	Budget	Actual	Budget Surplus (Deficit)
Communications Equipment	300,000	141,049	158,951
Fire Apparatus & Rescue Vehicles (Fleet Services)	3,250,000	3,663,600	(413,600)
Fire & EMS Equipment	600,000	873,063	(273,063)
Fire Building Improvements (Engineering Division)	295,000	65,421	229,579
Training Capability Development	500,000	29,211	470,789
Total	4,945,000	4,772,344	172,656

