

## COUNCIL MINUTES

April 8, 2021

The City Council of the City of Mesa met in a Study Session in the lower-level meeting room of the Council Chambers, 57 East 1st Street, on April 8, 2021, at 7:30 a.m.

### COUNCIL PRESENT

John Giles  
Jennifer Duff  
Mark Freeman  
Francisco Heredia\*  
David Luna  
Julie Spilsbury  
Kevin Thompson

### COUNCIL ABSENT

None

### OFFICERS PRESENT

Christopher Brady  
Dee Ann Mickelsen  
Jim Smith

(\*Councilmember Heredia participated in the meeting through the use of video conference equipment.)

Mayor Giles conducted a roll call.

### 1. Hear a presentation, discuss, and provide direction on the following department budgets:

#### 1. Economic Development

Economic Development Department Director Bill Jabjiniak introduced Assistant Economic Development Director Jaye O'Donnell who displayed a PowerPoint presentation. **(See Attachment 1)**

Mr. Jabjiniak provided a brief overview of the Economic Development mission and lines of service such as business attraction and workforce development. (See Page 2 of Attachment 1)

Mr. Jabjiniak summarized the department budget including the General Fund and Economic Investment Fund, which covers economic investment projects like AZ Labs and LaunchPoint. He mentioned the Office of Economic Development (OED) department is on track to stay within budget for Fiscal Year (FY) 2021/22 and expects to be fully staffed by June. He shared when the pandemic began the department created relationships via phone with many Mesa businesses. (See Page 3 of Attachment 1)

Mr. Jabjiniak stated there will be two budget enhancements for FY 21/22. (See Page 4 of Attachment 1)

Ms. O'Donnell stated the OED has supported many small businesses and entrepreneurs throughout the years. She provided an overview of the new and existing programs that are online

and free to Mesa businesses. She shared the department currently manages 26 leases and user agreements with tenants and participants annually through AZ Labs and LaunchPoint. She highlighted the newer successful programs that were launched during the pandemic and mentioned the OED added an incentive through the Mesa Cares program to reimburse businesses up to \$1000 for patio expansions. (See Page 5 of Attachment 1)

Ms. O'Donnell highlighted the successes of the Mesa CARES Small Business Technical Assistance Program (TAP) used to deliver assistance to small businesses in Mesa. She announced after months of implementing the MesaCARES TAP and supporting small businesses, the department launched a best practices package program called Mesa Business Builder. (See Pages 6 and 7 of Attachment 1)

Ms. O'Donnell explained the Mesa Business Builder Small Business Assistance Program is a \$300,000 enhancement to the departments General Fund budget, and it is the next generation of small business support from the City of Mesa. She stated the goal is to help businesses build competency, increase competitiveness, and promote resiliency. She added the program is targeted to micro sized businesses with less than five employees and businesses with less than 25 employees who want to modernize their operations and become savvier in today's environment. She stated the One-on-One Customized Technical Assistance and Case Management Tool is to help businesses create a website or learn how to market their businesses through social media. (See Page 8 of Attachment 1)

Ms. O'Donnell presented the new small business assistance program outcomes. She stated the program will help businesses in key areas to bridge the digital divide, build resiliency and build better businesses in Mesa. (See Page 9 of Attachment 1)

Mr. Jabjiniak explained Co-Star Licenses is a leading commercial real estate database tool for economic development professionals. He stated data is key for current employee use but also for future employers to understand competitive advantages and what sets the City of Mesa apart from others across the nation. (See Page 10 of Attachment 1)

Mr. Jabjiniak highlighted the OED project successes for FY 2021. (See Page 11 of Attachment 1)

12:14 Mr. Jabjiniak provided a brief overview of the FY21 Performance Measures. (See Page 12 of Attachment 1)

In response to multiple questions from Councilmember Luna, Mr. Jabjiniak stated the market is high and the federal opportunity zones are alive. He explained there was a recommendation through the OED accreditation to have an employee dedicated to Business Retention Expansion (BRE), which has become an important piece of the economic development effort. He added by creating a position for BRE, it has created very important relationships with larger Mesa businesses who are planning and/or starting to expand.

Councilmember Thompson commented economic development is the driver for our community and that he would like to see a healthier enhancement in the Small Business Assistance program on how to help new start-up businesses. He noted if OED needs more Costar Licenses, just ask because it will help meet the demands of the booming Mesa market. He informed OED if help is needed, don't be afraid to ask so the City can ensure the department is adequately staffed to complete jobs effectively and efficiently.

In response to a question from Councilmember Spilsbury, Ms. O'Donnell reported 250 businesses are currently on the digital hub and continually log back in to view webinars. She stated one of the reasons for the community engagement piece to be built into the program is to continue with surveys, polls, advertisement for new workshops and webinars. She noticed not many business owners have time to read through the code and signage so the City would like to continue with creating online tutorials and webinars. She added the digital hub is available to all Mesa business owners after filling out a small questionnaire. She noted the digital hub allows the OED to customize services provided to businesses, and the best way to serve small businesses is to concentrate the funding where it is most needed.

Vice Mayor Duff commented she is a small business owner and wished she could have utilized the Small Business Assistance program when she had her business. She stated she would like to see citizens start and grow a successful business in Mesa. She reported small business owners have asked for resources on how to achieve financial literacy for things such as applying for loans, balance sheets, understanding assets and liabilities, cash flow and more. She suggested asking small businesses for feedback so the City can help provide more assistance and information on how to help create a successful business.

In response to a question posed by Councilmember Freeman, Ms. O'Donnell explained data collection on the Digital Hub is in depth and able to track many datasets, such as the ethnicity of business owners, how many employees are employed pre and post COVID and revenue increases. She added the City was able to survey business owners on a weekly or monthly basis to see how they felt about doing business during the pandemic. She stated the financial classes were popular, but the most favored service provided was the one-on-one technical assistance with a legal advisor to help with the set up for their business.

In response to a question posed by Councilmember Heredia regarding industries looking to come to Mesa, Mr. Jabjiniak commented Mesa will always be strong in the aerospace and defense industry if there is money in the federal budget. He added electric vehicles, medical device companies, data centers, and technology companies are looking to or beginning to build in Mesa.

In response to a question from Mayor Giles, Mr. Brady reported the City is looking at building out the second floor of The Studios at Mesa City Center building to provide a space to support small business entrepreneurs. He added the City is hoping to use the American Rescue dollars but is waiting for guidance on how the funding can be spent. He mentioned having a place to facilitate and have additional support for small businesses would be helpful, along with the one-on-one interactions for seminars and training.

Mayor Giles thanked staff for the presentation.

## 2. Fire and Medical Services

Fire Chief Mary Cameli introduced Deputy Director Tara Acuna, Assistant Fire Chief John Locklin, Assistant Fire Chief James Johnson, Assistant Fire Chief Cori Hayes, Assistant Fire Chief Mike Dunn, and Deputy Chief Forrest Smith who displayed a PowerPoint presentation. **(See Attachment 2)** She provided a brief overview of the Mesa Fire and Medical Departments mission statement which is to serve with CARE: Compassion, Accountability, Respect, and Excellence.

Ms. Acuna provided a brief overview of the Public Safety Sales Tax and General Fund. She noted in the revised budget there were some savings in the Public Safety Sales Tax that offset the overage in the General Fund which is due to the three percent merit and \$2000 bonus that was

provided to eligible employees but not added to the budget. She reported the proposed budget for Fiscal Year (FY) 2021/22 is \$105,085,297, which includes the \$7,000,000 in Public Safety Sales Tax. (See Pages 3 of Attachment 2)

In response to a question from Vice Mayor Duff regarding the change in the transport fund from FY 19/20 to FY 21/22, Ms. Acuna explained the fund is relatively new, so the increase was due to the Public Safety Sales Tax, additional department positions, and the Public Safety Personnel Retirement System (PSPRS).

Mr. Brady elaborated the transport fund is a newer program added into the department's budget which was implemented partway through FY 19/20.

In response to a question from Councilmember Luna, Ms. Acuna reported the Mesa Fire and Medical Department (MFMD) is fully recovering the operational costs in the transport fund.

Mr. Brady clarified the transport fund is only covering the day-to-day costs because of the investment provided to start the funding. He added it would take roughly seven to eight years to recover the revenues and the initial investments for equipment, vehicles, and staffing. He suggested using Rescue Dollars to purchase vehicles to bring down the costs.

In response to a question from Councilmember Luna, Mr. Brady explained the cost for personnel is built into the scheduled budget based on academies and ensuring additional positions are filled.

Chief Cameli reviewed the approved enhancement requests for the MFMD. She noted the Department Training and Safety Specialist position was originally a temporary position and is now a part-time non-benefitted position. She stated the Civilian Paramedic position is a certified medic that will be in control of keeping UCapt Medical Dispensers at fire departments fully stocked and free of expired medical necessities. She noted there will be 18 dispensers located across the City by the end of April 2021. (See Page 4 of Attachment 2)

Chief Cameli reviewed the Public Safety Fund beginning with the added positions and fire stations starting in FY 2019/20 to FY 22/23. (See Page 5 of Attachment 2)

Assistant Chief Locklin presented on the MFMD call volume, which shows a consistent increase. He stated the call volume has increased by two to three percent annually over the last decade. He reported on the MFMD Deployment Model which tracks call volume, travel times, response times, first view availability, and medical response units (MRU).

In response to a question from Councilmember Spillsbury, Mr. Brady explained the rates for fire calls have stayed consistent over the years, even with the addition of residential and commercial.

In response to a statement from Councilmember Freeman, Mr. Brady agreed population growth is part of the increase in medical calls but stated part of it has to do with healthcare, noting that MFMD is becoming the first call for residents instead of primary care physicians.

In response to a question from Councilmember Thompson, Chief Cameli stated the City's social services group connects patients with the right resources for medical help, which in turn will reduce the number of calls being received.



In response to a question from Mayor Giles, Assistant Chief Locklin stated there was a decrease in call volume between March 2020 to June 2020 due to the impact of COVID-19, but shortly after picked up again.

Assistant Chief Johnson presented three cancer abatement updates with MFMD. He stated the clean cab concept in fire trucks revolves around the cleanliness of the entire truck. He noted the breathing packs have been removed from the cab of the trucks and placed in compartments at the rear of the trucks, one side of the truck is for fire equipment and the other for medical, and turnouts will be removed from fire station bays, to eliminate cross-contamination. He reported MFMD received a grant for diesel extraction systems to be placed in fire stations to remove emissions from fire stations and bays. (See Page 7 of Attachment 2)

Assistant Chief Hayes provided an overview on the training and academies for firefighters and emergency medical services (EMS) personnel during COVID. She stated the department had to learn how to navigate the critical and essential hands-on training/academies to members with the least amount of risk. She noted parts of the EMS training became virtual, which turned out to be very successful. She added in-person trainings were specific to individual crews. She mentioned the live fire trainings were transitioned into one-hour rapid small group trainings with one to two crews. She reported there has been back-to-back recruit academies since September 2018, with 174 graduates. She continued by addressing the facility upgrades such as the burn building, which should be completed by July 2021, locker room upgrades, and the track project that is a joint project between MFMD and the Police Department. (See Page 8 of Attachment 2)

Deputy Chief Smith presented on social services and behavior health programs, which involves a group of civilian staff as well as volunteers from within the community. He stated the department found a way to work with providers, social service groups, and adult protective services, to help serve individuals in the community who may not have access to healthcare services. He mentioned when COVID began MFMD was unable to complete in home visits, but staff conducted follow-ups based on the call type. He explained the High Utilizer Program identifies individuals using the system more than three times per month and many times there are social components or behavioral issues associated with the 9-1-1 calls.

Deputy Chief Smith provided data on the Station 205 project. He provided a brief overview of the MFMD Behavioral Health program that is a private public partnership with Crisis Preparation and Recovery created in 2014 with a \$12,500,000 grant for healthcare innovations. He stated the current model dispatches a clinician and a technician if the crew determines no medical treatment is needed but behavioral or social services may be required, eliminating the need for transport to an emergency room for treatment. (See Page 9 of Attachment 2)

Deputy Chief Smith commented 343 people have been diverted to other centers instead of taking them to an Emergency Room for treatment.

Chief Cameli provided an update on COVID response. She shared the MFMD started with COVID testing and flu shots in zip codes with the highest COVID numbers in September 2020. She reported to date the City has provided 35,000 vaccinations and noted the department continues to reach out to community programs and partners to provide vaccinations to those who do not have the resources to receive a vaccine.

Mr. Brady commented the vaccine will be available to all employees and their dependents at the Wellness Center beginning in mid-April.

In response to a question from Councilmember Freeman, Chief Cameli confirmed the MFMD will work with those who are unable to leave their homes to be vaccinated.

In response to a question from Councilmember Freeman, Assistant Chief Hayes indicated the Gilbert training facility is up and running with their first fire academy, and that it will be recognized as a regional facility. She noted Gilbert has allowed the City of Mesa to use their facility for the fall fire training academy while Mesa's is under construction.

Councilmember Thompson requested MFMD and the Police Department (PD) to work with Arizona POST to have the Mesa training facility recognized as a regional training facility. He stated if it is recognized as a regional training facility, additional funding can be acquired which could help offset academy costs for both the MFMD and PD.

In response to a question from Councilmember Freeman, Mr. Brady stated the plan is that the transport unit will recover costs due to the capital expense. He suggested using the American Rescue Plan dollars to fund the cost of the vehicles.

Assistant Chief Hayes commented the department is running a hybrid model of the transportation units by using the 12 units available. She noted there are 11 units being used to cover the heavy volumes throughout the day and one 24-hour unit that is placed at Station 19 in Eastmark. She reported American Medical Response, Inc. (AMR) is running 10 units with 24-hour coverage strategically placed throughout the City to ensure response times are being met.

In response to a question from Councilmember Freeman, Assistant Chief Hayes commented all 12 of the City's units are in service. She mentioned there are five older units that are being used for back-up.

In response to multiple questions from Councilmember Heredia regarding medical billing, Assistant Chief Hayes explained the department is in the process of transitioning away from Daisy Mountain Fire who provides the medical billing services for the City. She confirmed Daisy Mountain Fire will continue to assist the City with medical billing for the next six months, which is when Business Services will begin taking over all billing services. She mentioned larger corporations buy equipment based on their global contracts and since we have started transitioning to in-house services the City is seeing significant improvements on transfer of care and electronic patient care reporting system (EPCRS).

In response to a question from Vice Mayor Duff, Assistant Chief Hayes explained the transport rates are set by the Arizona Department of Health Services (DHS) and stated the City of Mesa rates are lower than AMR. She added patients will not be billed any more or less regardless of what rate is provided by the DHS.

In response to multiple questions from Vice Mayor Duff, Assistant Chief Hayes clarified the City has had a performance contract with AMR, and recently a six-month contract extension has been approved while the City finalizes a one-year contract. She responded the contract is based on levels of service and not financials.

Assistant City Manager John Pombier explained AMR assisted the City in obtaining a Certificate of Necessity (CON) that allows the City to provide all forms of transport within a geographic area. He stated working as a hybrid model with AMR has allowed fire fighters to see the efficiencies and differences in levels of service and patient care.

In response to a question from Councilmember Thompson, Mr. Brady mentioned the City could apply for programs that would help offset capital expenses for the transportation program. He stated transport is subsidized because it does not pay for itself, and that he will continue to look at all options for funding outside of the General Fund to help with capital costs.

Mayor Giles thanked staff for the presentation.

2. Acknowledge receipt of minutes of various boards and committees.

2-a. Housing and Community Development Advisory Board meeting held on March 4, 2021.

It was moved by Vice Mayor Duff, seconded by Councilmember Luna, that receipt of the above-listed minutes be acknowledged.

Upon tabulation of votes, it showed:

AYES – Giles-Duff-Freeman-Heredia-Luna-Spilsbury-Thompson  
NAYS – None

Carried unanimously.

3. Current events summary including meetings and conferences attended.

Mayor Giles –	Mesa United Way Foster 360 Program
Vice Mayor Duff –	Maricopa Community College – Virtual Heroes of Education Arbor Day recognition video Arizona State University building tour Mesa United Way Foster 360 Program
Councilmember Luna –	Arbor Day recognition video Maricopa Association of Governments – Economic Development Meeting Tour of Urbex Incorporated Mineral Facility Maricopa Community College – Virtual Heroes of Education event

3. Scheduling of meetings.

City Manager Christopher Brady stated that the schedule of meetings is as follows:

Thursday, April 15, 2021, 7:30 a.m. – Study Session

4. Adjournment.

Without objection, the Study Session adjourned at 9:39 a.m.

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JOHN GILES, MAYOR

ATTEST:

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DEE ANN MICKELSEN, CITY CLERK

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Study Session of the City Council of Mesa, Arizona, held on the 8<sup>th</sup> day of April 2021. I further certify that the meeting was duly called and held and that a quorum was present.

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DEE ANN MICKELSEN, CITY CLERK

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(Attachments – 2)



## Mesa City Council Budget Presentation Office of Economic Development

4.8.2021

# Fiscal Year 2022



# Mesa Office of Economic Development (OED)

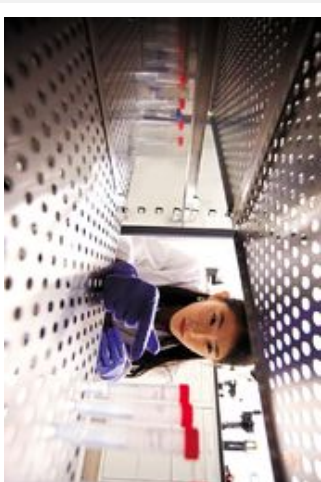
## Mission:

**Enhance Mesa's economy**, by promoting a culture of quality, supporting the **creation of quality jobs, promoting direct investment**, increasing prosperity, and improving life for residents.

**We promote Mesa as a premier location for business**, targeting key industries that provide high wage jobs and future sustainability for the community.

## Lines of Service:

- Business Attraction, Retention & Expansion
- Entrepreneurship / Small Business Development
- Redevelopment / Revitalization
- Workforce Development / Talent Attraction



# Mesa Office of Economic Development

## Budget Summary

	FY 19/20	FY 20/21	FY 20/21	FY 21/22
Core Business Processes	Year End Actuals	Adopted Budget	Year End Estimate	Estimated Budget
Expenditures				
Economic Development				
Building a Sustainable Community	\$965,204	\$1,083,767	\$1,008,075	\$1,433,914
Creating and Retaining Quality Jobs	\$2,648,016	\$2,760,103	\$2,700,411	\$2,801,641
Economic Investment Projects	\$2,642,767	\$3,522,130	\$3,512,130	\$3,456,116
Expenditures Total:	\$6,255,986	\$7,366,000	\$7,220,616	\$7,691,671



# Mesa Office of Economic Development

## FY 2022 Budget Enhancements

- NEW Mesa Business Builder Small Business Assistance Program - \$300,000
- Co-Star Commercial Real Estate Database Licensing - \$13,256





# City of Mesa Small Business Assistance

**Existing online services, resources, cooperative marketing and financial assistance, workspace, workshops, events**

- Mesa Business Resource Guide
- Mesa HUUB Digital Platform
- Business Export Assistance Program
- Size Up Mesa – Market Analysis Tool
- LaunchPoint
- Mesa AI Fresco and Mesa Open Air
- Partnerships with Providers
- Downtown Small Bus. Attraction Utility Rate
- Site Search Mesa
- Mesa Business Connection
- PHX East Valley E-Week
- AzLABS
- Think Spot

Existing Tools and Services



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ECONOMIC DEVELOPMENT

# Mesa CARES Small Business Technical Assistance Program (TAP) Highlights

## Program Highlights June – December 2020:

- Partnered with **12 local non-profits** and **35 sub-contractors** to deliver **\$1.04 million** in technical assistance to **250+ businesses**
- **Delivered 3,300+ hours** of 1:1 assistance - coaching and analysis in business planning/strategy, finance, marketing / sales, e-commerce, restaurant ops, and more.
- **Produced/Aired 70+ webinars** in marketing/PR, finance, social media, e-commerce, legal, strategic planning, HR, and more.





Your small business toolbox.

Where do we go from here:

- Launched Mesa Business Builder and the NEW website MesaBusinessBuilder.com
- Generate awareness about the EXISTING programs, services, and tools
- Re-imagine how we utilize the Mesa HUUB digital platform created through Mesa CARES funding

Moving forward, maximizing momentum



# NEW Mesa Business Builder Small Business Assistance Program

\$300,000 Enhancement

- Next Gen of Small Business Assistance Program
- Mesa HUBB Community Platform is the “Foundation”:
  - “Platform” subscription + Engagement services, New Webinar Content and Specialty Training Classes and Grants (Restaurant Survival Series, Computer Literacy, Mesa AI Fresco) - \$140,000
- One-on-One Customized Technical Assistance and Case Management Tool:
  - Free and low-cost training and education delivered by subject matter experts - \$160,000







## New Small Business Assistance Program Outcomes

- Continued partnership with non-profit agencies and consultants
- Number of businesses assisted **depends on budget and type of support needed**
- Minimum of 100+ “**new**” clients each year, plus 250+ existing businesses already on the platform
- Data collection and reporting to include sales/revenues, number of employees pre/post program, confidence level and improved knowledge of business practices

Mesa Business Builder – Small Business Assistance Program



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ECONOMIC DEVELOPMENT

# Co-Star Real Estate Database Licensing

\$13,256 Enhancement

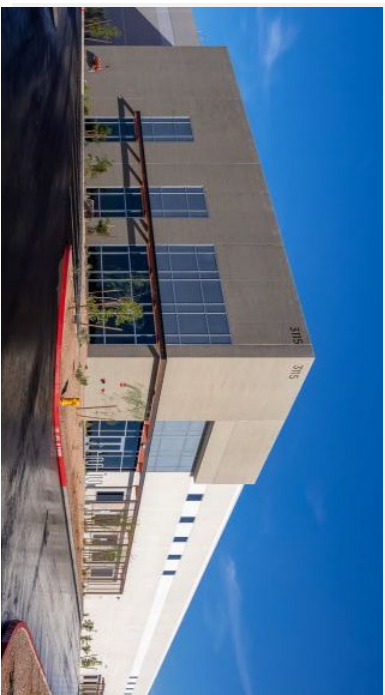
- Co-Star Licenses
- Commercial real estate tool that OED uses to respond to leads, proposal preparation, strategic planning, market research, trend data and analysis, vacancy rates, real estate pricing, and more.



# Mesa OED – Project Successes

## FY 2021 Project Successes: (sample of total)

- Amazon Delivery Station
- Auer Medical
- CMC Steel – Arizona II Expansion
- Dexcom Mesa Regional Expansion
- ElectraMeccanica
- Niagara Bottling Expansion
- Top Aces Corp Military Pilot Training





# FY21 Performance Measures

## City of Mesa - Office of Economic Development:

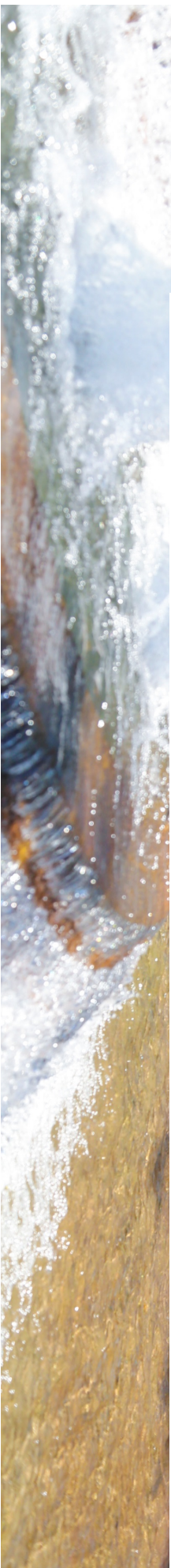
		FY 20/21 YTD		
#	Performance Measure	Annual Goal	Actuals	% Annual Goal
1	Jobs Created and Retained	2,000	1,469	73%
2	Average Annual Wage (\$)	\$47,511	\$57,430	121%
3	Capital Investment (\$)	\$400,000,000	\$870,782,081	218%
4	New or Renovated	600,000	1,835,524	306%
	Commercial Square Footage (SF)			

Source: OED Performance Measures recorded as of March 31, 2021.





# QUESTIONS / COMMENTS





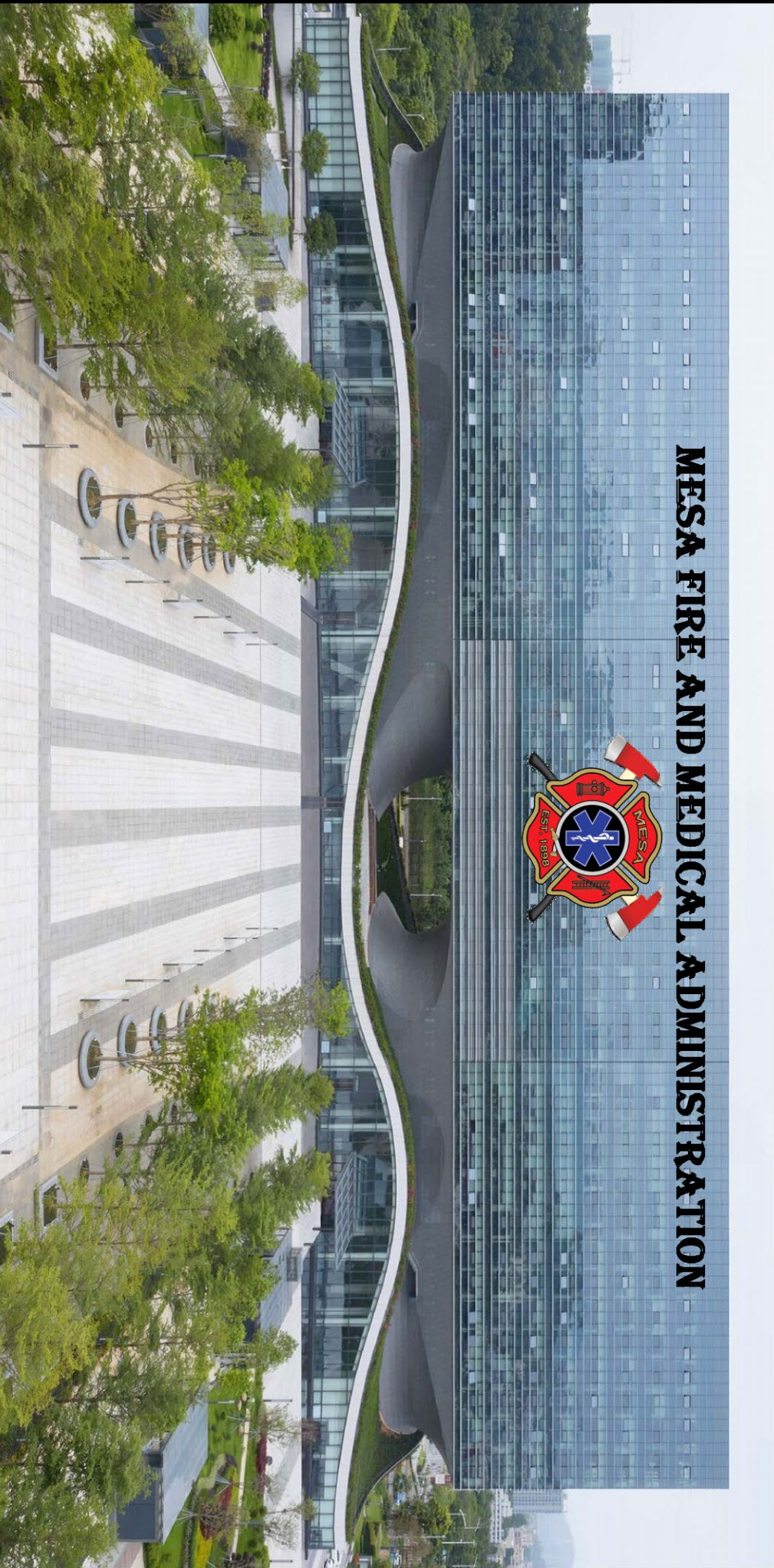


# MESA FIRE AND MEDICAL

MISSION: TO SERVE WITH CARE

COMPASSION. ACCOUNTABILITY. RESPECT.  
EXCELLENCE.







Service level	FY 19/20	FY 20/21	FY 20/21	FY 21/22
	Year End Actuals	Revised Budget	Year End Estimate	Proposed Budget
<b>Expenditures - Mesa Fire and Medical</b>				
Community Involvement	\$3,075,636	\$3,197,733	\$3,107,002	\$3,587,554
Departmental Support	\$18,333,041	\$18,617,685	\$18,661,037	\$20,042,633
Incident Response**	\$65,614,989	\$73,244,682	\$74,308,545	\$81,455,110
<b>*Expenditures Total:</b>	<b>\$87,023,666</b>	<b>\$95,060,100</b>	<b>\$96,076,584</b>	<b>\$105,085,297</b>
*Excludes Grant and Transport Funds				
**Includes CARES funding				
<b>Mesa Fire and Medical: Transports Fund</b>				
Incident Response	\$1,394,415	\$4,749,764	\$4,570,334	\$6,439,677
<b>Expenditures Total w/Transport Fund:</b>	<b>\$88,418,081</b>	<b>\$99,809,864</b>	<b>\$100,646,918</b>	<b>\$111,524,974</b>



# APPROVED ENHANCEMENT REQUESTS

## ONGOING

HOLD OVER TRAINING FUNDING RESTORED FROM BUDGET REDUCTIONS  
- \$300,000

FUEL/MAINTENANCE COSTS - \$125,000

## POSITIONS

CIVILIAN PARAMEDIC - \$80,000 + \$40,000 (ONE-TIME)

PROGRAM ASSISTANT @ STAFFING - \$72,000 + \$7,000 (ONE-TIME)

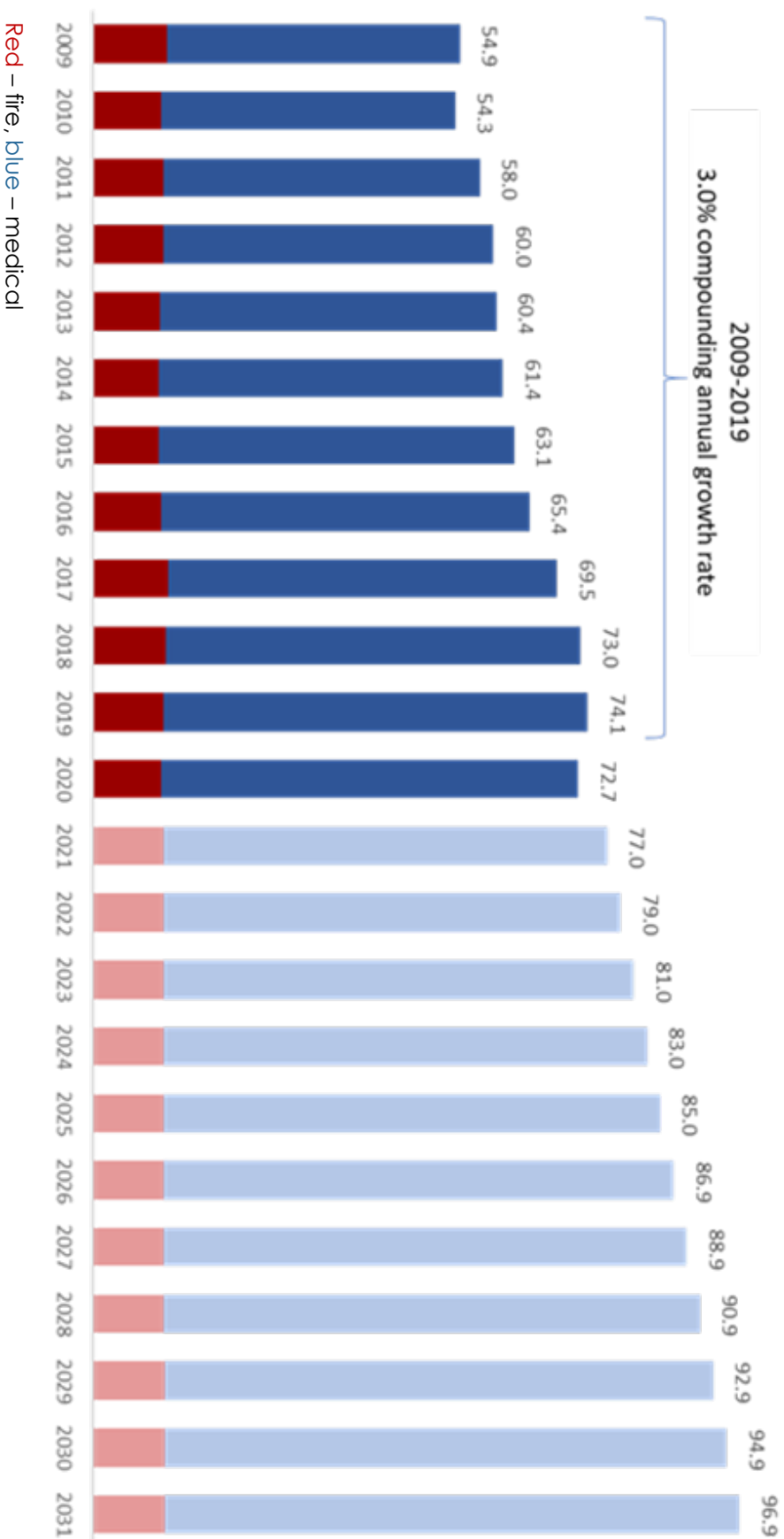
DEPARTMENTAL TRAINING & SAFETY SPECIALIST - \$44,000



# PUBLIC SAFETY TAX FUNDED POSITIONS



## MIFMD Unit Responses per Year



- Deployment model review
- Flexibility of MR station assignment



# CANCER ABATEMENT UPDATE



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Clean cab

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Turnout storage

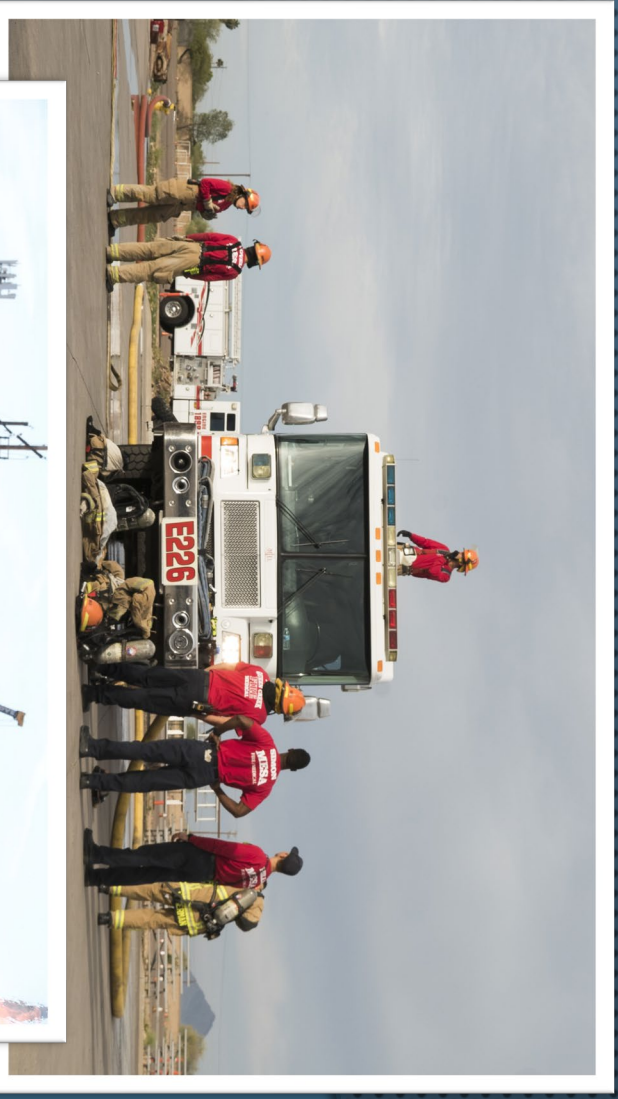
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Exhaust extraction project



# TRAINING/ACADEMIES

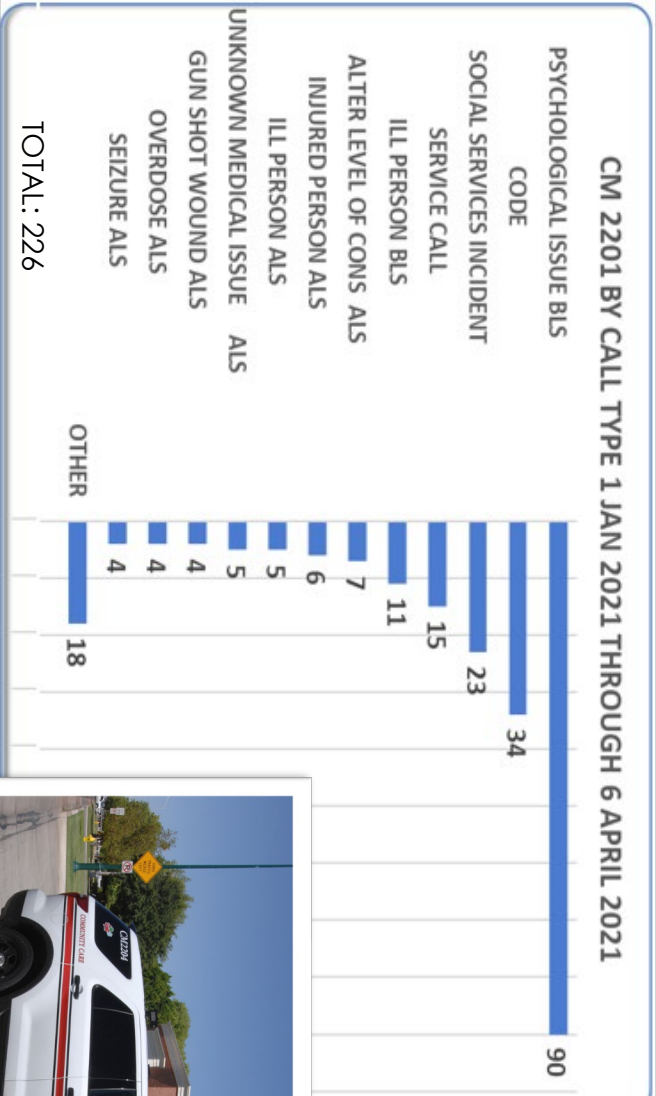
- TWO RECRUIT ACADEMIES (\$1.9M)
- FACILITY UPGRADES
  - TRACK
  - LOCKER ROOMS
  - BURN BUILDING





# SOCIAL SERVICES

## STATION 205 PROJECT UPDATE & BEHAVIORAL HEALTH

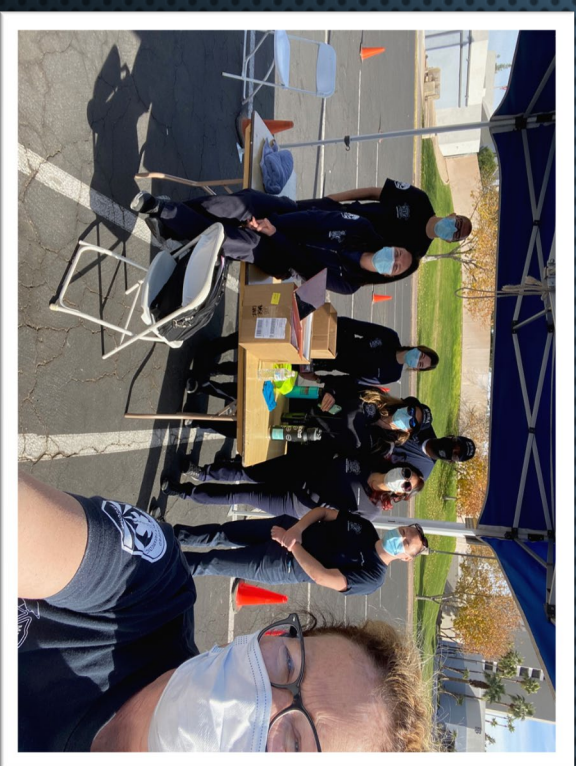
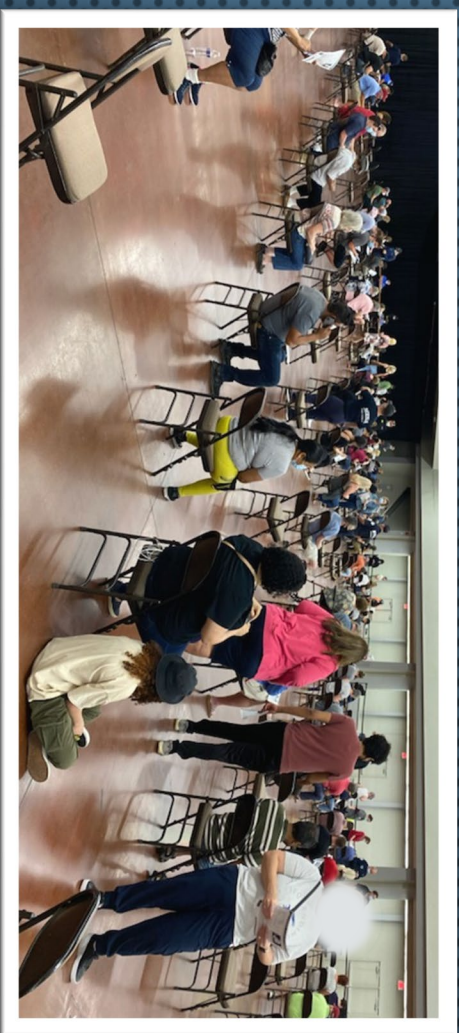
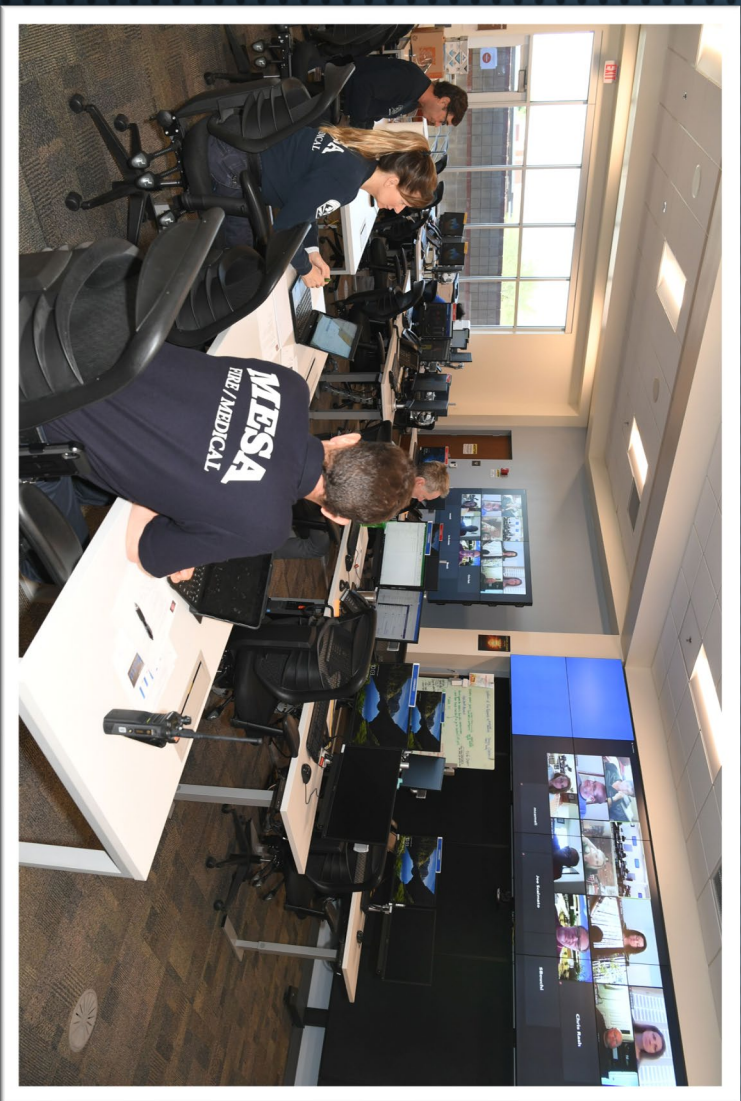


	VISITS	PRIOR	POST	% REDUCTION IN CALLS
TOTAL HIGH UTILIZER	32	122	59	52%





# COVID RESPONSE UPDATE







THANK  
YOU!