

2025 Annual Report





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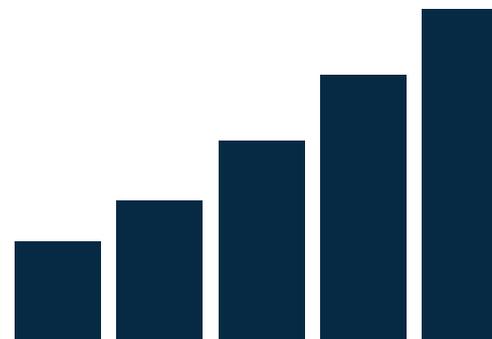
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Community**



Message From Chief Colburn



As I reflect on **my first year as Fire Chief of the Magnolia Fire Department**, I am proud to share this annual report and to look back on a year defined by growth, transition, and purposeful progress.

Our community continues to expand at a remarkable pace, and with that growth comes increased responsibility. Over the past year, our firefighters and staff responded to rising call volumes while **maintaining a steadfast commitment to professionalism, safety, and service excellence**. Through it all, our members met every challenge with resilience, teamwork, and an unwavering dedication to those we serve.

This year also marked a period of significant organizational advancement. We made deliberate investments in staffing, training, and infrastructure to ensure the department remains prepared—not only for today’s emergencies, but for the future needs of our community. These efforts were guided by a **clear focus on accountability, fiscal stewardship, and long-term sustainability**. Every decision was made with the understanding that we are entrusted with both public safety and public resources.

At the heart of this department are our people. I am deeply grateful for the men and women who wear the Magnolia Fire Department patch with pride. Their commitment extends beyond emergency response—it reflects a culture of professionalism, compassion, and service to one another and to the community. I also want to recognize the support of our families, whose sacrifices make this work possible.

Partnerships remain essential to our success. We are thankful for the continued support of our Board of Commissioners, county and municipal partners, law enforcement agencies, healthcare providers, and community organizations. Together, we are building a safer, stronger Magnolia.

As we look ahead, our focus remains clear: to continue strengthening our workforce, enhancing training and operational readiness, and aligning our resources with the needs of a growing community. **The foundation we laid this year positions us well for the challenges and opportunities ahead.**

On behalf of the Magnolia Fire Department, thank you for your trust and support. We remain committed to taking care of our community—and each other—today and into the future.

Respectfully,

Fire Chief Terry Colburn

Year One Focus: Building a Strong Foundation



This first year was focused on thoughtfully evaluating and realigning our organization to ensure our policies, processes, and decisions consistently reflect our mission and values. –Courage, Integrity, Compassion, Community, and Excellence–while moving the department from reactive decision-making to proactive leadership.

Year One Priorities

- **Strengthening Organizational Structure and Oversight**
 - Conducted organizational reviews and realigned roles, responsibilities, and reporting structures to improve accountability and operational effectiveness.
- **Revamping Training, Policies, and Operational Procedures**
 - Reviewed and updated training programs, policies, and standard operating procedures to ensure consistency, accountability, and operational readiness.
- **Strengthening Fiscal Stewardship and Administrative Efficiency**
 - Streamlined administrative processes, audited financials, and aligned resources with core service delivery to ensure transparency and responsible use of public funds.
- **Assessing Assets and Establishing a Proactive Capital Planning Process**
 - Evaluated the current condition of facilities and apparatus and began developing a structured, long-term capital planning process to shift from reactive replacements to proactive investment.
- **Building Trust Through Transparency and Partnerships**
 - Maintained clear, consistent communication with commissioners, staff, and community stakeholders while strengthening key partnerships.



Mission And Core Values

Mission

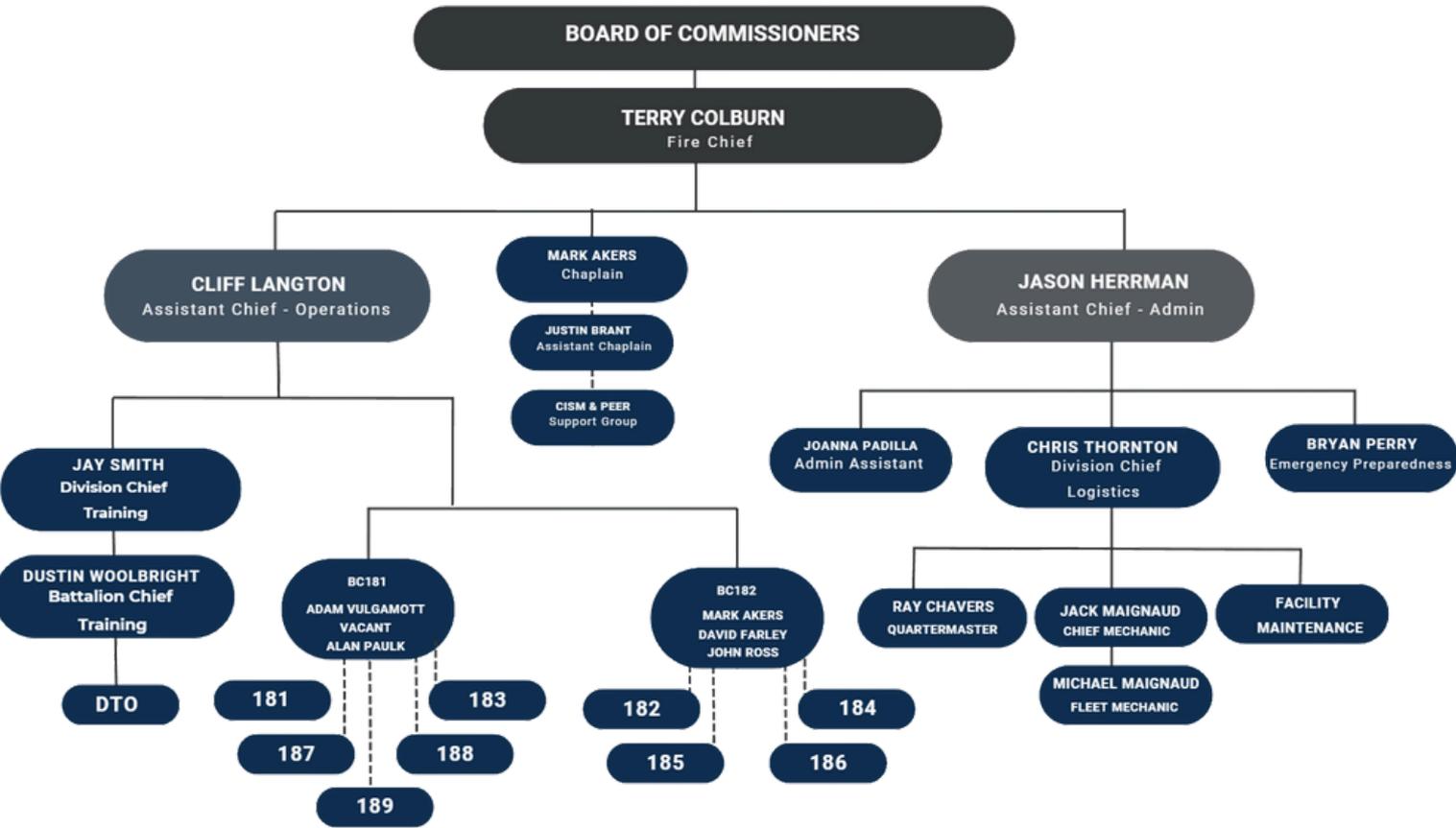
Our mission is to safeguard our community with courage, integrity, and compassion, while fostering a culture of safety, excellence, and teamwork.

Core Values

- **Courage** - Acting decisively and confidently to protect life, property, and community well-being.
- **Integrity** - Upholding the highest standards of honesty, accountability, and ethical conduct.
- **Compassion** - Serving with empathy, respect, and care for every individual.
- **Community** - Building trust through engagement, education, and partnership.
- **Excellence** - Committing to continuous improvement, innovation, and professionalism.

Executive Staff & Organization

MONTGOMERY COUNTY EMERGENCY SERVICES DISTRICT NO. 10
MAGNOLIA FIRE DEPARTMENT



At A Glance: 2025 Stats

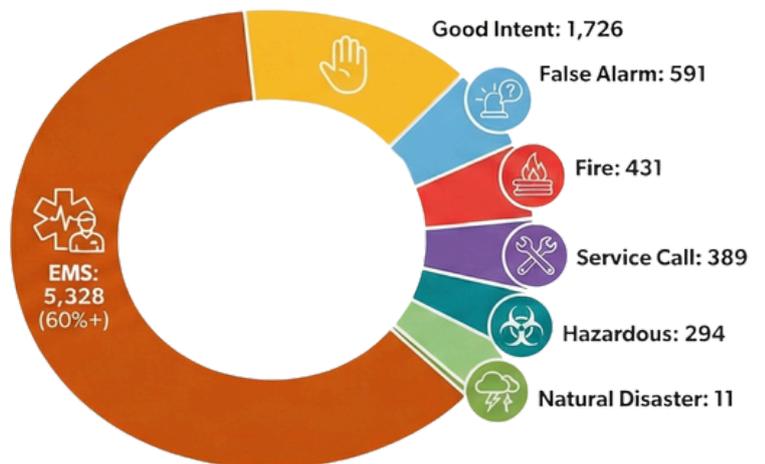
ANNUAL EMERGENCY RESPONSE



31,500+
Residents Reached
Achieved through more than 275 public relations and safety events.



50+ Homes
Made Safer
Through the installation of new smoke alarms in the community.



Administration & Finance



Executive Summary

In 2025, the administration executed a comprehensive overhaul of financial, capital, and personnel operations—balancing the inherited FY2025 budget, restructuring FY2026 to improve transparency and forecasting, capturing significant cost savings, advancing critical capital projects and equipment procurement, adjusting staffing and pay structures to keep pace with operational needs, and strengthening compliance and professional development.

Financial Management & Fiscal Restructuring

- Balanced inherited FY2025 budget
- Built and restructured FY2026 budget with expanded account lines to improve tracking/forecasting
- Corrected classification of capital vs. operational expenses
- Conducted vendor pricing audit; added vendors for cost savings
- Reviewed recurring utilities; recovered \$22,000+ from Quadvest and reduced monthly cost by nearly half
- Closed unused accounts/services; consolidated funds for improved interest returns
- Restored part-time step increases (frozen since 2021): +4%
- Approved +4% COLA for all full-time employees

Audits, Compliance & Insurance Optimization

- Closed prior-year financial audit (June)
- Completed workers' comp audit (1/1/2024–12/31/2024, July)
- Completed workers' comp audit (1/1/2025–9/31/2025, November) to align with budget year (use your documented period as written)
- Biennial TCFP inspection: 0 violations
- Corrected payroll reporting to align with positions
- Optimized insurance coverages: removed 15+ units from vehicle policy; removed non-owned properties from property policy

Capital Improvements & Modernization

- Station 181: closeout completed; ownership transferred; Safe Haven Baby Box installed
- Station 182: temporary quarters established w/ fire alarm & sprinkler; new station design finalized
- Station 186: temporary living quarters installed; fire alarm & sprinkler system added
- Training Facility: new 3-phase electric service installed for added equipment capacity
- Front-line Technology: MDTs purchased and installed in all front-line apparatus
- Specialty Systems/Equipment: Artic Air Cascade system purchased (Station 187 & Training Field)
- Fleet: two Ford F-250s received to replace Battalion 181 & 182
- Water Rescue: three Zodiac rescue boats ordered (delivery expected early 2026)

Personnel, Training & Operational Engagement

- Led 10-member hiring committee; hired 17 new firefighters
- Built/administered 12 TCFP certification classes; supported Engineer/Operator promotional testing
- Responded to 31 emergency scenes, including 22 structure fires

Operations



Executive Summary

In 2025, Operations focused on strengthening coordination, consistency, and readiness across the organization—enhancing cross-shift communication, modernizing SOGs and operational systems, refining staffing and participation models to support reliable response, advancing training and testing standards, and strengthening specialty operations capability.

Collaboration, SOGs & Systems Modernization

- Re-established/strengthened SOG Committee and related operational systems
- Improved shift-to-shift communication, cohesion, and trust-building practices
- Developed multiple forms, dashboards, and data tools to improve user experience and decision support
- Advanced Fire Programs → ImageTrend conversion to improve workflows and standardization

Staffing, Participation & Resource Readiness

- Refined operational staffing model to manage minimum staffing and curb overtime impacts
- Increased Duty Crew participation with pay/participation adjustments
- Completed/advanced hydrant updates to improve operational readiness and response planning
- Updated gear cleaning vendor to improve service, compliance, and turnaround

Standards, Testing & Workforce Development

- Overhauled performance, testing, probationary, and standards processes
- Built and deployed the Active Attack Worksheet and implemented the First Drill framework
- Produced NFPA 1403 burn plans, testing documentation, and supporting IAPs
- Completed Engineer/Operator testing; tested 18 and filled 3 openings
- Supported leadership development via the Training Division Chief selection

Specialty Operations & Program Development

- Established District Training Officers (DTOs) to standardize training delivery
- Selected/trained:
 - NFPA 1403 Burn Managers group
 - Peer Support group
 - Honor Guard members
- Expanded capability: Rescue → HazMat training progression
- Reorganized TFIMAS group (structure: 1 BC / 3 LTs) to strengthen deployment readiness
- Initiated trials/evaluations: SEEK thermal imaging cameras and Accent wearable watch
- Created the Special Operations Coordinator role to centralize planning, training, and readiness

Grants

- Advanced SAFER Grant efforts to support staffing and operational sustainability

Class 25-01



Logistics



Executive Summary

In 2025, Logistics focused on strengthening fleet readiness, communications compliance, and operational technology—reducing recurring costs, improving asset visibility, capturing more than \$500,000 in revenue through surplus apparatus and equipment sales, and implementing modern maintenance, inventory, and compliance programs.

Fleet Optimization & Revenue Generation

- Sold excess apparatus generating \$500,000+ in revenue and reducing ongoing insurance, registration, and maintenance costs
- Auctioned excess equipment generating \$4,000+ in additional revenue
- Placed in service (4) Engines and (1) Aerial to improve operational reliability and reduce legacy maintenance burden

Maintenance Programs & Vendor Efficiencies

- Implemented apparatus maintenance software (RTA) to standardize fleet maintenance tracking
- Evaluated inventory system (PSTrax) and implemented process changes that reduced work orders by 50%+ and lowered annual fees
- Implemented new preventive maintenance programs for key systems to drive long-term savings:
 - HVAC, generators, septic, fire sprinkler systems, overhead doors
- Consolidated fire alarm monitoring to a single provider saving \$1,000+ annually
- Established outside vendor PM agreement for administrative apparatus to reduce internal labor/time and lower long-term maintenance costs
- Cancelled on-site fuel station agreement saving \$4,000+ annually
- Evaluated and adjusted garbage service resulting in reduced annual costs

Communications, Safety & Operational Technology

- Reprogrammed all portable radios to maintain Montgomery County compliance
- Updated and inventoried all DVRS hardware to support firefighter safety and large-incident communications
- Installed MDTs on all first-out apparatus to improve response efficiency and speed-to-critical data
- Purchased additional Thermal Imaging Camera for L181 to improve firefighter safety
- Installed/upgraded apparatus routers to improve connectivity and apparatus tracking during incidents

PPE, Inventory & Asset Accountability

- Conducted annual PPE cleaning/inspection review; changed vendors saving \$10,000+ annually
- Developed an electronic asset inventory program to strengthen budgeting, lifecycle planning, and future cost savings
- Implemented SCBA inventory and maintenance program to improve state/federal compliance and reduce annual costs
- Formed PPE/Uniform Committee to evaluate current PPE and support updated specifications/testing
- Implemented a small gas-powered equipment maintenance program to reduce reliance on outside vendors and cut costs
- Purchased 55-gallon DEF drums for each station to reduce out-of-territory travel time and improve cost control

Technology Modernization & Transformation



Executive Summary

In 2025, the department focused on modernizing technology to improve access, reliability, and decision-making—expanding cloud services, automating workflows, consolidating reporting platforms, and developing internal applications, dashboards, and GIS tools to reduce manual processes and keep personnel better informed.

Cloud Migration & Infrastructure Improvements

- Migrated cameras to a cloud-based recording system for improved access and retention
- Moved shared drives from on-prem servers to the cloud, improving accessibility and enabling long-term cost savings through server decommissioning
- Developed a multi-year IT replacement plan to keep infrastructure within lifecycle standards and avoid future “replacement spikes”

GIS, Automation & Data Tools

- Built a public outreach request form that automatically feeds submissions into an Esri map for faster scheduling, planning, and tracking
- Streamlined the smoke alarm install workflow using improved process/data handling
- Created Esri maps to support decision-making for SAFER Grant analysis and planning
- Built internal and external SCOT surveys and an accompanying dashboard to turn responses into clear, actionable insights

Internal Applications & Workflow Dashboards

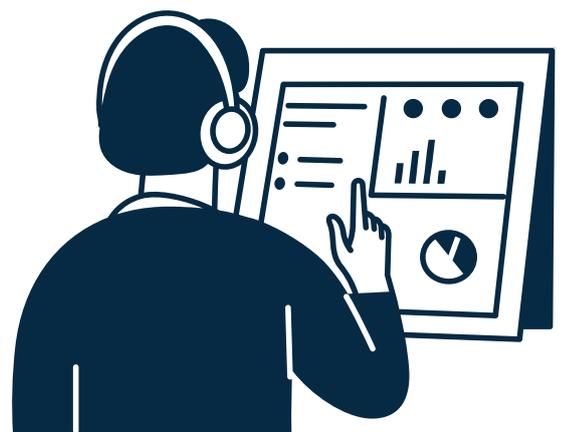
- Developed the MFD internal app to centralize key information for personnel in one place
- Created a training approval dashboard: employee request → BC approval → Training Chief final approval, with automated email notifications throughout
- Supported deployment and sustainment of MDTs and apparatus routers on first-out units to strengthen connectivity and field access to critical information

Reporting Systems Modernization & Compliance

- Migrated from Fire Programs to ImageTrend, enabling reporting from any device and consolidating workflows
- Transitioned department reporting from NFIRS to NERIS to meet updated federal requirements

IT Support Structure & Service Delivery

- Established a single point of contact for IT issues and served as liaison between staff and the third-party IT provider to improve response, tracking, and resolution consistency



Community Outreach



Executive Summary

In 2025, the department focused on strengthening community risk reduction and public outreach—enhancing how prevention programs are planned, tracked, and delivered, expanding public engagement opportunities, and building partnerships that support safer neighborhoods and better community preparedness.

Community Risk Reduction Programs

- Streamlined the smoke alarm installation process to improve service delivery and consistency
- Improved community-facing intake and scheduling for public outreach events, strengthening coordination and follow-through
- Leveraged risk data to better target prevention and outreach efforts to the areas of greatest need (as available/appropriate)

Public Information & Community Engagement

- Exceeded the department’s social media growth goal: 14,900 Facebook followers (goal: 10,000)
- Increased frequency and consistency of public safety messaging, including timely hazard-preparedness communications (e.g., weather and safety updates)
- Improved public access to department information and resources through clearer, more standardized outreach processes

Partnerships & Community Presence

- Strengthened relationships with local agencies, schools, and community partners through coordinated events and joint messaging
- Expanded support for community events and public education opportunities to increase trust and visibility

Organizational Support to Outreach Efforts

- Standardized internal workflows that support public engagement (request handling, scheduling, tracking, and after-action documentation)
- Improved measurement of outreach activity and outcomes through better tracking and reporting methods



Strategic Outlook: Planning for the Future

Continued growth across the district requires thoughtful planning and disciplined execution. These priorities outline how the department will maintain service reliability, manage risk, and responsibly steward public resources while preparing for future demands:

1. Enhancing Fiscal Responsibility Through Administrative Streamlining

- Simplifying administrative processes to reduce overhead and improve efficiency
- Aligning workflows, technology, and staffing with core service delivery
- Ensuring transparency, accountability, and responsible stewardship of public funds

2. Modernizing the Training Division to Support Operational Readiness

- Establishing consistent, standards-based training programs across all shifts
- Expanding use of the training facility to improve realism and skill development
- Supporting firefighter safety, professional growth, and leadership development

3. Strategic Capital Investment in Infrastructure and Apparatus

- Implementing a disciplined Capital Improvement Plan aligned with growth and risk
- Maintaining reliable, modern facilities and apparatus to support service continuity
- Planning lifecycle replacement to minimize unexpected costs and downtime

4. Aligning Service Delivery with Growth and Risk

- Evaluating staffing, station coverage, and deployment as development increases
- Using data and risk analysis to guide future operational decisions
- Coordinating proactively with planners, developers, and community partners

5. Strengthening Resilience Through Regional Coordination and Technology

- Enhancing interoperability with regional emergency response partners
- Leveraging technology to improve incident management, training, and logistics
- Improving data visibility to support leadership decision-making and board oversight

6. Strengthening Transparency and Accountability

- Providing clear, consistent reporting to the Board of Commissioners and community
- Strengthening policies, performance measures, and internal controls
- Fostering a culture of openness, ethical leadership, and continuous improvement

Closing Strategic Statement

These priorities reflect the Magnolia Fire Department's commitment to responsible governance, operational excellence, and transparent service to the community. They serve as a clear and disciplined framework for guiding growth, managing risk, and sustaining reliable emergency services as the community continues to evolve.

