

Williamson County ESD No. 5



Strategic Plan
2021 to 2025

Table of Contents

Open Letter	3
Process	4
SWOT Analysis Summary.....	4
Organizational Background	6
Economic / demographic history.....	6
Department Mission	9
Vision Statement.....	10
Core Values	10
Department Goal / Achievements	10
Board of Commissioners	12
Strategic Planning Topic #1 – Facilities	13
Strategic Planning Topic #2 - Equipment and Apparatus.....	15
Strategic Planning Topic #3 - Staffing/Structure	16
Strategic Planning Topic #4 - Training - In Service and Other	16
Strategic Planning Topic #5 - Policies and Procedures/Rules and Regulations.....	17
Strategic Planning Topic #6- Fire Prevention/Education/Pre-Fire Plans.....	17
Appendix A - Vehicle Equipment Replacement Plan.....	19
Appendix B – Call Volume	20

Open Letter

A Message from the Chief

Mark McAdams

September 17, 2021

In November of 2020, after 35 years in the fire service I stepped down as fire chief for Williamson County ESD 5 but remained active with the department as a consultant to the new fire chief Ray Cummings as well as served as the department chaplain.

Due to other obligations Chief Cummings stepped down as fire chief in September of 2021 and I was asked to come back into the position of fire chief. This report, although the work in gathering data and planning was performed by many, was compiled and produced by Chief Cummings during his tenure.

Due to rapid and diverse growth within our community Williamson County Emergency Services District No. 5 is challenged to meet the needs of the community. The following Strategic plan is the road map we have developed to meet those needs.

Mark McAdams

In order to provide comprehensive emergency service to our district and visitors of the greater Jarrell Area, WCESD No. 5 must proactively respond to those changes, solve problems, collaborate on issues, assess community needs, and develop viable solutions. To accomplish this goal, the following Strategic Planning document was developed. This report is designed to provide members of our district the community, with a five-year planning document. With the everchanging growth in our district, this plan will be a living document capable of being evaluated, reviewed, and refined on an annual basis. It is my goal to provide the district with a well-trained, and well-equipped organization to meet with ever changing needs of the community.

I would like to thank the members of the commission, community, and the heart of the organization, the fire fighters, for providing me the opportunity to facilitate the development of a document that will guide the future of the Williamson County ESD No. 5. As an organization, we stand committed to accepting the challenge of cultivating these strategic goals into reality, enhancing the services we offer our district, and meeting our future vision.

I would like to invite the community to view our web page at <https://www.wilcoesd5.org/> and to like our Facebook page under Williamson County ESD 5/ Jarrell Fire Department. We will do our best to keep these site update with the latest information.

Michael Ray Cummings, EFO
Fire Chief
WCESD No. 5

Process

A strategic plan was started by Fire Chief Mark McAdams with collaboration from Fire Marshal Bobby Belcher, Chief Ray Cummings, Lieutenant's John Jernigan and Josh Louis. That plan was written to establish objectives to work towards through 2025.

Data collection began by conducting a survey to examine our strengths, weakness, opportunities and threats (SWOT). The data would give a perspective from the internal stake holders point of view on the ESDs SWOT. Strengths and weaknesses are internal to our organization. The opportunities and threats are external.

The participation level was good with much communication and input. This information was used in the development of this strategic plan. The below chart indicated the items identified in the SWOT analysis.

SWOT Analysis Summary

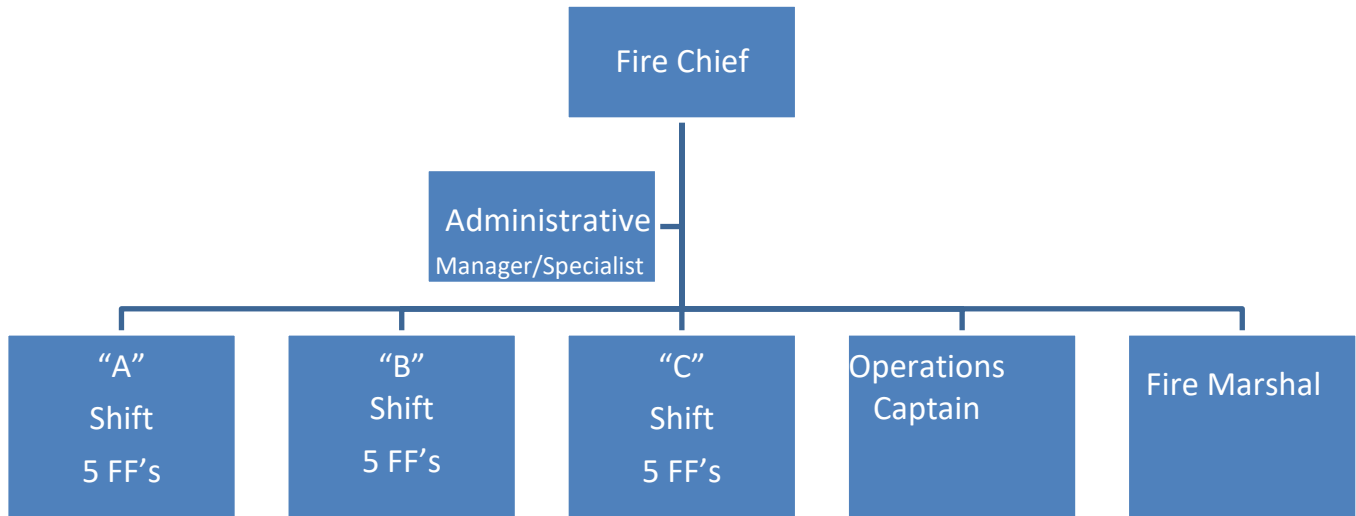
Strengths	Weakness
<ul style="list-style-type: none">• Experienced Officers• NFPA compliant turnout gear• New members with new ideas and backgrounds• New NFPA compliant SCBAs• Some members continuing education and skill set• Willingness to learn• Increase competencies• Ownership and teamwork• Info. Tech proficiency	<ul style="list-style-type: none">• Experienced/tenure members• Apparatus update and replacement• Need additional staffing• Need for Aerial Apparatus• Ability to recruit members• Young age of fire fighters• No experience of new fire fighters• Retaining members• Communication between admin and officers

Opportunity	Threats
<ul style="list-style-type: none">• New stations• Promotions• Rapid expanding district• Training to expand knowledge and skill levels• Exterior Training• Educate and serve public in new ways• Fire Prevention and Fire Life Safety Activities• Building a culture• Building personnel and abilities	<ul style="list-style-type: none">• Low experience levels• Budgetary constraints• Changes in technology• Size of the Department• Rapid Growth• Aging vehicle fleet• Increased call volume• IH 35 bisecting the district• Limited technical rescue equipment• Benefits (remaining competitive)

Organizational Background

The WCESD No. 5 is a fully paid emergency service district that provides fire, EMS, rescue, fire prevention and education services to the communities of Jarrell, Theon, Walburg, and Corn Hill. Our service district covers 75 square miles. WCESD No. 5 currently has 15 fire fighters assigned to fire operations. They staff the ESDs single station with 5 personnel on a three-shift 48/96 hour rotating schedule. Additionally, fire admin consists of a fire chief, a fire marshal, a Chaplin, an administrative specialist and an administrative manager. The only full-time position, as of December 2020 in fire administration, is the fire marshals position held by Bobby Belcher.

The current organization structure is:



ECONOMIC / DEMOGRAPHIC HISTORY

Emergency Services Districts (ESDs) are local political subdivisions of the State of Texas that may provide fire, rescue, emergency medical services (EMS) and other emergency services. ESDs are designed to ensure adequate funding of local fire, EMS, rescue, and other emergency services. Emergency Services Districts are NOT a municipal or county entity.

An important principle behind ESDs is to spread the funding for vital emergency services amongst everyone within the District that might depend on those services. ESDs are primarily funded by an ad valorem (property) tax that, under the State of Texas Constitution, cannot exceed \$0.10 per \$100 of property valuation. ESDs may also levy a sale's and use tax for additional funding. ESD tax revenues mean more time to focus on training and the provision of emergency services rather than fundraising and other activities. Through stable funding, many established ESDs have considerably reduced fire and medical response times and allowed local entities to provide enhanced services, thus saving lives, property, and funds for local citizens.

As a political subdivision of the State of Texas, an ESD may: (1) acquire, purchase, hold, lease, manage, occupy, and sell real and personal property or an interest in property; (2) enter into and perform necessary contracts; (3) appoint and employ necessary officers, agents, and employees. (4) sue and be sued; (5) impose and collect taxes as prescribed by this chapter; (6) accept and receive donations; (7) lease, own, maintain, operate, and provide emergency services vehicles and other necessary or proper apparatus, instrumentalities, equipment, and machinery to provide emergency services; (8) construct, lease, own, and maintain real property, improvements, and fixtures necessary to house, repair, and maintain emergency services vehicles and equipment; (9) contract with other entities, including other districts or municipalities, to make emergency services facilities and emergency services available to the district; (10) contract with other entities, including other districts or municipalities, for reciprocal operation of services and facilities if the contracting parties find that reciprocal operation would be mutually beneficial and not detrimental to the district; (11) borrow money; and (12) perform other acts necessary to carry out the intent of Chapter 775 of the Texas Health and Safety Code.

ESD Taxing Authority

As a governmental entity, the primary source of funds for an ESD is tax revenue. An ESD has two primary methods of securing this revenue – *Ad Valorem (Property) Tax* and *Sales and Use Tax*. An ESD may impose an ad valorem tax on all real and personal property within the District that is subject to taxation. The current maximum allowable rate of taxation for some ESDs across the state is \$0.10/\$100 of valuation. ESDs are also one of a select group of local political subdivisions that are eligible to levy a local sale's and use tax, subject to voter approval. The maximum sales tax rate in Texas is 8.25%. Of that number, 6.25% is reserved and collected by the State of Texas. The remaining 2% sales tax rate is available for ESDs to collect in increments of 1/8% up to 2% if it is available. In 2016 voters of the district approved a 2% sales tax rate for WCESD 5 in areas inside the district but outside the city limits of Jarrell Texas. As the city of Jarrell annexes into new areas the district and city have entered into a sharing agreement for the allocation of sales tax dollars.

Williamson County Emergency Services District #5

In 2001 the Williamson County Emergency Services District #5 (WCESD #5) [at that time, d.b.a. Jarrell Volunteer Fire Department] was approved by area voters in an effort to provide the Jarrell and surrounding Community a Volunteer Fire Department with a constant revenue stream through taxes for equipment and apparatus. Since the creation of WCESD #5 this tax funding has grown to include personnel and facilities and is no longer a volunteer organization. All properties and equipment are owned by the district and all employees are employees of the district.

Consequently, all expenses collectively, (capital, operational, and personnel), must fall at or under these tax caps. Any equipment, apparatus, facilities, programs, or personnel can only be added if monies are not tied up on some other item. The budget only increases when an increase in the property valuation and/or increase in local sales occurs. As property valuation and local sales decreases, the budget decreases.

WCESD #5 continues to explore all options to increase staffing and available equipment to serve a growing community. Currently WCESD #5 has an interlocal agreement with Williamson County in which the county funds a small stipend for emergency medical response into county areas. This stipend in the past has been in the amount

of approximately \$20,000 per year. WCESD 5 consistently pursues grant opportunities to increase services to our district. WCESD 5 also collects additional revenue through our plans review and some of the fire code inspections services.

In 2020, WCESD 5 was able through sound planning and efficient use of public funds, to increase staffing to 5 personnel on duty and have been able to adopt a policy of 4 personnel minimum staffing.

As a taxing government, WCESD #5 is responsible for all Maintenance & Operations expenses [operations] and Interest & Sinking expenses [debt service]. WCESD #5 is also responsible for the management of all revenues. This includes attending the county Appraisal District meetings, filling out all the *Truth-N-Taxation* forms, establishing the tax rate calendar, proposing the tax rate, conducting tax rate hearings, setting the tax rate, and voting on the tax rate. Once the revenues are determined, then the expenditures are established. For FY 2020-2021 all WCESD #5 services are delivered on an operational expense budget of \$2,194,934 garnered through taxes, billings, and interlocal agreements.

WCESD #5 spends approximately 74% total on payroll, health insurance, retirement, and training, 5% total on building and apparatus maintenance, 6% total on utilities, fuel, and insurance, and 15% total on bank loan payments for apparatus and a fire station. Through the budget process WCESD #3 works to keep equipment repaired and replaced, and existing personnel employed. Yet while this budget pays for everything identified during the budget year, there are expenses that are unforeseen. For example, due to a lag between the arrival of business growth and the monies available to purchase needed equipment and supplies, it takes Williamson County 24 months from a buildings completion to appraise, collect, and distribute tax dollars. Yet while WCESD #5 is not able to receive the added tax revenue for at least 2-years, WCESD #5 is still responsible to protect the property from the day construction begins. Subsequently these new expenses must be absorbed into the current year's budget.

Demographics

WCESD 5 has undergone a transformation over the past decade from a rural Texas area with approximately 6000 residents one of Texas' fastest growing areas. As a fire department in a suburban area, WCESD 5 is responsible for providing a variety of emergency services which includes structure fires, wildland fires, hazardous materials incidents, medical emergencies, motor vehicle collisions, swift water rescues, and technical rescues. WCESD 5 protects a growing population of approximately 16,000 residents which includes low-income and high-income residential neighborhoods, with some located in the wildland-urban interface areas. These homes range from 1- and 2-family single story dwellings, to 1- and 2-family or multiple-family dwellings that are 2 stories.

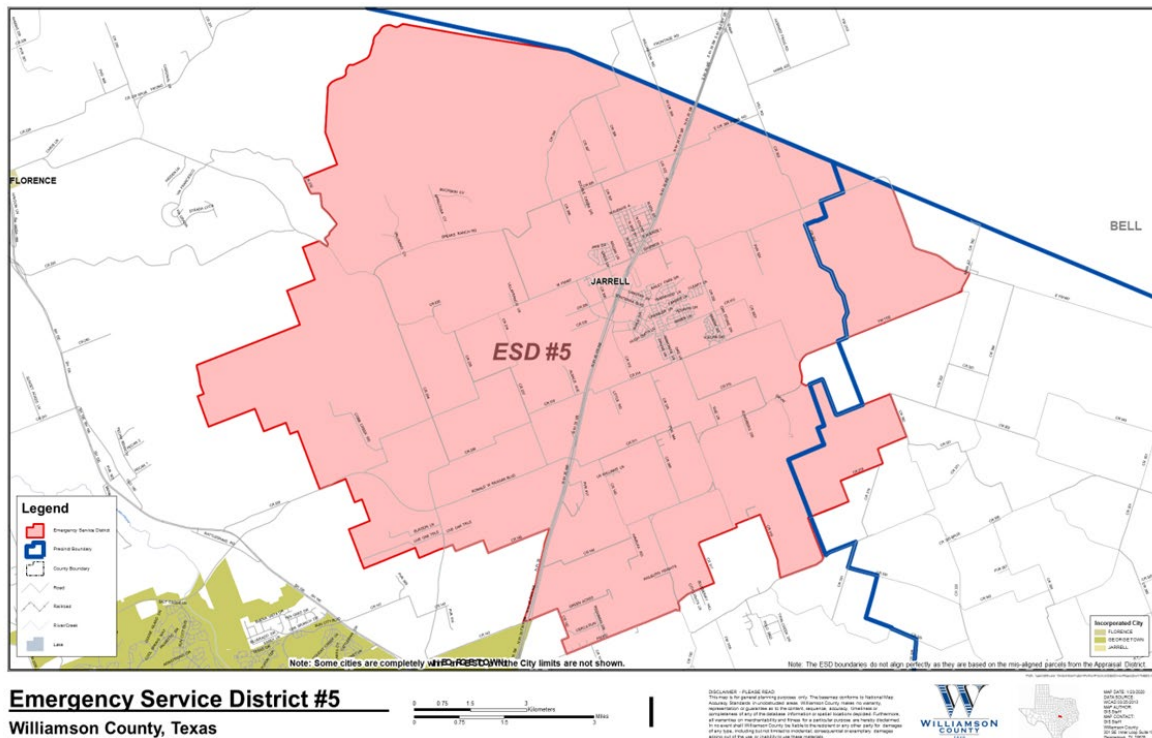
WCESD 5 protects critical infrastructures consisting of, highways, electrical power transmission lines, and public buildings. For example, Interstate Highway 35, a major route for commerce including hazardous materials shipments, and a major crude oil pipeline bisects the district.

The district is also the location for telecommunication sites and 6 public schools and local government facilities all of which are designated as critical infrastructures.

With this growth has come an increase in the residential, commercial, and industrial construction, both in the city and the county area. The City of Jarrell has seen several new

retail stores and businesses arrive within the last few years including grocery, auto supply, medical and dental facilities, fitness facilities, dry cleaners and florist to name a few.

WCESD 5 has already seen plan for the addition of multiple residential sub-divisions that will account for over 10,000 more single family homes over the next between 2020 and 2025.



Department Mission

The Mission of Williamson County ESD # 5 is to provide the best emergency response possible to our citizens, our neighboring fire departments and those that pass through our jurisdiction by preparing to the best of our ability to respond to all emergency call types to which we are summoned

Vision Statement

Williamson County Emergency Services District #5 (the district) recognizes the responsibility placed upon our organization to provide essential emergency services to our citizens. The district also recognizes the value of human life and dignity. Our philosophy, which embodies our organizational values and beliefs, provides a guide for members in the performance of daily activities.

Core Values

- FAMILY • PROFESSIONALISM • TRADITION • DUTY • DISCIPLINE • HONOR • COMPASSION
- INTEGRITY • COURAGE • RESPONSIBILITY • HONESTY

Beliefs

- People are our most important asset
- We must respect and support each other as individual human beings with differing values and needs
- We must be loyal to profession and our community
- We are responsible and accountable for our own successes or failures
- Individual performance and team performance will be recognized
- We must encourage and support others
- Each of us should strive to grow and develop
- Teamwork is essential
- Communication will be the cultural norm
- Innovation is critical to the organization
- We must provide services to the highest level attainable

Department Goals / Achievements

Equipment and Apparatus

- Developed 25-year apparatus replacement plan.
- Developed an equipment PPE replacement plan. This is now incorporated into the normal budget process.
- Purchased new technical rescue equipment to assist in the areas of swift water rescue and low to high angle rescue.
- Radio equipment was upgraded to have redundancy in case the fire link went down on the main dispatching radio system.
- Purchase an aerial apparatus to meet the needs of commercial development in the district
- Purchase or redesign an apparatus to protect members while working on the interstate
- Retrofit an existing brush truck with a new tank, pump, CAFs system and compartments for storage of equipment
- Upgrade or replace the current support vehicle to a command vehicle

- Purchase a type 3 brush engine
- Implement model wildland firefighting equipment onto existing apparatus

Training - In Service and Other

- Shift officers and the fire chief developed, planned, and scheduled trainings.
- Outside training occurs at various locations including TEEX (college station) and our neighbors to the south Georgetown Fire Department
- NMCG task books for wildland fire fighting are in place
 - the goal is to have all members obtain the national certified wildland fire fighter level of FF1/IMT5
- EMS training continues to be provided by Career Cert. This will give the necessary training on duty for members to maintain their EMT cert.

Command Structure

- Chain of command is being enforced by having members report up through their Lieutenant. This will help with problem resolution. All members are aware of and know they need to follow this chain of command.

Policies and Procedures/Rules and Regulations

- SOPs have been reviewed at the command staff level.

Insurances Service Office (ISO)

- Through a co-operative effort between the Fire Department, Emergency Communications, Water Department the ESD's ISO rating was moved to the improved class 3/10 rating from a rating of 8.

Professional Development

- Members who want to advance and enhance their knowledge have been encouraged to take classes.
- A list of desired certifications for advancement has been outlined in a task book for the positions of Driver and Lieutenant.

Fire Prevention/Education/Pre-Fire Plans

- Fire prevention has set hours for the fire prevention officer to be available in his office.
- Completed several pre-fire plans. These are still in the paper format and will need to be expanded with the new computer program.

Communications

- Staff meetings have been held on regular basis.
- ESD commissioner meetings are held on a regular basis
- Lieutenants are encouraged to seek and bring back information to their members from these meetings.
- Continue to work with various press/social media about accomplishments and happenings.

Board of Commissioners

The Board of Commissioners is the appointed policy-making body for the Williamson County Emergency Services District No.5. The Commissioners provide financial oversight and strategic policy direction to maximize the public value of District services. ESD meetings are open to the public. ESD meetings are held at 155 CR 313 Jarrell, Texas.

WCESD No. 5 Board of Commissioners are:

Charles Ashby, President

Tommy Sladeczek, Vice President

Barry Cryer, Secretary

Bill Lawson, Treasurer

David Bray, Vice Treasurer

Strategic Planning Topics

Strategic Planning Topic #1 – Facilities



Station 2 is located at 155 CR 313. This is currently the only station that ESD 5 operates.

The construction for Fire Station 1 will begin in April of 2021. This station will be located at the corner of 5th Street and Avenue G, in downtown Jarrell. This is the location of the original Jarrell Volunteer fire station. Once completed, this station will house fire administration, a crew of 3 fire personnel staffed 365 days a year and a stand-up emergency operations center. Fire apparatus assigned to this station will include an engine and a Type 6 or 3 brush truck.

A fire station must support the needs of the fire department and the community in which it is located. It needs to accommodate extremely diverse functions, including housing, recreation, administration, training, community education, equipment and vehicle storage, equipment and vehicle maintenance and various types of storage abilities. While it is usually only occupied by fire personnel, the facility may also need to accommodate the general public for community education or outreach programs. Fire stations will vary somewhat in design depending on specific mission, i.e., the types of emergencies that will be responded to or the types of fires that will be fought. Usually, the facility differences relate to the size of the firefighting apparatus and facility location. The location of the facility is largely driven by the need to minimize response time.

BUILDING ATTRIBUTES

Space Types and Building Organization

Major fire station functional areas include the following:

- Apparatus bay(s): This is where the fire fighting and emergency response vehicles are stored.
- Apparatus bay support and vehicle maintenance: These industrial spaces are where the vehicles and other firefighting equipment are cleaned, maintained, and stored.
- Administrative and training areas: These include offices, dispatch facilities, and training/conference

rooms.

- Residential areas: These include the dorm rooms, day room/kitchen, and residential support areas such as bathrooms and fitness spaces.
- Specialized areas: These include decontamination rooms and emergency operations center rooms

Apparatus Bay Support and Vehicle Maintenance

Apparatus bay support functions include cleaning and maintenance areas for the firefighter's self-contained breathing apparatus (SCBA), protective clothing, fire hose, and equipment. It also includes storage areas for firefighting gear and equipment and secure storage for medical supplies. Some of these areas are specialized spaces for disinfecting protective equipment and for maintaining and recharging the SCBA in a clean environment. See also Light Industrial space type.

Administrative, Training Areas and Day Rooms

Administrative areas include standard offices and conference and training rooms. The area will also likely include additional specialized spaces such as the chief's office with sleeping and shower facilities and computer training/testing facilities for firefighter continuing education. Some stations may include a highly specialized dispatch room for receiving emergency calls from the public.

The day room accommodates kitchen, dining, and living/recreation functions. It is often separated into subspaces for those three functions, but an open design may also be effective to encourage interaction between the spaces. The dining space may also double as training or meeting space and might include provisions for audiovisual equipment.

Dorm room design can vary widely from station to station and department to department. Each firefighter is provided with a place to sleep, work, and store personal items. Careful consideration should be given to the location and design of the area to ensure response times can be met.

Other residential areas include a laundry room, a physical fitness room, bathrooms and showers, etc.

Promote Occupant Quality of Life

Fire stations are occupied 24 hours a day, seven days a week by personnel in continuous 24-hour shifts.

Therefore, ensuring a comfortable living environment for the firefighters is paramount:

- Provide ample natural light.
- Provide individual dorm rooms.
- Provide ample recreation areas and separate noisy areas (exercise room) from quieter areas (such as a television or study room).
- Avoid institutional and unnatural finishes, textures, and colors.

Maintain a Safe and Healthy Environment

As above, due to the continuous occupation of the facility by firefighters and the presence of hazardous materials, special attention must be given to designing the facility to accommodate equipment and operational strategies to both protect the occupants and maintain a healthy environment. Consider the following critical elements:

- Provide a secure facility for both personnel and materials such as controlled medical supplies and hazardous fire suppression agents.
- Ensure good indoor air quality and abundant natural light in the residential and administrative areas.
- Ensure good ventilation of industrial areas such as the apparatus bay and prevent contamination of clean spaces such as the SCBA maintenance areas.

Strategic Planning Topic #2 - Equipment and Apparatus



Just as technology changes in the private sector, technology evolves in the fire service as well. The equipment we use is constantly being upgraded by NFPA standards. There is also the possibility of defective and damaging equipment during operations and training. This equipment must be replaced and comply with the latest standard possible. If vehicles are not replaced on a regular basis this can affect ISO rating and have an increase in cost and repairs. The typical life span for a fire engine is 15 years as an industry standard.

A plan needs to be implemented to replace this equipment on a regular basis either through the budgetary process or capital planning. Additionally, as the district adds structures vertical in nature, such as apartment building hotels and large commercial structures, the district will need to purchase an aerial type of fire apparatus. This type of apparatus will allow fire fighter to perform rescues from balconies and elevated windows. Fire personnel will be able to access rood structures in a safe manner with an aerial device. Below is a photo of an aerial apparatus.



OBJECTIVES:

1. Develop an equipment replacement plan. – Perform an inventory of all small equipment.
2. Develop a contingent plan to purchase new equipment and or technology not yet used by the department.
3. Form a committee to design the specs for an aerial apparatus
4. Purchase and aerial apparatus.

Strategic Planning Topic #3 - Staffing/Structure

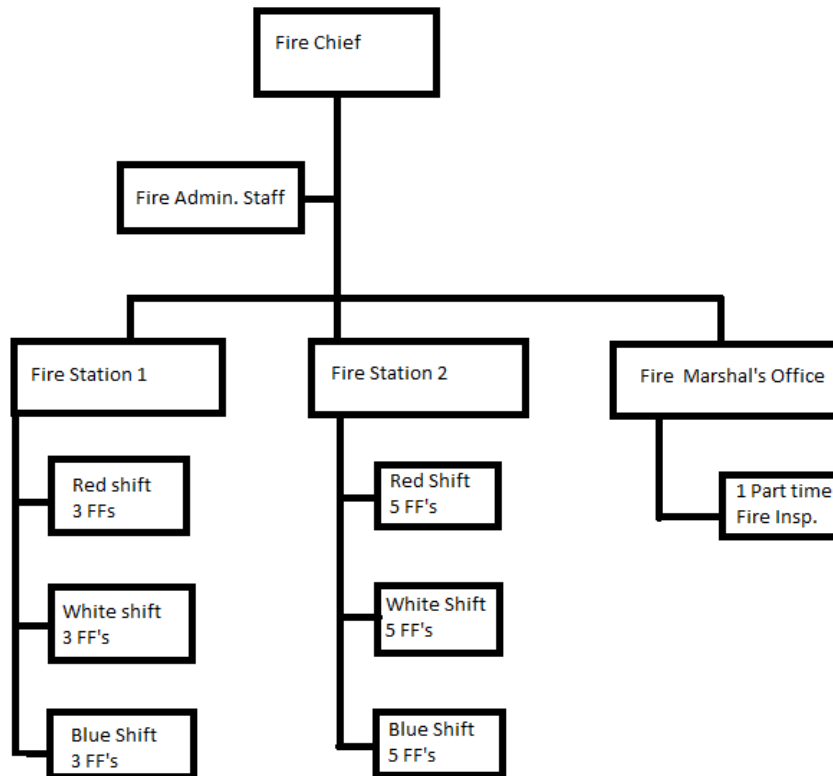


Once station 1 is constructed, the ESD will need to hire the staff for the station. The ESD will hire or promote 3 lieutenants and 3 drivers. Additionally, 3 fire fighters will be hired. This will provide for a minimum 9 personnel to staff station one (divided between 3 rotating shifts) 365 days a year.

OBJECTIVES:

1. Develop a hiring process for 3 new fire fighters
2. Develop a hiring or promotional process for the levels of Lieutenant and Driver

Once Fire Station 1 is constructed and is fully staffed, this will be the ESD's organizational structure



Strategic Planning Topic #4 - Training - In Service and Other



As fire departments take on more responsibilities and duties while becoming an all-hazard mitigation department more training and expertise is often needed. We can also see a greater increase in the number of medical aid calls that we perform each year annually. As medical skills become a more pertinent job function as a fire fighter more emphasis should be placed on this kind of training. Training should be conducted daily within the department which will be led by the company officer.

OBJECTIVES:

1. Maintain a part-time training officer to assist with the training needs of the ESD. This individual can also be used to assist with fire life safety operations.
2. Provide the Company Officers with the means to conduct in-service training
3. Continue having the training officer schedule and teach standard training exercises, with all department members, in order to establish consistency and proficiency in everyday firefighting evolutions and skills.
4. Train with neighboring departments
5. Have all members certified as wildland fire fighters through the NWCG (**National Wildfire Coordinating Group**).
6. Advance our firefighters technical skills by sending members to hazardous material, swift water, ropes and extrication courses.

Strategic Planning Topic #5 - Policies and Procedures/Rules and Regulations

Policies and procedures are often referred to as SOPs, or Standard Operating Procedures in the Fire Service. Standard operating policies and procedures of the Ipswich Fire Department are the backbone of the department and ensure that standard procedures are being conducted the same way by all staff. As new technology and emerging trends in the fire service SOPs need to be reviewed and possibly created. Reviewing SOPs on a regular basis contributes to a favorable ISO rating as this is part of the evaluation. The goal is to keep current on this on-going process. The SOPs have been reviewed and updated by the departments command staff. The edits need to be made and the policies need to be posted and distributed.

OBJECTIVE:

1. Distribute updated Policies and Procedures and Rules and Regulations manuals with up-to-date SOGs
2. Committee review of all SOG's on an annual basis

Strategic Planning Topic #8 - Fire Prevention/Education/Pre-Fire Plans

Fire Life Safety encompasses a variety of code enforcement, fire investigations, fire reporting, plan reviews and inspection duties. The Fire Marshal's office is staffed by one (1) Monday through Thursday from 7:00 am to 4:00 pm. The Fire Marshal's office is located at 155 CR 313 in Jarrell, Texas. The Fire Marshal is responsible for managing the daily operations of the fire marshal's office in direct partnership with the Chief of

Department. Currently, the Fire Marshal is also responsible for other tasks such as, department logistics and fleet maintenance. The downside of having one person doing inspections and logistic activities is that when that individual is out of the office, either performing inspections or using personal time, there is a delay in servicing the public.

OBJECTIVES:

1. Provide fire prevention with the hardware (mobile terminals or tablets) to employ the mobility aspect of the new computer software. This would allow the inspections to be recorded in the field and cut down on administrative time needed to spend in the office doing the paperwork after the inspection is done.
2. Pre-fire planning – the data needs to be available through hardware to every fire officer and every responding unit. By accessing the information using hardware and software the members have the most accurate information instead of missing the paper that was tucked away in a drawer.
3. Hire a part time fire inspector/plans examiner (this can be the same person as the training officer)
4. Continue on-shift fire inspection program
(All officers must be at least an TCFP inspector 1)



Appendix A - Vehicle Equipment Replacement Plan

Equipment List

Year	Vehicle	Make	Model	Life Span
2009	Engine 1	Pierce	Velocity	15 yr.
2001	Engine 2	Kenworth	Commercial cab	15 yr.
2019	Squad 2	Ford	550	10 yr.
2008	Brush 1	Ford	550	20 yr.
2003	Tender 2	Kenworth	Commercial cab	20 yr.
2013	Support 1	Chevy	2500 p/u	10 yr.
2003	Support 2	Ford	Excursion	10 yr.
2020	Command 1	Chevy	Tahoe	10 yr.

Replacement List

Year	Vehicles to Replace/Purchase	
2021	Brush 1	Retro Fit with Cabs & Skid unit
2022	Aerial apparatus	New Purchase
2022/23	Type 3 engine	New Purchase (Grant Funded)
2023/24	Apparatus with Attenuator	New purchase or retro fit
2024	Support 2	Replacement
2025	Engine 2	Replacement

Appendix B – Call Volume

Type of Call	2017	2018	2019	2020	2021
Building Fires	8	8	12	9	
Vehicle Fires	5	8	11	13	
Other Outside Fires	13	52	29	59	
Medical Calls	195	365	344	530	
Motor Vehicle Accident	103	188	102	161	
Alarm Activations Response	15	30	13	38	
Service Calls	48	21	22	72	
False Alarms/Good Intent	9	11	16	17	
Hazardous Material Responses	1	10	14	9	
All Other Responses	69	186	248	176	
Total Calls	465	869	797	1084	
Fire Life Safety Activities per year	2017	2018	2019	2020	2021
Fire Inspections	54	76	53	24	
Plan Reviews	22	38	31	38	

Firefighter's Prayer

When I am called to duty, God wherever flames may rage, give me strength to save a life, whatever be its age. Help me to embrace a little child before it's too late or save an older person from the horror of that fate. Enable me to be alert to hear the weakest shout, and quickly and efficiently to put the fire out. I want to fill my calling and to give the best in me, to guard my neighbor and protect his property. And if according to your will I have to lose my life, bless with your protecting hand my loving family from strife.