



St. James Fire Department, Inc.

Five-Year Plan

Fiscal Years 2026 - 2030

St. James Fire Department, Inc. Five-Year Plan – Fiscal Years 2026– 2030

This is the five-year plan (the “Plan”) approved by the board of directors (the “Board”) of the St. James Fire Department, Inc. (the “Department”). This Plan encompasses the five fiscal years running from July 1, 2025, through June 30, 2030 (the “Plan Period”).

The Plan serves several purposes:

- It identifies the most important challenges facing the Department throughout the Plan Period and suggests ways to meet those challenges.
- It documents the anticipated needs of the Department during the Plan Period to help ensure that the Department obtains the required resources in a timely way.
- It develops a multi-year pro-forma financial plan consistent with the Plan’s conclusions and recommendations. Note, however, that the Plan’s identification of a needed or recommended budget item does not eliminate having to justify the cost for that item to the Board for inclusion in an approved Department budget.

This Plan is a guide for the Board throughout the Plan Period or until a successor plan is adopted. The Plan documents current conditions of facilities, vehicles and equipment as a baseline and makes assumptions about the need for their repair or replacement, focusing on major cost items, all or any of which could change during the Plan Period. It is not intended to be followed without regard to changes in circumstances.

To the extent that this Plan addresses potential operational challenges, it does so solely to offer suggestions for how best to deal with those challenges effectively. Ultimately, operational decisions lie with the Chief and, in some circumstances, the Board.

Information used to develop the baselines and assumptions included in this Plan was gathered from the Town of St. James’ (the “TOSJ”) Comprehensive Plan, the St. James Plantation Property Owners Association (the “POA”), the Brunswick County Planning Department, the Chief of the Department and other officers in the Department.

Thank you to all the individuals who contributed to this plan: Committee Chair: Dan Beharry, President Jim Crum, Treasurer Rich Agar, Board Members Vince Rocco and Scott Gentry, Assistant Chief – EMS Karen Deegan, and Chief Scott Boyer.

On motion duly made, seconded and passed, this Plan was approved by the Board this 8th day of July 2025.

/s/ James E. Crum

James Crum, President

/s/ Daniel Beharry

Daniel Beharry, Secretary

Introduction

“It’s tough to make predictions, especially about the future.”

Yogi Berra, Hall of Fame major league baseball player and common man philosopher.

This Plan attempts that difficult task of predicting the future and considers how the many coming challenges for the Department might be met. It updates the 2022-2026¹ 5-year plan (the “Predecessor Plan”) published in fiscal year 2022. The Predecessor Plan was generated during substantial uncertainty about the future development activities in the Department’s fire district (the “District”), which is comprised of the Town of St. James (“TOSJ”), including St. James Plantation (the “Plantation” or “SJP”) and unincorporated areas of Brunswick County outside the Town (the “Rural Fire District” or “RFD”).

The expansion of NC 211 will result in what is now a two-lane highway becoming a four-lane divided highway, similar to U.S. 17 in northern Brunswick County, between its intersection with Midway Rd./Middleton Blvd. on the north to just beyond Walmart at the southern end. This major, multi-year road expansion is evidence of what has been anticipated, that significant population growth will occur in the area.

The expansion was planned but hadn’t begun at the time the Predecessor Plan was adopted. That left the drafters of that plan to ponder what the road expansion, together with the burgeoning District population and associated residential and commercial development, might bring. Some of that uncertainty has been resolved, but much of it remains, and new factors have arisen which make the planning process even more difficult. One of those is that the Oak Island Fire Department (“OIFD”) will establish a new fire station north of NC 211 just east/south of the Middleton/Midway intersection, calling existing fire district boundaries into question.

Despite the ongoing uncertainty, this Plan identifies the challenges that the Department will have to meet to serve the District, regardless of its boundaries, at a high level over the Plan Period, and it offers thoughts on possible ways to do so. Final decisions will be left to the Board, and implementation will be left to the Chief when the time for those decisions and actions arrives.

¹ These dates refer to fiscal years, which run from July 1 of one year to June 30 of the next. The Predecessor Plan covered the period July 1, 2022, to June 30, 2026.

The Effects of Being All-Volunteer and Relying on an Older Population

While all emergency services organizations (“ESOs”) must deal with uncertainties about the future, our Department is atypical in two important regards. First, it provides its emergency services throughout the District utilizing only volunteers who, except for the Fire Police to a limited degree, reside solely within SJP.² Logistics currently make it impractical for residents of the District living outside SJP to respond quickly enough to man firefighting (“Fire”) and emergency medical services (“EMS”) division vehicles consistently under current operational policies.

The second factor is the high average age of our Department’s members. As discussed in more detail, below, that average age approaches 70, even in the more physically demanding Fire Division.

In the past, reliance on SJP residents to fill the Department’s ranks was of little concern. There were relatively few residential structures in the RFD compared to the TOSJ, and those were concentrated in Arbor Creek, adjacent to SJP. Volunteers from within SJP have been sufficient in number to cover that territory effectively.

However, with new development along NC 211, the residential population and commercial development in the RFD has begun to increase, and it will continue to do so throughout the Plan Period, elevating the need for an increase in volunteers to respond to incidents in the RFD and the importance of recruiting volunteers from among the RFD residents to support the Department. This Plan offers thoughts on how to accomplish those objectives.

Increasing the pool from which the Department can draw its volunteers is essential to achieving the overarching objective of this Plan, which is to maintain the volunteer status of the Department. There are financial, regulatory and administrative impacts, all negative and some substantial, that would result from having to become even a partially paid department.

Increasing the importance of gaining access to residents outside of SJP to serve as volunteers is that the demographics of SJP skew older relative to the general population in Brunswick County. The median age of an SJP resident increased from 59.1 years in 2000 to 67.7 years in 2022. Perhaps surprisingly, the average age of the Department’s Fire Division members is even higher – nearly 69.³ The Department is among the oldest (by average age) firefighting crews in

² Fire Police who control incident traffic in Arbor Creek are all residents of Arbor Creek. In the past, some residents of Arbor Creek were active firefighters in the Department, but that is no longer the case.

³ Until a few new recent recruits joined, the average age was well over 69, but the Department can’t rely on a consistent supply of “youngsters” to keep the Department’s Fire division fully staffed in the face of likely numerous retirements by the elder statesmen of the Department.

the nation. The same is probably also true of our EMS Division, though it has recruited several relatively young members in recent times.⁴ Those divisions may continue to increase in average age over the Plan Period if the Department relies solely on SJP residents to fill its ranks.

There has been sufficient success in the recruitment of entry level members so far in all divisions, and the Department's Recruitment Committee deserves great credit for that success. However, the potential for continuing increases in the number of calls to which the Department's three divisions respond is real. For reasons discussed below, this will require finding and training even more recruits during the Plan Period, especially for the EMS Division. The RFD may offer fertile ground for that recruitment effort.

In addition, the Department needs to develop fully trained leadership personnel in all divisions to ensure continuity should any officer, from the Chief down the ranks to line officers, no longer be able or willing to serve. With the Board's adoption of a succession plan for the Department in 2024, many of these concerns are being addressed, but it will take ongoing oversight to ensure that our volunteer force has the leadership needed on a continuous basis.

This issue is no more apparent than with ensuring the availability of a qualified person to take over as Chief whenever that need arises. While it is not an immediate concern, this Plan considers the possibility of having to hire a paid Chief at some point and attempts to assess the implications of that for the Department. The Plan also assesses the impacts of going to at least partially paid Fire and EMS Divisions.

That said, the focus of the Plan is on identifying the measures needed to maintain the all-volunteer nature of the Department in all divisions.

⁴ So, too, for the Fire Police, but there are few analogous organizations to make the age comparison meaningful.

Emergency Services Provided

The Department's three divisions provide four types of emergency services to the District.⁵

Fire Division: Performs firefighting services for structure, vehicle and brush fires and such other services as are available and needed in response to emergency situations, e.g., flooding. For motor vehicle accidents ("MVs"), that can include traffic control outside of SJP (Fire Police handle that task inside SJP and Arbor Creek), removal of road debris and management of leaked fluids. In the case of structure fires, these services are provided in the District with the help of our mutual aid partners. In return, the Department typically provides a full (8 personnel) engine to battle structure fires in the districts of our mutual aid partners when called upon to do so.

Rescue: Residing in the Fire Division, this group of Fire Division personnel is led by specially trained and certified technicians. Rescue services are focused on extrication of trapped victims from motor vehicle accidents, but their capabilities go well beyond that function.

EMS Division: Provides emergency medical services in response to any medical emergency in the District, including basic life support level services and ambulance transport services. EMS personnel are often first on scene for cardiac or respiratory arrest incidents and can provide life-saving efforts to resuscitate victims. EMS staff also frequently provide lifting assistance services (falls, helping disabled persons into homes and vehicles). EMS also provides rehab services for firefighters and other responding personnel in emergency situations. In addition, EMS staff provide valuable public education programs in CPR and AED usage to the SJP community and Arbor Creek. It might explore how to provide those same services to other residents of the RFD.

Fire Police Division: Directs Fire, EMS and other emergency vehicles to the location of emergency sites within SJP and Arbor Creek. The Fire Police respond directly to incidents in their personal vehicles and are often first on scene, along with the Department's Chief. They assist with identifying hydrants for arriving Fire Division personnel and control traffic (vehicular and spectator) for the duration of the emergency. They are also CPR and AED certified and provide early assistance in cardiac emergencies. When asked, they provide a variety of support services to the EMS responders on scene, such as adding personnel to lifting teams.

⁵ Fire Police do not provide services in the RFD, except for the TOSJ municipal complex and Arbor Creek, and in the latter case, only with personnel residing in Arbor Creek.

- ***Assumptions Regarding Services:*** No change is anticipated in the range of services to be provided during the Plan Period, though potential changes in the level of activity for each of the services and, for the Fire Police, the geographic area of its responsibilities, are discussed below.

Service Area

The primary Fire and EMS response area is the District, both the TOSJ/SJP and the Rural Fire District. See the District map below. There is no change expected in the service area for the Department during the Plan Period, though whether that occurs is not within the Department's control. The anticipated construction of a new fire station by the OIFD north of NC 211 might lead to a change in the District's boundaries, which are set by the State Fire Marshal. See the discussion of the new OIFD station below. Fire Police currently provide service only within SJP, the TOSJ municipal complex and Arbor Creek, the last with personnel located in Arbor Creek. This Plan explores the possibility of expanding the Fire Police service area into the RFD beyond Arbor Creek.

TOSJ

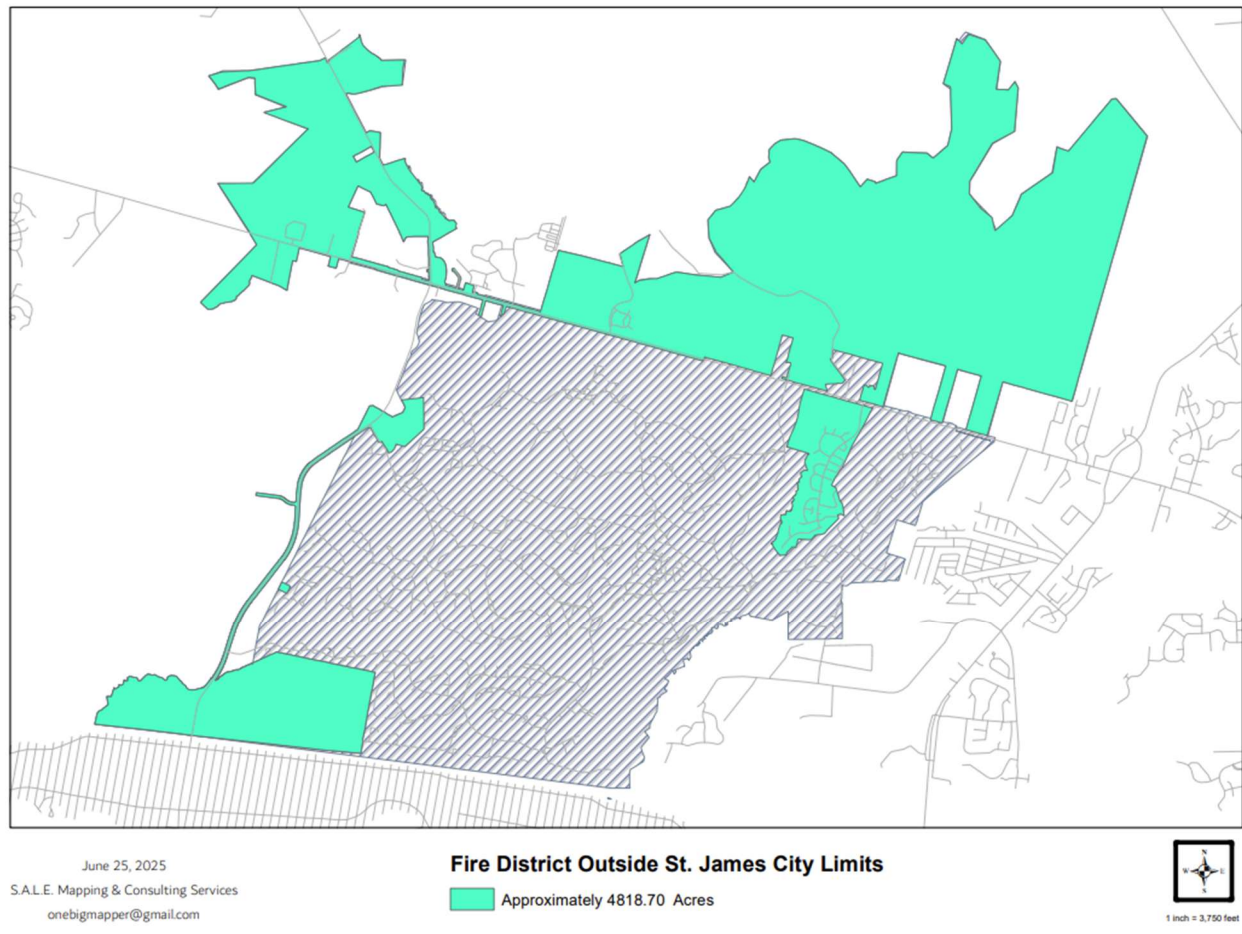
The TOSJ service area consists principally of residential and commercial properties within the town limits and SJP. This includes the TOSJ Town Hall and the Homer E. Wright Community Events Center on the north side of NC 211, along with all of SJP. Commercial properties in the District at this time are expanding or will be expanding outside of the Town's limits, potentially including hotels, apartments, medical and dental facilities, age-restricted living facilities, and other retail services. A formerly deferred development, St. James Center, has been revived. It is expected to be annexed by the TOSJ and will add a significant number of commercial and residential units (~1900) to the District. Information about the type and number of building units that might be added to the RFD during the Plan Period is discussed in more detail later in this Plan.

Rural Fire District

The RFD (the rose-colored portion of map) is set by the State Fire Marshall. To date, incidents in the RFD have been predominantly MVAs, brush fires and frequently activated alarms (but no fires) at commercial properties. There was also a major structure fire in Arbor Creek in 2023. New developments in the area since the Predecessor Plan's adoption and other approved developments mean that the RFD will likely become more important to the Department during the Plan Period in terms of the number and types of incidents triggering a response.

St. James Fire District Map

While difficult to interpret due to its irregular and discontinuous shape, the District map is set forth below:



The grey shaded area is the Town of St. James. The green colored areas are portions of unincorporated Brunswick County which constitutes our Rural Fire District.

Mutual Aid

In addition to its responsibilities within the District, the Department participates in the Brunswick County Mutual Aid System which, with other fire departments in the county, augments our and their respective capabilities to combat structure fires and address other significant emergency situations with greater effect. The Department, as part of its commitment to this system, responds to any request for support from the county through the

county's emergency dispatch system for those towns or districts with which we have a mutual aid agreement. Those include Southport, Oak Island, Sunset Harbor, Bolivia and Winnabow.

Sunny Point, our nearby military supply depot, is also a part of this mutual aid arrangement, and they respond quickly and provide valuable assistance when called upon to fight structure fires in our District.

Despite our proximity advantage, our Fire Division personnel are often not the first company to arrive on scene at a structure fire in the District when a call for mutual aid goes out. This is the result of our force's being all-volunteer, meaning they must travel to the station to don their gear to board an engine before turning out. Paid departments have personnel residing at the station and can respond more quickly.

As it is the closest mutual aid department to most of SJP, OIFD is often first on scene at a structure fire for that reason, and they faithfully respond to a call for assistance. The consistently fast response of OIFD and other paid mutual aid departments is a key factor allowing us to remain all-volunteer while maintaining the high level of service expected. Note, however, that the Department's Chief (or his assistant Chief or station captain) also responds directly to an incident, with the result that a member of the Department is generally in command of mutual aid incidents within the District or, if not, will take command on arrival.

District Land Development and the Impact on Demand for Services

As the build-out of SJP nears completion, the rate of population and structure growth in SJP has dwindled. That leads to concerns about the ability to continue to fill the ranks of our volunteers solely from within SJP, as older members of the Department leave without the certainty of being replaced by incoming residents. Outside of the TOSJ, population growth has begun and will continue, based on county-approved development plans. Approved developments in the District could contain as many as 3400 housing and commercial (including storage) units, roughly half the size of SJP itself. A spreadsheet of developments both approved and planned for the District is included as Appendix A.

The specific impacts of development in the District are discussed below, but they are likely to increase the demand for services, especially on EMS.

TOSJ Population Statistics

According to the St. James Property Owners Association (the "POA"), as of 2024 SJP was approximately 95% built out, including residences currently under construction. Full build out is

projected for 2027 at 5700 units. At 1.5 people per unit,⁶ that translates to over 8600 residents.

Fire District Population Growth

Growth within the District will likely come in a mix of commercial and residential structures, some of the latter being multi-family and multi-story, in the RFD. Since the issuance of the Prior Plan, construction of the “Evolve” apartment complex north of NC 211 and east/south of the Midway/Middleton intersection began, and a significant portion of it is complete.

The impact of that growth in the District on the demand for the Department’s services remains unclear, as much of it has not yet occurred. Traffic on NC 211 will certainly increase with the growth in population and commercial activity. Development outside the District, e.g., to the west of Midway/Middleton, will also contribute to Southport-bound traffic on NC 211 within the District. That suggests that more MVAs might occur in the future.

However, the roadway improvements, including, particularly, the overpass at the intersection of 211 and Midway/Middleton, a frequent location for MVAs in our District⁷, may mitigate the impact of that increase in traffic through improved traffic flow and control. Some question whether that will be the case, but a review of NC DOT accident data for U.S 17, which has some characteristics in common with the improved NC 211, suggests that the roadway improvements may reduce traffic incidents. Offsetting that benefit is the installation of several traffic light-controlled intersections associated with the overpass, which may simply serve to shift the MVAs to a different place.

While the Evolve apartments and other residential development north of 211 might be expected to increase the demand for Fire Division services beyond response to MVAs (there have already been several alarms triggered at the Evolve complex, though no fires), those multi-story structures are or will be “protected” in emergency services parlance. That means that they are sprinklered and have plentiful hydrant connections available, as well as Fire Department Connections (FDCs”) that greatly assist in delivering water to the upper floors for an interior attack of a fire. They may not add anywhere near the burden in required responses that their size might suggest, but time will tell. The ~1900 residences to be built in the St. James Center development will not benefit from sprinklers, but hydrants should be readily available in the event of a structure fire to support firefighting operations.

⁶ This is the metric that the POA uses.

⁷ State highway statistics indicate that an average of 10 MVAs occur at that intersection each year.

Demand for EMS Services. However, there is a clear consensus that the added population in the District will increase the demand for EMS services. The sense of EMS officers consulted is that an increase in population in the District will result in a roughly proportionate increase in calls for EMS services. Given the 3000+ additional units that could be constructed in the District during the Plan Period, that could lead to as much as a 50% increase in EMS Division responses, already approaching three per day. Also, the Liberty complex, a proposed age-restricted living facility, may add disproportionately to the call volume of the EMS Division, given the expected age of that facility's residents.

Clearly, this potential for substantial increase in the demand for EMS services is a critical factor for the Department to address during the Plan Period.

Emergency Call Growth

Total emergency call volume grew throughout the Prior Plan period through 2024. See Appendix B for details. Since the start of FY 2024 and continuing through today, the trend in the number of calls per division has been an increase with minor exceptions. New development could accelerate that trend, and we expect that will be the case for at least the EMS Division, as noted above, and possibly for the Fire Division. Also discussed below, consideration should be given to expanding the Fire Police responsibilities to include areas outside the gates and beyond Arbor Creek, which would result in a greater number of responses for that Division, too.

The Impact of the NC 211 Expansion - MVAs

The expansion of NC 211 from west of Midway Road to NC 87 (River Road) in Southport may affect the number of MVAs occurring in the District, but exactly how and how much remains hard to know. For this Plan, the assumption is that the MVA call demand resulting from the expansion of NC 211 itself will not increase for the Fire Division. That is separate from the effect of increased residential and commercial development along NC 211 for a Fire Division response, discussed elsewhere.

EMS Division Responses - Population Growth the Key Factor

The increase in EMS activity has been comparable to the overall demand for EMS services throughout Brunswick County, which is to increase as the population increases. As a result, EMS is being called upon to respond to more incidents and to do more transports as the

population grows. Thus, we expect continuing high and growing levels of EMS activity for the Plan Period, a major concern.

Currently, the EMS ranks are full. However, that may not always be the case. As call volumes increase, the need for more personnel will arise. The Department needs to remain focused on meeting EMS staffing needs to address the anticipated increase in call volume. This concern is even greater than that for the other divisions, as the training needed to certify an EMS volunteer involves many months of effort, so any shortfall cannot be filled quickly.

A recommended focus of the Recruitment Committee during the Plan Period is to seek volunteers to staff EMS positions from the new development north of NC 211, which will require a change in operational practices, e.g., to permit direct EMS response to incidents in the RFD.

Recent proposals from the county would have had the effect of increasing the burden on our EMS Division significantly, even beyond those posed by the growing population in the District. Those proposals have been resisted through the 2025-2026 fiscal year, but there is no assurance that they can be put off indefinitely.

Fire Division Responses

Most calls to the Fire Division do not, fortunately, involve structure fires. Those structure fires that do occur in the District are usually due to lightning strikes or kitchen fires. Structure fires have also been few or none in the RFD, where most incidents are MVAs or brush fires. The increased development in the RFD could change that, but most of the new development in the RFD will benefit from modern construction codes, including sprinklers in multi-story, multi-family structures (Evolve and Liberty) and plentiful hydrants to assure quick connections and adequate water supply should a structure fire occur.

With all of that in mind, there is no reason to expect that an increase in call volume for the Fire Division, if it occurs, will require additional resources in the form of equipment and vehicles in the near term. The greatest impact will be the greater demands on the time and efforts of the Fire Division's volunteers. Increasing membership in the Fire Division through effective recruitment is likely the most effective way to ease that burden.

The increase in multi-story structures in the District (all of it in the RFD) is of concern, but not in terms of apparatus. Ladder truck 3761 remains available to respond to multi-story structure fires. In addition, the Department contracted in 2024 to buy a Sutphen 100 ft. mid-mount

aerial that will deal with fires in these multi-story structures even more effectively. When delivered it will replace 3761.

A different challenge posed by these structures is having firefighters physically able to carry a heavy “high-rise pack” up three or four flights of stairs to make an interior attack on an upper floor. Each station has several personnel who can perform that physically demanding task and many others who will do their best, if called upon, to accomplish it. Department leadership needs to determine the best way to meet that challenge, given the age of our current and likely future complement of firefighters. While this is certainly an operational issue for the Chief, it is an issue that plays a role in the overall objective of remaining an all-volunteer organization - the ability to meet all the needs of the District.

As noted previously, Oak Island’s mutual aid truck often arrives first to a structure fire in the District, and its younger members might well handle that high-rise pack in many cases, but their availability and support cannot be assumed in every case. For that reason, the Fire Division trains its personnel to deploy a high-rise pack on a regular basis.

Fire Police Division Responses

Fire Police in the SJP and Arbor Creek respond to Fire and Emergency Medical Services calls within their respective coverage areas, including providing first responder CPR and AED services for cardiac arrests. Fire Police do not respond to MVA, Fire or EMS calls on or along Hwy 211 and E. F. Middleton or Midway. The rate of Fire Police response increases will parallel those of the Fire and EMS divisions within the SJP and Arbor Creek.

As development builds on the north side of Hwy 211, the need for the types of services provided by the Fire Police is expected to increase, thus driving the need to find ways of acquiring, training and positioning Fire Police within the RFD to serve that part of the District.

The Potential Positives of the Development along NC 211

Most of the prior discussion focused on the ways that the residential and commercial growth along NC 211 might increase demand on the Department’s resources as a problem to be solved. Perhaps a solution is finding a way to draw on that incoming population to join the Department.

The potential for doing so, and how to accomplish it, is likely different for each of the three divisions. They are addressed in turn.

Fire Division. At this point, all members of the Fire Division live in SJP. As response times are critical (as in all divisions), it simply takes too long for anyone living outside SJP to get to a station to “make the truck” at either Station 1 or Station 2. There are several possibilities for adding residents living outside of SJP as members of the Fire Division, focused on those moving into the residences built, being built and to be built, north of 211.

1. Establish a gate at the access road that is now directly across from the Evolve apartments (“Gate 5”). That gate will be established at some point during the Plan Period, but when that occurs is under the control of the developer with rights to the roadway, not the TOSJ or the Department. Residents in the Evolve apartments (and others nearby) are as close or closer to Station 2 as some current members of Station 2. Facilitating access for RFD residents to respond through that gate, when established, might make it feasible for them to be active members of the Fire Division.⁸ Highway design and safety issues may make this option impractical.
2. Another possibility is to recruit Fire Division members from the RFD population and allow them to respond directly to an incident in the RFD. Direct response by firefighters is currently prohibited (except for officers, such as the Chief, Assistant Chief and station Captains), but the feasibility of having residents in the RFD respond directly to incidents in the RFD should be explored if it will augment membership in the Fire Division and maintain the all-volunteer status of that division and the Department. This option might include the use of a “satellite facility” north of NC 211. Residents from that area could respond there directly and likely much more quickly than getting through Gate 5.

This option of a “satellite” station is now being evaluated as a long-term solution, in conjunction with a land swap between the Town and the St. James Center developer. The Town is considering plans to construct a new “Public Service Building” near Committee Dr. That building could include two bays of sufficient size to accommodate small equipment such as a mini-pumper or engine for the Fire Division and/or a quick response vehicle (QRV) for the EMS division. There are many options to explore in this regard.

3. A third option is to build a fire station, similar in size to the main floor of our Station 2, which would include facilities to house 24-hour paid staff if the need for that should arise. This option requires a commitment to acquiring land and ultimately building a station at a significant cost without knowing how many volunteers might join the department to utilize those resources. This is especially true for the next few years, when the size of the population growth will not be that great. Alternatively, should the Department become a municipal department at some point (i.e., becoming a department of the TOSJ

⁸ Establishing Gate 5 is equally important for speeding the response of apparatus from Station 2 to the RFD, as it would avoid the need to head south to the Seaside Gate, only to head north again to get to NC 211.

vs. being a stand-alone corporate entity), this land would be available for housing a new station to serve those purposes.

The Department and the Town are considering approaching the St. James Center developer to seek donation of an adequate parcel of land within the overall development scheme that would be held exclusively for use as a future fire station.

Note that these alternatives are not mutually exclusive, and they might be adopted in a serial fashion, e.g., allowing direct response before Gate 5 is opened, followed by access through Gate 5, with establishment of a structure to house one or more response vehicles north of NC 211 likely being the longest-term solution.

EMS Division. As noted, this division is expected to experience as much as a 50% increase in demand for services due to future development in the District. With EMS responses already consistently above 1000 every year, that impending burden needs to be addressed. As with the Fire Division, the answer may lie in recruiting members from among the residents of the RFD.

Perhaps the best way for EMS to take advantage of the growing population in the RFD is to allow those residents to respond directly to incidents in the RFD (or perhaps even within SJP). Currently, EMS responses, with some exceptions, originate at Station 1, where the two ambulances are based. As with the Fire Division, getting an ambulance to an incident requires time for responders to get to the station and for the ambulance to get to the incident.

Having trained EMS personnel in the RFD respond directly to the scene would allow them to arrive well ahead of an ambulance departing Station 1. While they would not have access to the equipment and supplies on board the ambulance, there are many things they could do on arrival, e.g., CPR or using an AED for a patient in cardiac arrest, patient assessment, and first aid. While actions available to direct responders before an ambulance arrives may be limited, that doesn't make them unimportant, and they could be lifesaving in some cases.

This approach to expanding the responder base for EMS seems attractive and plausible. It doesn't require making an ambulance available in the RFD for responses, only the availability of trained personnel in the RFD, along with some equipment (e.g., an AED and a "go bag") that would allow them to take quick action to aid a victim in distress. The "satellite facility" noted in Option 2 above could provide access to a QRV carrying more sophisticated equipment, such as a Lifepak, if the decision was not to deploy an ambulance to that satellite site.

The major drawback to direct response by Fire Division personnel - the potentially disruptive effect of personal vehicles on traffic at a most certainly crowded structure fire scene - isn't an issue for EMS responders. The early arrival on scene of those EMS personnel living in the RFD should not complicate vehicle logistics in any meaningful way. If there is concern about their

personal vehicles interfering with the ability of a responding ambulance to get access, training on where to park to avoid that should be straightforward.

Given the significant concerns about the increase in call volume for EMS with the increasing population in the RFD, the Department should give serious consideration to utilizing direct response to EMS calls in the RFD by residents from the RFD. Even if the EMS Division is fully staffed, in traditional terms, having personnel in the RFD able to respond within minutes to an incident in the RFD could be a true value added, especially for the patient.

Fire Police. Currently the Fire Police respond only to incidents within SJP and Arbor Creek. Traffic control in the Rural Fire District is left to local law enforcement or the Fire Division.

However, just as with Arbor Creek, where Fire Police residing there are dedicated to responding to incidents only within Arbor Creek, it is conceivable that residents from the Rural Fire District could be recruited to respond to incidents in the Rural Fire District. No logistical hurdles would apply to them, as Fire Police respond directly to the scene in their personal vehicles. Therefore, it would be practicable to expand Fire Police services beyond their current geographic area to include the RFD and to recruit members from the RFD for that purpose.

One particular benefit of doing so is that it would free up the Fire Division from traffic control duties for MVAs in the RFD, other than those on Hwy 211 or E. F. Middleton. That would leave Fire Division personnel in position to respond to a fire emergency should one occur during an MVA or other emergency in the RFD not requiring Fire Division capabilities.

Given that Arbor Creek, located in the RFD, has its own complement of Fire Police to respond to incidents in Arbor Creek, a similar organizational structure could be put in place for other areas of the RFD. Arguably, as those residents support the Department through payment of fire fees, either directly or indirectly, it would be appropriate to provide them with that service.

Funding

The SJFD establishes an annual budget prior to the beginning of the fiscal year. The TOSJ is the primary funding source under a service contract signed at the formation of the Department. The Town covers the part of the Department's annual operating budget that exceeds other budgeted revenues and provides for any planned capital expenditures. The Department works diligently to develop realistic budgets for both operating and capital needs. The Department is always appreciative of the support and cooperation provided by the Town Council and its Finance Manager in meeting the financial needs of the SJFD.

Beyond the funds received from the TOSJ, other budgeted revenues include:

- Brunswick County Fire Fees received from RFD taxpayers (paid quarterly)
- Brunswick County Ambulance Stipend (paid quarterly)
- Ambulance Transport Billings (net of billing service costs) paid against invoices
- SJFD Groundcover sales, held twice a year
- Income on investments.

The Department also receives a variety of donations and memorial gifts and actively pursues a variety of grants. In recent years, such grants have funded radio purchases, reimbursed hurricane services and COVID-19 expenses and funded new equipment for cleaning turn-out gear. In general, these alternative funding sources are used either for a specified purpose outside the budget or to reduce the amount of financial support needed from the TOSJ.

Assumptions Regarding Revenues

No significant changes in our service contracts with the TOSJ or the county are expected. Based on current County Fire Fee rates, revenues were increased for FY 2026, but the rates upon which fees are calculated remain well below the maximum allowable charge. There is no expectation of an increase in fire fee rates soon, but if revenues become an issue during the later years of the Plan, increasing them is one alternative source of additional money. The alternative to fire fees, which are based on building square footage, is a fire tax, which would be based on property values. The decision to move to a fire tax lies with the Brunswick County Commissioners.

Ambulance transport revenues are directly tied to the number of transports and are subject to Medicare, Medicaid and private insurance companies' allowable charges. Those revenues are growing as the number of transports increases, but they are a variable revenue stream. If the number of EMS responses grows at the rate contemplated here during the Plan Period, there should be a roughly proportional increase in transport fees.

Groundcover sales net revenues have been declining slightly over the past 18 months. They are dependent on both customer support of product sales and a substantial number of volunteers willing to organize the event and distribute the products. This Plan assumes that there will continue to be sufficient volunteers to maintain the typical level of revenue from this source. Efforts are being taken to increase the number of those non-Department member volunteers, with a focus on adding them to the personnel who plan, organize and operate the events.

Efforts are also being made to increase awareness of the importance of this fundraising to the Department's long-term capital needs to boost purchases.

Large capital purchases in the past have been financed, so operating budgets include debt service on those purchases. Existing capital debts are being amortized, and a significant amount of the debt will mature during the Planning Period, further reducing the expense side of the operating budget.

More recently, the Department and the TOSJ have worked together to enable the Department to make its major capital purchases for cash on delivery, so the impact of those substantial purchases is not significant for the Department's operating budget. The Department is increasing its capital reserves and coordinating future capital expenses with the TOSJ Finance Manager to ensure that funds for capital purchases are available when needed.

Board Committees

The Board has two standing committees to address the critical needs of the Department on an ongoing basis. These committees – Community Relations and Recruitment – explore ways to enhance communications with our members and the public, including awareness and education, and to promote recruitment of new volunteers and retention of current members to keep our ranks full.

Financial Projections.

Appendix C provides a financial plan for Fiscal Years 2026-2030. This information allows readers to evaluate expected financial trends through the Planning Period. ***The pro-forma budgets for FYs 2026-2030 are not a commitment to actual budgets for those years but rather are intended to aid in understanding the general direction of future needs. Major capital expenditures are not included in these pro-forma budgets. See the Future Capital Expenditures discussion below.***

Reserves and Long-Term Debt

The Department has written policies setting goals for Operating, Insurance and Capital Reserve accounts, and it recently added an account for maintenance of the Garden of Honor. The Operating and Insurance reserve accounts are fully funded at the prescribed levels as of the date of this Plan. During FY 2025, the Board increased the Capital Reserve account target from \$250,000 to \$500,000, the resulting gap to be funded over the next five years. The Garden of Honor account does not yet have a funding target, but the objective is to achieve a level that

will produce income to cover ongoing maintenance costs. For now, interest earned on the other reserve accounts and unrestricted donations received in gratitude for services provided are placed in the Garden of Honor reserve account. Regular consideration will be given to when the Garden of Honor account is considered adequately funded.

The Department currently has long-term debt outstanding for the following:

- Mortgage on Station #1, maturing in 2029
- Mortgage on Station #2, maturing in 2034, and
- Loan on Ambulance 4796, maturing in 2027.

The total outstanding principal on those debt obligations as of April 30, 2025, was \$1,539,320. Consideration will be given to paying down this debt ahead of schedule if funds are available and it is deemed prudent to do so.

The Department and the TOSJ maintain a long-term Capital Needs Funding Plan that utilizes reserved funds from both entities to pay cash-on-delivery for anticipated capital expenditures on a rolling 10-year basis. Current commitments included funding the purchase of replacements for Pumper 3771 in August 2025 (\$832,000), and Ambulance 4795 (\$450,000) and Ladder Truck 3761 in FY 28 (\$2,075,670).

Future Capital Expenditures

With the delivery of Engine 3774, the purchase of the Sutphen 100' aerial and the purchase of the replacement for Ambulance 4795, there is no expectation that further upgrades to Department vehicles will be needed during the Plan Period. The only possible exception is replacement of 3777, the brush truck, which remains serviceable and is used infrequently. Should there be a need to replace 3777, the anticipated cost could be covered by the capital reserve account or through the annual budget process.

Personnel

The Department takes special pride in being an all-volunteer organization, and the actions needed to maintain that status are the principal focus of this Plan. The following is a description of how our volunteers are organized and deployed.

Volunteer Members' Responsibilities and Scheduling

Volunteers in the EMS and Fire Police divisions are assigned to teams, while members of the Fire Division are assigned to either Station 1 or Station 2. EMS and Fire Police teams are assigned priority time periods for responding to ensure overnight coverage and to share the workload. Members' residence locations may be factored into team assignments. In the case of the Fire Division, station assignments are based principally on the member's proximity to one or the other of the stations.

Recruitment efforts to date have been successful in all of the divisions, but the recruitment effort is necessarily continuous due to attrition and, moving forward, the likelihood of increasing demand for services, especially EMS.

The Recruitment Committee establishes goals for each division for each calendar year, taking attrition and perceived additional needs into account. The Board should charge the Recruitment Committee with developing a plan that includes the number of additional volunteers to cover the growth in the RFD and, especially, how to recruit from among the residents in the RFD, current and future, to increase our ranks and deliver services effectively to the residents of the RFD.

The challenges for doing so are significant. Recruitment for the Department at present is focused almost exclusively on SJP residents. There are several ways to solicit their involvement, such as the bi-annual open house, recruiting events each year at the marina, articles in Cat-Tails or announcements in WUSJ?. Finding effective ways to recruit among the incoming population north of NC 211 is a special challenge, as all of those means for doing so within SJP don't work outside.

Developing a plan for how best to recruit the residents of the RFD to join the Department should be high on the list of Recruitment Committee objectives.

Contractors

Apart from its volunteers, the Department contracts with individuals for its administrative assistant, facilities cleaning and station landscape maintenance services, all as independent contractors under IRS and Department of Labor rules.

Auxiliary Volunteers

The Department is grateful to have the support of a strong and effective auxiliary of non-member volunteers who perform significant work, including:

- Planning and management of the biennial groundcover fundraising program and delivery of the products to residents' homes
- Hydrant maintenance activities
- Open House and Christmas party support.

The Impacts of Losing All-Volunteer Status

This Plan assumes that the Department will continue as an all-volunteer department throughout the Plan Period. However, it is prudent to assess the impacts - financial, regulatory and organizational - of a change to a paid or hybrid department, if only to make clear the value of remaining all-volunteer.

Financial Impacts – Fire Division

For the Fire Division, financial impacts come in three forms:

- Staff costs – salaries, benefits and payroll taxes and their administration costs;
- Facilities, including adapting existing stations to accommodate 24-hour staffing and potentially establishing additional facilities north of Hwy 211; and
- Regulatory, particularly the impact of federal and state regulations that don't apply to all-volunteer departments.

As to staff costs, inquiries made of neighboring departments suggest that the cost per paid firefighter would be approximately \$55,000 (or more) per year. Staffing levels would likely be a minimum of three paid personnel per shift, with five shifts per week. Those fifteen (15) paid firefighters, plus the Chief, which would also likely be a paid position in those circumstances, would cost in the range of \$900,000 annually. That would result in roughly doubling the current operating budget of the Department.

That minimum staffing would not be adequate to provide full coverage in the District, so continued reliance on volunteer firefighters would be necessary, i.e., a hybrid department. Going to a fully paid Fire Division would involve significantly more cost.

The second financial impact is the need to provide residential facilities for the paid personnel while on duty to enable immediate response to an alarm. Having permanent staff housed at Station 1 would entail major renovation of the facility to accommodate living quarters (sleeping areas, bathrooms, showers), likely by reconfiguring the existing training room. No estimate of

the cost for that work has been obtained, but it would likely be several hundred thousand dollars. It would also mean the loss of the training room for other Department activities.

There are residential quarters for three persons on the second floor of Station 2, which would be sufficient under the minimum staffing scenario described above.

The regulatory impacts of having even a single paid employee (e.g., a paid Chief) are meaningful. From an operational perspective, it would require the Department to comply with recently proposed OSHA regulations, a likely burdensome and perhaps costly obligation. Additional burdens would come from the need to do payroll and other administrative tasks that employers must perform, though it is possible to have contractors provide some of those services at an affordable cost.⁹

Organizational Impacts

Organizationally, the shift to a hybrid (part paid, part volunteer) Department would pose challenges, as well. Anecdotal information regarding other volunteer departments that have adopted a hybrid structure is that the enthusiasm and level of participation by the volunteers wanes over time, as they are doing for free what the firefighter next to them gets paid to do. Other accounts suggest that the volunteers are often left to do the grunt work, such as packing hoses after a response, creating further resentment. The result is that volunteers are less likely to serve or to respond consistently when they do.

Incentives to Participation

While all these concerns are real and significant, the best way to address them is to remain all-volunteer. Expanding the recruitment area outside of SJP is one way. However, there may be others, such as providing incentives for residents of the District to become and remain contributing members of the Department

Some areas businesses have offered discounts to members of the Department in the past, and we could encourage more to do so. Making more widely known those merchants that provide a discount to first responders (e.g., 5 Minute Oil Change offers 25% off, and AutoZone offers a 10% discount) could also entice some to join.

⁹ In the view of some, once the Department begins paying personnel, it would become a function of the TOSJ, although it might be possible to operate EMS services independently as an all-volunteer unit.

Another incentive might be to pay a per-incident stipend to responding personnel (though this would result in the Department's being subject to the OSHA standard mentioned above and entail a significant additional administrative burden). That arrangement could both encourage residents of the District to join the Department and to respond when they receive a call.

Recruitment has been sufficiently successful to date to avoid the need to address these questions immediately, but if recruitment lags, it will be important to be prepared to deal with any shortfalls quickly, including with such incentives, to remain all-volunteer.

Financial Impacts –EMS.

The potential financial impact of having the EMS Division's becoming partly or fully paid would be even more significant. Estimates are that each paid EMS technician would cost \$90 - \$100,000 per year, all-in. Assuming three EMS personnel times five shifts per week¹⁰, that comes to as much as another \$1,500,000 in salaries per year, or nearly a tripling of the Department's current operating budget. If combined with the cost of a paid or hybrid Fire Division, that would impose a total additional cost on the District's residents of as much as \$2.4 million annually, or an operating budget of more than \$3 million vs. the current ~\$800,000. That figure is somewhat below the fire department budgets of neighboring towns with paid or hybrid departments, so it may be an underestimation.

If paid EMS personnel were to be housed at one or another of the fire stations while on shift, the added costs for living quarters would increase significantly beyond those needed to accommodate the Fire Division personnel alone. Having paid EMS personnel respond from home to the station, as now mostly occurs with our volunteers, would avoid that cost, so it is not included in the figures above, but it isn't clear that it could be avoided indefinitely.

Vehicles and Equipment

SJFD currently uses 11 vehicles (See Appendix D) housed between the two stations. The Department maintains these vehicles and their associated equipment to meet state certification requirements, where applicable, as well as to ensure that they can be used safely and for their full useful life.

Fire Division Vehicles

¹⁰ This assumes continued volunteer support for shifts not covered by paid personnel.

The Department currently has three engines (3771, 3772 and 3773), a ladder truck (3761), a brush truck (3777), a rescue truck (3795), and various command and supplemental vehicles. With the delivery of the Sutphen aerial, 3761 will be decommissioned and disposed of. A replacement for Engine 3771 is due in August 2025, and 3771 will also be decommissioned and disposed of. The pumper and ladder truck replacements will be paid for on delivery under agreement with the TOSJ, so no financing costs for them are included in the financial projections.

With the arrival of Engine 3774 in August 2025 and Ladder Truck 3762, there is no expectation of the need to purchase another major fire apparatus during the Plan Period, though purchase of a new brush truck to replace the aging 3777 will be considered on an ongoing basis.

EMS Ambulances

The Department has two ambulances (4795 and 4796). The Board has decided to purchase a replacement for ambulance 4795 at a cost of ~\$450,000. Based on an agreement with the TOSJ, the purchase of that vehicle will be for cash paid on delivery.

Other equipment and systems, such as firefighter turnout gear, Self-Contained Breathing Apparatus (“SCBAs”), EMS Lifepak systems, AEDs for all facilities and vehicles and other key equipment must be replaced at various times. Radios are also replaced as needed. The Department has developed schedules for replacement of some of these items, e.g., five SCBAs per year, so this Plan does not address those relatively small, though not insignificant, recurring capital costs, which are dealt with in annual budgets.

- ***Assumptions***

The Department will continue to evaluate all alternatives when deciding whether to repair or replace vehicles and equipment. The only potential vehicle purchase anticipated beyond those already committed to is a replacement for brush truck 3777.

Facilities

The Department has two stations. Station 1, located on St. James Dr., serves as the Department’s headquarters and houses most of the Department’s vehicles, including both EMS ambulances, and much other equipment, such as the compressed gas station used to refill air bottles for the SCBAs. Station 2, located on Oceanic Dr., serves to allow faster deployment to incidents in the Reserve, Seaside and Woodlands neighborhoods, as well as many parts of the RFD. It is currently home to engines 3771 and 3772, as well as brush truck 3777.

Firefighters from both stations are called to respond to all incidents within the District. Our mutual aid obligation is to deliver a single apparatus in response to a call, and whether that response comes from Station 1 or Station 2 is based on operational decisions of the Chief.

A part of the Station 2 building is used as the Town's Emergency Management Center for hurricanes and other significant emergency situations. The Department currently has no claim to that space for its own purposes.

Maintenance contracts for both stations cover a range of services including HVAC, overhead doors, pest control, elevator maintenance, security systems, landscaping and the like.

Portions of Station 1 are well over 20 years old. Recent maintenance projects performed by a group of volunteers included upgrades to the kitchen and dayroom, as well as replacement of gutters and downspouts and an engineering assessment of the parking lot for repaving, which has been deferred. Office furniture and equipment and HVAC equipment are aging and may need replacement or major repairs, as well. Some of those items, such as major repairs or remodeling costs, are considered within the rolling 10-year Capital Needs Plan and will either be addressed by drawing on the Capital Reserve account or through the annual budget process, if practicable.

Conclusions

The Department benefits greatly from the ability of the TOSJ to provide the Department with the financial resources to meet the Department's needs. Clear examples of that are that the acquisition of 3774, 3762 and the replacement for 4795, each of which will be fully paid for on delivery, avoiding long-term financing and the attendant budgetary impacts of those financing costs.

That level of financial support is not taken for granted, and it may not be available throughout the entire Plan Period.

That said, funding the Department is not the greatest concern that the Department faces.

Rather, that concern is being able to recruit sufficient members in all divisions to enable the Department to continue to provide its high level of service as an all-volunteer organization. That objective has significant implications for both financial planning and the willingness of the Department's volunteers to continue sacrificing their time, effort and personal convenience to serve the residents of the District on an ongoing basis.

To that end, the Department should fully explore the ways in which the growing population in the RFD can be recruited to join the Department as volunteers. Some of those ideas were offered above, but there needs to be a concerted effort to develop even more ideas into concrete plans, and then to execute the plans. Full consideration should also be given to offering incentives to members to increase recruitment, response and retention, should staffing levels become a concern.

There will be logistical challenges to incorporating residents of the RFD into the Department, but those challenges can almost certainly be dealt with to varying degrees for each division, as they have been with Fire Police for Arbor Creek.

Now is the time to make the necessary plans and take the necessary actions so that the required results are realized during and after the Plan Period.

Appendix A

List of Approved and Proposed developments w/in the SJFD Fire District

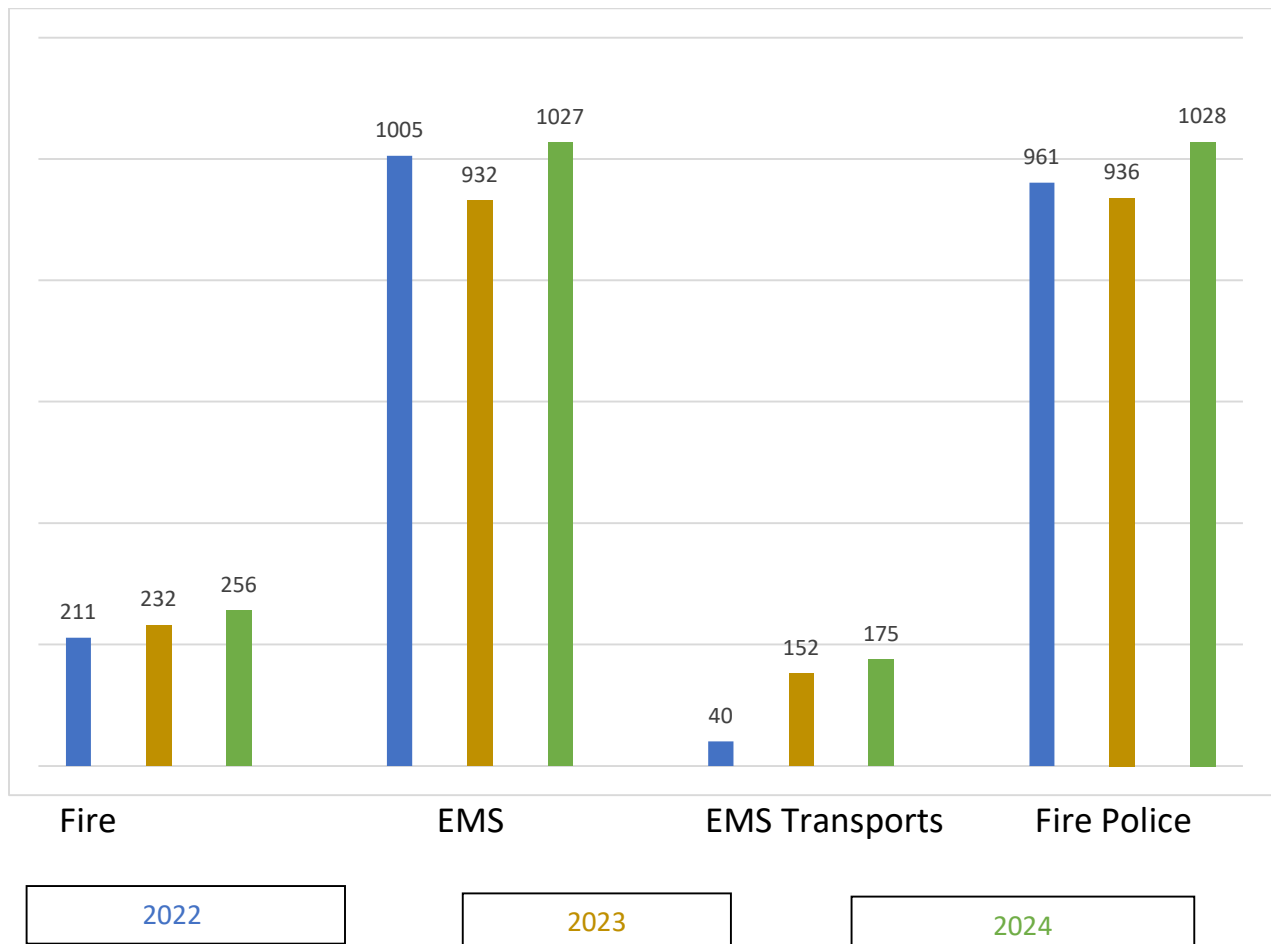
Development Name	Type of Use	No. of Units*
Approved		
St. James Center	Mixed residential and commercial	1900
St. James Village	Duplexes, townhouses	420
Evolve Apartments	Apartments	240
Pelican Cove	Storage Facility	304
Proposed		
Liberty Healthcare, St. James	Age-restricted living, 4-story apartments and semi-detached dwellings	322 (204 in high rise structures)
Hawthorne at Oak Island	Apartments	204
Total New Units		3390

*Note: The number of units is an estimate based on zoning and planning guidelines. The actual number of units may be significantly less once final plans are approved.

Appendix B

SJFD Fire, EMS & Fire Police Responses

2022 - 2024



Appendix C

Proforma Budget Forecast: 2026 - 2030

		Actual Thru 6/25	FY 2026 Approved Budget	FY 2027 Pro- Forma Budget	FY 2028 Pro- Forma Budget	FY2029 Pro- Forma Budget	FY 2030 Pro- Forma Budget
RECEIPTS							
Contract Service Fees							
	Ambulance Transport Billings	83098	60000	61800	63654	65564	67531
	BrunsCo Fire Fees	88434	115937	117096	118267	119450	120645
	BrunsCo Ambulance Stipend	14300	14300	14300	14300	14300	14300
	TOSJ Service Fees	807600	783578	758300	755226	774497	747961
	TOSJ Capital Reimbursement		968000	450000	2200000	100000	275000
	<i>Total Contract Service Fees</i>	993432	1941815	1401496	3151447	1073811	1225436
Contributions (Unrestricted)		30750	7500	10000	10000	10000	10000
Grants		500	0	0	0	0	0
Insurance Recoveries		60833	0	0	0	0	0
Interest Earned on Deposits		18600	10000	10300	10609	10927	11255
Other Income		738	0	0	0	0	0
Special Event Revenue							
	Groundcovers Sales	256303					
	Less Groundcover Expenses	191625					
	<i>Net Special Event Revenue</i>	64678	50000	50000	50000	50000	50000
Transfer from SJFD Reserves			200000				
TOTAL RECEIPTS		1169531	2209315	1471796	3222056	1144738	1296691
DISBURSEMENTS							
Administration							

	Administrative Services	31923	40000	41200	42436	43709	45020
	Bank Service Charges	2	250	250	250	250	250
	Dues and Subscriptions	7731	10000	10300	10609	10927	11255
	Office Supplies	4802	7000	7210	7426	7649	7879
	Postage & Delivery	86	500	515	530	546	563
	Printing & Reproductions	807	900	927	955	983	1013
	Licenses & Permits	594	1000	1030	1061	1093	1126
	Travel & Living - Lodging/Meals	127	500	515	530	546	563
	Travel & Living - Mileage	0	250	258	265	273	281
	<i>Total Administration</i>	46072	60400	62205	64063	65978	67949
Building & Grounds		71088	96000	98880	101846	104902	108049
Capitalized Assets		0	1168000	450000	2200000	100000	275000
	Capital Reserves	0	68620	50000	50000	50000	50000
Community Relations		809	5000	5150	5305	5464	5628
Contributions		1575	1500	1500	1500	1500	1500
Debt Service							
	Principal: Mortgage & Loan	260,742	212618				
	Interest: Loans & Mortgages	47253	40842				
	<i>Total Debt Service</i>	307995	253460	231579	209817	209817	163407
Fuel Expense		12070	14000	14420	14853	15298	15757
Insurance		71543	94748	97590	100518	103534	106640
Physical Exams & Innoculations		16855	18000	18540	19096	19669	20259
Professional Services							
	Accounting	11100	20000	20600	21218	21855	22510
	Ambulance Billing Service	7444	8000	6726	6856	6989	7127
	Consulting	0	0	0	0	0	0
	Legal Fees		1000	1000	1000	1000	1000
	<i>Total Professional Services</i>	18544	29000	28326	29074	29844	30637

Radios & Communications		28768	20000	20600	21218	21855	22510
Repairs: Vehicles & Equipment							
	Repairs: Equipment	9976	23500	24205	24931	25679	26449
	Repairs: Vehicles	76945	80000	82400	84872	87418	90041
	Vehicle & Equipment Certification	11253	40000	41200	42436	43709	45020
	<i>Total Repairs</i>	98174	143500	147805	152239	156806	161511
Supplies							
	EMS Supplies	26889	29800	30694	31615	32563	33540
	Fire Supplies	45197	55048	56699	58400	60152	61957
	Fire Police Supplies	3796	8440	8693	8954	9223	9499
	Station Supplies	1031	5000	5150	5305	5464	5628
	Initial Outfitting: EMS	0	0	0	0	0	0
	Initial Outfitting: Fire	7986	0	0	0	0	0
	<i>Total Supplies</i>	84899	98288	101237	104274	107402	110624
Training							
	EMS Training	2836	20900	21527	22173	22838	23523
	Fire Training	5835	6000	6180	6365	6556	6753
	Fire Police Training	0	0	1000	1000	1000	1000
	<i>Total Training</i>	8671	26900	28707	29538	30394	31276
Utilities							
	Cable	1375	1400	1442	1485	1530	1576
	Electric	18398	21000	21630	22279	22947	23636
	Propane	10103	9000	9270	9548	9835	10130
	Telephone	20666	22000	22660	23340	24040	24761
	Water	3455	4500	4635	4774	4917	5065
	<i>Total Utilities</i>	53997	57900	59637	61426	63269	65167
Volunteer Appreciation		39069	50000	51500	53045	54636	56275
Volunteer Recruitment & Development		720	4000	4120	4244	4371	4502
TOTAL DISBURSEMENTS		860849	2209315	1471796	3222056	1144738	1296691

Appendix D

Department Vehicles

No. 3761 – 2001 Pierce 85-foot Aerial Platform - This truck has a 500-gallon water tank and 1500 GPM pump. The vehicle was bought new in June 2001. It has seats for 8 firefighters and is housed at Station 1 on St. James Dr. The Department has ordered a Sutphen 100' mid-mount aerial to replace this vehicle. Delivery of the Sutphen aerial is expected in the 2027 or 2028 calendar year. The current 3761 will be disposed of when the Sutphen aerial is in service.

No. 3771 – 2002 Pierce Saber Pumper has a 1000-gallon tank and has a 1260 GPM pump. This engine was bought new in April 2002 and has seats for up to eight firefighters. It is currently housed at Station #2. A new Pierce pumper ("3774") is scheduled for delivery in August 2025 and will replace 3771. The existing 3771 will be disposed of upon delivery of its replacement.

No. 3772 – 2008 Pierce Contender Pumper has a 1000-gallon water tank and a 1260 GPM pump. It is housed at Station 2. Placed in service in October 2008, this engine seats up to eight firefighters.

No. 3773 – 2019 Pierce Saber Pumper with a 1000-gallon water tank and a 1260 GPM pump. It seats up to eight firefighters. It was purchased new in October 2019 and is housed at Station 1.

Note: All three pumpers, as well as 3774 to be delivered in August 2025, have similar capabilities and capacities, including water and foam supplies. They are very similar to each other by design for ease of pump operation and training purposes.

No. 3777 – 2005 Brush Truck is a GMC one-ton pickup truck with 4-wheel drive, a five-person crew cab, a 250-gallon water tank and pump. It was bought new in September 2004 and is intended for off-road, difficult to reach fire scenes. It is housed at Station 2.

No. 3780 – 2021 Command Vehicle is a Chevrolet Tahoe, bought new in November 2020, and is driven by the Chief or a designated officer. It is a fully equipped emergency response vehicle. The Chief is in control of this vehicle 24/7 to aid his direct response to the scene of incidents.

No. 3795 – 2010 Rescue Truck is built on a Ford 550 chassis and was bought new in September 2010. It is under the control of Fire Division rescue technicians who are specifically trained and certified. 3795 holds a variety of special equipment to handle any rescue situation. It is housed at Station 1.

No. 3781 – Command Vehicle. This vehicle is a 2023 Chevy 2500 HD pickup. Use of this vehicle is shared between the Assistant Chief/Captain at Station 1 and the Captain at Station 2 to enable them to respond directly, and therefore more quickly, to incidents.

No. 4795 – 2007 Ford Ambulance is a Road Rescue Type III Ambulance built on a Ford 450 chassis. It was purchased new in September 2007 and is housed at Station 1. It can be staffed by up to 4 Emergency Medical Technicians. A replacement for this vehicle is on order, with delivery expected in FY 27 or FY 28.

No. 4796 – 2019 Ford Ambulance - Road Rescue Type III Ambulance built on a Ford 450 chassis. Purchased new in September 2019. Staffed by up to 4 Emergency Medical Technicians. It is housed at Station 1.

No. 4779 – 2024 Quick Response Vehicle and Trailer - This Chevrolet Traverse SUV and trailer were purchased new in 2024 to provide "rehab" for firefighters at active structure fires. The enclosed trailer is stocked with tents, tables, chairs, medical supplies and hydration sources. The SUV may also be used as an EMS Quick Response Vehicle, carrying first response equipment and personnel when ambulances are not available. This equipment is housed at Station 1.

Appendix E

Long-Term Capital Needs

While often an important, or even critical, part of a planning document, that is not the case for the Department. At present the long-term capital needs of the Department are either relatively small or highly speculative in nature.

Vehicles. With the impending delivery of Engine 3774 and execution of agreements to purchase the Sutphen aerial and the ambulance to replace 4795, the Department's vehicle fleet will be well positioned for the future. However, three other vehicles – Brush Truck 3777, Rescue Vehicle 3795 and Engine 3772 may need to be replaced within the Plan Period, or soon thereafter, based on the useful life assigned to them in the Predecessor Plan.

Facilities. There are some potentially significant capital costs associated with the two fire stations, particularly Station 1, much the older one. HVAC system replacement and repaving of the parking lot are possibilities. So, too, is establishing a second means of egress from the training room at Station 1 to enable its use as a venue for department meetings.

However, the “if,” “when” and “how much” for each of these expenditures is not known, and including figures for them would as likely be more misleading than helpful. Only the \$200,000 for Station 1 parking lot paving is carried over from the Predecessor Plan.

The recent decision of the Board to increase the capital reserve fund from \$250,000 to \$500,000 will establish a buffer against any of these needs, should they arise, though that increase in reserves will occur incrementally over the fiscal years in the Plan Period.

The table below summarizes the potential cash flow for capital expenditures that could occur within the next ten years. Note that it includes the payments for the new ladder truck and ambulance, both to be paid for in cash on delivery in 2028.

Cash Flow Analysis

Annual Expense Projection	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	
(Year from FY25)	0	1	2	3	4	5	6	7	8	9	
Description											
Pumper Truck	833,000.00										
Tower Truck (ordered 10-2024 - est 34 months paid due 8-2027)				2,200,000.00							
Brush Truck						70,000.00					
Ambulance				400,000.00							
Command Vehicle						75,000.00					
Stryker Lifepacks (4795 & 4796)						80,000.00					
Stryker Powerlift & Cot			50,000.00			50,000.00					
Stryker Lifepack (4779)							40,000.00				
Station 1 remodel		200,000.00			100,000.00						
Parking Lot									200,000.00		
Total	833,000.00	200,000.00	50,000.00	2,600,000.00	100,000.00	275,000.00	40,000.00	-	200,000.00	-	4,298,000.00
Beginning Balances-Reserves		2,400,000.00	2,450,000.00	2,650,000.00	300,000.00	450,000.00	425,000.00	635,000.00	885,000.00	935,000.00	
TOSJ - Pumper Truck	833,000.00										
TOSJ - fund designation	1,900,000.00										
TOSJ - current year addition	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	
SJFD - reserve balance	250,000.00										
SJFD - current year addition	-	68,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	
Total Balance at FY	3,233,000.00	2,650,000.00	2,700,000.00	2,900,000.00	550,000.00	700,000.00	675,000.00	885,000.00	1,135,000.00	1,185,000.00	
Expenses from Above	833,000.00	200,000.00	50,000.00	2,600,000.00	100,000.00	275,000.00	40,000.00	-	200,000.00	-	
Expected Ending FY Balance	2,400,000.00	2,450,000.00	2,650,000.00	300,000.00	450,000.00	425,000.00	635,000.00	885,000.00	935,000.00	1,185,000.00	
	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	