

Madison Township Fire Department



CAPITAL IMPROVEMENT PLAN

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7047 E. Landersdale Rd., Camby, IN 46113
317-834-6027 Administration 317-834-6030 Fax

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2019 Capital Improvement Plan

In an effort to develop a capital improvement plan, all assets of Madison Township Fire Department are being evaluated. The following assets have been identified as well as a life cycle expectancy attached to them.

Fire Stations

Station 31- Station 31 was built in 1993 as a pole barn construction building. This was a period prior to a fully staffed fire department. In 2012, the past administration began looking at options to remodel or replace this station. After over a year of consideration, along with evaluations from contractors, architects and other professionals, it was determined that a full replacement was needed. In 2014, the Twp. Board approved the presented plans for replacement. At that time, the Trustee decided not to proceed with the plans, as a new Trustee had been elected to begin in 2015. The main issue was that Station 32's debt had been paid off in 2014. The intent was to maintain the station debt rate and carry it forward for the new project to keep the tax rate as steady as possible. Throughout the past four years, the project took several different opinions and financial considerations. It is the belief of the current fire department administration that this station project needs to be revitalized and the previous plans reviewed and adjusted for current and future needs. The Twp. Board has appropriated \$50,000 for this project and wall plans will be updated and presented to the Twp. Board soon.

Station 32- Station 32 was built in 2001 on land donated to the township from the Heartland Crossing development. As the township grew in the late 1990's and into the early 2000's, Madison Twp. experienced tremendous growth in the northern section of the township near the county line bordering Indianapolis. This area of the township remains our most populated and highest fire service response call area. This station needs a kitchen remodel. The current kitchen does not have a ventilation system and the many years of use have caused the area to deteriorate. The cabinets have all been



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repaired and need replaced. The area is planned for a remodel that will better accommodate the staffing and future needs of the department. We have obtained estimates to update the kitchen area to include a ventilation system with fire protection, cabinets and wall coverings, new appliances. Also included would be updated plumbing and floor coverings. The cost is estimated to cost \$65,000 and would be completed as funds are available. Part of the HVAC system in the building will also need replaced soon. One system was upgraded recently, and we expect the other system to fail at any point. Current funding is budgeted if this need arises. However, most mechanical systems are from the original build, and are expected to need upgrades soon.

Fire Apparatus

Ambulance/Medic 31- Ambulance/Medic 31 is a 2006 Horton Ambulance with a Ford Chassis. It was purchased new in 2005 and placed in service in early 2006 at a cost of \$130,000. This unit has had a multitude of maintenance issues surrounding the Ford 6.0-liter engine. This unit is currently our second out ambulance. The life expectancy of an ambulance in our setting would be 7 – 9 years. This unit is nearing its expected life cycle. When purchased, one aspect of the Horton brand that was well received is the ability for the ambulance box to be taken off the current chassis and remounted onto a new one. This often can save a considerable amount of money and essentially have a new ambulance. Cost of documented maintenance since January 2015: \$21,427.24. **This is the priority of the funds to be raised from the 2019 Notice to incur debt.**

Engine 33- Engine 33 is the oldest piece of apparatus in our fleet. It is a 1997 Ferrara pumper. It was purchased at a cost of \$185,000. This unit is used as our back up engine that is utilized primarily when one of our front-line engines has a need to be out of service for repairs. The typical life span of an engine is 12 – 15 years. You can see that this unit has outlived its expected life cycle. Cost of documented maintenance since January 2015: \$22,551.52. The costliest repair was replacement of the fire pump to pass annual testing requirements in 2016. This unit will be sold when a new apparatus is placed in service. **This is the second priority of the funds to be raised from the 2019 Notice to incur debt.**



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Brush 31- Brush 31 is a 2004 Ford F-350 pickup truck that was purchased for \$17,409. The truck was retrofitted for fire department operations for brush and wildland firefighting at an unknown cost and does not meet any standard for fire apparatus. All appearances are that the upfitting was done by the firefighters with makeshift supplies and equipment. The life expectancy of a vehicle used in this capacity is 10-12 years. This vehicle was included in the last administration's plan to be replaced in 2015 at a cost of \$60,000. We concur that this vehicle is nearing the end of its life cycle in its current configuration. In 2015 the wildland hose was replaced, and the pump, tank and accessories will need to be replaced soon as they have begun to dry rot and seals in the pump are now leaking. The cost of upgrading this unit would be cost prohibitive, and it should be included in a plan for replacement as funds are available. Cost of documented maintenance since January 2015: \$3,965.40. The most recent repairs include a fuel tank/gauge replacement and extensive tune-up. Replacement for this unit would be with Cumulative fund revenue at a cost estimated at \$65,000.

Engine 31- Engine 31 is a 2008 Pierce Contender Pumper. It was purchased in 2008 at a cost of \$380,000. This unit is the primary engine that responds from Station 31. The typical life span of an engine is 12 – 15 years. Cost of documented maintenance since January 2015: \$47,362.84. The most expensive repairs came to the fire pump to get it to pass annual pump certification. This unit has also received extensive repairs to its foam system. This unit will continue to respond from Station 31 in the event of approved funding in 2019.

Engine 32- Engine 32 is a 2009 Pierce Contender Pumper. It was purchased in 2009 at a cost of \$319,000. This unit is the primary engine that responds from Station 32. The typical life span of an engine is 12 – 15 years. Cost of documented maintenance since January 2015: \$55,474.51. The most expensive repairs came to repair accident damage that was passed from the prior administration as well as the fire pump to get it to pass annual pump certification. Most recently, the radiator was replaced due to corrosion. **This unit will replace E33 as our primary back up unit in the event of approved funding in 2019.**

Medic 32- Medic 32 is a 2009 Horton Ambulance with a Ford Chassis. It was purchased new in 2009 at a cost of \$152,000. This unit is currently our first out ambulance. The life expectancy of an ambulance in our setting would be 7 – 9 years. When purchased, one



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aspect of the Horton brand that was well received is the ability for the ambulance box to be taken off the current chassis and remounted onto a new one. This process can save a considerable amount of money and essentially have a new ambulance. Cost of documented maintenance since January 2015: \$50,243.61. The most significant cost was a complete engine replacement. There have been multiple returns to the shop since, some items were covered by the new warranty, and others were paid from our budget. The most prominent repairs have been a turbo replacement and brake replacement. This unit will become the back-up ambulance once a remounted ambulance is obtained. This unit would be scheduled for remount as funds become available. Presumably, an increase in the Cumulative Fire Fund would support this cost within 3-5 years. Expected cost for future remount is \$160,000.

Rescue 31- Rescue 31 is a 2014 Hackney custom rescue vehicle. The primary use of this unit is first response to all vehicle accidents in the township. This unit was purchased with a loan that was taken out in 2013. The final payment will be 01/01/2020. The life expectancy of this unit is believed to be 20 years. This unit has had typical warranty repairs that can be expected with a new custom-built vehicle, and the cost of documented maintenance since January 2015 is \$11,813.16. The most significant cost is general maintenance. This unit returned to the manufacturer recently for some paint/corrosion repair. The cost of the repair was covered by the paint warranty. This unit will continue with its current functions for many years.

Pool Car/ Support 32- The pool car is a 2011 Chevrolet Tahoe that was purchased used after a total loss accident from the previous pool car. As with any used vehicle, this unit took some time and funding to place in service. Emergency lighting and department markings have been the costliest items. Cost of documented maintenance since purchase: \$8,094.91. Items of cost were new tires, brakes, A/C repair, starter and flywheel were replaced. This unit is used for transportation to department approved training, use by the part-time fire marshal, and occasionally used as a back-up command unit. This unit's use will continue with its function.

Tanker 32- Tanker 32 is a 2014 Midwest Tanker on an International chassis. It was purchased in 2014 with proceeds from the same 2013 loan as Rescue 31 was purchased from. This unit has had a couple warranty repairs as well but has performed well. The life expectancy of this unit is 20 years. The cost of documented maintenance since



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January 1, 2015: \$13,018.41. This unit suffered an electrical short in the radio in 2017 causing significant damage that was covered by insurance. The only other issue was an episode in which the rear brakes were out of adjustment causing damage to the rear brake drums. This unit is current on all annual service and will continue in its capacity for many years.

Command Vehicles

Fire Chief- The Fire Chief is issued a 2015 Chevrolet Tahoe that was purchased in 2015 from the Cumulative Fund at a cost of \$33,660. With emergency equipment added, the total cost was \$40,266.95. The life expectancy of this unit is 7–9 years. All scheduled maintenance was provided by the selling dealership for 2 years. Documented maintenance consists of replacing brakes, tire and routine maintenance. This vehicle has also had some air conditioner work completed. This vehicle is in good working order and is up to date on all required services. Cost since March 2015: \$4,276.16. This unit will be scheduled for replacement on a rotation starting in 2020, with a command vehicle replace every other year.

Administrative Deputy Chief- The Admin Deputy Chief is issued a 2015 Chevrolet Tahoe that was purchased in 2015 from the Cumulative Fund at a cost of \$33,660. With emergency equipment added, the total cost was \$40,874.95. The life expectancy of this unit is 7–9 years. This unit was involved in a non-fault accident and repaired by insurance. All scheduled maintenance was provided by the selling dealership for 2 years. Documented maintenance consists of replacing brakes, tire and routine maintenance. This vehicle has also had some air conditioner work completed. This vehicle is in good working order and is up to date on all required services. Cost since March 2015: \$4,148.85. This unit will be scheduled for replacement on a rotation starting in 2020, with a command vehicle replace every other year.

Operations Deputy Chief- The Operations Deputy Chief is issued a 2013 Ford Explorer that was purchased in 2013 at a cost of \$29,000 from the Cumulative Fund. With emergency equipment added, the total cost was \$42,616.00. The life expectancy of this unit is 7-9 years. The cost of documented maintenance since January 2015 is \$3,128.16 for scheduled maintenance, tire replacement and new brakes. This unit will be scheduled



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for replacement on a rotation starting in 2020, with a command vehicle replace every other year.

Fire Equipment

This section will summarize many of the capital items that we currently have, their replacement schedule as well as any new equipment that is needed.

Radios and batteries- The current radio system utilized by Morgan County Communications is the state SAFE-T system. This system went live in 2008. At the time, Morgan County EMA in conjunction with Washington Twp., obtained a grant. The initial radios are owned by Morgan County and distributed for use throughout the county. Current records indicate that Madison Twp. was issued 29 county owned radios. Twenty of the radios were portable and nine are vehicle mounted. In 2008, Madison Township purchased thirteen additional radios. We purchased ten additional portable and three mobile radios. Those continue to be owned and maintained by the township. In the original agreement with Morgan County, each department is responsible for the upkeep and repairs of all issued radios. The main issue that we face today is aging radio batteries for the portable units and portable microphones. Morgan County has refused to issue new batteries or microphones as they become aged, broken or unusable. These items cost approximately \$100 each, and typically each portable has a spare battery and microphone. The immediate cost of maintenance is in the \$9,000 range.

Longer range planning needs to incorporate the replacement of radios. While the original issued radios were obtained by a grant, a countywide grant was denied in 2018. The current issued portable radios are the XTS2500, and Motorola is no longer supporting or repairing these radios. We have identified an aftermarket radio shop that is still able to make some repairs. Several public safety departments have replaced these units. In late 2018, the county commissioner voted to release ownership of all radios to the assigned departments. At this time, we have a need to replace 40 portable radios and 12 mobile radios. The projected funding source would be the cumulative Fire Fund, if it is able to be reestablished at a rate to support the future purchase.

Vehicle Computers- in 2016, the Morgan County Dispatch center implemented a mobile fire CAD. This is technology that can send vital run information directly to the



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responding apparatus in real time. This technology was implemented in the mid 1990's in neighboring counties. Panasonic Toughbook computers were purchased at the end of 2017 for the frontline apparatus. These computers are monitored and maintained for optimal performance. As all computers, a replacement plan will be implemented to ensure effectiveness. As replacements are ordered, they will be rotated with newer technology in our front-line equipment and older technology rotated to our lesser used equipment.

Township/Fire Department IT Equipment- The current IT equipment is a vast arrangement of equipment that has been accumulated over the years. New computers and servers were purchased when they crashed and some were damaged by a lightning strike. We currently have thirteen computers and two servers that are being maintained by an outside vendor. The phone system is a VOIP system that is a part of the computer/IT system. After a thorough review, many of our services were moved from our server and placed into the "Cloud". The outside vendor services are much more predictable and cost more manageable. In house computers continue to be replaced at three per year, and our computers have stabilized with this rotation.

Thermal Imaging Cameras- The current thermal imaging cameras were purchased in 2006 as part of a federal grant. We currently have two cameras and the purchase price was \$9500 each. These cameras have outlived their typical life cycle and are in need of replacement. When they break, they can't be repaired. These are items that are targeted for an additional grant purchase, but that can never be guaranteed. Without grant funds the funding source would be the cumulative Fire Fund, if it is able to be reestablished at a rate to support the future purchase.

Fit-test machine- Madison Township does not currently own a fit-test machine. NFPA as well as OSHA require each new member to be tested as well as annual testing for each member. We are currently in the process of scheduling an outside vendor to perform these tests for us at a cost that is yet to be determined. This is also a piece of equipment that has been submitted for a grant purchase and denied in 2017. This is a priority purchase once funds are available since we currently don't own one. Without grant funds the funding source would be the cumulative Fire Fund, if it is able to be reestablished at a rate to support the future purchase.



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Fire Gear- In 2007, Madison Twp. started a five-year rotation of fire gear. New gear was purchased through a lease/purchase agreement. This is much like a traditional loan but works better for municipalities. The payments were made from the Cumulative Fire Fund along with interest. In 2013, we again purchased fire gear in the same manner. The five-year rotation would have been for the next round to be purchased in 2017. However, the 2012 purchase was delayed, and the lease wasn't executed until 2013. The effects of that delay were brought up in late 2017. The 2007 gear was expiring, per NFPA standards, while the 2013 lease payment was still in effect. That delay in 2012, caused a delay in the purchase for 2018 gear. In August 2018, another lease purchase was entered for turnout gear with payments from the Cumulative Fire Fund. Future purchases would utilize funds from cumulative Fire Fund, if it is able to be re-established at a rate to support the future purchase.

EMS Cardiac Monitors- The current EMS Cardiac Monitors were purchased between 2005 and 2007. These monitors are maintained on an annual contract basis. The current models do not perform all of the functions in which our medical director would like for them to. He has allowed us to continue using them due to our financial inability to replace them with more modern monitors. The original cost is documented as \$25,000 each and we own three. Current status of our staffing would allow us to fully function with two monitors. The current monitors would provide an unknown trade in value. With the most recent maintenance contract, Phillips informed us that they will no longer service our monitors after 12/31/2020. We must have a funding source in place with a projected cost of \$75,000 for two units. The projected funding source would be the cumulative Fire Fund, if it is able to be reestablished at a rate to support the future purchase.

SCBA Air packs- Our current SCBA/Air were funded with a lease/purchase that was paid off in 2018. With that, they are out of warranty and repairs are our responsibility. We should maintain an adequate amount of funds to properly maintain and upgrade these units as needed. If we allow them to fall several cycles behind, like was done in the past, the cost will be greater when they expire. The projected funding source would be the cumulative Fire Fund, if it is able to be reestablished at a rate to support the future purchase. All SCBA is expected to need replaced in the 2022 calendar year as they will no longer meet NFPA compliance. The estimated cost will be \$275,000.



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Automatic External Defibrillator (AED) - Each piece of our equipment is equipped with an AED. These units are utilized by our EMT's when a paramedic is not immediately available. The current AED's were purchased in approximately 2008 and are all in need of updates or replacement. The initial cost as well as current cost is approximately \$1,500 each.

Fire Hose- Fire hose is always a concern for every fire department. We are current with our annual hose testing. Each year, we have historically lost about ten sections of fire hose due to damage or failed testing. Cumulative funds are the ideal place to be able to continue to maintain an adequate supply of fire hose.

Lawn Mower- The firefighters maintain the lawn at each station. The current lawn mower is shared by both stations. It was purchased in 2007 for a price of \$7,500. We have performed annual maintenance on it to extend the life cycle. This unit would be replaced in the future when it's no longer feasible to maintain.

Conclusion- In 2007, Madison Township began an apparatus replacement plan. That plan called for the township to incur debt to begin the replacement of a very aged fleet. The original plan was to replace the debt each time that a loan was paid off. This allows that taxpayers to have steady rate of taxation, while providing the needed funds to properly equip the fire department with apparatus. In 2013, once the original debt was paid off, a new debt was incurred. Apparatus is currently in the cycle with several needs identified above. The 2013 debt will be paid off this year (2019) and a new debt will allow for the continued replacement and apparatus purchases that are needed for modern firefighting and emergency medical response.

While Madison Township has a Cumulative Fire Fund established, it is not utilized to the benefit that it possibly could be. For twelve years, the township has utilized a lease/purchase program to purchase needed firefighting turnout gear. This is due to a lack of funding being established to purchase the needed equipment. This ultimately has added cost to the taxpayers with accumulated interest. This further complicates obtaining grant funds. It is difficult to justify a financial need, when we do not utilize state approved funding resources to their fullest. Again, listed above is apparatus and equipment, that have been identified, for the immediate and future replacement. We will



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not be able to operate and provide emergency services without updating our radios and cardiac monitors over the next few years. A properly funded Cumulative Fire Fund will allow for the necessary funding to accumulate for the end of the life replacement for the listed equipment.

Finally, we are requesting to restart the Station 31 project. A committee was started in 2012 for the evaluation and recommendation for Station 31 remodel or replacement. With the help of many firefighters, elected officials, and professional tradesmen, it was determined that a complete station replacement would be recommended. This station was built in the early 1990's a wooden pole barn. This was also built before the fire department had paid staffing 24 hours a day. The fire department was a home response volunteer department at the time. The township board voted unanimously in 2014 for the station to be replaced. Unfortunately, the elected trustee at the time had recently lost the primary election. He chose to delay the building project for the next trustee. The main issue that this caused was a loss of the debt service fund that had been established in 1999 for the building of Station 32. Once the new trustee and fire administration began in 2015, the financial outlook for Madison Township was not indicative of a project of this magnitude. For the past four years, the elected officials, and appointed fire department administration worked to stabilize the township services and funding gaps. During this time, many discussions and research was completed. The possibility of providing services from a centralized fire station, in place of two separate stations, was the focus. After two years of research, an ideal site could not be located, in which the owner was willing to discuss selling the property. After multiple years of stabilized funding and services, we are ready to continue with the original plan of replacing Station 31. We recognize that this project will appear to be a significant tax increase. However, looking back to the historical rates between 2007 and 2014, we can see that we are operating more fiscally responsible. This debt rate could have continued in 2015 with the payoff of Station 32. However, the taxpayers have saved that rate for several years as the elected officials and appointed administrators researched for other ways to provide emergency services to the community in a more fiscally responsible way.

