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*Image of fire trucks and fire station*

*The Desire to Serve - The Courage to Act - The Ability to Perform*
FROM THE FIRE CHIEF

On behalf of the Officers, the President and the members of the Morningside Volunteer Fire Department (MVFD), it is with a great sense of pride and accomplishment that I present to you the 2017 Annual Report & Strategic Plan. This document provides an overview of the Department, a review of the past year of service, and establishes our strategic direction for the coming years ahead.

During 2017, the MVFD continued to provide the highest quality of emergency and non-emergency life-safety services to the citizens of the Town of Morningside and Prince George’s County. This year has been both a challenging and exciting one for our Department. In a short summary, we responded to over 6,792 calls for service, recruited 31 new members, suffered no major injuries during emergency operations, and continued to build our strong working relationship between the MVFD and the Prince George’s County.

In 2017, the Departments leadership completed a formal needs assessment. Our Leadership team identified the personnel, equipment, and capital requirements needed for the continued success and survival of the organization. In addition to the needs assessment, members also developed a multi-year road map and procurement strategy, which is benchmarked by incremental objectives looking forward to 2027. I am confident that our initiatives, coupled with the continued support from the Town of Morningside as well as Prince George’s County, will greatly contribute to the successful continuation of our mission in the years to come.

In closing, I personally attribute the success of our Department to the remarkable level of dedication displayed by each and every one of our members. Their commitment to the safety and wellbeing of this community is extraordinary. It is to them that I extend my deepest appreciation.

Thank you in advance for your continued support and involvement in the safety of your community and the continued success of the MVFD.

Sincerely,

Michael R. Poetker
Fire Chief
INTRODUCTION
The MVFD has proudly served the residents of the Town of Morningside and the citizens of Prince George’s County residents since 1944. Our diverse department consists of working professionals and tradesman, individuals who have retired from their careers, and young adults who proudly volunteer their time to provide 24 hour - 7 days a week fire protection and emergency medical services to the Town and county at large. The Town makes up .56 square miles of the Department’s primary response area. The total response area includes many portions of Prince George’s County to include, but are not limited to: Camp Springs, Suitland, Temple Hills, Fairmont Heights, District Heights, Capital Heights, Oxon Hill, Forestville, Clinton, Upper Marlborough, Fort Washington, and Seat Pleasant. Throughout any given year, our members can also expect to respond into our Nation’s Capitol, the District of Columbia, and points as far away within Prince George’s County to include Landover, Brandywine, and Alexandria.

As of the 2010 Census, there were over 2,015 people, 851 households, and 465 families residing in the town. This includes a combination of single-family homes, garden apartment complexes, and townhomes. The MVFD provides fire protection and emergency medical services for a population that includes its residents, commuters, federal employees, and the uniformed service members. The population density can fluctuate to upwards of 90,000 people throughout the peak travel periods and during special events. Notably, the MVFD is a primary responder to Joint Base Andrews, a 17+ mile portion of the Interstate 95/495 “the beltway”, 4 METRO stations, and several other critical infrastructure assets and federal government sites within the greater Suitland area.

This document is meant to serve as an organizational silhouette and summary of the Department for the year 2017. It will also serve as a strategic roadmap outlining the close, near, and long term goals of the Department.

Vision Statement
The Vision of the Morningside Volunteer Fire Department is to provide emergency services to the community in the areas of fire, emergency medical services, and other incident response, provide non-emergency services to the community in the areas of public safety, fire prevention, and public affairs, and to provide an environment of inclusion to all people in the Department and out in the community.

Mission Statement
The Morningside Volunteer Fire Department will accomplish its vision by ensuring all members are competent and capable in needed areas of training, being regularly engaged with local community groups, and strive to reflect the local community, be professional, and provide equity to all.
DEPARTMENT HISTORY

The Morningside Volunteer Fire Department (MVFD) was established March 7, 1945. However, in the years prior, the Village of Morningside had a Civil Defense Organization in support of community-based efforts organized during World War II. Morningside was given a trailer mounted 500 gallon per minute pump. Members of the community who were involved with the civil defense corps all had hitches on their vehicles and when there was a call, they would retrieve the unit and tow it to fires. The pump was kept at Morningside resident’s Charles Benton’s garage on Woodland Rd.

On November 22, 1944 a house fire broke out in the town of Morningside on Pine Grove Road killing a four-year-old child by the name of Helen Louise Massey. Her half-sister 29 Year old Mrs. Elaine Josephine (Massey) Haney tried to enter the house to save the child’s life. Mrs. Haney was critically burned and subsequently died the next day at Prince George's County Hospital in Cheverly, Maryland. The fire was a result of a faulty oil heater.

This fire was the direct result of the formation and incorporation of the Morningside Volunteer Fire Department. The first fire truck was purchased for $250.00 from the Oxon Hill Volunteer Fire Department. It was a 1929 model A Ford. Along with this truck came with 100 Ft. of 1 ½ inch hose with nozzle, 140 ft. of booster hose, and ladders. Members only had $200.00 to purchase it and the balance to be paid within 30-60 days. The Department did not have a building at the time were ultimately housed in Joe Caldwell’s garage located at 222 Woodland Rd.

On March 7, 1945, the MVFD was officially chartered. The first Board of Directors was Charles Benton, Lawerence Beardmore, Ward Caldwell, Norman Loveless, and Albert Stahl.

The MVFD built its first fire station in 1945 in the present day of where the fire station sits today. The first fire station was built primarily on the weekends when the volunteer firefighters were off from work. The fire station was a cinderblock building with two bays. In 1955 it was decided that a newer fire station with more bays to house more apparatus was needed. Work on the new fire station was commenced and a new building was completed in 1955.

In 1951, the MVFD purchased its first brand new piece of fire apparatus: a 1950 Ford F8 manufactured by the American fire apparatus company. The Fire Department also purchased an army surplus 1943 Ford to use for brushfires.
Moving forward from these humbling beginnings, the MVFD membership continues the pride, service orientation, and traditions of those that came before them. On Sunday, December 29th, 2013, the MVFD took its boldest step forward: 100% volunteer staffing. This decision removed the paid staffing provided by the Prince George’s County Fire Department and in essence, placed the entire obligation to staff all riding positions and operate the firehouse on the MVFD.

In this time, the MVFD has provided continuous emergency services and support to the communities it serves. The organization continues to grow in every capacity. Apparatus, the firehouse, the membership, and our processes are evolving into strategy-based programs that are built to last. This is a testament to the continued dedication and can do attitude that started the organization on day one.

Day in, and day out, our membership accomplishes the impossible. Staffing is scheduled so there are always qualified members riding, apparatus and tools are checked for proper working order, the firehouse is cleaned, and calls for service are answered with the utmost professionalism and passion to serve.

In the background, ownership defines our success; recruitment, training, technology, maintenance, and planning are all balanced in within the daily operations schedule. The officers, the administrative personnel, and the board of directors work tirelessly to make informed risk-based decisions that will ensure the organization is better than when it began.
MEMORIAL

Michael P. McCarthy

On September 12th 1983, Engine Company 27 was dispatched for a kitchen fire in the 7000 block of Berkshire Drive in Company 32’s area. Mike was riding the back step en route to the call. The engine driver had difficulty negotiating the turn onto Berkshire, stopped, and then began to back up, not knowing that Mike had stepped off the rear step. The engine hit Mike, knocking him down, and the rear wheels backed over him.

He was pronounced dead at Malcolm Grow Medical Center on Andrews Air Force Base. Mike had been a member of the Department less than a year. Mike was a 1st Lieutenant in the U.S. Air Force and served as a security police officer stationed at Andrews Air Force Base.

Mike was born at Vandenberg Air Force Base in California, and was a 1979 graduate of Penn State University. Mike joined Morningside VFD on March 18, 1982 and was a live-in member at the time of his death. He was a valuable member of the Department, his enthusiasm and devotion to duty made him well liked. He was truly the image of a dedicated volunteer.

Kenneth Michael Hedrick

On January 12, 1992, Engine Company 27 was dispatched for a first due house fire at 3807 Walls Lane in Suitland. Kenny entered the house and affected the rescue of a seven year old boy. After successfully removing the child from the home, Kenny reentered the house to search for additional victims.

While searching the basement, Kenny became trapped under debris and perished. Kenny had been a member of the Department for about two years. Les Hedrick, his father, was Fire Chief at the time but was not on the call. Kenny attended LaPlata High School and had his sights set on becoming a career firefighter in the Washington DC area.

The Rescue Squad is dedicated to Kenny as symbol of his principles, courage, and sacrifice. Kenny’s parents are still active in the Department today.
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APPARATUS
Ambulance 827

2017 Ford F450

Our very own ambulance was placed into service October 18, 2017. This piece of apparatus represents a significant growth milestone for the Department. After fielding the unit into service, the MVFD could proudly say that it owns the building and all of its apparatus used to provide service. A truly proud day for the citizens of Morningside.

The unit responds to all types of Medical Emergencies including: Heart Attacks, Diabetic Emergencies, Difficulty Breathing, Abdominal Pains, Allergic Reactions, Obstetrical and Gynecological Emergencies, Strokes and a variety of Traumatic Injuries (Shootings, Stabbings, Assaults, Vehicle Accidents and Falls).
Engine 827

2001 Spartan Luverne

The Engine Company carries three simple things: a water tank, centrifugal pump, and hose. These things allow the unit to establish a continuous source of water and direct it through hose to extinguish fires. The current Engine Company 27 was purchased from the Allentown Road Volunteer Fire Department in 2014 and underwent a complete rehab in the beginning of 2015. It responds on structure, vehicle and brush/vegetation fires as well as being equipped to assist on medical emergencies, vehicular accidents and other types of investigations.
Rescue Engine 827

2012 Spartan Gladiator/CustomFire Apparatus

The Rescue Engine is a unique piece of apparatus, it is recognized as a fully equipped Engine Company as well as being a fully equipped Rescue Company. With limited reserve apparatus available in Prince Georges County, the MVFD was forced to come up with a solution to solve a glaring problem: what do we do when the Rescue Squad is out of service? On top of that the 1995 Pierce Lance Pumper known as Engine Company 271 was aging and becoming challenging to maintain.

The MVFD recognized that a Rescue Engine at Company 27 would be ideal and was consistent with the service we provide. From that predicament Rescue Engine 27 was born, a fully functional firefighting platform as a Class A Pumper with enough compartment space to carry all the required equipment of a Rescue Squad.

Though it has only been in service a short period of time, it has already received national attention and is another example of the MVFD’s commitment to excellence.
Rescue Squad 827

2005 Kenworth T-800/Marion
Rescue Squad 27 is recognized as a Heavy Rescue Squad in Prince George’s County with a primary mission is Life Safety, not only for civilians but firefighters.

The Squad carries specialized equipment to stabilize vehicles, extricate entrapped people, overland rescue, access and rescue people from the METRO system, detect dangerous gases and conduct atmospheric monitoring, rescue downed Firefighters and is a fully equipped Special Service for fireground support operations.

Historically, Rescue Squad 27 is the busiest Rescue Squad in Prince George’s County and has received numerous Unit and Company Level Awards.
Truck 827

Coming soon!

The Department purchased this 1996 LTI 100’ tractor drawn aerial in 2016 with the vision of adding a ladder company to the portfolio of services provided to the citizens. With the Rescue Squad frequently being the busiest Special Service in Prince George’s County and approximately half of those responses being fire calls, the results are an extremely high mileage and wear/tear on our Rescue Squad in a short amount of time and an imbalance in call distribution amongst the apparatus. Through the dedication of our membership, the support of the Prince George’s County Fire Commission, and Prince George’s County leadership, Truck 827 will happen. Currently, the truck is at Pierce Manufacturing for refurbishment. The MVFD expects arrival back in quarter’s mid-2018 and an in-service date of late 2018. Thank you to all of the supporters as Morningside VFD continues to grow!
LEADERSHIP
Line Officers

MVFD OPERATIONAL ORGANIZATIONAL CHART

FIRE CHIEF
Michael Poetker

EXECUTIVE OFFICER
Lt. Michael O'Brien

PLANNING OFFICER
Lt. Justin Soloby

DEPUTY FIRE CHIEF
Michael Stout

ASST. FIRE CHIEF
Vacant

STATION CAPTAIN
David Riley

SQUAD CAPTAIN
Seth Astwood

TRUCK CAPTAIN
Matthew Verlaque

ENGINE CAPTAIN
Daniel Webster

EMS CAPTAIN
Vacant

STATION LIEUTENANT
Justin Soloby

SQUAD LIEUTENANT
Franco Camerota

TRUCK LIEUTENANT
James McKnight

ENGINE LIEUTENANT
Craig Olander

EMS LIEUTENANT
Sarah McCann

STATION SERGEANT
Jack Cline

SQUAD SERGEANT
Daniel DiMarcello

TRUCK SERGEANT
Aric Tegtmeier

ENGINE SERGEANT
Daniel Rae

EMS SERGEANT
Michael Perretty

EMS SERGEANT
Lucas Oblander
(Acting)

REVISED January 12th 2018

The Desire to Serve - The Courage to Act - The Ability to Perform
Administrative Officers, Board of Directors, and Committees
MEMBERSHIP

The lifeblood of this organization is its membership. Our members work tirelessly answering emergency calls and training to maintain and improve their skills day in and day out. Since going all-volunteer on December 29th, 2013, the MVFD has not gone out of service due to staffing shortages. Currently, the MVFD has 179 members on the roster. Of that number, nearly 100 are qualified and considered operational. In addition to covering the operational demands, our members contribute countless hours performing clerical, administrative, organizational management, fundraising, fire prevention, and community outreach tasks to maintain the status of the organization and a meaningful connection with the community.

The Department has several categories of membership. These include Probationary, Active, and Life Member. In 2017, the MVFD experienced a substantial growth in our Out-of-State, EMS Only, and Administrative Membership categories.

In 2017, the Department appointed two civilian personnel to the Board of Directors. By adding the civilian positions, the Department strengthened its ties to the Town of Morningside and enhanced a community-based approach to providing emergency services. The MVFD welcomes civilian appointees: Mr. Eugene Jones and Mr. Stan Holmes. We look forward to their continued involvement and contributions to make the MVFD the preeminent volunteer Fire, EMS, and Emergency Management organization in the Nation!

**Life Members**

The MVFD ended 2017 with 20 of its active members having Life Member status. A Life Member is defined as one who has achieved ten years of service with the Department.

**Active Members**

The MVFD ended 2017 with 179 members on the Active roster. Life Members may also be considered on the Active Member list. An Active Member is defined as one who has maintained all levels of required training as per the Department and County General Orders.
### STATISTICS

#### Membership

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<th>Average # on duty</th>
<th>Total hrs</th>
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<td>7,533</td>
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<tr>
<td>Feb</td>
<td>10</td>
<td>6,675</td>
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<td>Mar</td>
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<td>5,559</td>
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<tr>
<td>Nov</td>
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<td>Dec</td>
<td>12</td>
<td>8,883</td>
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<tr>
<td></td>
<td>10 (avr)</td>
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#### Operations

Calls per unit:

<p>| | |</p>
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<td>E827</td>
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<td>SQ827</td>
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<tr>
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<td>8</td>
</tr>
<tr>
<td>E827B</td>
<td>1</td>
</tr>
<tr>
<td>VC827A</td>
<td>1</td>
</tr>
</tbody>
</table>
Significant Incidents

- **February 3rd, 2017**: Rescue Squad 827 was dispatched as the search company on a house fire in company 25’s area with a report of people trapped. The Rescue Squad arrived on scene while Engine 825 was in the process of making a civilian rescue. Personnel from Engine 825 advised that there were still people trapped inside. Rescue Squad 827 continued the search effort and located a second victim who was found to be unconscious and not breathing. MVFD personnel transferred care to an awaiting EMS unit upon exiting the building.

- **April 5th, 2017**: An F-16 fighter plane from the 113th Fighter Wing stationed at Joint Base Andrews experienced a crippling engine failure immediately after takeoff. The aircraft crashed in the Clinton area after the pilot had ejected. Engine 827 responded on the call as the second due Engine Company. They assisted in the suppression and overall response effort.

- **October 29th, 2017**: Engine 827, Rescue 827, and Ambulance 827 were dispatched for the report of a house on fire with people trapped in company 829’s area. Engine 829 arrived on scene first and reported smoke showing. MVFD units arrived shortly after and assumed the dispatched duties as the search company, second due engine, and BLS unit. MVFD personnel assisted in the removal of a 3 month old, a 3 year old, and a 17 year old. All three victims were found unconscious and not breathing. The combined effort from MVFD personnel, along with other personnel on the scene, resulted in the successful rescue and resuscitation of all three victims.

- **November 15th 2017**: At 1221hrs PSC alerted companies to a house on fire with people trapped at 5215 Lorraine Dr. in company 29’s first due. Rescue Engine 827 responded with 5 personnel. The Volunteer Operations Commander - Alpha arrived on scene reporting fire showing from a single-story brick home and confirmed there were people trapped. Rescue Engine 827 arrived on scene as the search company and entered through side Charlie. Members were met with fire and cluttered conditions but were able to search their way past the fire to locate an unconscious person in a Division 1 bedroom, Alpha quadrant. As the Rescue Engine was removing the victim, the officer from Engine 823 came upon a second unconscious person in the same room. Members from Rescue Engine 827 assisted in the removal of that victim as well. Upon exiting the building, members began performing resuscitation efforts and transferred the victims to awaiting EMS for transport.

Training

At the MVFD, training is a constant. The daily routine includes skills demonstrations and/or discussion-based reviews of all of potential types of incidents and the skills needed to saves lives, stabilize an incident, and preserve property.

Throughout the year, the MVFD coordinates larger and more focused company wide training sessions to refine skills of current members and develop skills of new members. The following list of activities were organized at the company level in the year 2017:

- Mar: PG County EMEDS review
• Apr: Metro Series Training (walk through, rail car lifting and cutting)
• May: Special Hazards Representative (fire watch and reporting procedures)
• June-Sept: County compliance for SCBA
• Oct: EMT Refresher (scope of practice review and skills demonstration)
• Nov: Smith’s Junkyard (vehicle extrication)
• Dec: MFRI College Park (structural burn, forcible entry, and victim rescue)

Awards and Decorations
The MVFD received several recognitions throughout 2017. While no member of the MVFD seeks this attention, it is humbling when organizations recognize the sacrifice, commitment, professionalism, and heroism of our personnel. The following is a short summary of some of the ceremonial honors presented to our members and Department.

Prince George’s County Volunteer Fire Rescue Association:
• Firefighter of the year, Firefighter/EMT Kevin Swain
• Individual of the year, Eugene Jones
• Unit citation: Rescue Engine, house fire with people trapped, Lorain Dr
• Unit citation: Rescue Squad, house fire with people trapped, Milligan Rd
• Cowboy Awards, Captain Dave Riley and Firefighter/EMT Quida Livingston
• Heavy Rescue of the year

Veterans of Foreign War (VFW), Post 9619:
• Lt Sarah McCann, National Emergency Medical Technician Public Servant Citation
• Lt Craig Olander, National Firefighters Public Servant Citation

MVFD banquet:
• Top Responder, Sgt Dan Rae
• Top Responder (2nd place), Lt Craig Olander
• Top Twenty, each member logged over 1,200 hours
• Rookie of the Year, Firefighter/EMT Lucas Oblaender
• Firefighter of the Year, Sgt Dan Rae
• Line Officer of the Year, Capt Daniel Webster
• President’s Recognition for excellence, Jamie Hansen and Lisa McKlveen
• Time in Service recognition (40 years and counting), President Thomas Groom
The Desire to Serve - The Courage to Act - The Ability to Perform
The Officers and Board of Directors work tirelessly to keep the doors of the firehouse open to new recruits, open to the community, and open for service. This effort requires a daily focus, commitment, and dedication to the organization. In addition to these responsibilities, leadership is ever vigilant, mindful, and measured in their plans to prepare for the future success of the MVFD.

In 2017, the MVFD took two bold steps forward. Through a by-law revision, the Department added EMS and Truck Company officers to its rank and file. This change established accountability and responsibility for the expanded EMS program and newly added Truck Company service. The new EMS and Truck Company officers will join the existing officer corps to ensure a unified leadership front. The by-law revision was made in conjunction with significant expenditures on needed apparatus and equipment. Collectively, the planning, policies, organizational staff changes, and purchases exemplify the ability of the MVFD to establish bold goals and then implement the changes needed to achieve success.

In addition to the 2017 accomplishments, growing our EMS program, and expanding into Truck company services, the MVFD puts forth the following. Members will dedicate countless hours and make immeasurable sacrifices to carry the organization closer towards these goals every day. This information will be updated annually. However, Department leadership has put forth a concerted effort to clearly define these goals, set target completion dates, and estimate the financial resources needed in a manner which represents the well thought ambitions of its members and needed improvements for success that is built to last.

**Organizational Tenets**

The Organizational Tenets of the MVFD represent the objectives set forth for all members to continually work towards achieving. These goals can be summarized as a challenge to each and every member in their effort to relentlessly improve upon both themselves and the Department.

1. Provide uninterrupted fire, rescue, and EMS services to the public
2. Recruit and retain new members with a desire to serve this community
3. Ensure equipment, apparatus and facilities are responsibly operated and maintained
4. Develop the leadership abilities, skills, and individual character of each member
5. Identify the organizational and life oriented goals of our members and facilitate their growth
6. Outfit and equip membership to a professional standard
7. Maintain and foster a strong relationship with the Town of Morningside & community organizations
8. Maintain and foster a strong relationship with the PG County Government
9. Be fiscally prudent and responsible with the assets of the Department
10. Act upon process improvement and feedback mechanisms to achieve maximum efficiency
Close, Mid, and Long Range Goals
In addition to the Organizational Tenets of the MVFD, there are more tangible objectives surrounding the Department’s growth and development. See below for a summarization of the close, mid, and long range goals of the Department. Once a strategic goal has entered an active status, a more detailed background and project plan, to include financing, is drafted and maintained by the project team.

If the MVFD is to maintain success in its current state and level of operations, it is mission critical that the below be well-planned, well-funded, and well-executed. Without satisfying these requirements, the MVFD will suffer an unacceptable loss in their capacity to safely and efficiently meet the mission and vision of the organization.

Close (1-2 years)
- Personnel:
  o Increase membership participation rate to an average of 14 qualified members on duty to continually fully staff 2 suppression pieces and 1 ambulance.
    ▪ Target completion date: July 2018
    ▪ Cost: None identified
    ▪ Assigned to: All members

  o Maintain 100% live-in occupancy rate with 18 fully qualified riding members.
    ▪ Target completion date: December 2018
    ▪ Cost: none identified
    ▪ Assigned to: Membership Committee, Live-In Committee, and Training Committee

  o Increase training of Truck Company operations in preparation of expanded service.
    ▪ Target completion date: July 2018
    ▪ Cost: Some forecasted, none identified
    ▪ Assigned to: Truck Company Officers

  o Fully develop the committee structure and put in place the appropriate communications mechanism and protocols.
    ▪ Target completion date: May 2018
    ▪ Cost: none anticipated
    ▪ Assigned to: TBD

- Apparatus:
  o Purchase ambulance 827B and place into service to maintain a continual in-house volunteer BLS transport capability.
    ▪ Target completion date: July 2018
    ▪ Cost: $250,000
    ▪ Assigned to: Fire Chief, President, and EMS Company Officers
Addition of a Chief/Admin vehicle and reallocation of Expedition to EMS Program for the support of our Ambulance.
- Target completion date: April 2018
- Cost: $45,000
- Assigned to: Fire Chief, President

Receive Truck 827 from refurbishment, outfit with all necessary tools and equipment, and place in service.
- Target completion date: August 2018
- Cost: $900,000
- Assigned to: Fire Chief, President, and Truck Company Officers

- Infrastructure:
  - Complete apparatus bay, kitchen, and day-room modification.
    - Target completion date: August 2018
    - Cost: $260,000
    - Assigned to: Fire Chief, President, Strategic Planning
  - Complete rear dry storage facility.
    - Target completion date: May 2018
    - Cost: $150,000
    - Assigned to: Fire Chief, President, & project team

- Other:
  - Development of Departmental Manuals, Policies, and Procedures to clearly explain expectations and guide the members.
    - Target completion date: June 2018
    - Cost: $0.00
    - Assigned to: Station Officers, Strategic Planning, Executive Officer
  - Enter into partnership with private business to boost opportunities for our department, community and membership.
    - Target completion date: TBD
    - Cost: TBD
    - Assigned to: Fire Chief
  - Assist in the reactivation and management of the traffic speed camera located in the town of Morningside.
    - Target completion date: TBD
    - Cost: TBD
    - Assigned to: Fire Chief & project team
  - Establish a duty uniform quartermaster and storage area to outfit each Active Member with a duty uniform compliant to Department standards.
    - Target completion date: December 2018
    - Cost: $5,000/yr
    - Assigned to: TBD
o Establish an EMS trade school
  ▪ Target completion date: TBD
  ▪ Cost: TBD
  ▪ Assigned to: TBD

o Establish Quarterly Appreciation Event Program
  ▪ Target completion date: October 2018
  ▪ Cost: $500 per event
  ▪ Assigned to: TBD

o Monthly Award Recognition for EMS and FF
  ▪ Target completion date: TBD
  ▪ Cost: TBD
  ▪ Assigned to: TBD

o Identify Partnership Opportunities with other agencies
  ▪ Target completion date: TBD
  ▪ Cost: TBD
  ▪ Assigned to: TBD

o Establish the Town of Morningside Emergency Management capability
  ▪ Completion date: April 2018
  ▪ Cost: TBD
  ▪ Assigned to: Deputy Fire Chief

o Establish a Fire/Rescue Trade School
  ▪ Completion date: July 2020
  ▪ Cost: TBD
  ▪ Assigned to: TBD
Mid (3-5 years)

- **Personnel:**
  - Create a scholarship/education benefit for live-in members
    - Target completion date: January 2021
    - Cost: TBD
    - Assigned to: TBD

- **Apparatus:**
  - Replace or refurbish Rescue Squad 827.
    - Target completion date: December 2022
    - Cost: $700,000
    - Assigned to: TBD

- **Infrastructure:**
  - Develop a long term plan (structure design, cost estimation, and finance strategy) for a complete firehouse renovation
    - Target completion: 2022
    - Cost: TBD
    - Assigned to: Fire Chief

- **Other:**
  - Purchase a Structural Firefighting Personal Protective Equipment washer/dryer.
    - Completion date: June 2021
    - Cost: $3,921.95
    - Assigned to: TBD

  - Purchase a Compressor System.
    - Completion date: June 2021
    - Cost: $16,000
    - Assigned to: TBD
Long (10+ years)
- **Personnel:**
  - Establish a Member Appreciation Program. This includes, but is not limited to, an in-station day care service, a fitness area, duty crew meal funding, and providing Class A and B uniforms.

- **Apparatus:**
  - Replace of refurbish RE827
    - Completion date: Jan 2023
    - Cost: $700,000
    - Assigned to: TBD

  - Replace or refurbish A827A
    - Target completion date:
    - Cost: $250,000
    - Assigned to: TBD

  - Replace of refurbish E827.
    - Target completion date: TBD
    - Cost: $500,000
    - Assigned to: TBD

- **Infrastructure:**
  - Replace existing firehouse with one capable of housing 4 suppression pieces of apparatus, 2 ambulances, 30 live-ins, and 20 general members.
    - Target completion date: TBD
    - Cost: $4,000,000
    - Assigned to: Planning committee

- **Other:**