

**MINUTES OF THE  
FIRE DEPARTMENT SERVICE LEVEL TASK FORCE  
CITY OF HIGHLAND VILLAGE, TEXAS  
HELD IN THE  
FIRE DEPARTMENT EMERGENCY OPERATIONS CENTER  
1200 HIGHLAND VILLAGE ROAD, HIGHLAND VILLAGE, TEXAS  
THURSDAY, FEBRUARY 4, 2016**

**1. Call to Order**

The meeting was called to order at 7:02 p.m. by Jeff Smith.

**ROLL CALL**

Present: Jeff Smith, Chairperson  
Daniel Jaworski, Vice-Chairperson  
Bob Galloway  
Audrey Vacek  
Lois Ortmeier  
Dianne Costa

Absent: Paul Gaines

Council: Charlotte Wilcox, Council Liaison

Staff: Michael Leavitt, Staff Liaison  
John Glover, Fire Chief  
Sheri Duderstadt, Administrative Assistant

**2. Approval of Minutes from the January 21, 2016 Meeting**

Motion by Dianne Costa to approve minutes and seconded by Audrey Vacek. All were in favor and motioned passed.

**3. Presentation from Chairperson on Recommendation from the Highland Village Fire Department Service Level Task Force – “Final Report”**

Lois Ortmeier prepared and presented some final thoughts and feelings regarding the information contained within the final report. That presentation is included in its entirety below:

*“February 4, 2016*

*Before we conclude our business I feel compelled to advocate for my west side neighbors and humbly ask for a few small modifications to our final report on their behalf.*

*The 1200+ homes along the 2499 corridor\* represent a large number of Highland Village citizens currently living beyond the reach of acceptable fire service response*

*times. West side residents are not outliers, but a large percentage of our population facing loss of life and property in the time it takes for fire emergency services to arrive. Information supporting this deficit is stated in our report.*

- *Page 3: Study A determined the west side is an area with a 5-7 minute drive time.... it represents a significant amount of calls where response times are over 7:20 minutes.*
- *Page 5: HVFD is deficient in meeting standards suggested by NFPA 4.1.2.1 All of these areas deal with travel time.*
- *Page 5: The more telling statistic is that 20% of the calls for service had a response time that were in excess of eight minutes.*
- *Page 6: The critical component is travel time as this relates to directly to geography.*

*Several other statements in our report, however, seem to conflict with this information and undermine the immediate need for decreased travel time to the west side. Even with improved turnout time and no increase in demand or calls for service, geographical deficits will remain. I, respectfully, ask that we consider removing these statements to provide clarity and consistency in our report.*

- *Page 2: There is no doubt that this average response time (non listed) is acceptable, as this includes turnout time and travel time to determine arrival at the incident.*
- *Page 3: The data that is gathered and analyzed may reveal that it is not necessary to build a second fire station: however,*
- *Page 8: In addition to the geographical deficits on the west side of the city, the ultimate development of a second fire station needs to be supported by the increase in demand and calls for service.*

*In addition, current data implies there are deficits in response time to the west side, but does not specify the exact number and percent of total responses over eight minutes to this area. If 90% of responses over 8 minutes happen on the west side, that information alone could indicate a strong need for a second station.*

- *Page 2: The study (A) did not disclose the nature of the incidents that had increased response times.*

*I ask that we add the following sentence to Task Force Recommendation Five.*

- *Page 8: There will be 2-3 more years of data that can be analyzed to help determine the need for this station and the personnel need to adequately staff it. **Data used to determine this need should target fire service response times to residents along the 2499 corridor on the west side.***

*Finally, when representatives of our task force present and discuss our recommendations, I ask that you please remember to advocate for the large number of Highland Village families on our west side most in need of improved fire services. They trust their safety is being directly assessed and addressed by their town council. Their property and lives depend on it.*

*Thank you.*

*It has been a pleasure serving with all of you!*

*Lois Ortmeier*

*\* 2499 Corridor*

*West side*

*Rolling Hills, Chapel Hills, Chapel Springs, Highland Oaks: 390 homes, 1270 residents*

*Castlewood: 384 homes*

*East side*

*Lakewood, Northwood, Creek Haven: 400+ homes*

*5139 total homes in Highland Village”*

Upon completion of her presentation, Chairperson Jeff Smith expressed concern that the final report may need to be clarified and adjusted to correctly and clearly communicate the thoughts of the Task Force to the council. Vice Chairperson Daniel Jaworski concurred that the Task Force needed to examine the report for any areas that are less than clear and Audrey Vacek also stated particular areas might need to be changed or reworded to provide clarity. Chairperson Jeff Smith stated he believed we needed to address these areas that Lois Ortmeier identified and any that other Task Force members found.

Chairperson Jeff Smith began the presentation that will be given to the council on Tuesday February 4<sup>th</sup>. As each slide of the PowerPoint presentation was given, areas of concern were addressed and clarified until all Task Force members were in agreement that the final decisions of the Task Force were clearly communicated and conveyed in the presentation.

Adjourned for a break at 8:05 pm and resumed at 8:20 pm.

After the break Chairperson, Jeff Smith asked if there were any additional comments on the presentation to council and Dianne Costa wanted to be sure that the report addressed the additional staffing needed to fully staff and reconfigure the current facility in the presentation. Additionally, the Task Force verified that any information clarified in the presentation slides were also clarified in the final report for consistency.

**4. Approval of Recommendation from the Highland Village Fire Department Service Level Task Force – “Final Report”**

Vice Chairperson Daniel Jaworski made a motion to approve the report and motion was seconded by Audrey Vacek. All members signed the signature page.

**5. Status of Fire Department Service Level Task Force**

City Manager Mike Leavitt reviewed the Council Resolution establishing the Task Force, specifically section nine, which dissolves the Committee upon approval of the final report. Chairperson Jeff Smith encouraged Task Force members to attend the Council meeting on February 9<sup>th</sup> at 7:30 pm.

**6. Future Agenda Items / Adjournment**

Fire Chief John Glover and Major Charlotte Wilcox thanked the Task Force Members for their time and effort spent participating on the Task Force and Dianne Costa thanked Chairperson Jeff Smith for serving as the Chairperson.

The Task Force acknowledged Fire Chief John Glover's birthday.

Chairperson Jeff Smith made a motion to adjourn the meeting and Dianne Costa seconded the motion. The meeting adjourned at 9:10 p.m.

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Jeff Smith, Chair Person

ATTEST:

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Sheri Duderstadt, Administrative Assistant

Fire Department Service Level Task Force  
Report and Recommendations  
February 9, 2016

On September 08, 2015, the Highland Village City Council (HVCC) established the "Highland Village Fire Department Service Level Task Force" (Committee) with Resolution 2015-2582. Over the last four months the Committee has held nine meetings covering a vast assortment of topics.

HVCC resolution 2015-2582 not only created the Committee, but also outlined the duties and responsibilities of the Committee. Below is the outline provided by the HVCC:

*"The duties and responsibilities of the Committee are as follows:*

- A. *To collect data, evaluate, and report on the community's collective opinions and viewpoints relating to fiscal and strategic questions relating to the Highland Village Fire Department and Emergency Medical Services, with the purpose of providing budget and policy guidance to City Staff and Council for the development of a future Bond Program relating to capital improvement projects ("CIP"). A principal objective of the Committee is to evaluate and report on the community's opinion on Fire and Emergency Medical Services, and establish a community standard for services and delivery as it may relate to future CIP spending, including:*
- 1. Identification of all possible options regarding the provision of Fire and Emergency Medical Services to the residents of Highland Village, including, future facility location and cost, staffing, model, deployment of resources, provision of equipment and supplies, cost of providing Fire and EMS and billing methods.*
  - 2. Evaluation of dispatch policies related to the nature and level of care provided and required, and local policies and practices for compliance with National and State regulations.*
  - 3. Recommendations on the establishment of Emergency Medical Services Performance Measures for Operations/Response Times,*
  - 4. Investigation of the different funding options available in the delivery of Fire Operations and Emergency Medical Services to the residents of Highland Village, and*
  - 5. In connection with items (1), (2), (3), and (4) above, the Committee should perform a careful evaluation of citizens' views and opinions concerning possible tax increases, or tax decreases, when prioritizing Fire and Emergency Medical Services."*

In an effort to address the specific request of the HVCC, the Committee felt like a principal objective would be to establish the desired "Service Level Standards" for the Highland Village Fire Department (HVFD). In the first meeting of the Committee, a presentation was made by Fire Chief John Glover that covered the 2015 Standards of Cover and the Council's goals and objectives to "Continue to provide Superior Public Safety, Customer Service, Social and Health Services to the Community". Seeing this made it easy to understand that the HVCC was committed to providing the best available services to the citizens and visitors of Highland Village. But to answer the questions as outlined in the duties and responsibilities, the Committee felt that we should determine what citizens expect. Discussion between members of the Committee centered on the fact that citizens simply expect that when they have an emergency and dial 9-1-1, they will receive a fast and appropriate response, regardless of the nature of the incident.

**The Committee's response to duties and responsibilities as assigned by the HVCC:**

***Responsibility One - "Identification of all possible options regarding the provision of Fire and Emergency Medical Services to the residents of Highland Village, including, future facility location and cost, staffing, model, deployment of resources, provision of equipment and supplies, cost of providing Fire and EMS and billing methods"***

Throughout the meetings of the Committee, numerous presentations were made dealing with staffing, funding, current data, and local and national standards. There were also presentations that focused on future growth of the city and the expected increases in the demand for Fire and EMS response.

The Committee feels that the information presented was detailed and accurate. A key presentation made by the City Manager was a Study (Study A) based on calls for service from January 1, 2014 through July 31, 2015. The information was gathered and analyzed by the HVFD Administrative Staff, City Manager's office, and the GIS/Technology Department. This study analyzed 1712 call for service by the HVFD. The incidents were both Fire and EMS in nature. These calls for service yielded 1628 call locations located throughout the city limits. 28% of all calls had response times with 0-4 minutes, 52% of all calls had analyzed had a response time of 4-8 minutes, and 20% of all calls had a response time that was 8 minutes or greater. Identifiable concerns in the response times are noted not based on average response time, but on the percentage of time units are on the scene in less than a predetermined amount of time. There are established times for both fire and EMS incidents. During the evaluated time period, 20% of all calls had a response time that was in excess of eight minutes. This means that 325 incidents had a response time that was beyond eight minutes. The HVFD is consistently responding to 90-100 calls for service each month. Based on this evaluation of response time, 20 incidents each month have a response time that is in excess of eight minutes. The most common reason for increased response times is location of fire department apparatus, the location of the incident itself, or the availability of fire department apparatus. The study did not disclose the nature of the incidents that had increased response times.

Discussion between the members of the Committee elicited various responses and, in most cases, led to a request for more specific information on certain items. As the information was discussed and digested, the overwhelming amount of facts were broken down into variables that can be identified and addressed as requested by the HVCC.

**Task Force Recommendation One:**

Based on data presented during Committee meetings, the members feel that it is important to determine the variable (availability of fire apparatus or incident location in relation to fire apparatus location) that effects response time. The new upgrades to the PSAP will assist in accurate documentation of the response to the incident. The location of vehicles responding to these incidents will also be able to be documented. The Committee analyzed the data and determined the need for a second MICU to be placed in service immediately. This will provide coverage for overlapping EMS calls where citizens are forced to wait on a responding mutual aid companies from other municipalities. The second MICU, if available, would also respond to Structure Fire Incidents. This additional unit would increase fire ground staffing to seven personnel on the fire ground. This increase in manpower increases the ability of HVFD to comply with NFPA standards that require a set number of fire personnel on a fire incident prior to making entry into a building that is on fire. This staffing level also increases the safety of on

scene personnel. The addition of two personnel per shift leads to six total personnel added. The cost of this addition in personnel would be \$545,313 in personnel cost and \$66,000 in operational cost. A total cost of \$611,313 is necessary to complete this task. The placement of a second fire engine at the current location was discussed; however, the impact to the budget would be excessive and the current configuration of the station does not allow for the increased number of four personnel each shift.

The Committee also agrees that the HVCC should move forward with planning a second fire station location. The staffing of fire station two can be implemented by placing a fire engine in service. A fire engine would be able to respond to any call for service as personnel assigned to the engine are all paramedics/firefighters. A fire engine staffed with paramedics is able to treat a patient while waiting for the arrival of an HVFD MICU or a mutual aid MICU. The second fire engine will continue to decrease response time for the first engine on scene of a working structure fire.

While the staffing scenario to add a second fire engine with only one fire station did not work, this scenario could work because the additional personnel have been added incrementally and there is room for all personnel at the new station. As data continues to be analyzed, the Fire Chief and City Management will be able to evaluate the need for more apparatus and manpower and determine where it should be placed.

The timeline for such a project from infancy to completion of the structure is 3-5 years. The Committee feels that it is incumbent upon city staff to begin developing plans for the future fire station at this time. This is in effect a 5-Year Plan for the HVFD as it relates to staffing, facilities, and apparatus. Study A determined that the west side of the city is an area with a 5-7 minute drive time from the current location of Fire Station #1. This same study verified that this area is subject to the same amount of calls as any other area of the city; however, it represents a significant amount of calls where response times are over the 7:20. The City of Highland Village currently owns property along the FM 2499 corridor that was once considered as a possible location for a second fire station. Presentations made to the Committee showed that there are some issues with this location, most notably a 60" water line owned by Upper Trinity Water. Based on this information, the Committee recommends that plans be made to purchase property that is suitable for a second fire station. The Committee recommends that a provision be considered to allow the City Manager to negotiate for property on behalf of the City once a location is determined. There were several sites identified as functional for a fire station; however, these locations should not be discussed in public forum to maintain integrity of the process of procurement of said land. A cost estimate for the addition of a second fire station is listed below:

- Identified approx sq. ft. 8,500 x \$400 = **\$3,400,000**
- Land cost 4 acres @ \$50,000 per acre = **\$200,000**
- Site Development cost range from \$250,000 to \$1.25 mil. = **\$400,000**
- Design, Engineering and testing cost 12% to 15% = **\$500,000**
- Bond Issuance cost = **\$100,000**
- Total Estimated cost **\$4,600,000**
- **20 year Debt Service Cost = \$336,000 annually**

The Committee recommends that all steps be taken to help reduce "cost" associated with a new fire station. Examples of these savings are researching different types of construction and

architectural styles that may decrease the cost per square foot. The sale of the current land owned by the City of Highland Village could also be used to offset cost of new land purchased. The staffing of Fire Station #2 should be evaluated based on data gathered by the GIS/Technology department and the PSAP. Staffing of this station will prove to impact the budget of the City of Highland Village in a significant manner. If the second fire station is opened today with identical staffing as the current fire station, a total increase of 18 personnel will be needed and the additional cost would be \$2,131,011.00 added to the base budget of the HVFD. This would be accomplished by adding six personnel to each shift.

Staffing at this point for the HVFD would be:

- 2-Shift Captains
- 2-Apparatus Operators
- 6-8 Firefighter/Paramedics (relief factor)

The deployment model for the fire department would be as follows:

- 1-Incident Commander
- 1-Apparatus Operator
- 2-Personnel assigned to operate a hose line
- 2-Personnel assigned to operate a hose line
- 2-Rapid Intervention Crew
- 2-Search & Rescue or Ventilation

***Responsibility Two - "Evaluation of dispatch policies related to the nature and level of care provided and required, and local policies and practices for compliance with National and State regulations"***

A presentation to the Committee detailed the current operations of the Public Safety Answering Point (PSAP) for the City of Highland Village. Currently the PSAP is located in the Municipal Center and is supervised by the Highland Village Police Department (HVPD). The PSAP is currently scheduled to "upgrade" its current Computer Aided Dispatch (CAD) software. This will increase the ability to track response times and locations for all calls for public safety assistance. The radio system is also currently being upgraded to comply with Federal requirements placed on communication systems.

Standards related to dispatch of Fire and EMS units are clearly defined by the National Fire Protection Agency (NFPA). NFPA 1710 Chapter 4 provides a list of acceptable times and averages for response by Fire Departments as they relate to calls for service.

**4.1.2.3-Alarm Handling**

- The fire department shall establish a performance objective of having an alarm answering time of not more than 15 seconds for at least 95% of the alarms received and not more than 40 seconds for at least 99% of the alarms received, as specified by NFPA 1221.
- Any call not answered within 20 seconds shall be routed to a secondary answering center if the primary center is full. An alarm should sound if a call is not answered (not processed, just answered) within 60 seconds.
- The fire department shall establish a performance objective of having an alarm processing time of not more than 64 seconds for at least 90% of the alarms and not more than 106 seconds for at least 95% of the alarms, as specified by NFPA 1221.

- Emergency alarm processing for the following call types shall be completed within 120 seconds 99% of the time:
  1. Calls requiring emergency medical dispatch questioning and pre-arrival medical instructions
  2. Calls requiring language translations
  3. Calls requiring the use of a TTY/TDD device or audio/video relay services
  4. Calls of criminal activity that require information vital to the emergency responder safety prior to dispatching units
  5. Hazardous Materials incidents
  6. Technical rescue
  7. Calls that require determining the location of the alarm due to insufficient information
  8. Calls received by text message
  
- The fire department shall establish a performance objective of not less than 90% for the achievement of each turnout time and travel time objective specified in 4.1.2.1

#### NFPA 4.1.2.1

- 80 seconds turnout time for fire and special operations response and 60 seconds turnout time for EMS response
- 240 seconds or less travel time for the arrival of the first arriving engine company at a fire suppression incident
- For other than high-rise, 480 seconds or less travel time for the deployment of an initial full alarm assignment at the fire suppression incident
- 240 seconds or less travel time for the arrival of a unit with first responder with automatic external defibrillator (AED) or higher level capability at an emergency medical incident
- 480 seconds or less travel time for the arrival of an advanced life support (ALS) unit at an emergency medical incident, where this service is provided by the fire department provided a first responder with AED or basic life support (BLS) unit arrived in 240 seconds or less travel time

The dispatch center currently meets the requirements listed by NFPA 4.1.2.3 “Alarm Handling”. With the current plans for “improvements” in software and radio system, the Highland Village PSAP will no doubt continue to meet the standards suggested by NFPA.

The highlighted areas show where the HVFD is deficient in meeting standards suggested by NFPA 4.1.2.1. All of these areas deal with “Travel Time”. The City Manager presented data from a study that was performed analyzing calls for Fire and EMS service during a nineteen month period from January 1, 2014 - July 31, 2015. During this timeframe, there were 1712 calls for service. Data from this study was not able to determine actual “Travel Time”. The average response time for incidents is 5:39. The more telling statistic is that 20% of the calls for service had a response time that was in excess of eight minutes. Remember that NFPA 4.1.2.1 does not deal with “average” response time, it deals with responding to an incident in less than 7:20. This is the time allowed for turnout time (60-80 seconds) and travel time (240-480 seconds). With the purchase of the new software for CAD, data should be available to determine each segment of the response. The critical component is travel time as this relates directly to geography and availability of Fire and EMS apparatus.

#### **Task Force Recommendation Two:**

Current dispatch policies related to the nature and level of care provided and required currently meet the guidelines of NFPA 1710 4.1.2.3. The replacement of the current radio system and the upgrade in CAD software will increase the ability to answer calls in less than 15 seconds and will allow processing in the required time. The new system will allow for data to be gathered which can be analyzed to determine the turnout time and travel time. As this information is analyzed, the City Manager and Fire Chief should determine if standards are being met and how improvements can be made. All members of the Committee feel that it is important to comply with current NFPA codes and that every attempt should be made to comply with NFPA Standards. The City of Highland Village Public Safety Dispatch and Fire Department should use NFPA 1221 and NFPA 1710 respectively, to target the set NFPA objectives, as performance indicators for response. These NFPA objectives are industry established and derived from a national standard, that lets the aforementioned departments grade themselves against national standards as a minimum, for service delivery. Remedies for compliance may include the addition of fire apparatus at the current fire station and also may include the addition of a new fire station that is geographically located to decrease the travel time to incidents where the call for service is beyond the allowable travel time from the current fire station.

***Responsibility Three - "Recommendations on the establishment of Emergency Medical Services Performance Measures for Operations/Response Times"***

A presentation was made by Fire Chief John Glover and the current Medical Control Physician detailing the many different levels of service that are provided by Fire and EMS across the United States. Definitions ranging from "First Responder" to "Advanced Care" were given to inform the Committee of exactly what is used in the HVFD. The current level of EMS provided to the Citizens of Highland Village is a superior level. The protocol for treatment of patients meets national standards and is consistent with the level of service provided throughout neighboring communities. The continuing education and training that is provided to employees in the HVFD ensures that they stay current with state and national standard of care. There is also a Quality Improvement process in place that allows performance and documentation of incident response to be analyzed and provide feedback to the provider and the Medical Control physician as to how well each employee is performing.

Regarding response times for EMS, these standards were discussed in the response and information cited in "**Responsibility Two**", and includes a 60 second turnout time and 240 seconds or less travel time for the arrival of a unit with first responder with automatic external defibrillator (AED) or higher level capability at an emergency medical incident. The next standard mentioned in NFPA 1710 Chapter 4 for travel time is 480 seconds or less travel time for the arrival of an advanced life support (ALS) unit at an emergency medical incident, where this service is provided by the fire department provided a first responder with AED or basic life support (BLS) unit arrived in 240 seconds or less travel time.

Details were also presented to the Committee to increase the level of emergency medical response by cross training HVPD officers. Officers would be trained to a basic level of EMS response known as Emergency Care Attendant (ECA). This level of training would certify HVPD officers in tasks that they currently perform. By certifying these personnel, their arrival on scene would assist in compliance of NFPA 1710. Patrol Officers already respond to EMS calls and typically arrive on scene prior to HVFD units. They currently carry AED's and limited supplies for EMS.

**Task Force Recommendation Three:**

The Committee feels that the current EMS Protocol meets or exceeds national standards. The care provided to citizens and visitors to the Highland Village community is consistent with neighboring communities. The Committee recommends that we make no changes to the organizational structure of EMS Medical Control System.

The Committee also recommends that HVPD officers be cross-trained to the level of ECA. HVPD officers on patrol will be able to respond as they currently do; however, their certification will assist in meeting the standards set forth by NFPA 1710. The funding to accomplish this training is currently in the HVPD budget. Chief Reim is a proponent of this program and is eager to move forward with this also.

The Committee feels that the current level of service is being met 80% of the time. With the scheduled improvements in the PSAP, city staff will be able to analyze data to determine where the deficits are in providing the expected level of service to the citizens of Highland Village. Analysis should be focused on determining if the increase in response time is due to availability of HVFD apparatus or if the location of the incident is the determining factor.

***Responsibility Four - "Investigation of the different funding options available in the delivery of Fire Operations and Emergency Medical Services to the residents of Highland Village"***

One of the more telling presentations made to the Committee was the report from the Assistant City Manager covering the current budget and the Five Year outlook. The information contained in the presentation reveals that current staff, Council, and previous Councils should be applauded for a job well done. In looking both directions, past and future, the additions of Wal-Mart and The Shops at Highland Village are examples of good business practices. Wal-Mart continues to generate a large percentage of the sales tax that is received by the City of Highland Village. The Shops have not performed to the level of expectation. Fortunately the incentives were constructed in such a way as to be paid when The Shops met expected terms. The "380 incentives" are scheduled to end in December of 2017 with payment allocated in the FY 2017/18. This will alleviate some debt obligation if these performance measures are not met. We are also nearing the end of the construction of Parks and Trails in the City of Highland Village. During a meeting of the Committee, there was discussion centered on rethinking the 4B revenue and allocating funds from that source to assist in providing an increase in funding for HVFD expansion. While this is not something that should occur immediately, an evaluation of this fund should continue to determine if the revenues are best served in the area they are currently designated for. The topic of DCTA tax was also brought to the table for discussion. Currently the City of Highland Village is at the maximum rate for sales tax. Efforts have been in place and discussion has taken place with state representatives in allowing participating communities to "recover" the extra ½ cent sales tax that is taken for transportation needs. (DCTA) The Committee believes that this is an item that must be continually pursued in alliance with the Cities of Denton and Lewisville. A return of ½ cent sales tax funding would be a tremendous boost to funds available for public safety.

**Task Force Recommendation Four:**

The Committee recommends that City Management continue to exercise their abilities to analyze the above funding sources. Projections of future revenues for the City of Highland Village show a continued, but modest increase each year. The most appreciable source of funding would come from the return of ½ cent sales tax from the "DCTA" tax. The Committee

feels that continued dialogue with representatives at the State level is paramount for success in this area. The Committee also feels that future consideration of funding from 4B be evaluated to determine if these funds can be reassigned to public safety.

***Responsibility Five – “In connection with items (1), (2), (3), and (4) above, the Committee should perform a careful evaluation of citizens’ views and opinions concerning possible tax increases, or tax decreases, when prioritizing Fire and Emergency Medical Services”***

The City of Highland Village has not increased its effective tax rate in some time. As everyone is aware, this does not mean that taxes have not gone up. The City of Highland Village has benefitted from having an increase in the value of homes. Residents have also benefitted from these increases in value. The Committee is a good representation of the cross section of the citizenry of the City of Highland Village. The members of the Committee are now an informed group on the current day-to-day operations and needs of the HVFD.

**Task Force Recommendation Five:**

The Committee recommends that Council and City Management continue to plan for growth within the fire department. A five year plan should call for the addition of a new fire station and a bond package should be put together to include Capital Improvement Projects that include the purchase of land and the construction of a new fire station. The community’s support of this project will give City Management and Council a good idea of how to proceed in future years if the funding revenues are not available to provide staffing for the future station.

This report reflects the opinions and final recommendations of the seven members of the Highland Village Fire Department Service Level Task Force in their individual capacities for presentation to the Mayor and City Council of Highland Village and was approved by the Committee on February 4, 2016.

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Jeff Smith, Chair Person

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Daniel Jaworski, Vice Chair Person

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Paul Gaines

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Bob Galloway

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Lois Ortmeier

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Audrey Vacek

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Dianne Costa

ATTEST:

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Sheri Duderstadt, Administrative Assistant