Dear Citizens,

This annual report provides a variety of information about the activities of the Wake Forest Fire Department for the fiscal year 2012 (July 1, 2011 - June 30, 2012). In keeping with our Mission, Vision, and Core Values, Wake Forest Firefighters have consistently demonstrated a personal commitment to protect the quality of life and to protect property in Wake Forest and the Wakette Fire District. Great progress has been made in many areas in the last fiscal year. As our Slogan states, the members of Wake Forest Fire Department continually exhibits "Saving Lives, Our Prime Goal".

This has been a busy year for the Wake Forest Fire Department. In addition to fighting fires that may occur, Wake Forest Firefighters also respond to and prepare for various other types of emergencies such as; emergency medical calls, hazardous material incidents, and various rescue situations in natural or man-made disasters. Wake Forest Firefighters responded to more than 2900 incidents in the last fiscal year. These numbers are important to us and to the citizens of Wake Forest in the Wakette Fire District. Each number represents when someone experienced an unexpected, and many times unfortunate, event that led them to call us for assistance. We understand the loss and pain that is often associated with an incident that requires our service and it is my hope that we have provided not just the professional response necessary to mitigate these emergencies, but also the appropriate compassion to support the individuals and families involved in these situations. Last year, Wake Forest Fire Department had seven life saves that were recognized by Wake County. This was ten percent of the total life saves for the entire County. A life save was only considered if the person was able to leave the hospital under their own power. We are very proud of our members for their accomplishment in providing these life saving skills.

Thank you for the support and trust you have exhibited in our department over the past year. I also would like to thank the Wake Forest Board of Directors for their guidance and support, which enables us to offer the level of service we provide. I would especially like to thank the devoted members of the Wake Forest Fire Department for their commitment and professionalism in carrying out their duties. I am both honored and blessed to serve with them as we serve you.

Thank you for allowing me to serve as your Fire Chief. God has richly blessed me in many ways, including the opportunity and abilities to serve in this capacity. I do not take my responsibilities lightly and constantly strive to meet your expectations. It is truly an honor to serve you and I look forward to future service.

Sincerely,
Rondall L. Early
Rondall L. Early
Fire Chief
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Members of the Wake Forest Fire Department

Board of Directors

President - Stanley Denton           Vice President - Bob Bridges
Secretary - James Holding           Treasurer - Bill Wandrack
Randy Bright             Clifton Keith         Thomas Walters
Sue Anthony              Dean Tryon             Jason Deitch

Management

Fire Chief - Ron Early           Administrative Assistant - Jeannie Bogner
Deputy Chief - Clifton Keith
Assistant Chiefs - Daryl Cash, Waylon Holbrook, David Davis, Chris Wilson

Paid Suppression Staff

Assistant Chiefs

David Davis            Waylon Holbrook            Daryl Cash

A Shift
Engine 1
Captain Bo Medlin
Lieutenant Mike Swiman
Firefighter Bobby Neal
Firefighter Joel Tidd

B Shift
Engine 1
Captain Chris Lewis
Lieutenant Kyle Mangum
Firefighter Buddy Brooks
Firefighter Davis Sandling

C Shift
Engine 1
Captain Rusty Hurst
Lieutenant John Sadler
Firefighter Bronson Murphy
Firefighter Brendon Handford

Engine 2
Captain Stephen Driver
Lieutenant Jordan Hill
Firefighter Randy Privette
Firefighter Josh Main

Engine 2
Captain Reginald Rogers
Lieutenant Ian Moffatte
Firefighter Brandon Brown
Firefighter Jonathan Mestas

Engine 2
Captain David Collins
Lieutenant Tony Lamberti
Firefighter Garrett Jackson
Firefighter Bryan Timberlake

Engine 3
Captain Greg Hockaday
Lieutenant Paul Croteau
Firefighter Randy Wolfenbarger
Firefighter Robbie Weatherford

Engine 3
Captain Wayne Burton
Lieutenant Blair Thomas
Firefighter Ben Davis
Firefighter Chris Wilkins

Engine 3
Captain Ed Barrett
Lieutenant Mike Dahle
Firefighter Justin Alderman
Firefighter Nick Tart
Ladder 1  Ladder 1  Ladder 1
Captain Erick Mohn  Captain Matt Strawbridge  Captain Jeremey Blake
Lieutenant Steven Wagner  Lieutenant Brian Wright  Lieutenant Nick Carter
Firefighter Jeff Hannum  Firefighter Johnathon Whitley  Firefighter Craig Salveson
Firefighter Chris Kimley  Firefighter Brandon McGhee  Firefighter Justin Brown

Weekdays Engine 5  Weekdays Engine 5  Weekdays Engine 5
Captain Lanny Eaddy  Captain David Stanton  Captain James Dillard
Lieutenant Jeremy Dillard  Lieutenant Patrick Overton  Lieutenant Eric Stephenson
Firefighter Richard Capps  Firefighter Scott Knowles  Firefighter Jose Mendez

Volunteer Suppression Staff

Assistant Chief

Chris Wilson

A Shift  B Shift  C Shift
Battalion Chiefs  Garry Sullivan, Chris Townsend  Jake Alderman, Marcus Wells  Nick Rhodes, Royce Fuoco

Company 1  Company 2  Company 3  Company 4  Company 5  Company 6
Captains  B. Wandrack  J. Knorr  B. Connelly  C. Weier  M. Armstrong
Lieutenants  M. Kelling  D. Richardson  M. Greenham  B. Meyer  J. Strickland  J. Graney
J. Linder  M. Schultz  G. Wiggs  T. Brown

Firefighters  B. McKearney  P. Cashwell  R. Schmidt  C. Davis  E. Bickerstaff  M. Bishop
C. Wandrack  K. Burger  J. Wicksel  C. Laird  L. Lovell  S. Simon
K. Green  M. Sandberg  T. Powell  M. Lusardi  A. Cashwell  K. Lull
J. Collins  C. Budine  D. Jackson  T. Norris  T. Meyer  T. Selak
W. Harris  M. Stevens  M. Anderson  A. Watters  J. Richardson  M. Fowler
J. Stauffer  W. Jackson  J. Mercado  A. Weatherford  T. Schwenk  M. McDonald
A. Blair  T. Willis  T. Kurtzweil  C. Cebolla  A. Lorice  M. Davis

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Organizational Background

The Town of Wake Forest’s fire protection service was founded in 1921 and was first organized by Thomas Arrington, Sr., who served as the department’s Fire Chief. The original department was founded as a community fire brigade to provide fire protection services to areas of the Town and the Wake Forest College. As the Town and the community grew, the fire department quarters was relocated to the old town hall building. It was housed there until 1973, when the need arose to relocate to renovated quarters on South White Street.

The Wakette Fire Protection District was founded in 1956, with Willis Winston as its first Fire Chief. The Wakette organization was charged with providing fire protection services to unincorporated areas outside of the Town of Wake Forest. Equipment for the Wakette District was housed in the basement of the old town hall until it was moved to a new firehouse, constructed in 1966, at the intersection of South White Street and Elm Avenue.
These two departments existed side-by-side utilizing the same personnel but separate equipment. In 1983, with assistance from Sherman Pickard of the North Carolina Institute of Government, these two organizations were merged together to form the Wake Forest Fire Department, Inc. The merger was the first of its kind in North Carolina where a municipality contracted its fire protection to another agency. In 1986, a new firehouse was constructed at 420 East Elm Avenue to meet the housing demands for both of the organizations apparatus and equipment.

In 1993, the Board of Directors recognized that the explosive growth in the area was taxing the volunteer’s ability to handle the increasing incident volume. The Board of Directors deemed it necessary to create (3) full-time staff positions to guarantee the response of a fire unit to meet the fire and medical needs of the Wake Forest Fire District.

In 2000, the Wake Forest Fire Department was charged with providing emergency medical first responder services within the Wake Forest Fire District. This addition of services would aid the Wake County Emergency Medical Service’s with their efforts to reduce response times to emergency medical incidents within the Wake County area.

Located on Ligon Mill Road, Station 2 was completed in 2001. The original building included an 800 square-foot suite leased by the Wake Forest Police Department as a substation.

In 2007 Wake Forest Fire Department took possession of a residence located on Forestville Road and began staffing a daytime crew to respond to emergency incidents. In 2009, a modern and progressive two bay fire station was constructed.
The current Wake Forest Fire Department Station 5 was previously Falls Fire Department. Before the building was used as a fire station, it was originally a community house and is still used for the community today. The land for the community center was donated to the Falls Community in November 1954 by Erwin Cotton Mills. In 1969, The Falls Club took on the organization of the fire department as their project. The department asked the Community Club for permission to build two new bays that would be attached to the community center. Permission was granted and the department began construction. Most of the construction was done by members of the department and was finished by contracted builders. Two years later the department added two more bays. Equipment was purchased as money became available while neighboring departments donated hose, nozzles, etc.

On Sunday, March 25, 2012 Wake County Fire Station #21 (Falls Fire Department) was merged with the Wake Forest Fire Department. With the increased financial pressure of today's economy, it made sense to combine the resources so that the services provided to both the Falls and Wake Forest communities would improve. The merger kept the crew that has served the Falls community in place, while adding a tremendously dedicated, trained and experienced department of Firefighters.

Today, the Wake Forest Fire Department is a progressively minded combination fire department serving the Town of Wake Forest and the surrounding unincorporated Wakette Rural District. We provide fire protection, emergency medical and rescue services, as well as an enthusiastic and dynamic public education program for the community. We currently operate out of four stations. We have 48 paid personnel 24/7, 5 administrative personnel, 10 part-time employees, and 65 volunteers supplementing the paid staff in answering approximately 2900 incidents (including mutual aid calls), 62% of which are emergency medical related. Our response area is a mix of residential, commercial and rural/agricultural. There are 16 schools in our area, including private and public, as well as The Southeastern Baptist Theological Seminary (the former Wake Forest College), which has a current enrollment of over 2300 students.
<table>
<thead>
<tr>
<th>Fire Station</th>
<th>Address</th>
<th>Opened</th>
</tr>
</thead>
<tbody>
<tr>
<td>Station 1</td>
<td>420 Elm Avenue</td>
<td>1986</td>
</tr>
<tr>
<td>Station 2</td>
<td>9925 Ligon Mill Rd</td>
<td>2001</td>
</tr>
<tr>
<td>Station 3</td>
<td>1412 Forestville Rd</td>
<td>2009</td>
</tr>
<tr>
<td>Station 4</td>
<td>TBA</td>
<td>TBA</td>
</tr>
<tr>
<td>Station 5</td>
<td>11908 Falls of Neuse Rd</td>
<td>1969</td>
</tr>
</tbody>
</table>
# Apparatus Profile

The fire department operates a variety of fire, emergency service apparatus and support vehicles to provide service to our citizens.

## Fire Station 1

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Year</th>
<th>Make</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engine 1</td>
<td>2003</td>
<td>E-One</td>
<td>1,500 GPM Pump, 1000 Gallon Tank</td>
</tr>
<tr>
<td>Ladder 1</td>
<td>2011</td>
<td>Pierce</td>
<td>1,500 GPM Pump, 300 Gallon Tank, 100' Aerial Platform</td>
</tr>
<tr>
<td>Engine 4</td>
<td>1996</td>
<td>E-One</td>
<td>1,500 GPM Pump, 1000 Gallon Tank</td>
</tr>
<tr>
<td>Brush 1</td>
<td>2008</td>
<td>Ford F-550</td>
<td>245 GPM Pump, 300 Gallon Brush Unit</td>
</tr>
<tr>
<td>Utility 1</td>
<td>2012</td>
<td>Ford E-350</td>
<td>12 Passenger Utility Vehicle</td>
</tr>
<tr>
<td>ATV 1</td>
<td>2004</td>
<td>Polaris</td>
<td>6 Wheel Multi Purpose Utility Vehicle</td>
</tr>
</tbody>
</table>

## Fire Station 2

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Year</th>
<th>Make</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engine 2</td>
<td>2006</td>
<td>Pierce</td>
<td>1,500 GPM Pump, 1000 Gallon Tank</td>
</tr>
<tr>
<td>Tanker 2</td>
<td>2009</td>
<td>Pierce</td>
<td>1,250 GPM Pump, 1000 Gallon Tank</td>
</tr>
<tr>
<td>Air 2</td>
<td>1977</td>
<td>Chevrolet</td>
<td>Utility/Air Unit</td>
</tr>
<tr>
<td>Brush 2</td>
<td>1977</td>
<td>Ford F-250</td>
<td>150 GPM Pump, 250 Gallon Brush Unit</td>
</tr>
</tbody>
</table>

## Fire Station 3

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Year</th>
<th>Make</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engine 3</td>
<td>2012</td>
<td>Pierce</td>
<td>1,500 GPM Pump, 1000 Gallon Tank</td>
</tr>
<tr>
<td>Rescue 3</td>
<td>1993</td>
<td>Freightliner</td>
<td>Walk Around Straight Box Service Unit</td>
</tr>
<tr>
<td>Brush 3</td>
<td>2006</td>
<td>Ford F-550</td>
<td>245 GPM Pump, 300 Gallon Brush Unit</td>
</tr>
<tr>
<td>Utility 3</td>
<td>1986</td>
<td>Chevrolet</td>
<td>Utility Vehicle</td>
</tr>
<tr>
<td>Safety Trailer</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Fire Station 5

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Year</th>
<th>Make</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engine 5</td>
<td>2007</td>
<td>Pierce</td>
<td>1,250 GPM Pump, 1000 Gallon Tank</td>
</tr>
<tr>
<td>Squad 5</td>
<td>1994</td>
<td>E-One</td>
<td>1,250 GPM Pump, 1000 Gallon Tank, Service Unit</td>
</tr>
<tr>
<td>Brush 5</td>
<td>2005</td>
<td>Ford F-550</td>
<td>250 GPM Pump, 300 Gallon Brush Unit</td>
</tr>
<tr>
<td>Utility 5</td>
<td>2003</td>
<td>Ford F-350</td>
<td>Pick Up Truck, Utility Vehicle</td>
</tr>
<tr>
<td>Boat 5</td>
<td>2006</td>
<td></td>
<td>500 GPM Pump, Boat</td>
</tr>
</tbody>
</table>
Department Slogan

"Saving Lives, Our Prime Goal"

Mission Statement
We are committed to providing fire prevention education, fire suppression, medical services, and other emergency and non-emergency activities to the surrounding community, visitors, and residents of the Town of Wake Forest. We accomplish this mission through education, training, and dedication to the protection of our membership and citizens.

Vision Statement
The Wake Forest Fire Department will set the standard of excellence by honoring tradition, professionalism, and customer service; we will also create leaders through education, training, and strong ethical values.

Core Values

Duty
Duty compels us to do the right thing at the right time, regardless of adverse consequences. It is the precursor of discipline and obedience. Duty requires that we accept responsibility for our actions.

Pride
We take pride in ourselves as individuals, our members as a team, our department as a family, and our citizens as a community.

Family
We are a fire department family. We are committed and accountable to each other because our lives depend on it. We value each member in our organization. We respect those who came before us and will strive to make the organization better for those who follow.

Courage
Courage is the value that gives us the moral and mental strength to do what is right, even in the face of personal or professional adversity.
Professionalism

We are dedicated to serving at the highest level of excellence, in a manner showing commitment and respect to our mission. A commitment to excellence, possessing a positive attitude and having pride in your work while conforming to a high standard of conduct.

Honor

The enormous commitment necessary to perform the Department's tasks requires excellence of character. We inspire each other through pride in our department, both past and present.

Integrity

We are committed to honesty and ethical behavior and we will make decisions based on moral standards regardless of personal belief or benefit. We will work hard every day to maintain the highest professional standards and to earn the public trust through our actions.

Core Services for Wake Forest Fire Department

Fire Suppression
The department provides fire suppression for all types of fires that occur within the District and the surrounding communities. These include: structure fires, such as homes, businesses and industries, vehicle fires, grass and woods fires and all other types of fires that may occur.

Emergency Medical Services
Wake Forest Fire Department paid Firefighters are trained and certified as emergency medical technicians (EMT's) and respond as medical first responders to emergency medical incidents that occur within the District. With fire stations strategically located throughout the city, often times Firefighters are closer than an ambulance to a medical call, allowing Firefighters to reach the scene of such a medical emergency more rapidly, to and initiate medical care. Ambulance transport is provided by Wake County.

Rescue
Wake Forest Fire Department provides all types of rescue in the District, including vehicle extrication, confined space rescue, high angle rescue, swift water rescue and other types of rescues that may occur.
Hazardous Materials
The department provides hazardous materials response to hazardous materials leaks or spills. These may include transportation incidents that occur on the roadways or railroads and fixed facility incidents at businesses or industries.

Incidents

The above graph compares the percentage of Types of Incidents
The above graph compares the number of responses per Station per month.

The above graph compares the number of incidents per month.

Risk Reduction
The department provides risk reduction through the administration and provision of fire and life safety public education to our citizens. The following graphs depict the amount of scheduled visits that we participated in during the past year. The number of children and adult contacts were undetermined and will be evaluated in the future reports.
Management Team

Strategic Plan

Organizational strategic focus is important to the success of any planning process. Strategic planning, in its simplest form, is about identifying a limited number of key strategic goals to be achieved by the organization in order to move successfully into the future. Three years ago, the Wake Forest Fire Department initiated a strategic planning process to develop its first formal strategic plan. Plan development was facilitated by a Strategic Planning Team, which consisted of both career and volunteer staff of varying ranks and tenure. The plan’s goals and objectives were all derived from staff input, solicited during the planning process. Procedures utilized in the development of the plan included staff surveys, numerous staff focus groups, a facilitated retreat of department chief officers and staff feedback on the draft plan. Through the strategic planning process, the department identified its strengths, weaknesses, opportunities and threats. It also clarified the department’s mission, vision, core values and expectations.

The plan established nine strategic goals for the department:

1. Community Relations
2. Promote Employee Health and Safety
3. Volunteer Program
4. Facility Management
5. Apparatus and Equipment Management
6. Communications
7. Develop our Leaders and Employees
8. Fiscal Responsibility
9. Effective and Efficient Use of Our Resources

The strategic plan is designed to guide the department over a five year period; however, this document should be viewed as merely a first step toward effecting change through implementation. The strategic plan should be reviewed and updated annually to ensure accuracy and allow for adaptation to changing circumstances. Further, a department operational plan, which outlines the specific action steps, costs, timelines and implementation priorities of the objectives stated in this plan, needs developed. The Wake Forest Fire Department has a proud history of exceptional community focused service delivered by a highly trained and professional staff of career and volunteer Firefighters. The department membership looks forward to an even greater future as a result of this planning effort.

Sincerely,

Wake Forest Fire Department
Management Team
Assistant Chief's Future Planning

David Davis - My short term goals for the Wake Forest Fire Stations consist of numerous projects. When upgrading and repairing facilities are involved, it usually results in some financial expense. The safety and health of our members is the highest priority; therefore, this will be my criteria for prioritizing my projects. I know that some of these things will not happen within the year, but we will get as much done as fiscally possible. I am already looking into the next budget year to finish out what projects can't be done this year.

The following are some of the short-term goals that I've established for each station for the next year.

Station 1:
1. Finding a way to get the exercise equipment into a climate controlled environment.
2. Storage is limited for this station. I, along with the building committee, will be working to come up with additional storage space which could possibly be linked into the project for the exercise equipment.
3. The Fish Fry shelter needs attention to the building and roof next year. My plan after the 2013 Fish Fry, is to start making the repairs.
4. Continue with the project of the natural area behind Fish Fry Shelter.
5. Getting signs on the tower on the Southeast corner of the building.
6. Raising the bay door behind the Ladder so that we will have two locations for the ladder. If we have any issues arise, this will allow us to get Ladder 1 out of the station.
7. Repairing cracked concrete behind the station.
8. Replace the lighting in the bay area.

Station 2:
1. Remodeling the open bunkroom to make it more accommodating for personnel.
2. Paint the outside trim.
3. Repair asphalt around station.

Station 3:
1. Replace kitchen chairs.
2. Finish landscaping around the station.
Station 4:

I didn’t include Station 4 into this, but I am hoping that by the end of this year our building committee will have a set of workable drawings to begin work as soon as possible. We are hoping to make this a LEED building as much as possible.

Station 5:
1. Updating the sleeping arrangements for the duty crew personnel.
2. Repair the front pad where the asphalt is deteriorating.
3. Bring in more fill dirt to go over the septic tank leech field.
4. Update the insulation on bay doors.
5. Add a wall over the offices to enclose the void space allowing us to insulate the top area; in order to keep the office space more efficiently climate controlled.

As another one of my collateral duties, I am responsible for the hydrant program in our District. Through hard work of all our personnel, we scored very high on the ISO for our hydrants. Beginning in October, we will begin our hydrant maintenance. Our plan is to flow all of our hydrants and get the correct flow of each hydrant. We are working closely with the City of Raleigh on a project that will help us determine the locations of all the hydrants within our District. After inputting all the information into a file, GIS will be able to plot our hydrants onto a map. This has been an issue through the years.

Waylon Holbrook - The following are goals that I am planning on working towards completing in the up-coming year. The first goal is to complete a wellness/fitness program. Now that we are implementing the "Fireground Endurance Assessment", I feel that completing a wellness/fitness program for all of our personnel will help avoid issues with the assessment. This program will consist of collecting baseline fitness data from each employee and then providing them with a suggested exercise program. The second goal is to complete and update the existing PPE policy. The new policy will emphasize meeting recognized standards, company officer level inspections and accountability of all gear. The third goal is by far the most complex. I will be working on a master training plan, which will improve our training program and promotional process. This plan will ready our employees for career advancement and will maximize performance through all ranks, by providing rank specific training and skill requirements.
Daryl Cash - One of the current projects I'm working on with the apparatus committee is reviewing the specifications for a new 2000 gallon tanker. We have started reviewing the specifications and have met with the builder. Based on the projections, we should see a new tanker in roughly 90 to 120 days. Other projects that I'm working on are:

- Designing a grading scale for all of our apparatus that should give us a better indicator on the service life of all vehicles. This should, in turn, save the department money and ensure that we will always have safe, compliant apparatus and vehicles to operate.
- Planning for our Station 4 apparatus including what will be needed for the current operations, and for the future, based on our high standards and the ISO recommendations. Based on our previous ISO ratings, we had never received full credit on our engines and ladder in the history of Wake Forest Fire Department until this year. Thanks to all the personnel that assisted in making this happen.
- Looking at putting an underground water tank at Station 4 so that we can service test our engines and ladder. This will keep us from having to find a safe location at the lake or reservoir.
- Updating our mobile computers to run more software such as preplans, maps, and having the hydrants plotted. Upgrading our portable radios and purchasing new improved ones for all the apparatus. This will be a four year project, if the budget allows, to get all of our portable radios up to date.
- Replacing Rescue 3 in 2013 with some type of service truck. The management team is reviewing what services we will be providing to the citizens and what equipment will be needed to provide that service.
Chris Wilson - As the Assistant Chief in charge of the volunteer program it is my responsibility to make sure all of our volunteer members are valued members of the organization. By doing this I have discussed many issues with the volunteers and some of the major objectives that I would like to accomplish in the future are as follows:

- Maintain an effective volunteer force that works congruently with career staff, incorporating a true combination department system and mentality.
- We have a unique opportunity to demonstrate how a merger can be successful and my desire is for others to look to us for direction of how we made it work.
- Maintain and develop programs designed for the volunteers that promote:
  - Participation
  - Unity
  - Learning
  - Progression
- Develop and institute a reward program that encourages each member to give their best and reward them for their effort.
- Make each member feel important
- Ensure that there is always a place to serve as:
  - Responding members
  - Non-responding members
- Provide adequate staffing of Engine 5 by maintaining duty crew.
- Provide adequate staffing of Rescue 3 by developing an "on call" response system.
- Create a progression path of promotions for volunteers:
  - Explorer – Probationary – Firefighter – Senior Firefighter – Lieutenant – Captain – Battalion Chief – Assistant Chief
- Provide leadership training to Officers to promote career growth.

In order to complete these objectives we have established some short and long term goals:

Short Term Goals:
- Create an atmosphere that fosters all volunteers to give of themselves for the success of the department.
- Revise the organizational structure of the volunteer force based upon experience, leadership ability, training, and skills evaluation.
• Assist each volunteer to find their leadership and fire service ability and build upon their individual foundation.
• Create an environment where each volunteer feels important and believes in the departmental goals.
• Improve reliance and relations between paid and volunteer staff.

Long Term Goals:
• Continually adjust a strategic plan for the volunteers that adapts to the needs of the department and its personnel.
• Develop a progression path of promotion for volunteer staff.
• Enable a training opportunity, including a speaker such as Kim Alyn, to focus the values of leadership.
• Develop an in house officer academy.
• Continue maintaining a fully functional volunteer house within the Wake Forest Fire Department.
• Strive to produce a volunteer program for others to inspire to model after.

Major Milestones in the Past Year

July 25, 2011
Wake Forest Fire Department and Falls Fire Department entered into an "Operational Consolidation Agreement". This agreement allowed both departments to begin formal training, operations, sharing resources and sharing personnel to accomplish the missions of both departments. During this time, committees and subcommittees were developed to ensure that all aspects of a possible merger were looked at and reviewed. Both committees and subcommittees were made up of paid and volunteer personnel from both departments.

September 10, 2011
Wake Forest Fire Department hosted their 3rd annual Tunnel to Towers 5k run honoring Stephen Siller. The 3rd annual Tunnel to Towers 5k in Wake Forest is modeled after a similar event in New York. The event honors New York firefighter Stephen Siller, who ran from the Brooklyn Battery Tunnel to the Twin Towers, to respond to the victims inside, and ultimately lost his own life.

Lt. David Collins took the lead in organizing a tribute to those who died on this ten year anniversary of the September 11 attack. 343 pairs of boots lined the race course representing each of the firefighters who lost their lives on 9/11, and reminded participants of their sacrifice.
September 25, 2011
Firefighter Kyle Mangum was promoted to Lieutenant and Lieutenant Chris Lewis was promoted to Captain.

October 14, 2011
Wake Forest Fire Department held its first Annual Awards and Promotional Ceremony at the Wake Forest United Methodist Church. The ceremony will be held every year on the Friday night of the second week in October. This is recognized nationally as Fire Prevention Week. This is a formal event that is designed for the entire family to attend in order to honor the members being promoted or awarded.

February 17, 2012
Wake Forest Fire Department held a dedication ceremony for the new Engine 3, a 2012 Pierce Saber Engine. The new truck replaced the 1996 E-One that had reached its 15 year front line service life. The old Engine 3 is reassigned as Engine 4. The old Engine 4 had reached its 20 year service life with Wake Forest Fire Department and an apparatus committee was formed with the mission to look for a replacement vehicle. After months of reviewing specifications for a new Engine, Wake Forest Fire Department placed an order for a new truck.
March 25, 2012
After years of discussions and debate, Wake Forest Fire Department and Falls Fire Department signed a merger agreement. In a solemn ceremony held at the new Wake Forest Fire Department Station 5, formerly Falls fire station, Deputy Chief Bill Jackson signed off for the last time for Falls Fire Department. The new Assistant Chief Chris Wilson, formerly Fire Chief of Falls Fire Department, signed off for the last time for pumper 212 and signed on as Wake Forest Fire Department Engine 5.

March 28, 2012
Lieutenant David Collins was promoted to Captain.

April 02, 2012
Nicholas Tart and Davis Sandling were hired as new Firefighters.

April 12, 2012
Firefighter John-Caleb Sadler was promoted to Lieutenant.

April 18, 2012
OSFM was invited to Wake Forest to update the ISO rating. The last time Wake Forest Fire Department had been rated was in 2002. This inspection resulted in an improvement of Wake Forests public protection insurance classification rating, which is issued by the Insurance Services Office (ISO). A districts fire department, water system and communications are all evaluated as part of the total rating. Wake Forest was previously graded a Class 5 and the Wakette was previously graded a Class 6. Through many initiatives and hard work, both were lowered to a Class 4 and 5/9 respectively following the 2012 inspection. ISO collects information on municipal fire protection efforts in communities throughout the United States. This program is administered in North Carolina through the North Carolina Office of State Fire Marshal for communities of less than 100,000 populations. The Office of the State Fire Marshal analyzes data gained during inspections and uses ISO's fire suppression rating schedule to assign a public protection classification from class 1 to class 10. Class 1 generally represents superior property fire protection, and class 10 indicates that the area's fire suppression program doesn't meet ISO's minimum criteria. Insurance classifications are typically used by insurance
companies when setting fire insurance premiums, with lower ratings equating to lower fire insurance premiums.

The graph below illustrates the fire department classifications for North Carolina. According to this information, 177 fire departments out of 1729 hold a public protection classification of Class 4 or lower, placing Wake Forest Fire Department within the top 6.8 percent regarding insurance classification ratings. Both ratings are currently in a review process, as soon as we hear from OSFM we will pass along information.

April 20, 2012
Wake Forest Fire Department held another successful Fish Fry event. This event has become not only a source of income for projects and charities that the department gets involved in; it has become a public relations event where the members of Wake Forest Fire Department get to thank the citizens.

May 07, 2012
Brendon Handford was hired as a new Firefighter.

May 12, 2012
Falls Fire Department had organized a Brotherhood Conference featuring Lt. Ray McCormack from FDNY. During the Merger process, Wake Forest stepped up and assisted with the program to ensure its success.
June 26, 2012
On this day Wake Forest Fire Department sold our 1988 FMC Pumper/Tanker to Woodland Volunteer Fire Department. This was a result of Wake Forest's commitment to providing safe and compliant apparatus for all personnel.

Budget

The Wake Forest Fire Department's budget is approved by the Board of Directors each year. The department operates on a July 1 through June 30 fiscal year. The budget includes all aspects necessary for the fire departments operation including personnel, operating, and capital costs.

Expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apparatus Maintenance</td>
<td>$65,057.90</td>
<td>Salaries</td>
<td>$2,565,756.00</td>
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<tr>
<td>Communications</td>
<td>$39,259.13</td>
<td>Employee Taxes</td>
<td>$200,267.00</td>
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<td>Dues/Subscriptions</td>
<td>$6,507.50</td>
<td>Retirement</td>
<td>$125,135.48</td>
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<td>Equipment</td>
<td>$36,859.85</td>
<td>Health Benefits</td>
<td>$193,780.90</td>
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<td>Facilities and Grounds</td>
<td>$20,284.36</td>
<td>Volunteer</td>
<td>$25,239.00</td>
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</tbody>
</table>
Fire Prevention $6,153.98  Board of Directors $9,900.00
Fire Pension $6,110.00  Service Awards/Reception $7,344.52
Fuel $54,279.41  Food $3,464.51
CAD Charges $26,410.22  Safety and Health Programs $10,328.59
Insurance (Building, Apparatus) $24,206.00  Station Supplies $16,087.67
Insurance (Worker's Comp) $43,224.00  Training $44,374.11
Loan Payments (Stations 2,3 and Ladder) $289,521.24  Uniforms/PPE $50,407.91
Maintenance Contracts $21,161.22  Utilities $53,471.50
Miscellaneous $2,350.62  Engine 3 and Utility 1 $443,208.72
Medical Supplies $5,936.10  Station 5 Expenses (Post Merger) $19,511.98
Professional Services $19,746.46

Income Revenues
Town of Wake Forest $3,507,754.48
Wake County Reimbursements) $90,809.19
Wake County (Wakette) $397,705.00
Wake County (Falls Post Merger) $31,389.32
Sales Tax Refund $25,093.25
Interest Income $3,375.49

Grouped Expenses
Revenue

- Town of Wake Forest: 86%
- Wake County (Wakette): 10%
- Wake County (Falls Post Merger): 1%
- Sales Tax Refund: 1%
- Interest Income: 0%
- Wake County Reimbursements: 2%