

Facilities, Vehicles and Equipment

February 25, 2026

By conducting a thorough financial SWOT analysis, we can identify areas for improvement, prioritize strategic initiatives, and develop effective plans to ensure long-term financial stability and effective emergency response capabilities. The SWOT provides an opportunity to take a closer look. It can help identify untapped areas for expansion or innovation. It can spot threats early to allow for proactive strategies. It can help give a realistic view of where things stand and where to go next. It helps in setting priorities and making informed decisions.

This is one of eight priority areas identified for a periodic SWOT analysis. It encompasses the maintenance of the District's two stations and training facilities, and the purchase, repair and maintenance of its engines, ambulances, tenders, command car, and other emergency response vehicles. It also involves the acquisition and maintenance of Personal Protective Equipment (PPE), EMS and firefighting tools, SCBA equipment, general and technical rescue equipment, specialized hazmat equipment, security systems, communication systems, and both fueling and emergency power generation systems.

Strengths: What we and others perceive as our strengths, our capacities and unique capabilities - what we do well. Identified to assure that CCFPD4 is providing the services requested by the community and to ensure that its strengths are consistent with the issues it's facing.

- Capital assets: Two well-built, well-equipped fire stations and an Administration Building, 2 ambulances, two engines, three tenders, a wildland brush truck, and a command vehicle. New training facilities including a 3200-gallon diesel fuel tank, and large generator for emergency power
- Well maintained facilities and equipment. Preventative maintenance on our stations, fleet of apparatus, and associated equipment in a cost-effective manner, ensuring the deliver high-quality service to the community into the future
- Safe, fully functional, and disaster-ready apparatus bays
- A well-constructed, safe, and spacious multiuse administrative building
- The new Starlink Internet connection and surveillance-security system
- Auto extrication training area
- Community perception of a well-equipped fire and rescue organization

Weaknesses: To move progressively forward we must also identify areas where we function less than satisfactorily, poorly, or not at all, where we struggle or lack. These areas of needed improvement (day-to-day issues, concerns, inefficiencies, complacencies that slow or inhibit progress) are not the same as threats.

- Lack of a written capital replacement plan – a strategic roadmap that schedules and funds the replacement of major assets like buildings, equipment, and infrastructure over time. It involves assessing asset inventory, predicting their useful life, forecasting replacement costs, and setting up reserve funds and funding strategies to avoid costly emergency replacements and maintain operations--crucial to managing physical assets effectively, ensuring long-term sustainability and financial stability.

Opportunities: Trends that may positively impact the district and opportunities available to us. The focus is on existing service and on expanding and developing new possibilities both inside and beyond CCFPD4. How we might grow and continue to succeed.

- To leverage strengths to identify opportunities for improvement, such as seeking grants for new equipment
- To enhance proactive planning, secure sufficient and sustainable funding, invest in training, and explore innovative solutions to ensure District 4 can continue to provide essential services to its community
- To develop a list and identify apparatus for replacement based on priority, age and use
- To acquire new and improved equipment to aid and protect our responders
- To outfit the newly acquired brush truck to enhance brush and wildland firefighting capabilities
- To acquire a versatile off-road side-by-side vehicle (and tow trailer) for search and rescue
- To acquire unmanned aerial vehicles (UAVs/drones, for first responder assistance, tactical needs, mapping capabilities, and to make safer approaches
- To acquire advanced sensors, wireless systems, robots, and Artificial Intelligence (AI)
- To maximize use of the new apparatus bay/training facility constructed in 2024/2025
- To maximize use of the district's new and advantageous technologies and software
- To continue to modernize our “on the go” communications systems
- To paint Station 42's exterior, protecting the asset

Challenges: Knowing the more general and internal challenges we face helps us make better informed and strategic decisions. These are internal obstacles or difficulties that we face in achieving goals. They can be related to internal resources, processes, or capabilities.

- Operating with aging equipment that may no longer be serviceable or meet safety standards
- Need to ensure equipment and facilities comply with evolving safety regulations
- Replacing vehicles past their 25-year effective life cycle
- Operations under tight financial constraints, should revenues diminish
- Limited sources of funding

- The need for specialized and often expensive new equipment for a broad range of emergencies adding to procurement challenges
- Specialized fire apparatus technology can lead to challenges in parts availability, with many parts only available from a limited number of suppliers
- Advances in fire apparatus technology, such as digital monitoring, enhanced hydraulics, and advanced pump systems, require specialized knowledge for repair and maintenance.
- Firefighting apparatus, personal protective equipment (PPE), and technology are increasingly expensive, making it difficult to balance spending across multiple priorities.
- The costs associated with maintaining aging vehicles can be substantial, including fuel, repairs, and preventative maintenance
- The fire truck manufacturing industry is currently experiencing significant backlogs due to supply chain disruptions, workforce shortages, and surging demand. This can result in wait times of 4 to 5 years for delivery of new apparatus, especially for custom engines or ladder trucks.

Threats: External factors that could negatively impact our performance or success. They are largely, but not always, beyond our control and can include things like economic downturns, competition, or regulatory changes.

- Engine replacement and the role that private equity investment (investments in companies or assets not publicly traded on a stock exchange) has played in disrupting the firefighting equipment industry. Facing soaring prices and long delays. Private equity is padding shareholders' wallets at the expense of public safety.
- Gaps in the capabilities of equipment and apparatus created by changing technology
- Rising insurance costs

Proposed Facilities, Vehicles and Equipment goals:

1. Acquisition of tactical gear, including ballistic plates, helmets and shields for team safety during active shooter incidents by January 2026.
2. Acquisition of a multi-functional drone/UAV bundle for incident evaluation, scene-over watch, search and rescue, locating wildfires, and monitoring hot spots by April 2027.
3. Installation of a new Reader Board along Hwy 112, in front of Station 41, by May 2026.
4. Paint the exterior of Station 42 by June 2026.
5. Fresh rolled layer of gravel applied to the full length of the Station 42 driveway by June 2026.
6. Acquisition of a brush truck from DNR for wildland firefighting by February 2026.
7. Acquisition of a gazebo and picnic table to be placed outside the kitchen, and all-weather benches to be placed outdoors along walkways at Station 41 by September 2026.
8. Construction of a roof over the Conex storage containers at Station 41 by September 2027.
9. Acquisition of a Search and Rescue side-by-side ATV and trailer, equipped with a medical/wildland skid for off-road and tight-space incidents in challenging terrain by September 2026.
10. Acquisition of a large potable water storage tank for Station 41 by June 2026.