
Wednesday, April 08, 2026
1:00 PM

City Hall - 141 W. Renfro
Burleson, TX 76028

1. **CALL TO ORDER**

2. **CITIZEN APPEARANCES**

Each person in attendance who desires to speak to the Committee on an item NOT posted on the agenda, shall speak during this section. A speaker card must be filled out and turned in to the City Secretary prior to addressing the Committee. Each speaker will be allowed three minutes to speak.

Each person in attendance who desires to speak on an item posted on the agenda shall speak when the item is called forward for consideration.

3. **GENERAL**

A. Consider and take possible action on the minutes from the January 7, 2026 Public Safety & Municipal Court Council Committee. *(Staff Contact: Amanda Campos, City Secretary)*

4. **REPORTS AND PRESENTATIONS**

A. Receive a report, hold a discussion, and provide recommendations to the city council regarding a Fleet Take Home Vehicle program for police *(Staff Contact: Billy J. Cordell, Chief of Police)*

B. Receive a report, hold a discussion, and provide recommendations to the city council regarding Response Times and Staffing Projections *(Staff Contact: Billy J. Cordell, Chief of Police)*

C. Receive a report, hold a discussion, and provide recommendations to the city council on Fire/EMS capital improvement ambulance procurement plan. *(Staff Contact: Casey Davis, Fire Chief)*

D. Receive a report, hold a discussion, and provide recommendations to the city council on Fire/EMS staffing needs, capital improvement plan implementation and timing. *(Staff Contact: Casey Davis, Fire Chief)*

5. **REQUESTS FOR FUTURE AGENDA ITEMS OR REPORTS**

6. **RECESS INTO EXECUTIVE SESSION**

In accordance with Chapter 551 of the Texas Government Code, the Committee may convene in Executive Session in the Human Resources Conference Room in City Hall to conduct a closed meeting to discuss any item listed on this Agenda.

Pending or contemplated litigation or to seek the advice of the City Attorney pursuant to Section 551.071, Texas Government Code

7. **ADJOURN**

Casey Davis
Fire Chief
Burleson Fire/EMS Department
cdavis@burlesontx.com
phone: 817.426.9173

CERTIFICATE

I hereby certify that the above agenda was posted on this the 26th of March 2026, by 5:00 p.m., on the official bulletin board at the Burleson City Hall, 141 W. Renfro, Burleson, Texas.



Amanda Campos

City Secretary

BUDGET STATEMENT

Pursuant to Section 551.043, Government Code, the following taxpayer impact statement must be on the City Council meeting agenda at which the City Council will discuss or adopt a budget for the City of Burleson: For a median-valued homestead property (\$306,724), the City's portion of the property tax bill in dollars for the current fiscal year (FY24-25) is \$2,032.66, the City's portion of the property tax bill for the upcoming fiscal year (FY25-26) for the same property if the proposed budget is adopted is estimated to be \$2,213.93, and the City's portion of the property tax bill in dollars for the upcoming fiscal year (FY25-26) for the same property if a budget funded at the no-new-revenue rate under Chapter 26, Tax Code, is adopted is estimated to be \$2,021.62.

ACCESSIBILITY STATEMENT

The Burleson City Hall is wheelchair accessible. The entry ramp is located in the front of the building, accessible from Warren St. Accessible parking spaces are also available in the Warren St. parking lot. Sign interpretative services for meetings must be made 48 hours in advance of the meeting. Call the A.D.A. Coordinator at 817-426-9600, or TDD 1-800-735-2989.


Public Safety & Court Committee

DEPARTMENT: City Secretary’s Office
FROM: Amanda Campos, City Secretary
MEETING: April 8, 2026

SUBJECT:

Consider and take possible action on the minutes from the January 7, 2026 Public Safety & Municipal Court Council Committee. *(Staff Contact: Amanda Campos, City Secretary)*

STRATEGIC PRIORITY AND GOAL(S):

Strategic Priority	Strategic Goal
 <p>High Performing City Organization Providing Exceptional, People Focused Services</p>	1.2 Deliver high-quality service and communications to external and internal customers

SUMMARY:

The Public Safety & Municipal Council Committee met on January 7, 2026 and the attached minutes are presented to the members of the committee to review and consider approval.

RECOMMENDATION:

Approval

PRIOR ACTION/INPUT (Council, Boards, Citizens):

N/A

STAFF CONTACT:

Amanda Campos, City Secretary

acampos@burlesontx.com | 817.426.9665

**PUBLIC SAFETY & MUNICIPAL COURT COUNCIL COMMITTEE
JANUARY 7, 2026
MINUTES**

Council present:

Victoria Johnson, Chair
Phil Anderson
Chris Fletcher

Council Absent:Staff present:

Tommy Ludwig, City Manager
Harlan Jefferson, Deputy City Manager
Eric Oscarson, Deputy City Manager
Amanda Campos, City Secretary

1. CALL TO ORDER

Chair Victoria Johnson called the meeting to order. **Time: 9:01am.**

2. CITIZEN APPEARANCES

- None.

3. GENERAL**A. Minutes from the June 18, 2025 Public Safety & Municipal Court Committee meeting. (Staff Contact: Monica Solko, Deputy City Secretary)**

Motion made by Chris Fletcher and seconded by Phil Anderson to approve.

Motion passed 3-0.

4. REPORTS AND DISCUSSION ITEMS**A. Receive a report, hold a discussion, and provide recommendations to the city council on overtime utilization in the Fire/EMS Department. (Staff Contact: Casey Davis, Fire Chief)**

Casey Davis, Fire Chief, presented to the committee an overview of overtime; challenges – staffing disruptions, mandatory training and training to help with moral,

Overtime Challenges are driven by un-scheduled leave, retirements and personnel transition. These challenges are compounded by schedule and un-scheduled leave, training demands, and minimum staffing requirements. A positive affect that has led to the shortage is the gain of grants that have paid for

training. After learning of the grants the committee requested that the Fire Department compose letters of appreciation, that clearly state how the money was used and for what training. The letters should go to the COG Board and TX Work Force Commission.

Chief Davis reviewed the hiring strategy and strengthening workforce practices that have been implemented with the goal of improving morale and a stronger work force.

The committee heard an explanation of the overtime types: regular, special event, 48/96 (not a lot of the dollars). The definition of hard time=in the station or on the truck, and soft time = paying them when on vacation, sick, training time. Overtime drivers were reviewed.

Based on the analytics this has been a unique year and the new practices put in place will help to manage the overtime demand. Staffing interruption, unscheduled leave, annual training – however overtime has decreased under the leadership of Chief Davis. Current staff conditions are 3 shifts ABC with a min of 23 per staff with a minimum of daily 17 (going up to 19 with peak time ambulance). Average of 1.83 fte overtime daily based on the current staff condition with peak time it will get up to 2.83 fte overtime

The committee members requested the Fire Department include into a presentation to full council the data on the peak time needs with maps and examples.

Projected increase overtime = 416 to 576 based on what has been explained on what effects the number

The point is to present the forecasting what is happening and what staff is doing to help alleviate and create a smaller gap

Next Steps = “read slide” take to the full council and add the peak times to the presentation

Communication tools are through social media look to Colin to help give ideas maybe especially on the new ambulance and start to boost on the current staff and the proactive strategy

B. Receive a report, hold a discussion, and provide recommendations to the city council on ISO Class 1 resurvey. (Staff Contact: Casey Davis, Fire Chief)

Casey Davis, presented to the committee a refresher on what ISO Class is and what the current status for the

Read the first slides = 1 -

This is at no cost to the city the private insurance company pay the company for the rating. Insurance companies not all companies use the data to determine rate for insurance coverage

Explained each category of training for ISO certification

Time line is 6 months = a lot of changes have happened since the last audit and may have needs that require additional budget.

Highlight the hours to the full council needed for each firefighters so they understand.

ISO is only looking at fire responses not necessarily the emt response.

5. **REQUESTS FOR FUTURE AGENDA ITEMS OR REPORTS**

- None.

6. **RECESS INTO EXECUTIVE SESSION**

In accordance with Chapter 551 of the Texas Government Code, the Committee may convene in Executive Session in the City Council Workroom in City Hall to conduct a closed meeting to discuss any item listed on this Agenda.

Pending or contemplated litigation or to seek the advice of the City Attorney pursuant to Section 551.071, Texas Government Code

- No executive session is needed.

7. **ADJOURN**

There being no further business, Chair Victoria Johnson adjourned the meeting.

Time: 10:30am

Amanda Campos
City Secretary


Public Safety & Court Committee

DEPARTMENT: Police
FROM: Billy J. Cordell, Chief of Police
MEETING: April 8, 2026

SUBJECT:

Receive a report, hold a discussion, and provide recommendations to the city council regarding a Fleet Take Home Vehicle program for police (*Staff Contact: Billy J. Cordell, Chief of Police*)

STRATEGIC PRIORITY AND GOAL(S):

Strategic Priority	Strategic Goal
 <p>Beautiful, Safe, & Vibrant Community</p>	<p>3.3 Enhance emergency response services 3.4 Ensure public safety equipment and personnel needs are met</p>

SUMMARY:

The Burlleson Police Department is seeking guidance as we propose implementing a Patrol wide Take-Home vehicle program. Currently, all other units within the Police Organization have assigned take-home vehicles. Patrol Officers operate with an assigned number of pool vehicles that is significantly less than the assigned number of officers to patrol. In order to effectively initiate a take-home program for patrol officers, an additional twenty-five marked and up-fitted vehicles would be needed. Through data analysis, we believe this would have a significant impact on prolonged vehicle longevity, lower maintenance cost, while positively effecting the financial impact on police fleet operations.

RECOMMENDATION:

Insert staff recommendation

PRIOR ACTION/INPUT (Council, Boards, Citizens):

List date and description of any prior action related to the subject

REFERENCE:

Insert CSO# if applicable
Insert resolution or ordinance change

FISCAL IMPACT:

Proposed Expenditure/Revenue:
Account Number(s):
Fund:
Account Description:
Procurement Method:

STAFF CONTACT:

Billy J. Cordell
Chief of Police
bcordell@burlesontx.com
817-426-9912



Public Safety Committee Burleson Police Department

Take Home Vehicle Program 4-8-2026

Chief Billy J. Cordell

Objective

Expand the Police Department’s fleet of marked patrol vehicles to support the implementation of a take-home vehicle program for patrol officers.

Benefits:

- 1. Operational Readiness and Response
- 2. Retention of Officers
- 3. Recruitment of Officers
- 4. Increased Efficiency of Fleet

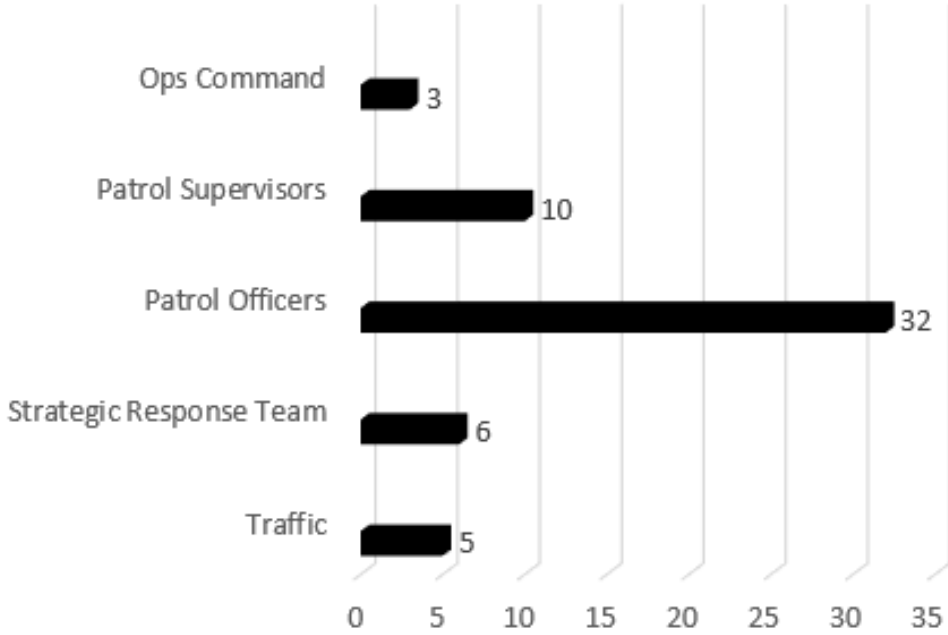


Burleson Police Department Fleet Status

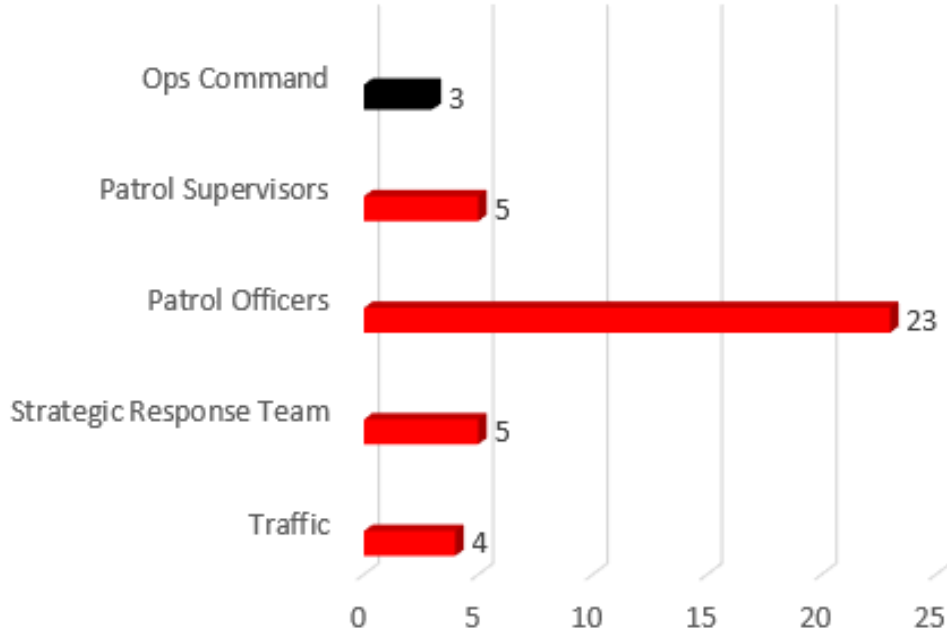
- **58 marked police vehicles** for use by 92 SWORN officers over 6 divisions
 - In addition to patrol usage, used for special events, critical incidents, off-duty employment as available
 - Includes three Marshal vehicles- 2 of 3 of their vehicles are take home
 - Includes 10 loaners
- **Operations Bureau- take home or assigned vehicles**
 - Command, Traffic, SRT
 - Patrol Supervisors temporarily had take-home cars, recalled due to vehicle shortages.
 - Patrol officers do not have take-home vehicles
- **Support Bureau**
 - Detectives- assigned vehicles- can temporarily take home due to construction
 - SRO's have assigned vehicles- can temporarily take home due to construction
 - CRO's have assigned vehicles- can temporarily take home due to construction
 - The Investigations lieutenant receives a stipend

Operations- Vehicle to Officer Ratio

OPERATIONS BUREAU PERSONNEL

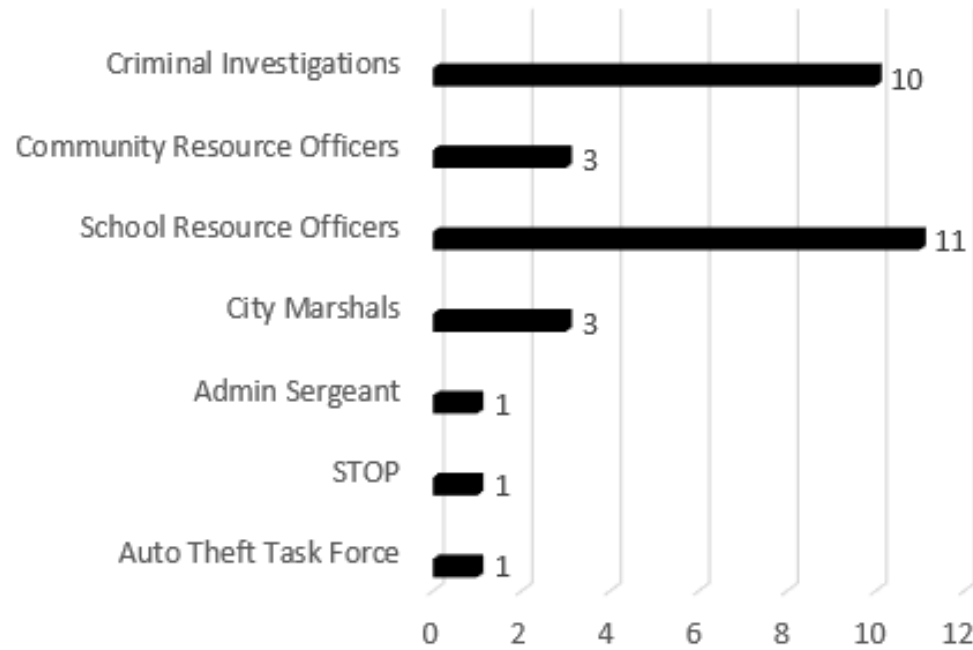


OPERATIONS BUREAU FLEET

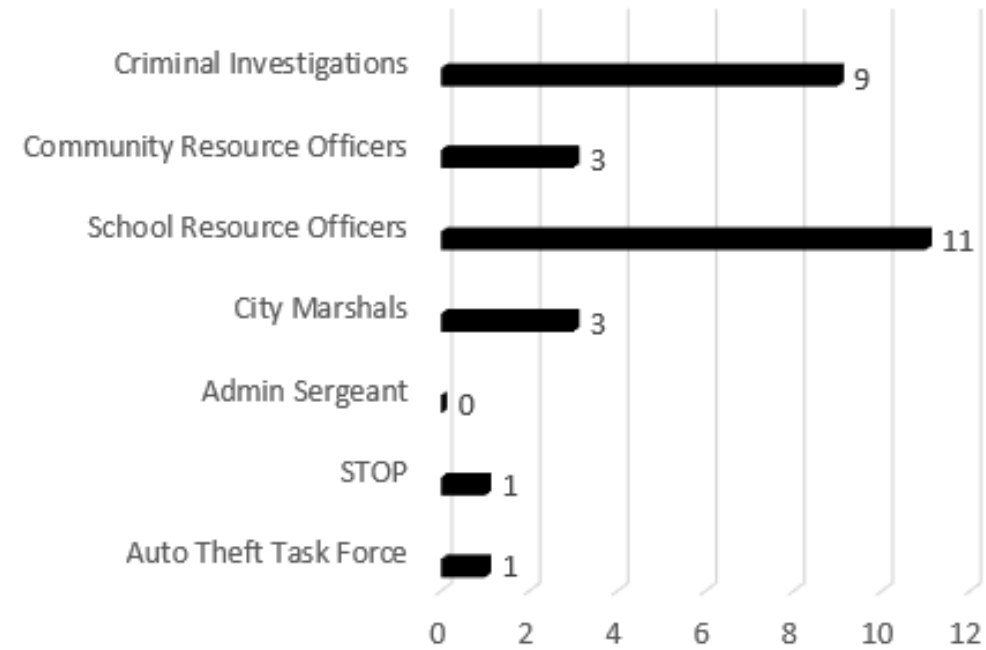


Support- Vehicle to Officer Ratio

SUPPORT BUREAU PERSONNEL



SUPPORT BUREAU FLEET



Current Operational Deficiencies

Unit	Personnel	Current Vehicles	Needed
Supervisors	10	5	+5
Patrol Officers	32	23	+9
Traffic	5	4	+1
SRT	6	5	+1
Fleet Reserve/ Maintenance			+8

Total Additional Vehicles Required: 24 Marked Units

Financial Impact

Category	Quantity	Cost per Unit	Total
Marked Units	24	\$91,500	\$2,196,000

- Includes:**
Vehicle Purchase
Emergency Equipment Upfitting
Vehicle Graphics

Financial Impact

With reduced mileage, and wear and tear on the vehicles, the Equipment Replacement Plan of 5 years could increase to 7 years.

Expected inflation of 2.46% (number fleet uses) would put a vehicle purchased at \$91,500.00 after 7-years life expectancy at \$107,139.08.

2025 fuel consumption was 26,000 gallons for the Police Department.

Expected increase of 5,000 – 7,500 gallons a year to account for a maximum of 60 miles a shift / 14 shifts a month with officers driving their assigned vehicle home.

ERF Yearly Contributions of 24 vehicles at \$91,500 for 7 years would amount to an added \$313,371.43 to the Police Department’s annual budget.

AXON- Additional 24 AXON in-car cameras will add an annual cost of \$72,000 to the contract.

Operational Readiness & Downtime Needs

Police vehicles routinely experience:

- Maintenance downtime
- Collision repairs
- Equipment installation delays
- High mileage and operational wear

To maintain **continuous operational capability**, fleet management best practices recommend maintaining **reserve vehicles**.

Recommended Reserve Vehicles

8 Additional Units (fleet reserve)

Maintenance

Current data has shown that our vehicles assigned as take-homes with a single officer using the vehicle have had significantly less downtime, better overall care, and lower mileage.

Vehicle Assignment	Average Mileage (Yearly)
School Resource Officers (Single Assigned)	3,498
Strategic Response Team (Single -Take Home)	11,893
Patrol (Multiple Assigned)	18,058

Comparable Cities Vehicle Programs

Arlington PD – Has take homes for specialized units.

Cedar Hill PD – Has take homes for specialized units.

Cleburne PD – Has take homes for specialized units.

Coppell PD – Has take homes for specialized units.

Fort Worth PD – Has take homes for specialized units.

Grand Prairie PD – Has a Patrol Take Home Program

Mansfield PD – Has a Patrol Take Home Program

North Richland Hills PD – Take Homes available for some positions.

Implementation

Acquisition of 24 marked patrol vehicles

- Spreading the purchase over three years reduces the risk of purchasing a batch of vehicles that may all have the same maintenance issues or manufacture defects.

Fiscal Year	Vehicles	Cost
Year 1 - FY2027	8	\$732,000
Year 2 - FY2028	8	\$732,000
Year 3 - FY2029	8	\$732,000



Questions


Public Safety & Court Committee

DEPARTMENT: Police
FROM: Billy J. Cordell, Police Chief
MEETING: April 8, 2026

SUBJECT:

Receive a report, hold a discussion, and provide recommendations to the city council regarding Response Times and Staffing Projections (*Staff Contact: Billy J. Cordell, Chief of Police*)

STRATEGIC PRIORITY AND GOAL(S):

Strategic Priority	Strategic Goal
 <p>Beautiful, Safe, & Vibrant Community</p>	<p>3.3 Enhance emergency response services 3.4 Ensure public safety equipment and personnel needs are being met 3.5 Continue community policing and risk reduction programs</p>

SUMMARY:

The Burleson Police Department is seeking guidance as we are proposing a transition from the current four-district Patrol model to an eight-beat Patrol concept. This restructuring is driven by the city's ongoing growth, particularly on the west side, and the need to maintain high-quality service to citizens while ensuring the safety of our officers. The Burleson Police Department currently operates under a Patrol District model consisting of four geographic districts: North, South, East, and West. While this model has served the department, the continued expansion of the city has created coverage challenges. The large geographic size of each district results in longer response times and limits the ability of officers to provide timely mutual aid across district boundaries. The proposed Patrol Beat concept would divide the city into eight smaller, more manageable geographic beats. The eight-beat structure also allows for more equitable distribution of workload and call volume across patrol units. This concept would require additional staffing in order to be implemented.

RECOMMENDATION:

Insert staff recommendation

PRIOR ACTION/INPUT (Council, Boards, Citizens):

None

REFERENCE:

None

FISCAL IMPACT:

Proposed Expenditure/Revenue: NA

Account Number(s): NA

Fund: NA

Account Description: NA

Procurement Method: NA

STAFF CONTACT:

Billy J. Cordell

Chief of Police

bcordell@burlesontx.com

817-426-9912



Public Safety Committee Burleson Police Department

Response Times & Staffing Projections
April 8, 2026

Chief Billy J. Cordell

Beat Realignment

- An evaluation of the current police response model was completed in January 2024
 - Beat Realignment Committee:
 - Thirteen staff members representing all areas of the Department
 - Vetted and supported by all 90 sworn members of the Department

- District Model

- Police Reporting Areas (PRA)

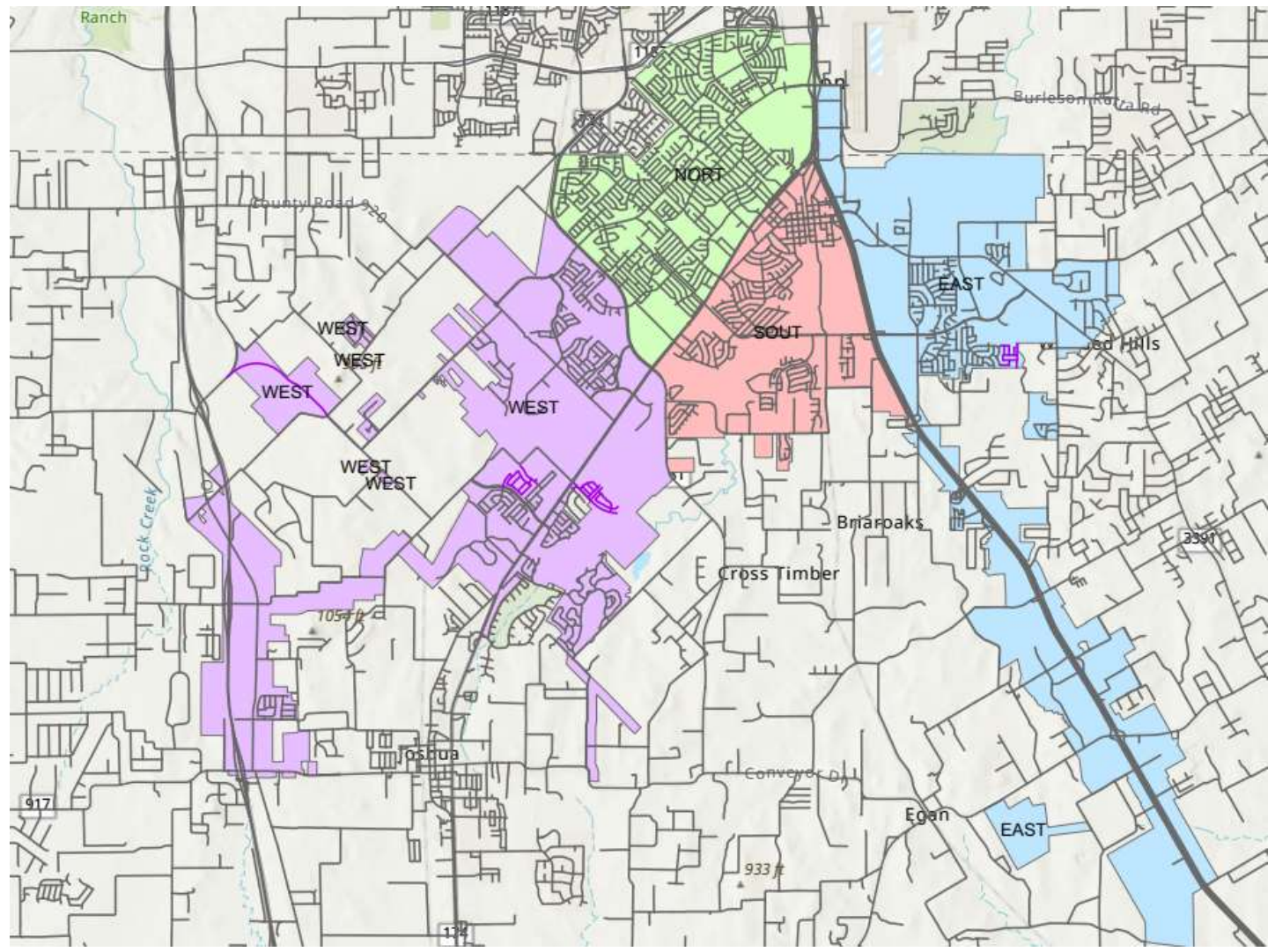
- Beat Model

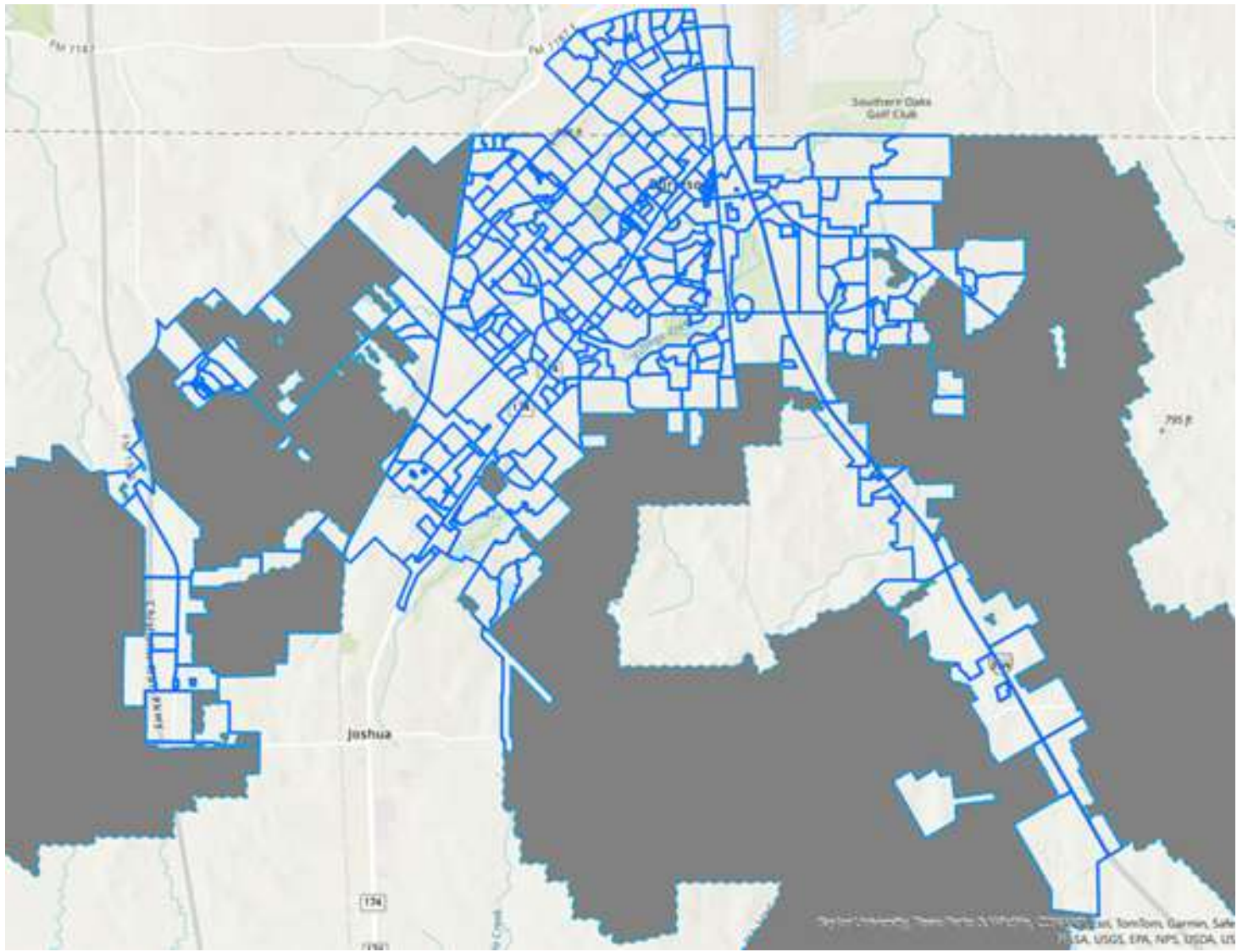
- District v. Beat comparison- calls for service

- Response times

Four District Model

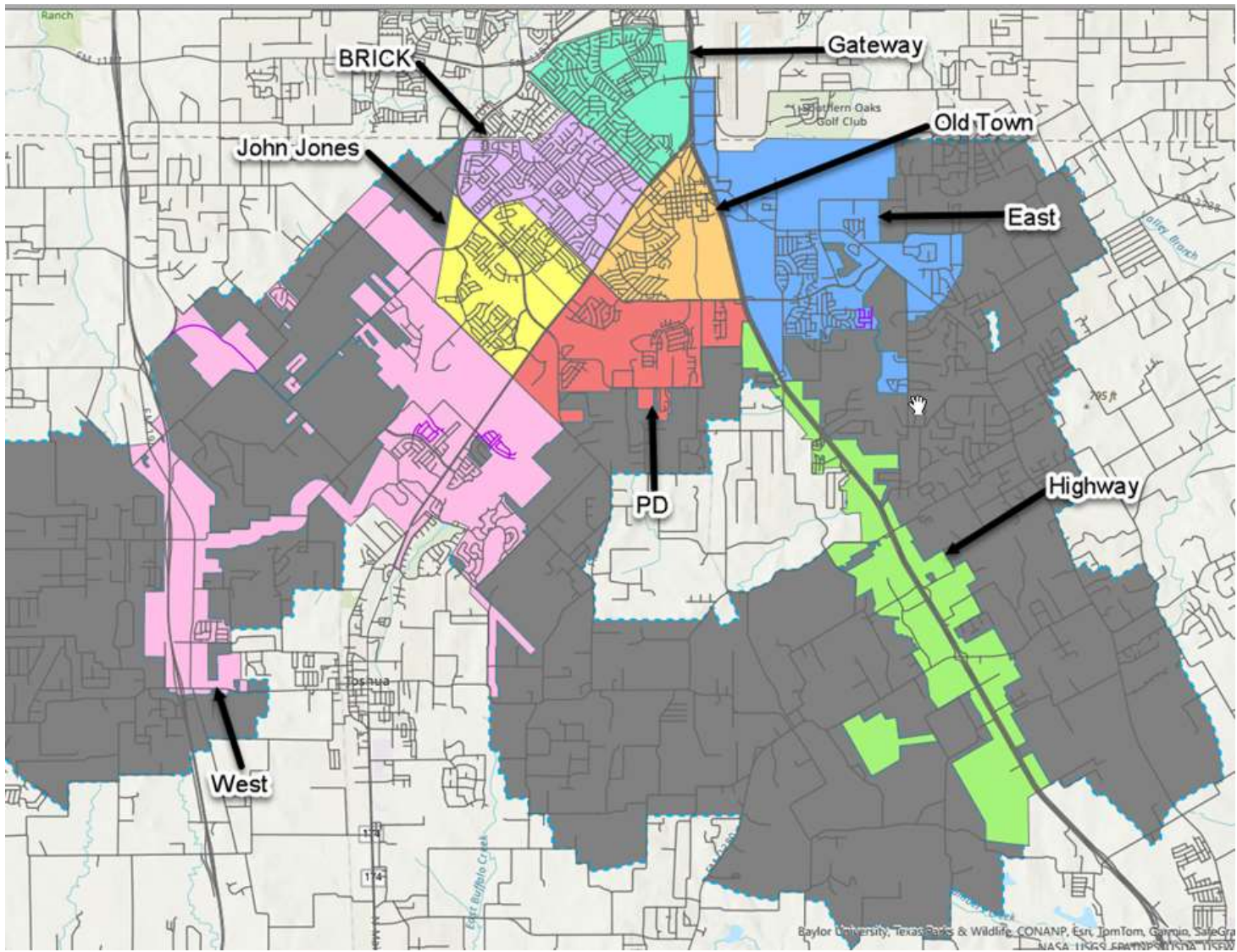
- Adopted by the Department in 1985
- Divides the city into four patrolling districts (North, East, South, and West)
- Growth within Burleson and the ETJ has made this model inefficient
- Call load is very disproportionate





Police Reporting Areas

- In 2018, the Department along with IT and GIS began creating Police Reporting Areas (PRA) for the city.
- PRAs are small geographical areas that sub-divide the city for future growth without compromising statistical validity
- There are currently over 400 PRAs



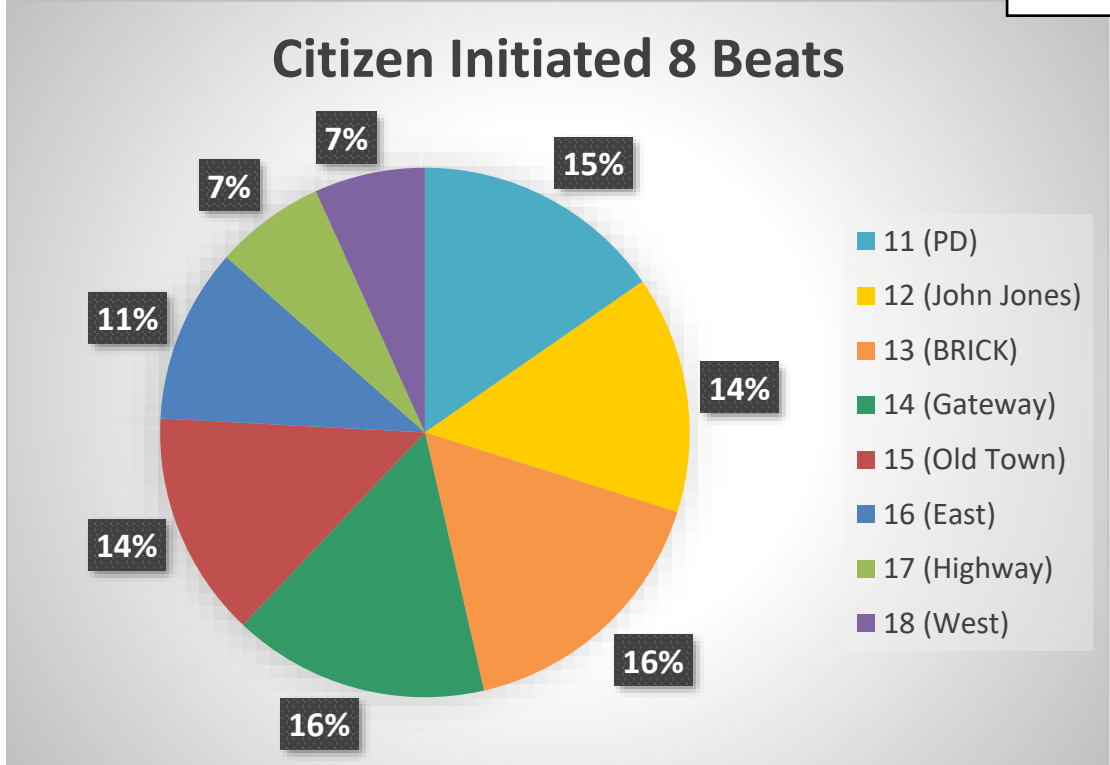
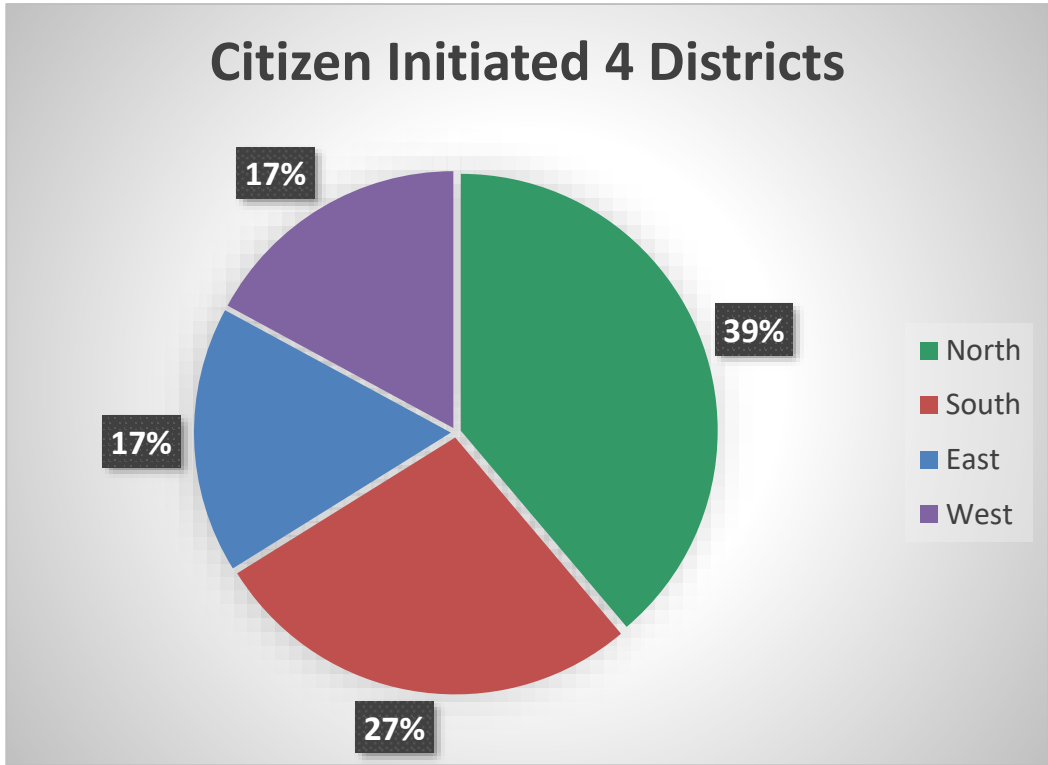
Eight Beat Model

- Criteria for beat development:
- Equitable service level to the community
 - Equitable workload for staff
 - Allows for future growth

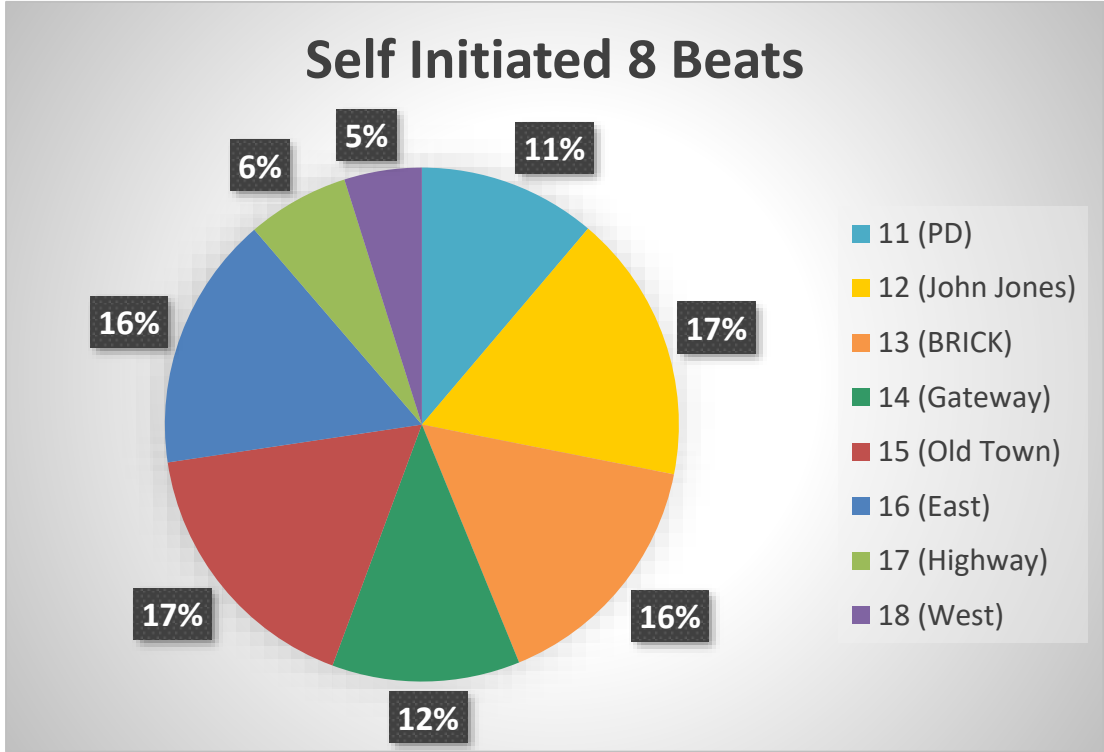
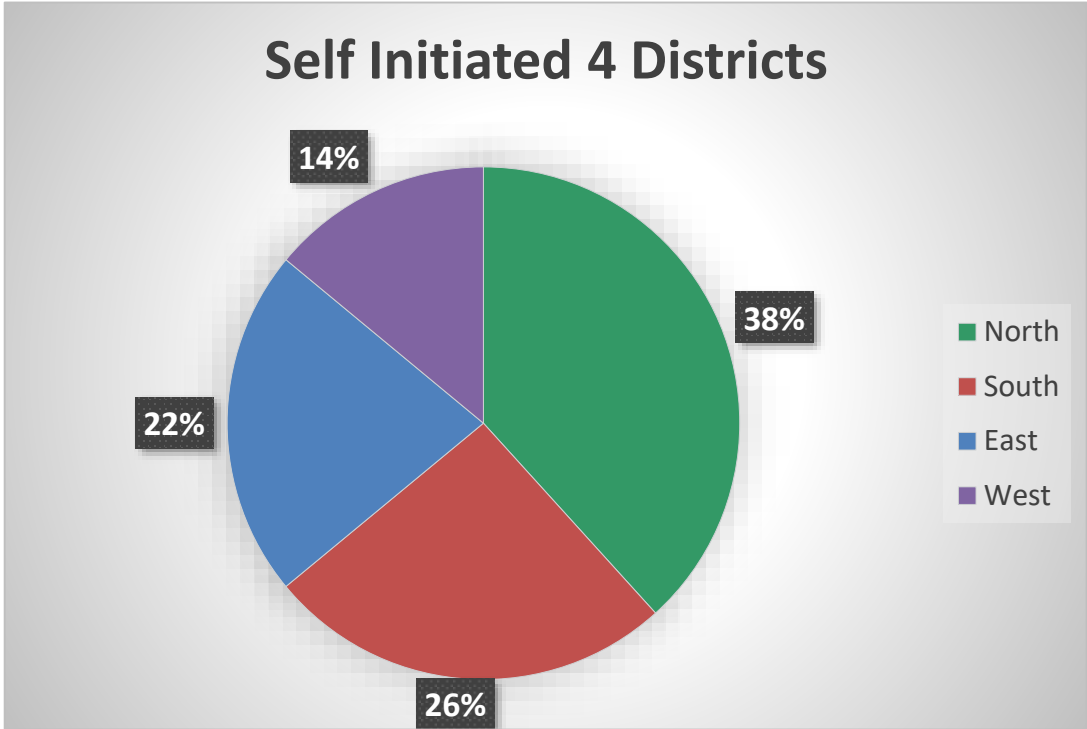
Based on this criteria and supported by data, a total of eight beats were formed

The committee members physically drove the beat to determine how long it would take to patrol the area

The committee presented the beats to all 90 sworn members of the department and made appropriate adjustments prior to finalizing the model.



District vs Beat Comparison—Citizen-Initiated



District vs Beat Comparison—Self-Initiated

Four District Model

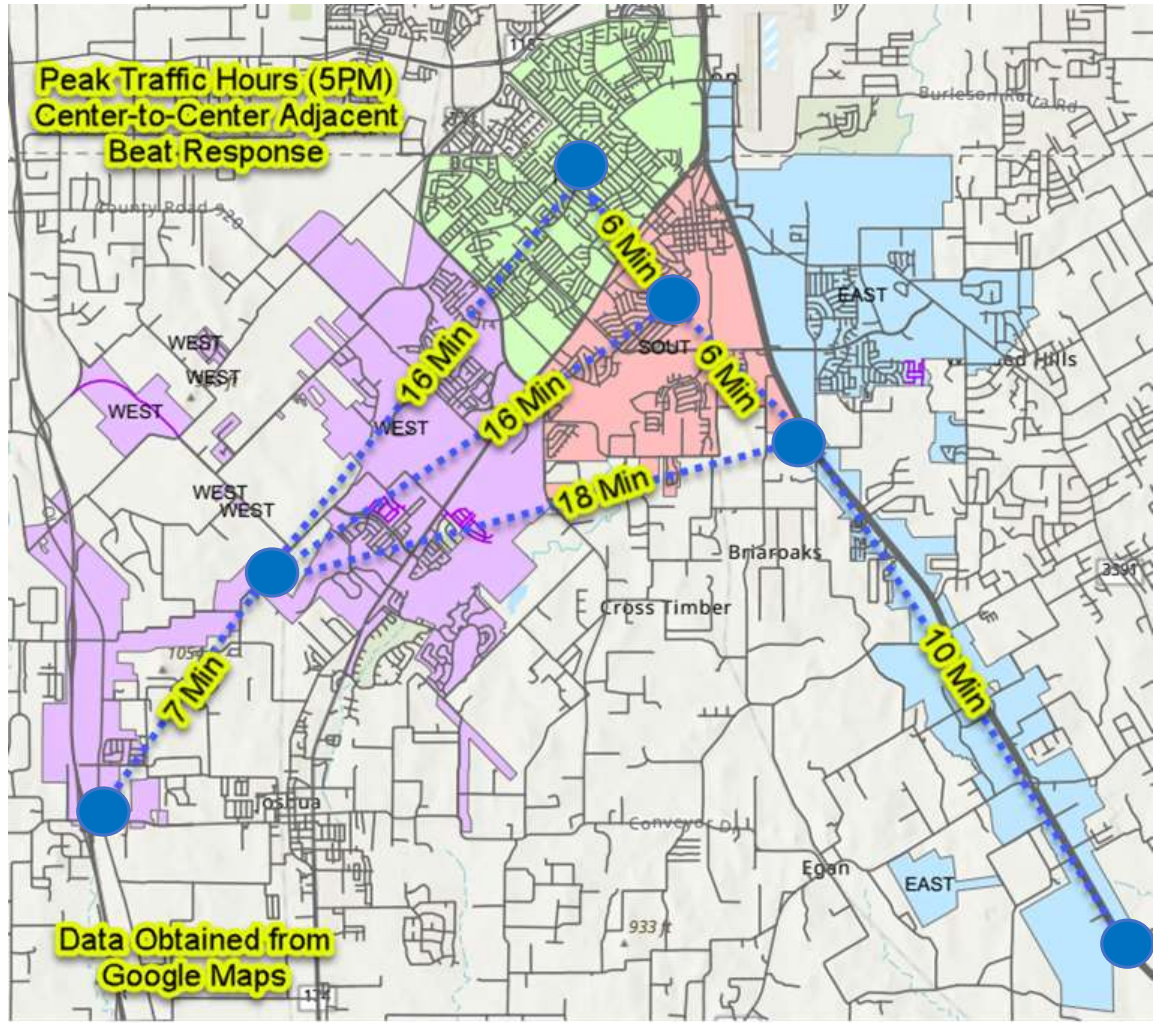
Average Current Response Time

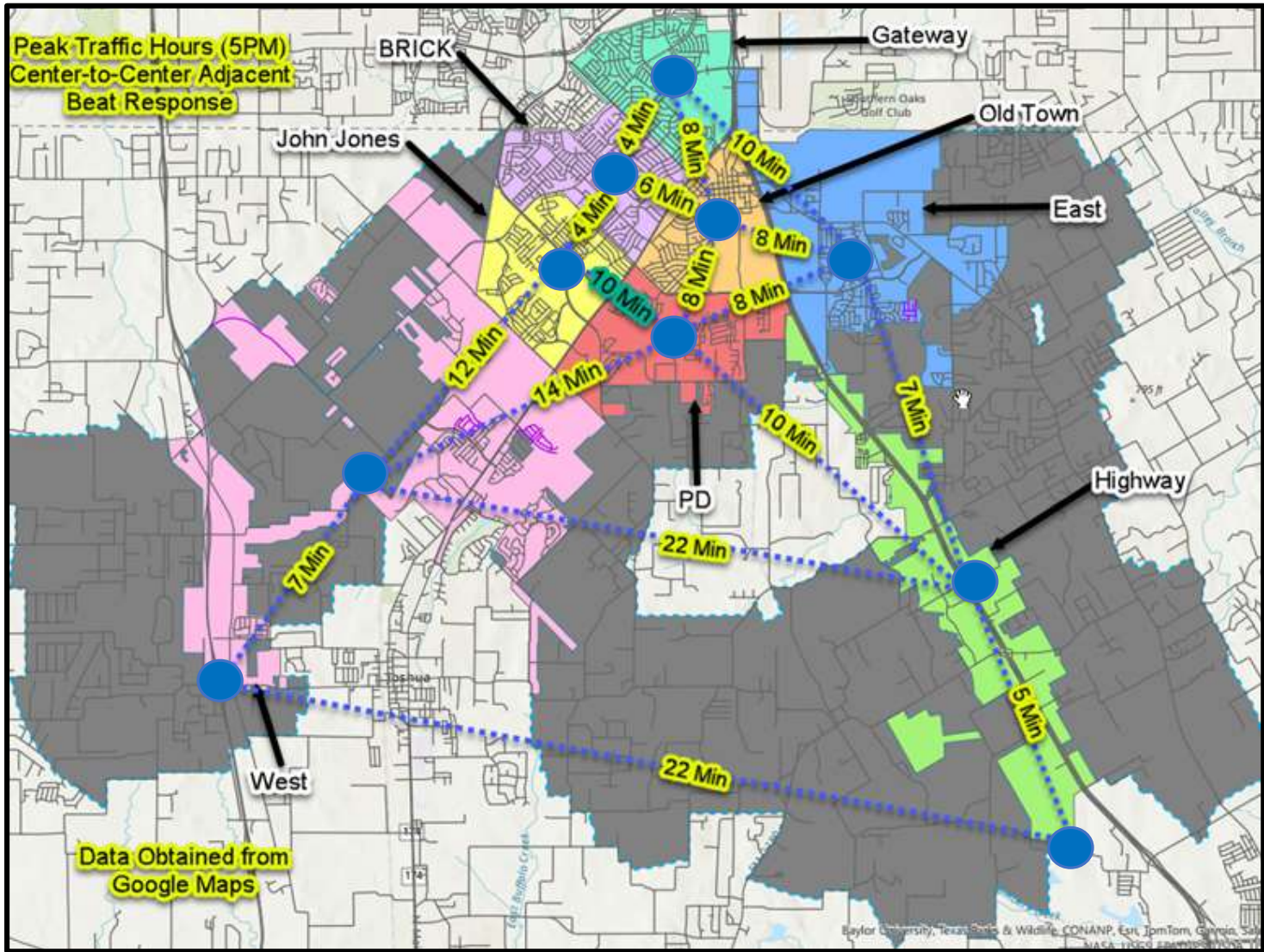
	Priority 1	Priority 2	Priority 3 and 4	Average
North	5:35	7:18	7:30	7:18
South	4:30	5:42	5:43	5:49
East	7:04	9:34	8:41	8:58
West	6:31	8:21	7:58	8:13
CITYWIDE	5:44	7:31	7:15	7:20

Response District-to-District

Under the district model, response times are extended due to traffic and the geographical design of the city.

This represents a safety issue for residents and officers for their back-up units.





Response Beat-to-Beat

The Beat Model Reduces response times between beats compared to the district model.

This increases officer safety and enhances the department's level of response to the community.

Nature Code and Call Priority Reorganization

On April 1, 2024, we implemented a realignment of call priorities and nature codes to a more straightforward system. Therefore analysis of data before or after this date will not align.

Priority: A shooting on March 1, 2024 would be labeled as a "Priority P," but a shooting on April 1, 2024 is now labeled a "Priority 1."

Nature Code: Prior to March 1, 2024, a person having suicidal thoughts would have been dispatched as "Suicidal Person" with only PD responding. The same situation on April 1, 2024 would be labeled as "Psychiatric" and have a FD and PD response.

This combined demented person and suicidal calls for service into the psychiatric nature code.

The color coding below represents the color scheme set in the CAD holding calls window.

- **Priority 1** - Any call requiring an immediate Police Response to stop or prevent a threat to life or property. These calls will be dispatched immediately.
- **Priority 2** - Any call requiring an expedited response.
- **Priority 3** - Any call which does not involve a threat to life or property and which a delayed response should not adversely affect the outcome.
- **Priority 4** - Any self-initiated call or any nature code utilized by Public Safety Communications for documentation only purposes.

The Call Taker and Police Dispatcher will be responsible for managing the priority level on the call card. If the call taker or Police dispatcher determine there is a need to heighten a priority level it can be manually changed on the call card at any point.

Hold Times by Priority –

- **Priority 1** - 1 Minute – All priority 1 calls should be dispatched within 60 seconds
- **Priority 2** - 3 Minutes -
- **Priority 3** - 20 Minutes -
- **Priority 4** - No Time Expectation since Self-Initiated or dispatch only.



Self and Citizen Initiated Calls By Year



Calls for Service by Year

Police Staffing Models

Older Police Staffing Models

- Officers per Capita
- Officers per Count of UCR Offenses
- Minimum Staffing Level

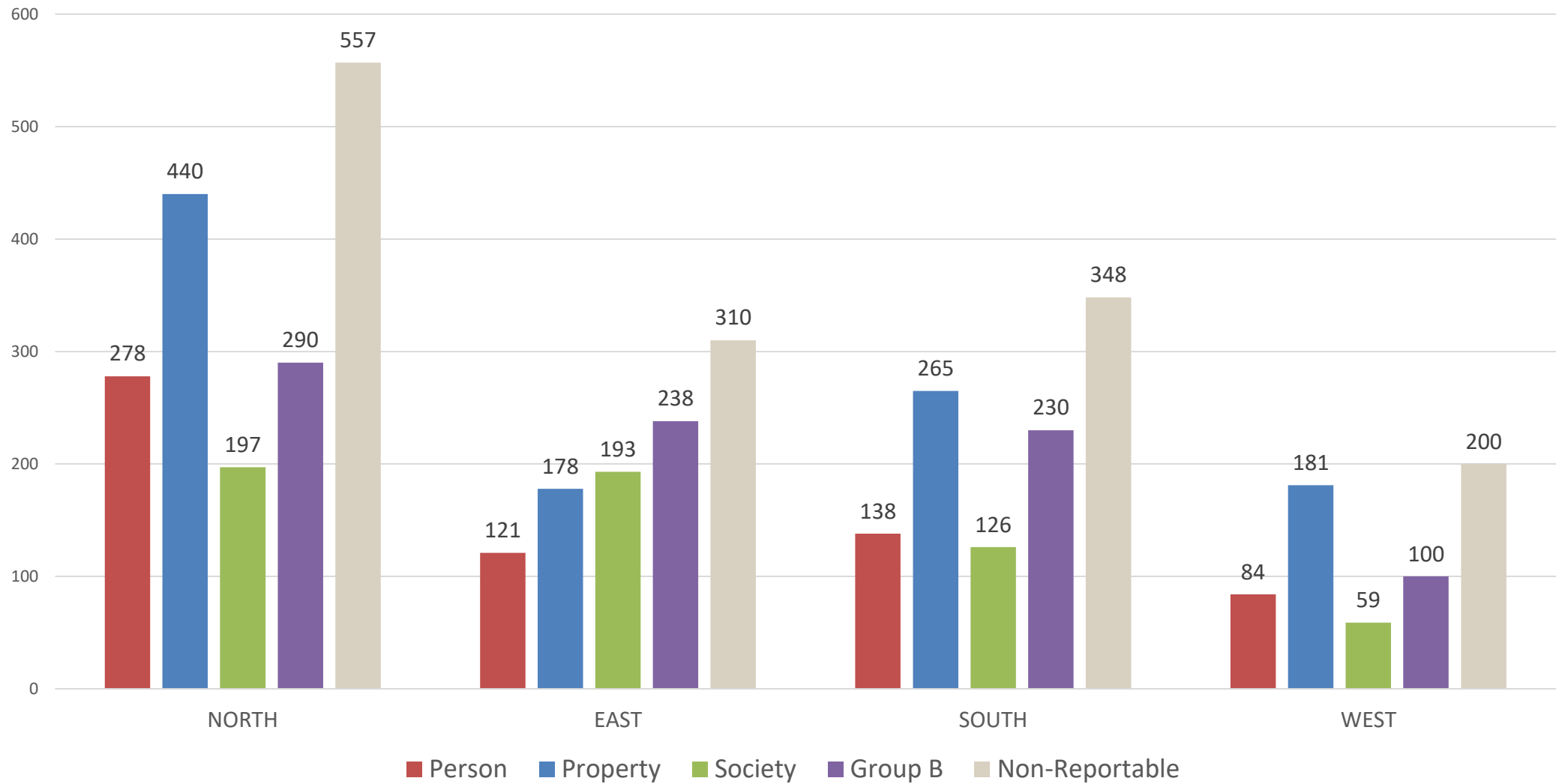
Current Recommended Models

- Workload-Based
- Coverage-Based

Overall, based upon the previous experience of project staff at MCG, a department the size of BPD should generally target an overall proactivity level of 45% as an effective benchmark of patrol coverage.

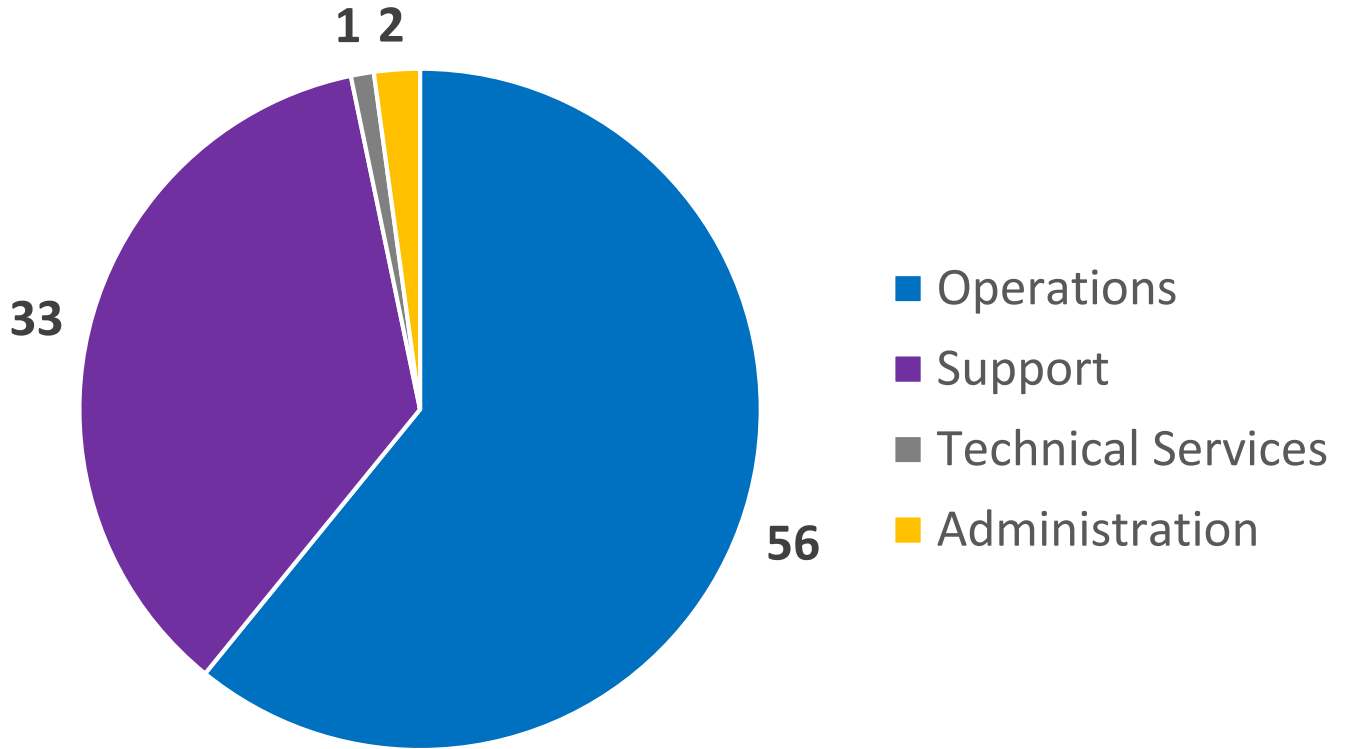
-Matrix Consulting Group

Crime Reports by District

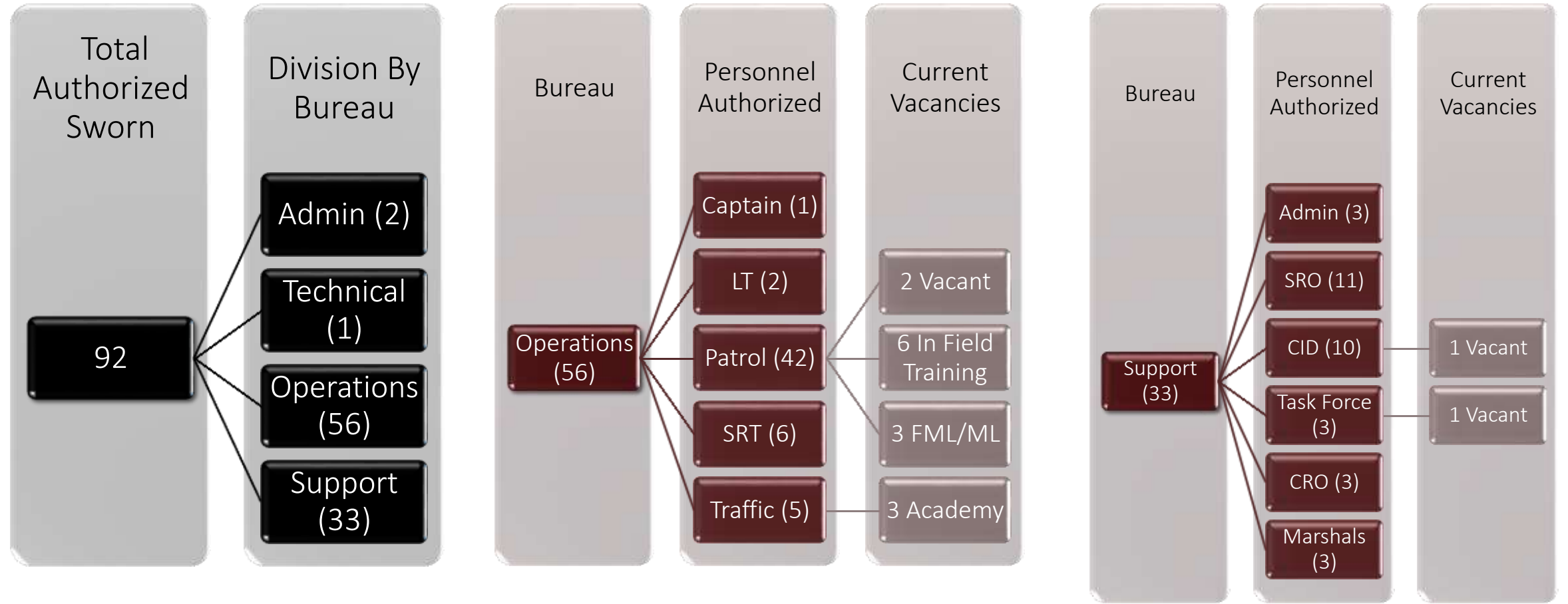


BPD Sworn Personnel

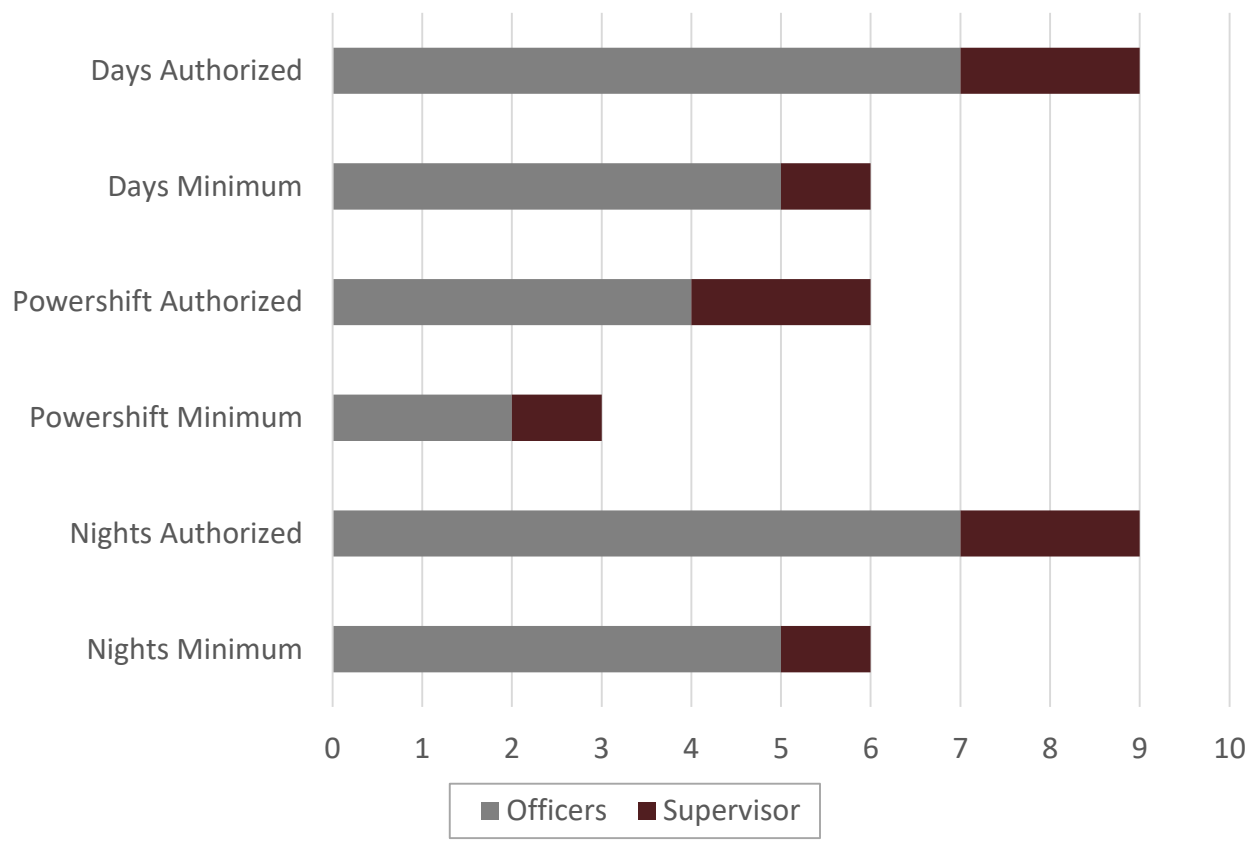
Operations makes up approximately 61% of the police departments sworn personnel.



BPD Sworn Personnel



Patrol Staffing – Authorized / Minimums



Authorized Staffing levels per patrol shift is 7 Officers, 1 Officer In Charge (OIC), and 1 Sergeant.

Minimum Staffing per patrol shift is 5 officers and 1 supervisor. **The supervisor can be an OIC or Sergeant.**

Authorized Staffing levels for Powershift is 4 Officers, 1 OIC, and 1 Sergeant.

Minimum Staffing for Powershift is 2 Officers and 1 Supervisor.

(Power shift officers were redeployed to patrol to fill vacancies until adequate staffing could be restored.)

Staffing on 4/8/26

Days B

- 2 Vacancies
- 1 Military Leave

Nights B

- 8 in Range Training from 4pm - 9pm
- Report to Patrol after training
- 1 Military Leave

SRT

- Covering Nights B

Traffic

- Sergeant Instructing Range Training
- Traffic Officer covering Nights B

DAYS B	Wednesday
	4/8/2026
SGT	6a – 6p
OIC	Vacant
1)	Vacant
2)	6a – 6p
3)	10a – 6p
4)	6a – 6p
5)	7a – 7p
6)	7a – 7p
7)	Military Leave

NIGHTS B	Wednesday
	4/8/2026
SGT	Range
OIC	Range
1)	Range
2)	Range
3)	Range
4)	Range
5)	Range
6)	Range
7)	Military Leave

TRAFFIC	Wednesday
	4/8/2026
SGT	Range
Motor	12p – 10p
Motor	Vacant
Motor	Vacant
Motor	Vacant

SRT	Wednesday
	4/8/2026
SGT	10a – 10p
OIC	12p – 10p
RTCC1	10a – 8p
1)	12p – 10p
2)	12p – 10p
K9	12p – 10p

Item B.

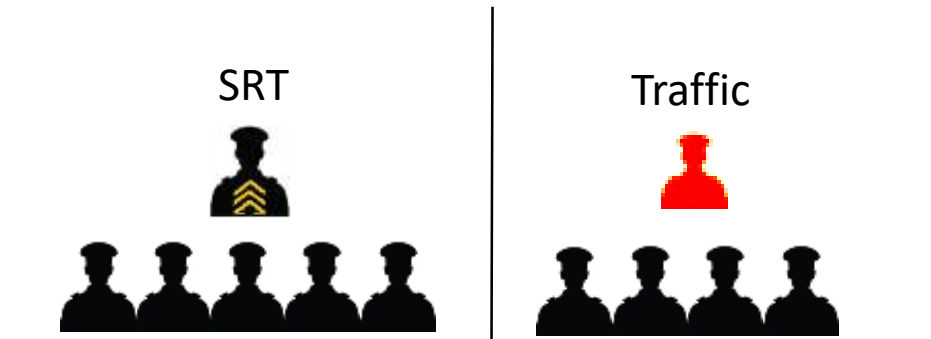
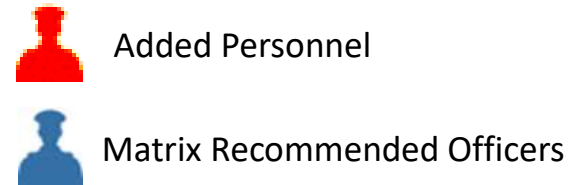
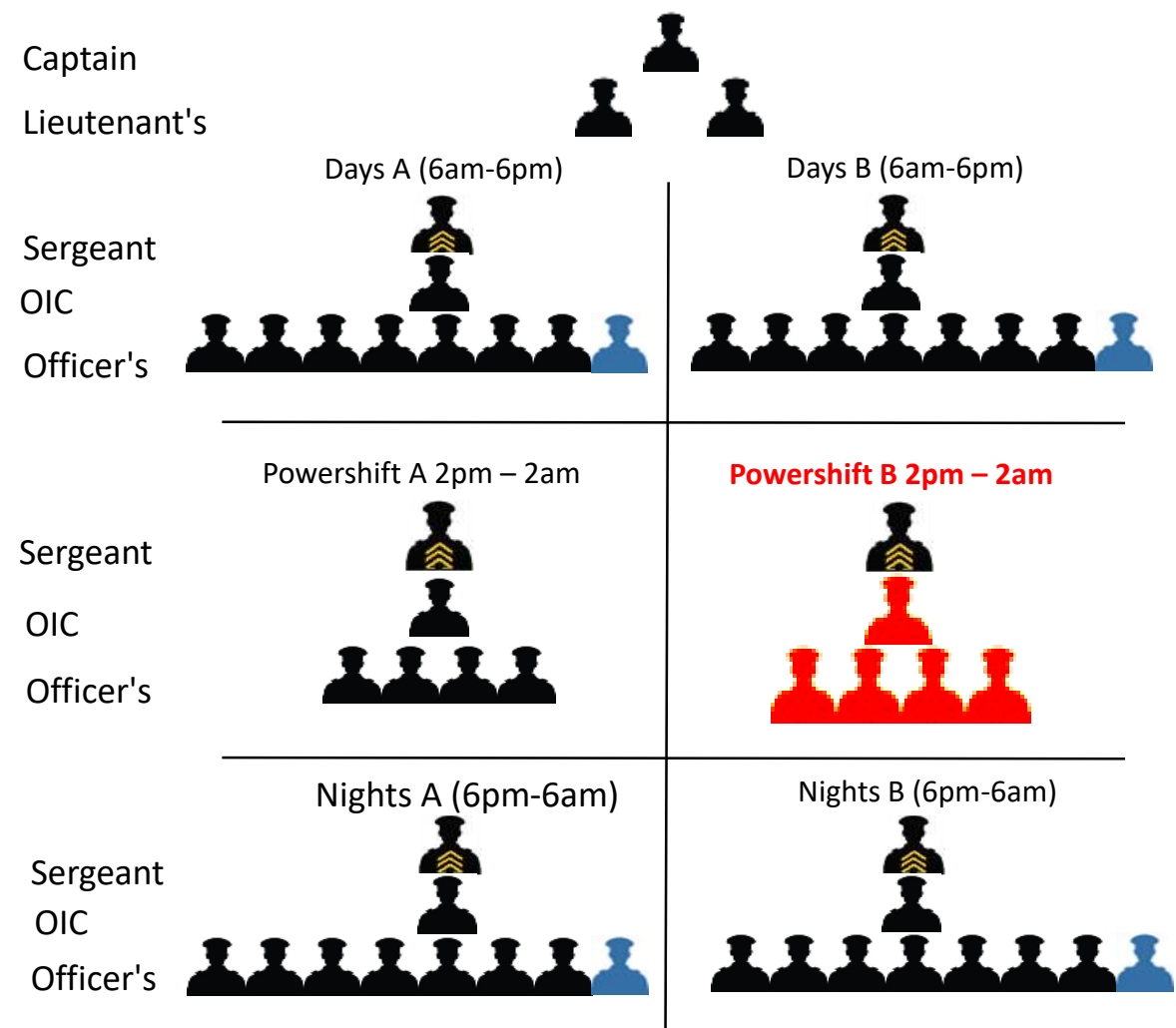
Stopgap Staffing

Item B.

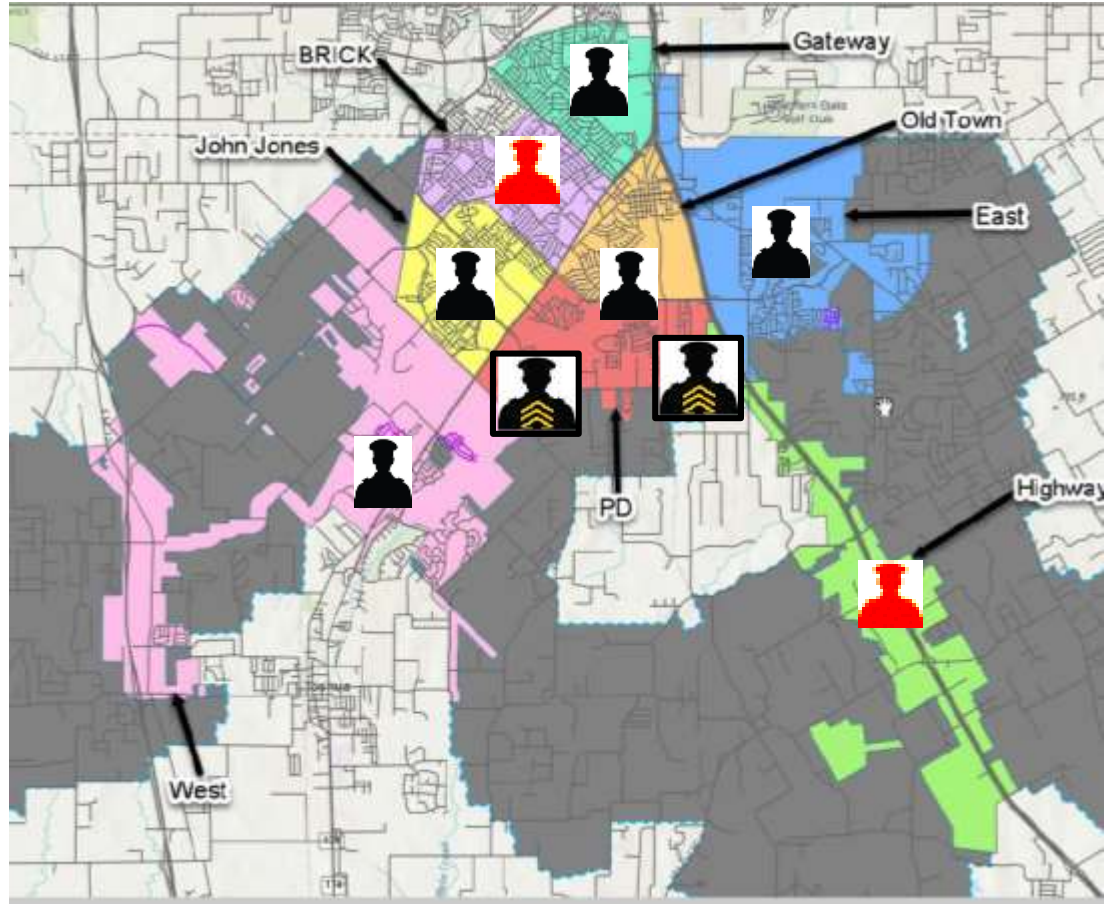
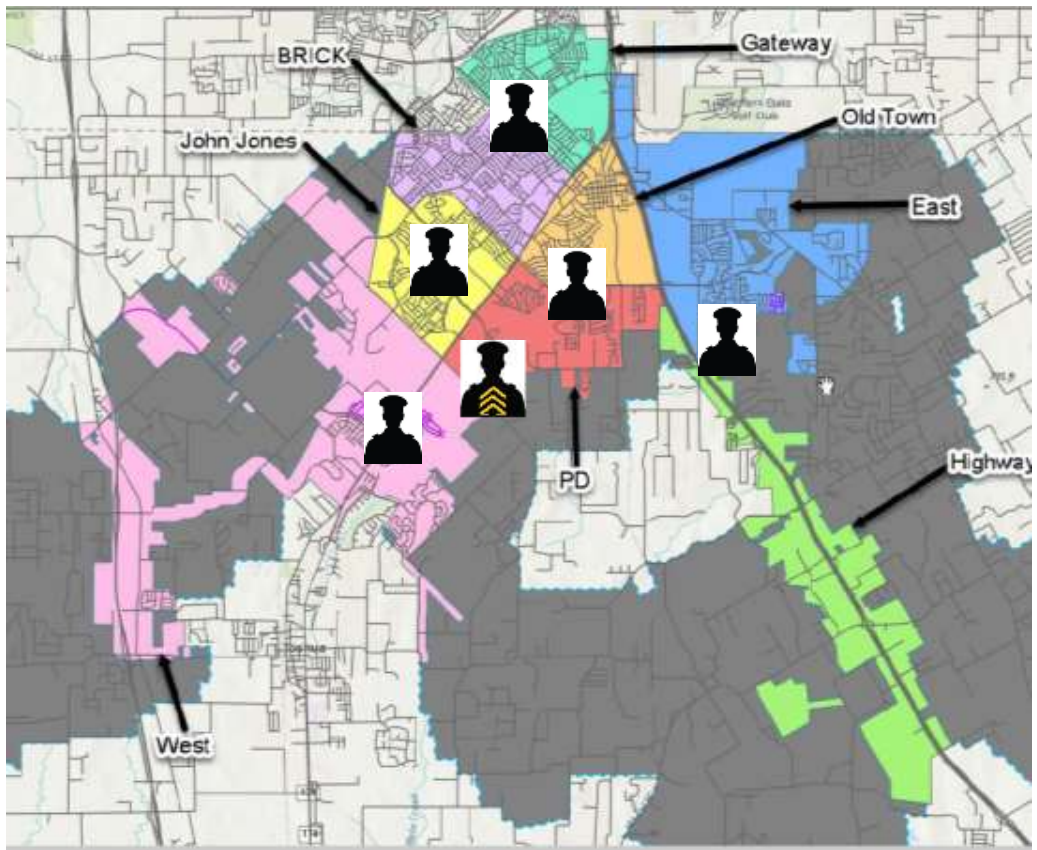
Personnel Request:


- 1 – Sergeant (**Traffic Sergeant**)
- 1 - OIC
- 8 - Officers (**4 Officers for Powershift B / 4 Officers as Matrix Recommended Overage to be added to the Days and Nights Patrol Shifts.**)

In order to cover the realigned beats, adding a Powershift B to our patrol will allow for 24/7 coverage of beats.

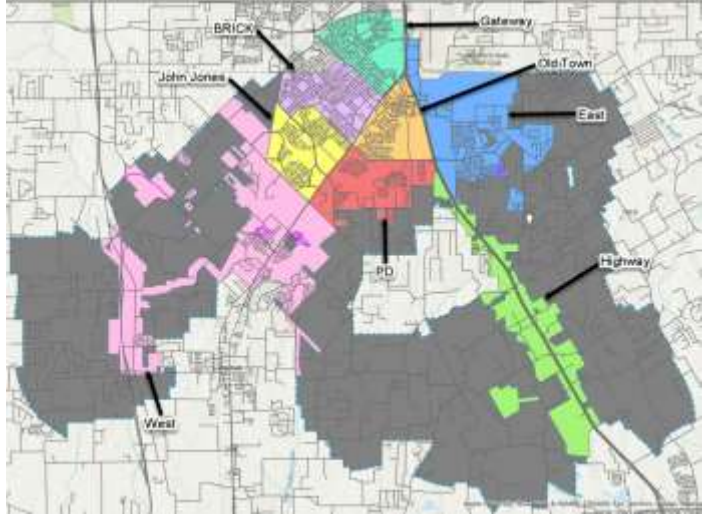
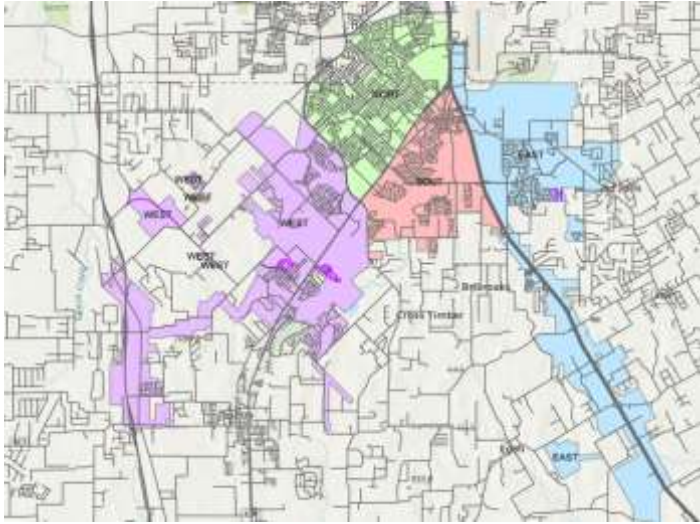


Regular Shift Coverage vs. Powershift Coverage



 REGULAR SHIFT at Minimum Staffing

 POWERSHIFT at Minimum Staffing



Questions/Comments


Public Safety & Court Committee

DEPARTMENT: Burleson Fire/EMS
FROM: Casey Davis, Fire Chief
MEETING: April 8, 2026

SUBJECT:

Receive a report, hold a discussion, and provide recommendations to the city council on Fire/EMS capital improvement ambulance procurement plan. *(Staff Contact: Casey Davis, Fire Chief)*

STRATEGIC PRIORITY AND GOAL(S):

Strategic Priority	Strategic Goal
 <p>Beautiful, Safe, & Vibrant Community</p>	<p>3.3 Enhance emergency response services 3.4 Ensure public safety equipment and personnel needs are being met</p>

SUMMARY:

The purpose of this memorandum is to provide an overview of the planned replacement of four frontline ambulances currently in service and to request Council feedback on the proposed approach within the FY2028 Capital Improvement Plan (CIP). These ambulances were placed into service in October 2023 and operate within a high-utilization system consisting of three 24-hour ambulances and one peak-time ambulance, supported by reserve units. All units are staffed by firefighter/paramedics and function as dual-role Fire/EMS units, supporting both emergency medical response and fireground operations.

Due to the nature of fire-based EMS delivery, these ambulances experience above-average wear compared to traditional ambulance services. In addition to continuous EMS deployment, crews carry firefighting equipment such as bunker gear, SCBA, forcible entry tools, and fire extinguishers, allowing them to contribute to fireground operations and assist with assembly to fires. The department actively rotates units to balance mileage across the fleet; however, utilization remains high. Current mileage on these units ranges from approximately 52,000 to 65,000 miles, and based on current trends, they are

projected to reach between 115,000 and 145,000 miles by the time of replacement in late 2028 to early 2029, aligning with an expected five-year frontline service life.

The department is beginning to observe early indicators of lifecycle-related wear on the existing Demers ambulances. Specifically, air ride suspension issues have already required replacement on one unit, and similar failures are anticipated as the fleet continues to age. Additional challenges include increasing mechanical issues, longer maintenance times, and delays in parts availability due to international sourcing. As these issues arise, reserve ambulances are utilized to maintain frontline coverage, which reduces system redundancy and increases operational risk.

Delaying the planned replacement of these units would increase the likelihood of mechanical failures impacting service delivery, reduce the availability of frontline ambulances, and place additional strain on the system. Given that all ambulance personnel are also certified firefighters who support fireground operations, reduced ambulance availability also impacts the department's ability to effectively assemble personnel for fire incidents. A proactive replacement strategy helps ensure continued service reliability, maintains response performance, and reduces the risk of unplanned or emergency capital expenditures.

The FY2028 CIP includes funding in the amount of \$2,652,000 for the replacement of these four ambulances, and equipment. Current lead time and build time for a new ambulance is approximately 30-months, requiring advance procurement planning to ensure delivery aligns with the anticipated end of service life. As part of this replacement plan, the department is recommending a transition to Horton ambulances to support long-term fleet standardization and operational effectiveness.

Horton ambulances provide several advantages for a fire-based EMS system, including a larger patient care module to accommodate firefighting equipment, enhanced safety features such as rollover-tested designs and integrated occupant protection systems, and improved durability for high-demand operations. Additionally, Horton ambulances are manufactured in the United States, which improves parts availability and reduces maintenance delays compared to current units that rely on international supply chains. The department also anticipates the ability to remount future Horton units, extending their lifecycle and providing long-term cost savings.

This planned replacement aligns with the City's commitment to maintaining reliable emergency services, supporting employee safety, and managing resources responsibly through a proactive capital replacement strategy. Staff is requesting Council feedback on proceeding with the planned CIP purchase, maintaining the established replacement schedule, and continuing the transition toward a standardized ambulance fleet.

Staff recommends moving forward with the procurement of 4 Horton ambulances within the CIP.

PRIOR ACTION/INPUT (Council, Boards, Citizens):

List date and description of any prior action related to the subject

REFERENCE:

Insert CSO# if applicable
Insert resolution or ordinance change

FISCAL IMPACT:

Proposed Expenditure/Revenue:
Account Number(s):
Fund:
Account Description:
Procurement Method:

STAFF CONTACT:

Casey Davis
Fire Chief
cdavis@burlesontx.com
817-426-9173



Ambulance Replacement Program

PUBLIC SAFETY & COURT COMMITTEE

APRIL 8, 2025

Sustaining Frontline Emergency Response Capacity

- Replace 4 frontline ambulances placed in service October 2023
- Maintain reliable EMS and fire response capability
- Align with CIP (FY2028 funding: \$2.652M)



Current Fleet Overview

- 3 full-time ambulances (24/7)
- 1 peak ambulance (8a–8p weekdays)
- 1 reserve ambulances
- All units staffed by **firefighter/paramedics**

Our ambulances function as dual-role Fire/EMS units—supporting EMS response and fireground operations.

Fleet Transition Plan

Building Capacity and Standardizing the Fleet

In October 2023, the department placed four Demers ambulances into service

- Utilized as 3 frontline units and 1 reserve

In FY2025, Council approved the purchase of two additional Horton ambulances

- Address proper reserve capacity
- Support implementation of a peak-time ambulance
- Provide increased space for fire-based EMS operations

Current Transition Plan:

- Place the two new Horton ambulances into service
 - First Horton has arrived and been placed into service.
 - The second Horton is expected by the end of May 2026.
- Continue utilizing existing Demers units within the fleet
- Replace all four Demers units with Horton ambulances through the CIP

Unit	Current	Projected @ Replacement
M1	61,125	~125,000–135,000
M4	65,867	~135,000–145,000
M3	52,390	~110,000–120,000
M16	54,435	~115,000–125,000

High Utilization

- Rotated fleet to balance wear
- High call volume + dual-role use
- These units experience above-average wear due to continuous deployment and fireground responsibilities.

Planned Replacement (CIP 2028)

In-service: Oct 2023

Replacement: Late 2028–Early 2029 (~5 years)

Projected mileage:

115,000–145,000 miles

Risk of Delayed Replacement

Current Issues with Demers Units

- Increasing mechanical failures
- Downtime impacts system reliability
- Reserve units become frontline
- Air ride suspension failures emerging
- Already replaced one system
- Additional failures anticipated
- Parts delays (Canada sourcing)

We are beginning to see early signs of lifecycle-related failures.

Why Horton

Operational Advantages:

- Larger module → supports fire-based EMS operations

Space for:

- Bunker gear
- SCBA
- Forcible entry tools

Safety:

- Rollover-tested design
- Reinforced module attachment
- Integrated airbag systems
- Improved crew protection

Logistics:

- Built in USA
- Faster parts availability
- Reduced downtime

Financial:

- Planned remount capability (2 lifecycles)
- Standardizes our ambulance fleet

Procurement Considerations

- Current build time: ~30 months
- CIP FY2028: \$2,652,000 (4 units + equipment)
- Lifecycle strategy:
- Initial purchase
- Future remounts = cost savings

Financial Overview

- CIP FY2028: \$2,652,000 (4 units + equipment)
- Lifecycle strategy:
- Initial purchase
- Future remounts = cost savings



Questions & Comment

Requested Council Feedback

- Proceed with planned CIP purchase of 4 Horton ambulances
- Maintain replacement schedule
- Continue fleet standardization


Public Safety & Court Committee

DEPARTMENT: Burleson Fire/EMS
FROM: Casey Davis, Fire Chief
MEETING: April 8, 2026

SUBJECT:

Receive a report, hold a discussion, and provide recommendations to the city council on Fire/EMS staffing needs, capital improvement plan implementation and timing. *(Staff Contact: Casey Davis, Fire Chief)*

STRATEGIC PRIORITY AND GOAL(S):

Strategic Priority	Strategic Goal
 <p>Beautiful, Safe, & Vibrant Community</p>	<p>3.3 Enhance emergency response services 3.4 Ensure public safety equipment and personnel needs are being met</p>

SUMMARY:

The purpose of this presentation is to provide an overview of the current operational capacity of the Burleson Fire/EMS system and to seek Council direction on the timing and implementation of additional resources required to maintain service delivery and response performance. As the community continues to grow, the Fire/EMS system must evolve to ensure it can meet both current demand and future needs.

Over the past five years, the Burleson Fire/EMS system has experienced significant growth in service demand with total call volume increasing by 68 percent. This level of growth has far exceeded typical industry projections and has created sustained pressure on staffing, apparatus availability, and overall system performance.

As a result, the system is currently operating near capacity. Unit Hour Utilization (UHU) for EMS units is approaching or exceeding targeted performance thresholds, and fire suppression staffing is challenged to consistently meet NFPA 1710 effective response force (ERF) assembly standards. Under current conditions, the department is challenged to assemble 15 personnel within eight minutes for a

structure fire, which falls short of the 17 personnel benchmark for residential incidents. For commercial or multi-family fires, where staffing requirements increase substantially, our system is unable to assemble the necessary personnel within NFPA 1710 timeframes. This gap requires reliance on mutual aid, which cannot consistently meet required response time standards. Additionally, sustained workload levels are creating increasing strain on personnel, impacting morale, retention, and long-term workforce stability.

Operationally, both fire and EMS responses require multiple critical tasks to occur simultaneously in order to achieve successful outcomes. National research supports this approach. The National Institute of Standards and Technology (NIST) has demonstrated that properly staffed crews complete fireground tasks faster and more effectively, while the American Heart Association (AHA) emphasizes team-based, simultaneous interventions in cardiac arrest care. These findings reinforce that system performance depends not only on the arrival of the first unit, but on assembling sufficient personnel quickly to perform multiple tasks at the same time.

The department has taken several steps to manage costs and improve operational efficiency. These efforts include implementing EMS and fire cost recovery programs, strengthening commercial inspection and fee collection processes, adding a Battalion Chief to improve fireground command and safety, and expanding ambulance resources staffed with cross-trained firefighter/EMS personnel. While these actions have improved system performance and fiscal responsibility, they have not offset the impacts of sustained demand growth and fire assembly.

Based on current system performance and projected growth, two primary operational needs have been identified. First, an additional frontline fire company is required to support response reliability and improve fireground assembly. This need exists regardless of the timing of Station 4 construction and carries a staffing impact of 14 additional personnel. Second, the department should transition the current peak ambulance to a 24-hour unit in order to manage EMS demand, maintain UHU within target ranges, and reduce system strain and overtime. This requires an additional 4 personnel. In total, these needs represent an increase of 18 personnel.

Staff recommends maintaining the current timeline for Station 4 construction, as it provides permanent coverage to the west side of the city, aligns with long-term growth projections, and serves as the intended location for deployment of the additional fire company. However, it is important to note that the need for the additional fire company is independent of Station 4. If necessary, the department can deploy the company sooner using existing infrastructure, such as double company staffing at Station 1, to address current operational needs.

At this time, staff is seeking Committee feedback and direction on several key items, including the timing of the additional fire company deployment, the transition of the peak ambulance to 24-hour staffing, the Station 4 construction timeline and prioritization, the phased hiring approach for 18 additional personnel, and the timing of capital improvement plan items such as the Ladder Tower and Brush Truck.

In conclusion, the Burlison Fire/EMS system is experiencing demand that is beginning to outpace current capacity. To maintain service reliability and response performance, additional resources will need to be considered. Staff is seeking Council direction on the timing and approach for implementing these needs in a manner that aligns with the City's priorities.

Staff recommends adding an additional fire company and transitioning the peak ambulance to 24-hour service, while maintaining the current Station 4 CIP timeline.

PRIOR ACTION/INPUT (Council, Boards, Citizens):

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Casey Davis

Fire Chief

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Fire/EMS System Capacity & Service Delivery

PUBLIC SAFETY & COURT COMMITTEE

APRIL 8, 2025

Presentation Objectives

The Fire/EMS system requires additional resources to meet current demand and maintain response performance.

Demand are Outpacing the System

- EMS and total call volume growing well above projections
- Increasing strain on units, staffing, and response reliability

Current Resources Are near Capacity

- Limited ability to consistently meet:
 - EMS performance targets (UHU)
 - Fire assembly standards (NFPA 1710)
 - Increasing strain on personnel, with impacts to morale and retention

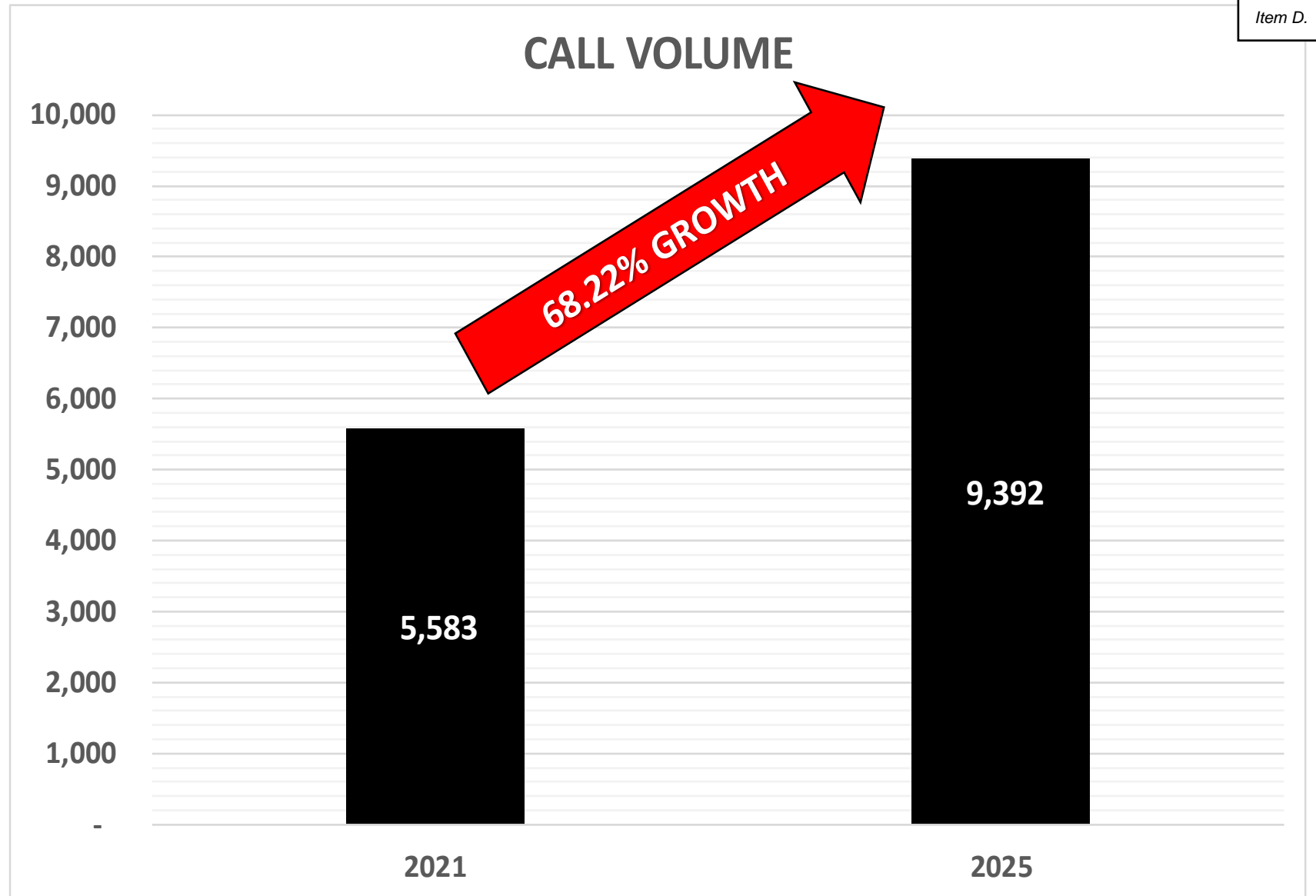
Required Expansion of System Capacity

- Peak ambulance to 24-hour ambulance needed to manage EMS demand
- Additional fire company required to support response and assembly
- Timing and delivery require Council direction



Call Volume

All Types



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2025 UHU	
M1	25%
M16	19%
M3	17%
E1	9%
T16	8%
E3	5%

Unit Hour Utilization Goals

EMS (Ambulance UHU)

- ☐ ≤ 25% — Reliable
- ☐ 25–30% — Action Threshold
- > 30% — System Strain

Fire (Engine/Truck UHU)

- ☐ ≤ 8% — Reliable
- ☐ 8–10% — Action Threshold
- > 10% — Increased Risk

Resource Growth vs. Operational Demand

Strategic Improvements

- Added Battalion Chief in operations to strengthen incident command and fireground safety
- Expanded ambulance resources staffed with firefighters to support system demand and response assembly for fires

Current Status and Plan

- Last frontline fire apparatus added: 2009 (Engine 3)
- Next planned addition: ~2030 (Station 4)
- 21+ years between adding frontline fire units

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Current Operational Reality

- Current best case assembly response force (ERF) capability:
 - Minimum Daily Staffing 17 – 19 /Peak Ambulance
 - Structure Fire Response 15 personnel available vs. 17 needed within 8 minutes (NFPA 1710 benchmark)
- 1 Medic is held back to address the next incoming call
- Reliance is on mutual aid for assembly but we are unable to meet assembly time frame

Burleson Minimum On-Duty Fire Response

If all units are available for initial structure fire response:

- Battalion 1: 1
- Engine 1: 3
- Truck 16: 4
- Engine 3: 3
- Medic 1: 2
- Medic 16: 2
- Peak Ambulance : 2
- Total: 15 – 17 Assembly if all crews are available
- Medic 3: 2 - Remains available for next call



Cost Containment & Revenue Optimization Efforts

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EMS Revenue Optimization

- Updated fee schedule

Fire Incident Cost Recovery

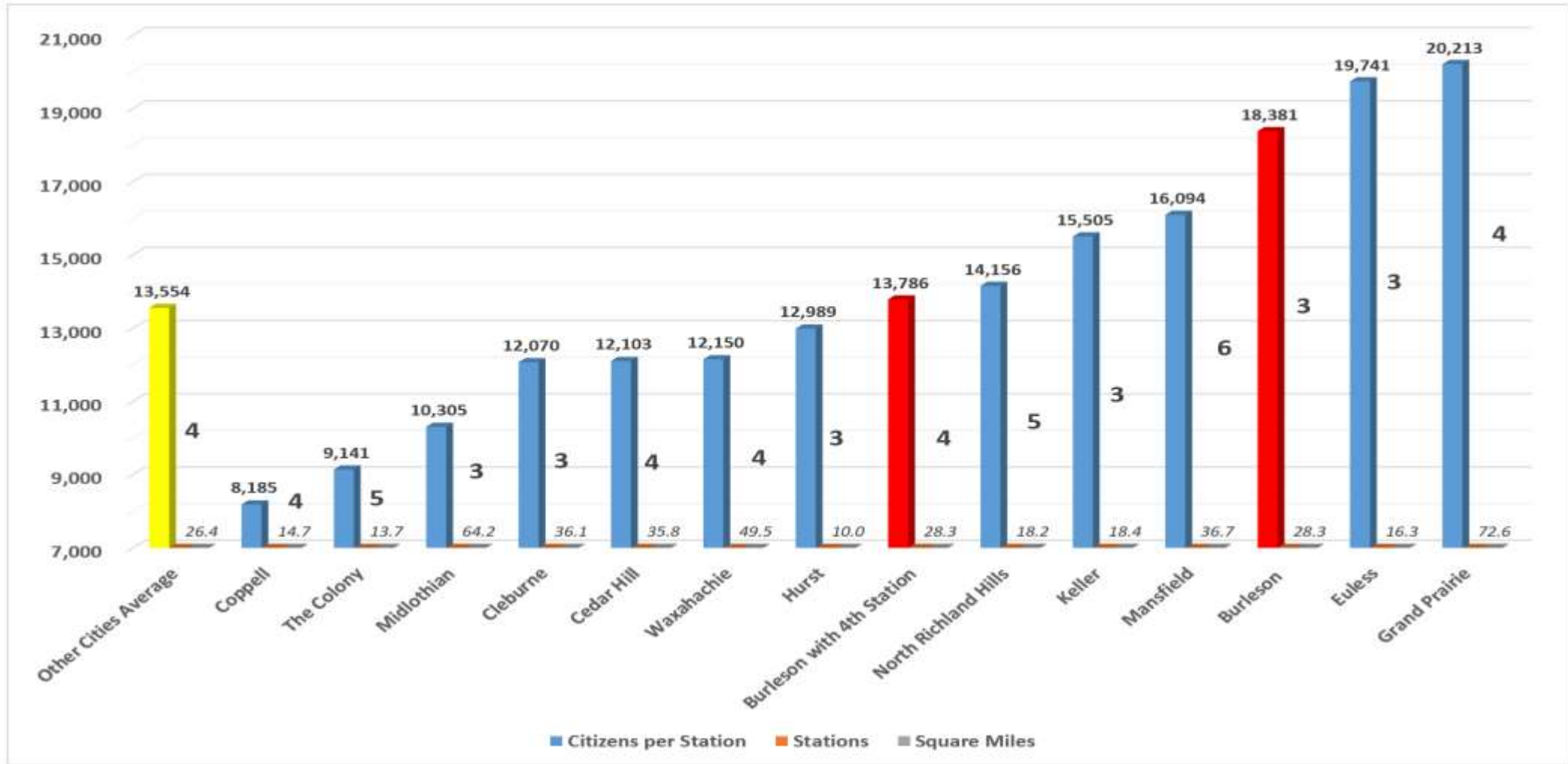
- Implemented EmergiFire for incident-based cost recovery
- Captures eligible revenue from billable fire-related responses
- Offsets operational costs without impacting residents directly

Annual Fire Inspections Program

- Strengthened inspection program and fee collection
- Supports community risk reduction
- Generates cost recovery for prevention services

Comparative Cities – Citizens per Station

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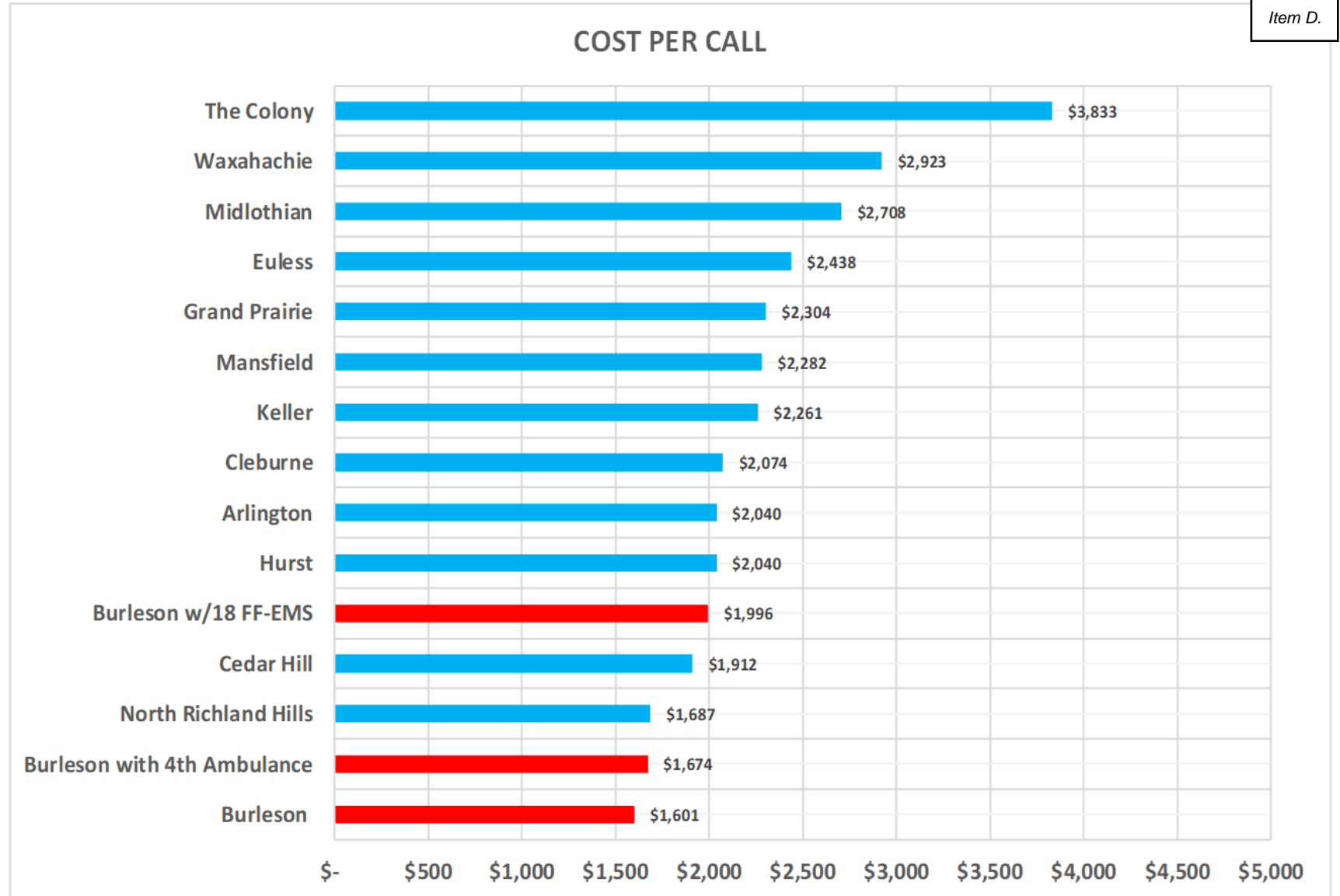




Comparative Cities

Cost per Call

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It's not just about the first unit arriving unit it's about assembling enough personnel to perform critical tasks at the same time.

Fireground Reality

- A structure fire requires multiple critical objectives to occur simultaneously:
- Incident command and accountability
- Water Supply (securing a hydrant)
- Forcible entry and access
- Fire attack (getting water on the fire)
- Search and rescue (locating and removing victims)
- Laddering and egress
- Ventilation (improving interior conditions)

What the Research Shows

- National Institute of Standards and Technology (NIST):
 - Larger, properly staffed crews complete tasks faster and simultaneously
 - Smaller crews are forced into sequential operations, creating delays

Fireground Assembly

EMS Response

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Every firefighter in our system is EMS-certified and capable of delivering care. Paramedics provide advanced interventions, while EMTs are essential to delivering high-quality patient care. Fire apparatus response to EMS incidents ensures sufficient personnel are on scene to perform multiple life-saving tasks at the same time—especially during critical events like cardiac arrest.

Cardiac Arrest Reality

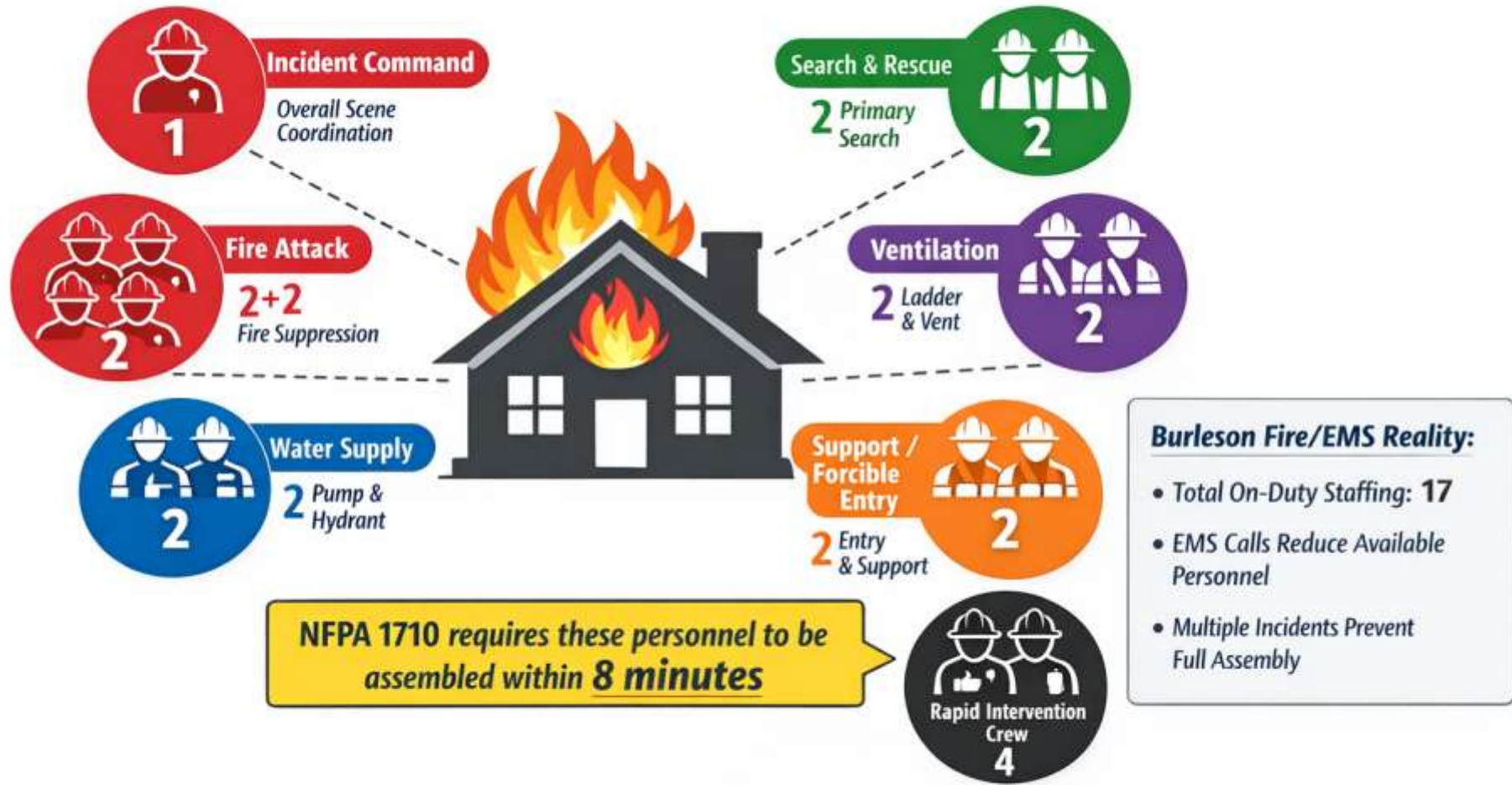
A cardiac arrest requires multiple critical interventions simultaneously:

- Incident command and accountability
- High-quality chest compressions
- Airway management and ventilations
- Defibrillation (AED/monitor)
- Medication administration (ALS care)
- Rhythm analysis and decision-making
- Scene coordination and transport preparation

What the Research Shows

- American Heart Association (AHA) guidelines emphasize:
 - Minimizing interruptions in compressions
 - Early defibrillation and coordinated team-based care
- High-performing resuscitations rely on:
 - Team-based, simultaneous interventions
 - Not sequential, one-person task completion

NFPA 1710 – What It Takes to Fight a Structure Fire



Minimum: 16–17 Firefighters (Single Family Residential Fire)

NFPA 1710: Response Time Objectives



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NIST Study

4-Person Crews Complete Critical Tasks Faster

25–30% faster overall task completion vs. 3-person crews

Key tasks completed significantly faster:

- Fire attack
- Search and rescue
- Ventilation
- Laddering



Time = Life Safety

Faster task completion leads to:



- Earlier water on the fire
- Faster victim search
- Improved survival outcomes

The Critical 10-Minute Life or Death Window

Structure Fire Growth (Time vs. Fire Spread)

-  A room igniting and fully engulfed over 10 minutes.
- **0-2 minutes:** A fire starts, small and controllable.
- **3-4 minutes:** Flashover potential begins.
- **5-7 minutes:** Fire spreads rapidly, escape becomes difficult.
- **8-10 minutes:** Flashover occurs, entire room is engulfed, survivability is **near zero**.
-  **Fact: After 10 minutes, survivability in a structure fire is almost nonexistent due to heat, smoke, and oxygen depletion.**

Cardiac Arrest (Time vs. Survival Rate)

-  A timeline showing survival rates decreasing over time.
- **0-4 minutes: 50-70% survival** with CPR & defibrillation.
- **5-6 minutes: 25-30% survival** if no CPR is started.
- **7-10 minutes: Less than 10% survival** without immediate medical intervention.
-  **Fact: After 10 minutes without defibrillation, survival is nearly zero**

ISO Class 1 vs. NFPA 1710 Compliance

ISO Class 1 Rating (< 1% of Fire Departments in the Nation are ISO Class 1)

- **Purpose:** Evaluates a community's overall fire protection capability for insurance purposes.
- **Scoring System:** 1 (best) to 10 (worst)
- **Issued By:** Insurance Services Office (ISO) via the Public Protection Classification (PPC) program
- **Key Components:**
 - **Emergency Communications (10%)**
 - **Fire Department (50%)**
 - **Water Supply (40%)**
 - **Community Risk Reduction (extra credit)**
- **Focus:** Infrastructure, equipment, staffing, training, water supply, and dispatch system
- **Outcome:** May impact homeowners' and businesses' insurance premiums

Note: Our ISO Class 1 rating has been sustained through ongoing pursuit toward NFPA 1710 compliance. While we have not fully achieved all levels of 1710 compliance, our continued pursuit has supported our top rating. However, as call volume continues to rise—especially with the projected growth in District 4—our ISO Class 1 status is at risk in future evaluations if additional resources are not assigned to address the increased demand.

West Side Burleson – Projected Growth

Projected Growth & Timeline

Chisholm Summit Development:

- 3,000 new homes planned
- Construction is set to begin in 2026
- Approx. 200 homes added per year there after.

Impact on Emergency Services:

- Rising Fire/EMS Demand: Call volume increases by 94+ calls per year per 200 homes added. This **does not include** year-over-year percentage growth calculation.
- Longer response times if resources are not expanded.
- More strain on existing stations and resources.
- Increased Unit Hour Utilization (UHU) for both ambulance and fire responses due to the lack of dedicated services in this area.

West Side Burleson

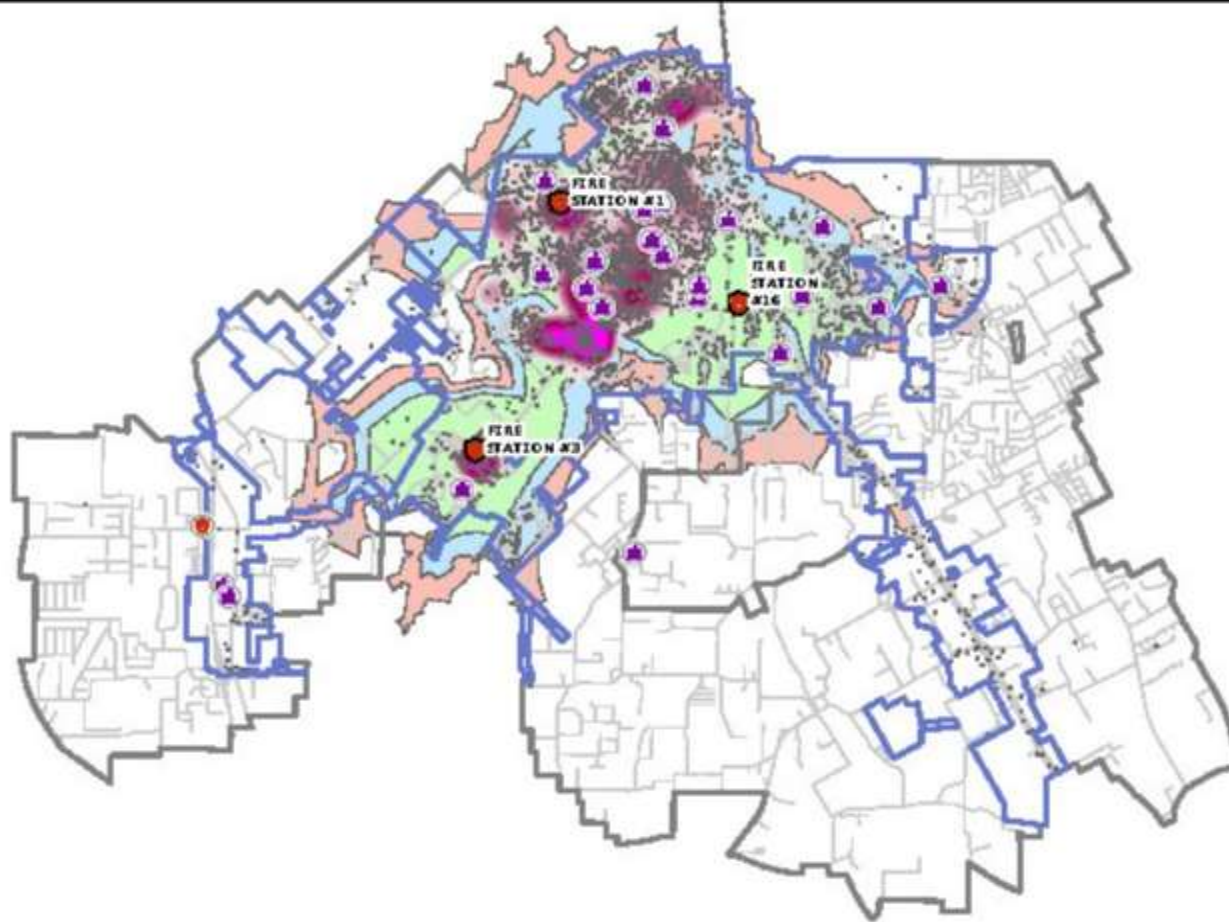
Why We Must Plan Now for a Fire Station on the West Side

Current Target Hazards in the West Side

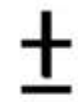
- **Joshua ISD Schools:**
 - RC Loflin Middle School
 - Caddo Grove Elementary
- **Established Residential & Traffic Risks:**
 - Blue Bird Meadows Neighborhood
 - Chisholm Trail Parkway
 - CR 1902

Current Situation

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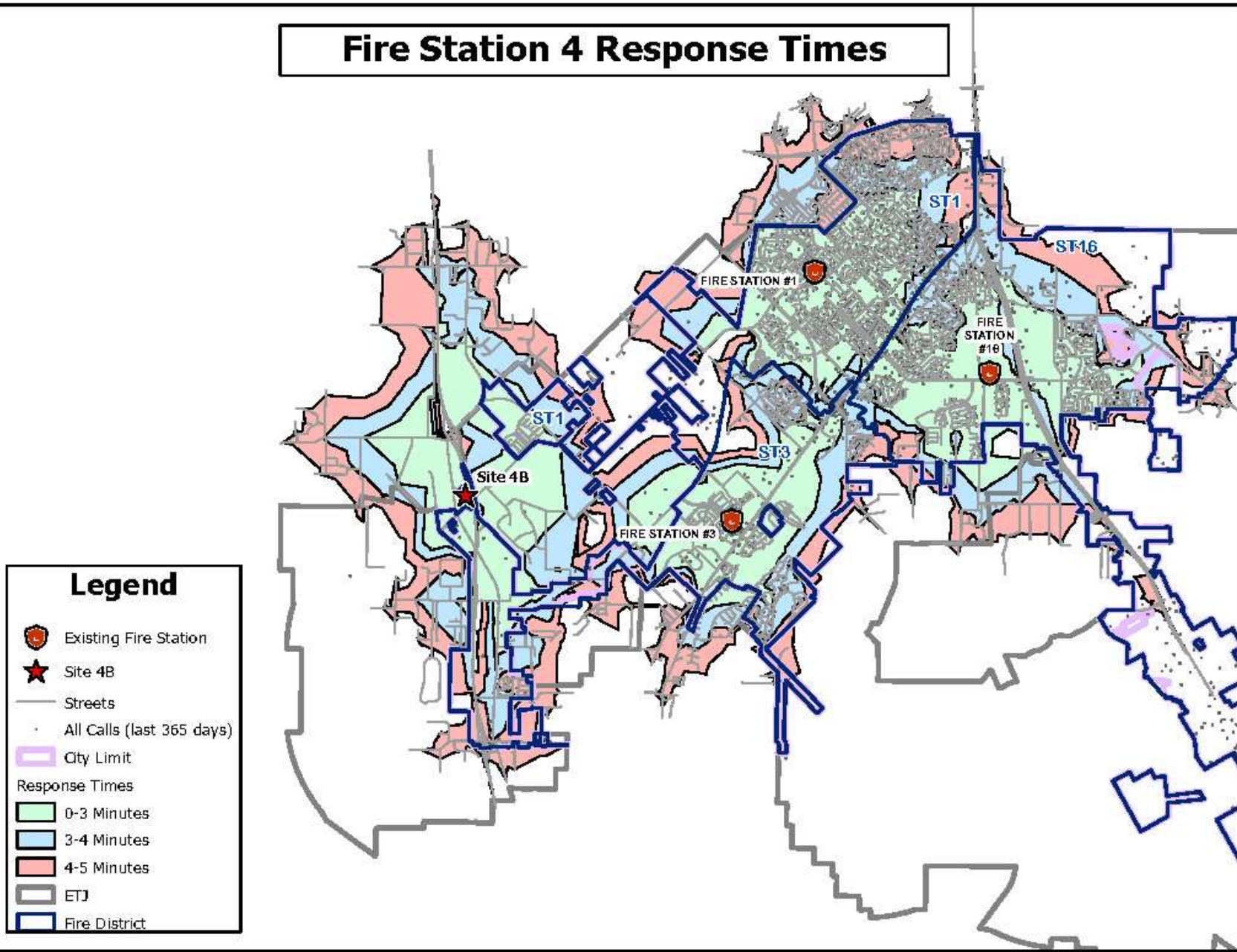


- | | | | |
|------------------------|---------------------------|---|-------------|
| Existing Fire Stations | ETJ | Fire Incidents Heat Map (All calls last 365 days) | 0-3 Minutes |
| Schools | Street Centerline | | |
| Johnson County ESD | All Calls (last 365 days) | Dense | 4-5 Minutes |
| City Limit | | | |



Fire Station 4 Response Times

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Why Station 4 is Critical for Burleson

Key Challenges Without Station 4:

Delayed Response Times:

- Current drive time: 11-15 minutes to west-side emergencies.

Call Volume & Dependence on Mutual Aid:

- 102 calls per year in 2025 for district 4 area.
- ESD automatic aid for structure fires but only mutual aid for EMS and all other call types.
- ESD does not desire to respond to Priority 3 EMS calls, leaving gaps in coverage.
- ESD current limit is around 400 calls for automatic/mutual aid a year.
- The ESD would consider a contract for services if annual call volume approaches 400 calls, but further discussions would be required to assess capacity and associated costs.

How Station 4 Solves These Issues:

- Adding **Station 4** not only enhances **west-side coverage** but also strengthens **NFPA 1710 assembly compliance citywide**, ensuring faster and more effective emergency response across all districts.
- **Cuts drive time significantly**, improving response time for life-threatening emergencies.
- **Increases local coverage**, reducing reliance on mutual aid.
- **Provides full EMS & fire services** on the **west side of the city**.
- **Ensures faster response** to both **high-priority EMS & fire incidents**.

Priority 3 EMS

A Priority 3 EMS call is a non-life-threatening medical emergency that requires an EMS response but does not involve immediate danger to life or serious injury. These calls typically include:

- Minor injuries (e.g., sprains, minor cuts, or abrasions)
- Illnesses without severe symptoms (e.g., mild fever, nausea, or minor allergic reactions)
- Welfare checks for non-critical patients
- Assist requests (e.g., lift assists for non-injured individuals)

Priority 3 calls are lower-acuity and do not require lights-and-sirens transport or immediate advanced life support (ALS) intervention.

Minimum Daily Staffing

Current Staffing & Coverage

- Minimum daily staffing 17 - 19 with peak ambulance
- Structure fire assembly is challenging
- Response coverage gap on the west side of the city
- Longer response times to incidents in growing areas

Deploying a 4th Ambulance

- Minimum Daily Staffing 19 personnel
- Rising EMS call volume and UHU will strain resources and impact response times before

Deploying a 4th Fire Apparatus

- Minimum daily staffing 23 personnel
- Balanced coverage across the city, including the west side
- Faster response times for Fire & EMS
- Better resource allocation for simultaneous incidents
- 💡 Solution: Station 4 ensures equal emergency services across all areas, improving safety and reducing response times.

System Changes & Needs

Ladder Tower Purchase & Placement

- A new Tower Ladder truck will be purchased to enhance aerial firefighting and rescue capabilities.
- Since Station 4 is located in the county area, the Tower Ladder will be stationed at Station 1 to better serve the city core.
- This restores bucket capabilities previously lost in recent years.

Engine & Ambulance Deployment Adjustments

- An engine will be relocated to Station 4 to ensure fire/EMS coverage in the expanding west side.
- The 4th ambulance will be double-company at Station 1, reducing excessive back-and-forth movement across the city and improving EMS efficiency.

Minimum Staffing at Station 4

- Engine 4 will be staffed with a guaranteed 4-person crew, including one dedicated position as a firefighter/paramedic to maintain advanced EMS response capabilities.

Station 4 Deployment Plan

Initial Station Opening:

- Engine Company – Minimum 4-person staffing
- Brush Truck – Cross-staffed with available personnel
- Reserve Engine
- The fourth bay provides housing capacity for the MCI trailer and Heavy Rescue unit, improves long-term apparatus space planning across all stations, and replaces the lost bay at Station 1.

Full Station Build-Out Plan:

- Engine Company – Minimum 4-person staffing
- Ladder Company – Minimum 4-person staffing
- Ambulance – Minimum 2-person staffing
- Battalion 2 – Minimum 1-person staffing
- Brush Truck – Cross-staffed with existing crews
- Reserve Engine

The phased approach ensures operational readiness at opening, with strategic growth planned to enhance emergency response capabilities.

Current CIP Timeline for Station 4 & Equipment

Fiscal Year	Projects
2028	• Station 4 Design Budget - \$2,500,000
2029	• Ladder Tower - 30 – 36 Month Lead Time / Budget - \$2,438,197
2029	• Brush Truck - 24 Month Lead Time / Budget - \$367,332
2030	• Construction of Fire Station 4 /18 Month Build Time / Budget \$13,443,000

Additional Concurrent Needs

Captain for Training

- The training office is overwhelmed with no dedicated support. A Training Captain is essential to deliver training to crews, maintain operational readiness, and ensure compliance with evolving fire and EMS standards.

Captain for Admin Logistics

- We are currently managing permanent, mission-critical responsibilities with temporary staffing solutions. When administrative functions like hiring, equipment deployment, and compliance are not properly staffed, it creates operational risk. A dedicated Administrative Captain is necessary to reduce that risk, ensure system reliability, and sustain accountability.

Deputy Emergency Manager

- The Emergency Management Office lacks redundancy and additional staff to handle increasing workload demands.
- A Deputy Emergency Manager is needed to support disaster preparedness, emergency response coordination, and continuity of operations as the city's risk profile grows.

Staff Recommendations & Considerations

EMS System Capacity (Peak → 24-Hour)

- Transition peak ambulance to 24-hour service
- Supports:
 - Managing UHU within target range (≤25–30%)
 - Reducing system strain and overtime
- Staffing Impact: +4 FTE (\$632,431)

Fire Company Deployment (Priority)

- Need: Additional frontline fire company to support response and assembly
- Required regardless of Station 4 construction timeline
- Supports:
 - Fireground staffing (NFPA 1710 assembly)
 - Staffing Impact: +14 FTE (\$2,213,510)
 - CIP – Ladder Tower and Brush Truck Purchase

Station 4 – Preferred Delivery Model

- Staff recommendation: Maintain current Station 4 timeline
- Provides:
 - Permanent west-side coverage
 - Long-term system alignment with growth
 - Deployment of the additional fire company in its intended location

Questions & Comment

Requested Council Feedback

- 24- Ambulance Staffing
- Timing of additional fire company deployment
- Station 4 construction timeline
- Phased hiring approach (18 total positions)
- CIP timing (Ladder Tower & Brush Truck)