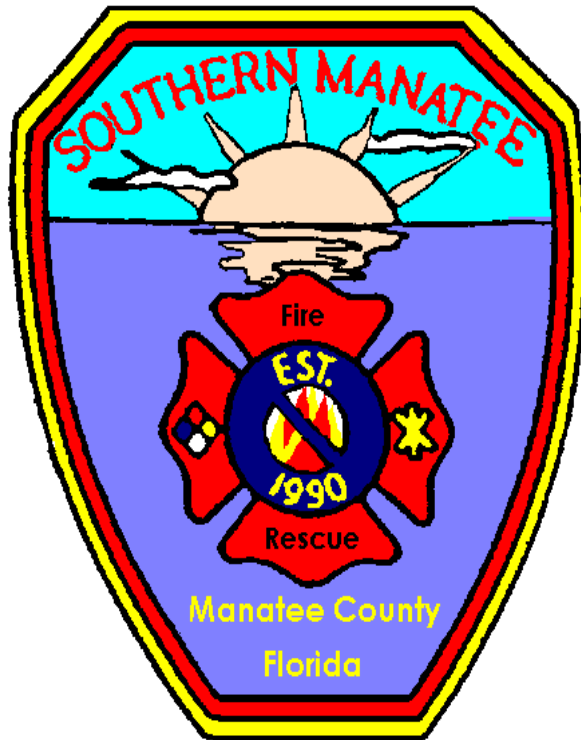


# **SOUTHERN MANATEE FIRE RESCUE DISTRICT**



## **FY15 Proposed Financial Plan** 10/1/2014 to 9/30/2015

Developed by:  
Southern Manatee Fire Rescue District

## **Table of Contents**

Executive Summary	Page 3
Mission, Vision, Values	Page 4-5
FY2014 Accomplishments	Page 6
Organizational Charts	Page 7-8
Services Provided & Goals	Page 9
Strategic Goals FY15-FY20	Page 10-11
FY14 – FY15 Comparison	Page 12-13
FY15 Proposed Financial Plan	Pages 15-21

## *Executive Summary*

*The Southern Manatee Fire Rescue District is pleased to present the proposed FY15 Financial Plan. The Southern Manatee Fire Rescue District developed this Financial Plan for the purpose of providing a living document that clearly outlines the Fire District's structure, goals and direction for improving service delivery to the citizens that we serve.*

*Our Financial Plan provides a clear and concise overview of the most recently adopted organizational goals and objectives, budgetary commitments, mission statement and assessment of organizational activity. It addresses Fire District expansion, in an attempt to keep pace with growth in our community and maintain the high level of service as established by the Southern Manatee Board of Fire Commissioners.*

*Both our Strategic Plan and Financial Plan link's the programs of this District and the performance measures that govern each. Proposed improvements will meet the needs of a growing community and provide new approaches to fire education, suppression, code enforcement, and Emergency Medical Services. It is recognized that the Fire District's greatest assets are its dedicated, compassionate, and service oriented personnel. To this end, their equipment, training and available resources must ensure the highest level of health and safety.*

*Our proposed Financial Plan includes project and program recommendations, increased operational cost, and service enhancements. It also includes evaluating all current processes for efficiency and effectiveness. With each project of enhancement, an estimated cost and funding source is included. It is understood that each of these items will be influenced by growth and the economy and will be weighed against other vital community needs. It is further understood that new revenue sources or opportunities may be required to meet the needs of this growing Fire District.*

*In looking back, the District has pulled through a multi-year recession that had significant impacts on our Community and Organization. Overall, projections point to a budget that remains balanced, but the situation is precarious and we must continue to have contingency plans and be on high alert for any sudden economic dips or potential State pass downs.*

*This fiscal year the District will continue to build their reserve funds and continue the designation of these funds to ensure stability of the District.*

*Brian Gorski  
Fire Chief*



## **Mission Statement**

Protecting lives and property by providing a superior level of service through prevention and emergency response to the public.

## **Vision Statement**

We will be recognized as leaders in our profession by setting the standards of excellence while providing World Class Public Safety Services through integrity, innovation and professionalism.

## **Slogan**

***“PRIDE THROUGH PERFORMANCE”***

## **Values**

As members of the Southern Manatee Fire Rescue District we take pride in our commitment to professional service by maintaining our skills, knowledge and abilities. All members of the Southern Manatee Fire Rescue District are committed to conducting ourselves in an ethical manner, conforming to a moral standard of right versus wrong by treating each other and the citizens we serve humanely, professionally and honestly. We ascribe to the following Values:

**Accountability and Fiscal Responsibility** – Members of the Southern Manatee Fire Rescue District are accountable to each other and the community we serve. We accept responsibility for our decisions and actions. Accountability applies not only to the professional manner in which the District meets its primary goals but also to the efficiency, effectiveness and fiscal responsibility which guides all of our actions.

**Integrity and Trust** – Members of the Southern Manatee Fire Rescue District are honest and fair in our dealings with our citizens and each other. We are honorable to our profession, and we inspire each other to maintain trustworthiness, openness and sincerity.

**Honor and Respect** – We are “fire department” family. We are committed and accountable to each other because our lives depend on it. We value the role each member plays in our organization. We respect those that came before us, and will strive to make the organization better for those who follow. We will place a special and high regard on the premise of treating others as we would like to be treated.

**Teamwork and Discipline** – We seek out and value the input and opinions of our members at all levels of the organization. Teamwork is the building block that drives the Fire District’s labor/management process. We work as a team to cooperate locally, regionally and nationally to improve service to our citizens and maintain a safe and effective work environment. We value a professional attitude with high moral work ethic that can enhance our team.

**Service Excellence and Competency** – We do all we can to ensure the best possible service to our internal and external customers/communities through smart, well trained, humble, dedicated, competent, hard-working, safe members. We are active participants in the communities where we live and work.

**Innovation and Flexibility** – We recognize the value of change in responding to and meeting the ever-evolving needs of our customers and members. We are committed to seeking out effective methods and progressive thinking toward change. We recognize the value of ongoing education and training. We adapt to the ever-changing needs of our community, the organization, and the environment.

**Professionalism and Dedication** – Providing service with a high standard of ethics, behavior and competence.

**Compassion** – Providing service with empathy and sympathy for the suffering of others.

**Readiness and Motivated** – We value preparedness, training and education, safety and wellness, dedication and an understanding that lives are more valuable than property.

**Family** – We will support coworkers, their families and our community.

## **Fiscal 2014 Accomplishments**

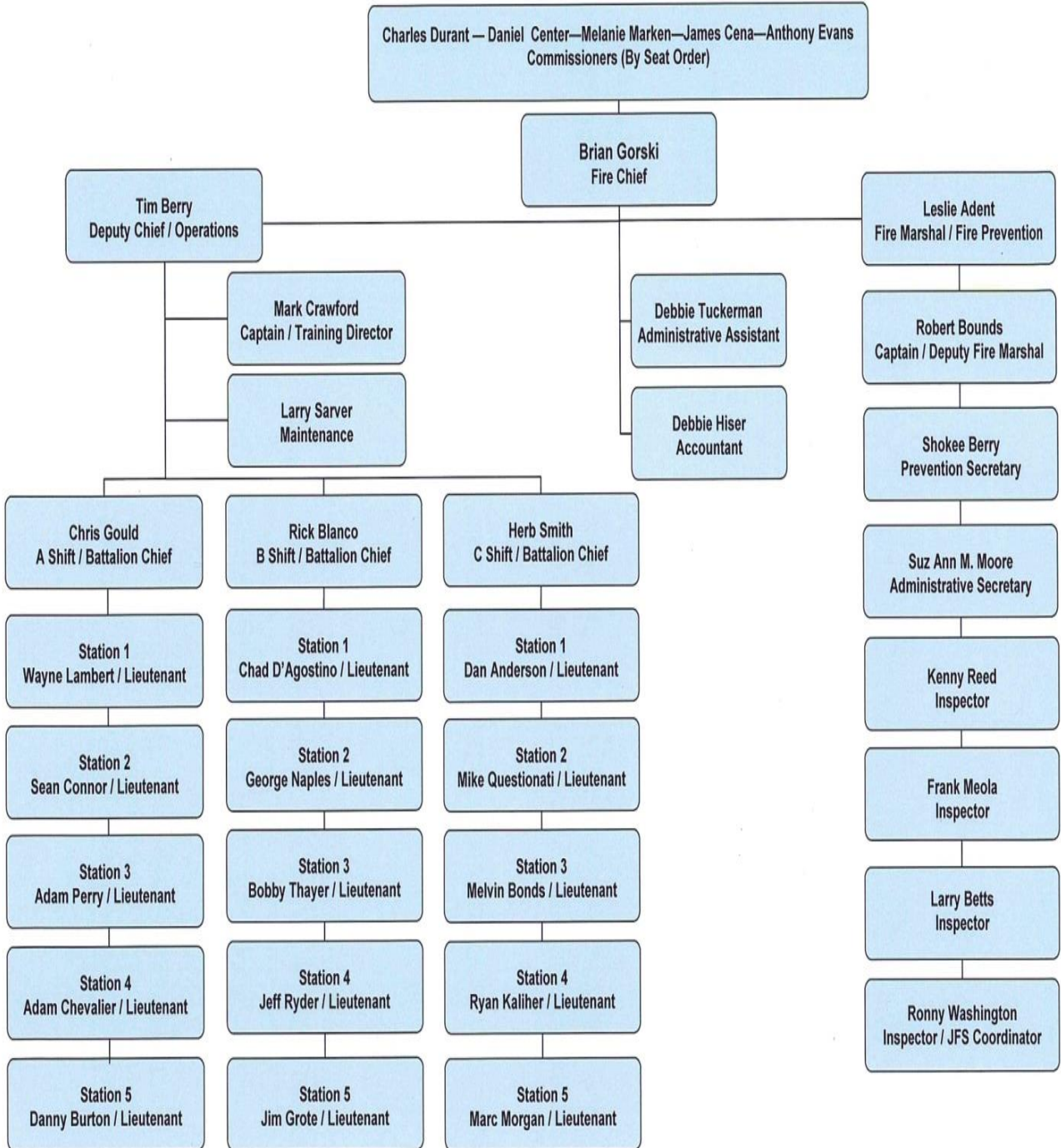
- Implementation of GASB 54 standards as it relates to Fund Balance and created a Fund Balance Policy for the District.
- The District created and implemented a new Uncollectible Accounts Receivable Policy. This policy defined a procedure for the District to follow in accordance to F.S. 17.041 and 69I-71 of the Florida Administrative Code and when this process is to occur during a fiscal year via a Board Resolution.
- The District updated their Fixed Asset Policy in accordance to current Florida Statues.
- The District created a new Vehicle Replacement Program that captures all maintenance costs of their existing fleet since the date of purchase and keeps this updated every two weeks. Additionally our fleet was evaluated utilizing a National Standard Evaluation Criteria that evaluates each piece of apparatus by identifying their age, milege/hours, overall condition, type of service vehicle is used for, reliability of the vehicle and total maintenance cost. This information is placed into a spreadsheet that totals the points. Based on the total points, it tells us if a vehicle is in excellent, good, or qualifies for replacement or needs immediate consideration. Once this was created, we update the data every 2 weeks. Based on National Standards of Life Spans for Engines, Trucks, and Staff Vehicles, you can then use this information to properly justify and plan the replacement of apparatus and develop a funding methodology before it is time to actual replace apparatus. We have two (2) Class A Engines on order and we are to take delivery sometime in January 2015.
- The District developed and implemented a new Web-Site that was created by our personnel and is maintained by our personnel. Our web-site has greatly enhanced the transparency of our meetings, budgets, financial records, resolutions and other documents as well as the advertising of meetings. The District is in compliance with the reporting requirements of the State of Florida as it relates to our financial and pension information.
- Reviewed and refined communications both internally and externally for the District.
- The District through the work and input of all employees created their second five (5) year strategic plan.

- Revised and or created new Rules and Regulations, Standard Operating Procedures and General Orders and implemented a new format for these documents.
- Revised and updated all job descriptions/position descriptions.
- In 2014 the District trained over 30 of their personnel to the State 160 hour Hazardous Materials Technician Level. Our goal is to provide this service 24/7 without delay to our residents via a specialized apparatus. We are currently working with Manatee County Government to transfer the County Haz-Mat assets to our Department including the funding.
- Conducted and created a three (3) year strategic plan for the District's Information Technology. Within this plan the District created and implemented a computer replacement program. Desk top and lap top computers were placed on a 3 and 4 year replacement cycle of which each year a 1/3 of the computers are replaced with ones. The District at one point operated 7 file servers, today we are down to 2, which has tremendously reduced the District's costs. Tablets were also added, one per Engine, these are to be used for "live" incident reporting and tactical pre-plans.
- In 2014 the District purchased all personnel their second set of Fire Gear to get them in compliance with the NFPA Standards and gear bags to properly store this gear to protect it.
- In 2014 replaced the old Hurst extrication equipment with new Holmatro extrication tools. The District now is standardize on all of its extrication equipment.
- The District implemented the new BLS Medical Treatment Protocols and placed in service new equipment and medical supplies that allows for a much higher level of care to our citizens.
- The District completely re-organized their Volunteer Firefighter Program. Our program is truly a "Volunteer" Firefighter Program, meaning they are not paid nor do they receive pension benefits. In 2014 we added nine (9) new Volunteer's.
- In 2013 the District implemented a Customer Satisfaction Survey Program for the purpose of allowing for feedback from our citizens on the services that we provided them. Since implementation of this program to present date, our overall score for Customer Satisfaction is a **4.9**. The rating is on a scale of 1 (poor) to 5 (outstanding).
- Implemented an audit of the District's taxable parcels to ensure that all properties are properly being assessed the fire district's non-ad valorem assessment.

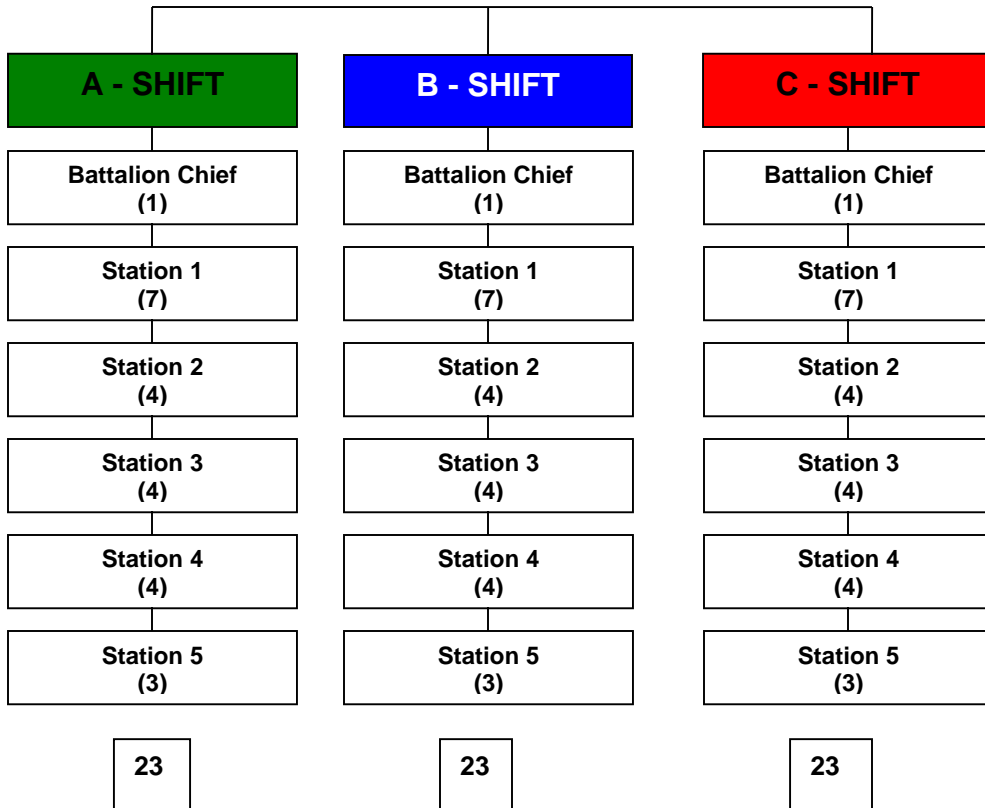
- Fire Prevention installed over 1700 smoke alarms within our District. Fire Prevention received numerous grants totaling over 800 free 10 yr. smoke alarms, bed shakers and horn/strobes (for the hearing impaired).
- The District applied for a FEMA Fire Act Grant for the replacement of all of our self-contained breathing apparatus. The grant submitted was for \$403,141.00 of which if awarded this grant, the District would be responsible for \$40,141.
- The District implemented a new more detailed budget that truly captures all expenditures and created cost centers for their services as well as a Capital Improvement Plan for all of their facilities.
- All copying and reproduction is being performed through the Sarasota County Print Shop at a minimal cost to the District.
- In 2014 the District placed electronic tablets in all first out Engines for the purpose of doing their company inspections and tactical reviews electronically instead on paper. Eventually these tablets will also be used for incident reporting.
- In 2014 mobile data terminals (I-Mobiles) were installed in all first out Engines.
- In 2014 the District reviewed through committee various software packages for scheduling shift personnel and for computing payroll. This is a fully automated paper-less system. The District reviewed Paymaster-Kronos and Telestaff-Kronos, both were excellent programs, however Telestaff is used primarily by fire departments because of shift work and common payroll functions. Telestaff was selected and the District is moving forward with the implementation of this system that will increase the efficiency and save the District money when it is fully implemented.
- Our Firefighters entered a “Good Morning America” competition in making a music video that gained them and the District National Recognition.



# Southern Manatee Fire & Rescue Organizational Chart



**Fire-Rescue Division**



## **Services Provided**

The Southern Manatee Fire Rescue District has identified the most important functions and services it provides. It is important to identify these services in order to assure they are consistent with the critical needs of our customers.

- Fire Suppression
- First Responder Emergency Medical Services
- Special Operations – Hazardous Materials Response
- Training
- Fire Prevention & Code Enforcement
- Public Education

## **Our Goals**

- Our number one priority is saving lives and protecting property.
- Prevent property damage and life safety hazards through prevention, inspections and community education.
- Train our personnel and our community to be ready for man-made and natural disasters
- Become more efficient and effective through the use of technology, bench marking, and always striving to keep costs at minimum.
- Be able to continue to provide same of level of service during economical downturn.

## **STRATEGIC GOALS FY 2015 - 2020**

### **Reaching out to our community through education.**

- Enhance Life Safety Education Programs
- Enhance Public Information Program
- Promote the image of the Southern Manatee Fire Rescue District
- Enhance District Web-site
- Hold monthly Town Hall Meetings
- Engage Firefighters and Officers in addressing the Public
- Develop annual Fire Prevention Open House
- Conduct Media day

### **Developing our employees and our organization.**

- Pursue Succession Planning
- Develop and retain new employees and volunteers
- Develop an Officer Development program
- Investigate Apprenticeship Program
- Review / refine internal and external communications
- Review / refine policies, procedures, directives, SOP's
- Develop Training missions

### **Enhance the utilization of technology throughout the Fire District.**

- Enhance District Web-site for public access
- Investigate software programs for more transparency for the public
- Investigate data from FFIRS and CAD being linked to GIS mapping
- Investigate mobile data terminals with vehicle locators (MDT's/AVL)

### **Deployment of resources effectively.**

- Review deployment and staffing guidelines
- Address chronic false fire alarms / nuisance calls
- Enhance mutual and automatic aid
- Identify and plot incidents by grids

### **Development of a Level of Service Plan.**

- Identify staffing goal(s)
- Expand service delivery
- Expand service missions

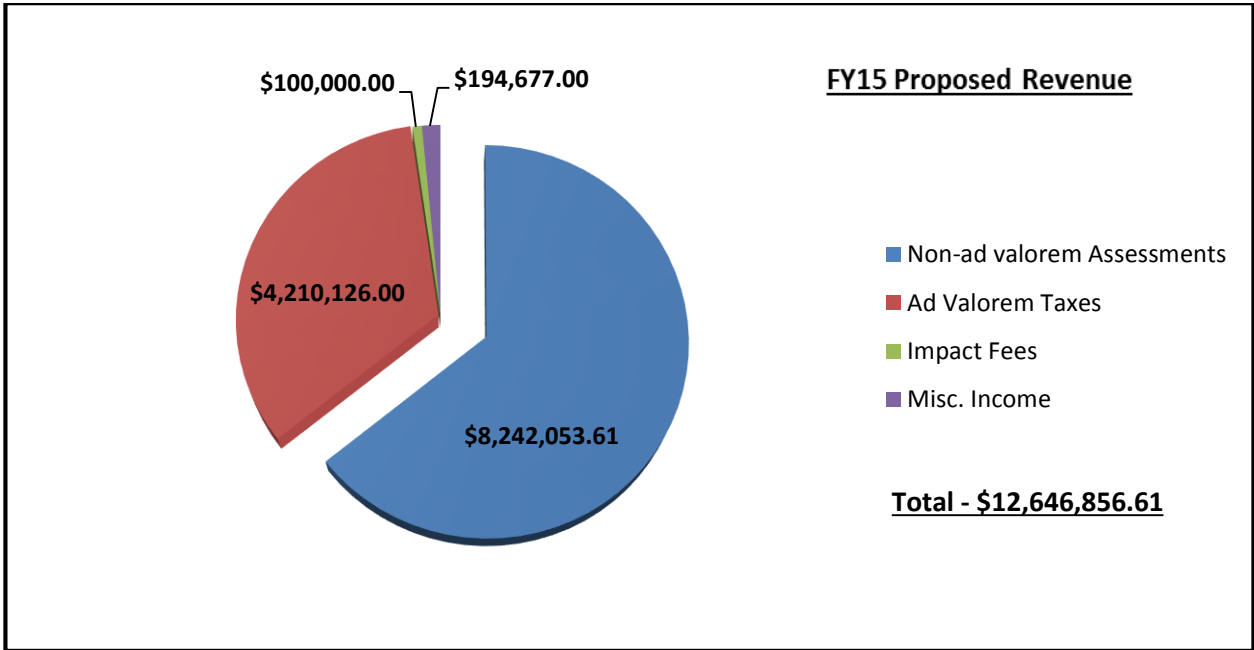
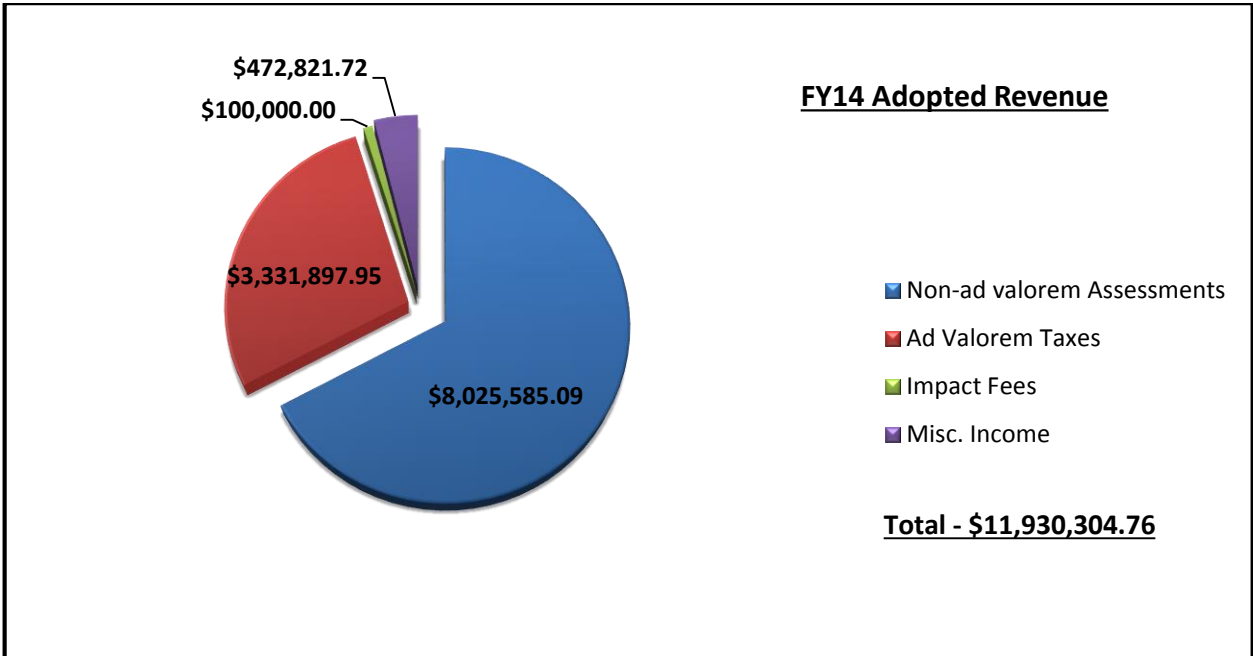
### **Develop Long Range Financial Plan and other revenue opportunities.**

- Project revenues and expenditures out to 2019
- Identify ways to operate more efficiently
- Update current assessment methodology
- Update current fire impact methodology
- Update False Fire Alarm / nuisance call fees

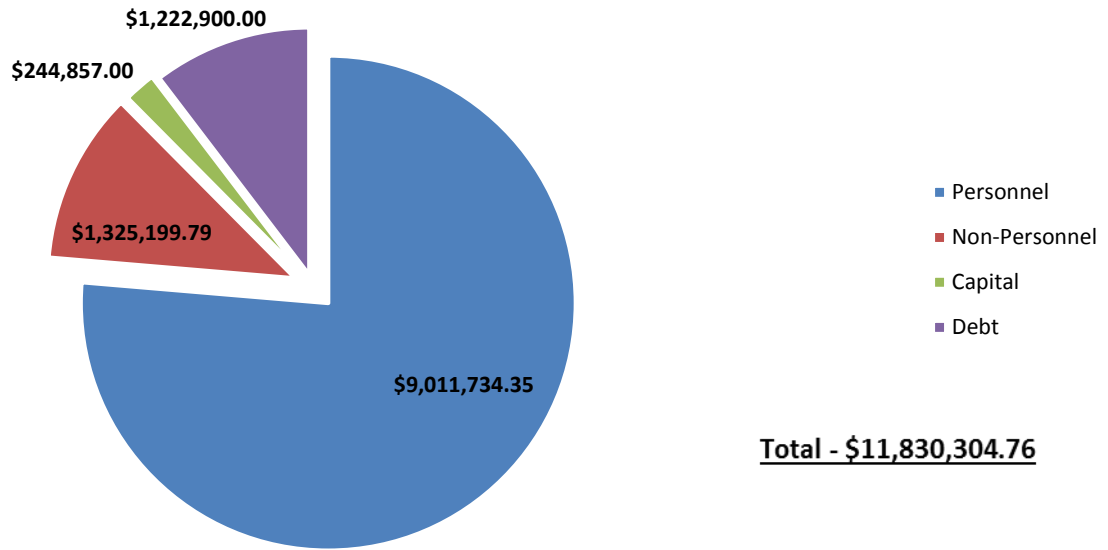
- Enhance Fire Inspection Fees
- Explore Grants
- Identify other revenue opportunities
- Monitor State Legislation that would impact Special District's
- Surtax
- Develop capital replacement program for fire stations, apparatus and major equipment.
- Identify major equipment
- Identify life spans of fire stations, apparatus, and major equipment
- Develop funding mechanism that would support replacement of this equipment through the capital replacement program.
- Develop station preventative maintenance program (painting, furniture, carpet, appliances, A/C, etc.)
- Enhance web-site and public information about budget and revenue to dispel rumors and perception.

**Governance and Administration.**

- Enhance the quality of the District through an organized system of planning, staffing, directing, coordinating, budgeting, and evaluation.
- Develop and maintain relationships that demonstrate public responsibility and good citizenship that will, among other things, help anticipate public concerns related to the services and operations of the District.
- Provide leadership that projects a culture of continuous evaluation and improvement.
- Evaluate and modify if necessary, the goals and objectives of the Strategic Plan to ensure that they are current and consistent with the Mission and Vision of the District.
- Develop key performance measures to compare projected performance with actual performance and that of industry benchmarks.



**FY14 Adopted Expenditure**



**FY15 Proposed Expenditure**

