

SOUTHERN MANATEE FIRE RESCUE DISTRICT



Strategic/Business Plan

FY 2015 – 2020

Developed by:
All the Members of the Southern Manatee Fire Rescue District

Table of Contents

Executive Summary	Page 3
Mission, Vision, Values	Page 4-6
Organizational Charts	Page 7-10
Purpose	Page 11
Services Provided & Goals	Page 12
Strategic Goals	Page 13-14
Strengths, Weaknesses, Opportunities And Threats (SWOT) Analysis	Page 15-19
Strategic Goals/Objectives	Page 20-33
Performance Measures	Page 34-35
Scorecard	Page 36

Executive Summary

The Southern Manatee Fire Rescue District is pleased to present the 2015-2020 Strategic Plan. The Southern Manatee Fire Rescue District developed this Strategic 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.

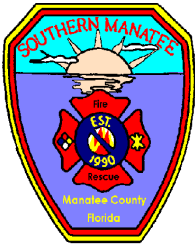
Our Strategic Plan provides a clear and concise overview of the most recently adopted organizational goals and objectives, budgetary commitments, mission statement and assessment of organizational activity. It addresses Fire District expansion, in an attempt to keep pace with growth in our community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

Our Strategic Plan outlines 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 82 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 Strategic Plan includes project and program recommendations, including new fire stations, additional staffing, 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.

Our Strategic Plan provides a detailed roadmap into the future. It is a living, working document and a tool to be used at all levels of the organization. Constant evaluation of outcomes is critical to determining the success of the organization's efforts and direction. Utilizing this strategic plan as a guide, we will ensure the District has the skill, equipment and resources to resolve the community's emergency and preparedness needs.

*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.

Leadership, 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.

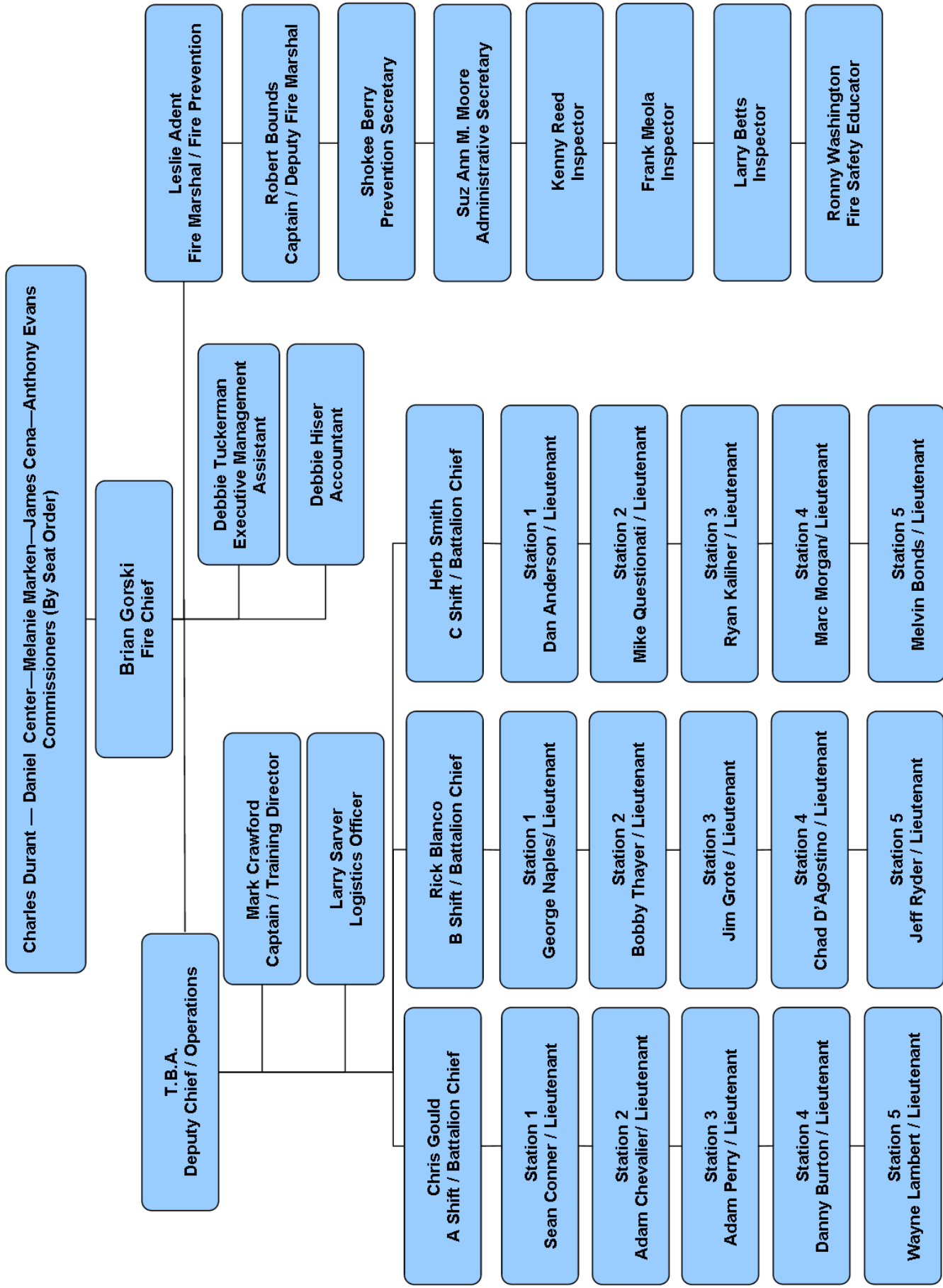
Professionalism and Dedication – Providing service with a high standard of ethics, behavior and competence.

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

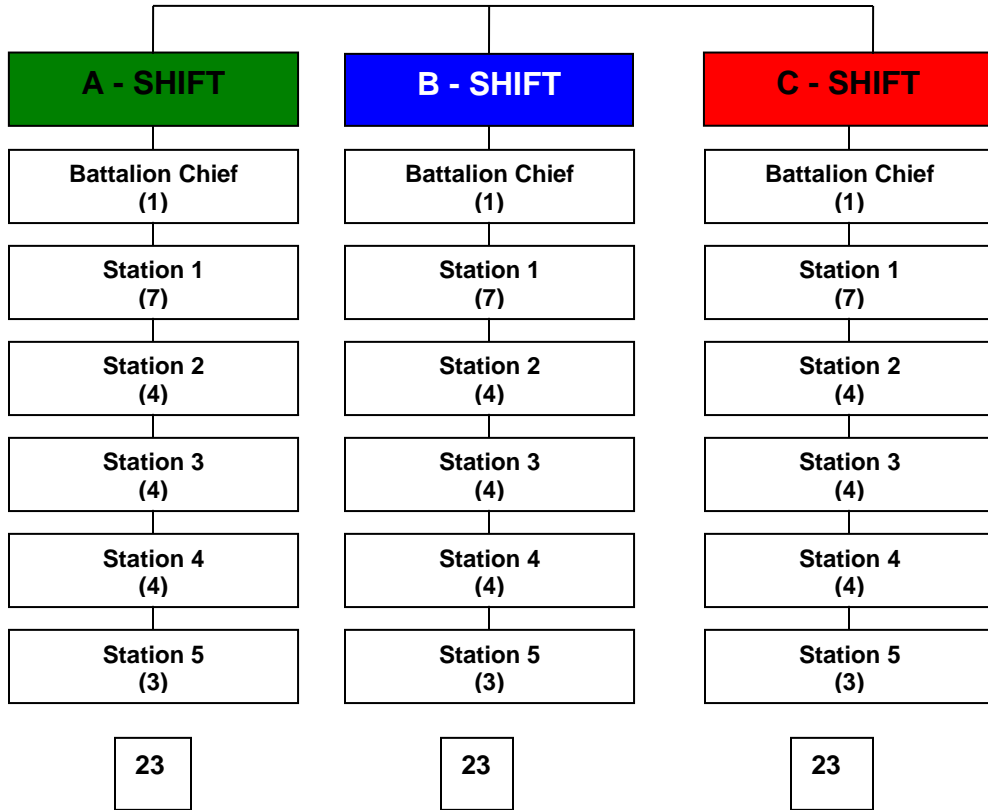
Readiness and Motivated – We value preparedness, training and education, safety and wellness, dedication and an understanding that lives are more valuable than property.

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

Southern Manatee Fire & Rescue Organizational Chart



Fire-Rescue Division



Fire-Rescue Apparatus

Station 1

Engine 311 – 2010 Pierce Contender Class A Pumper, 1500 GPM, 750 Gallon Tank

Engine 313 – 2004 Pierce 65' Aerial Class A Pumper, 1500 GPM, 750 Gallon Tank

Battalion 3 – 2008 Yukon XL, Command Vehicle

Reserve Battalion – 2004 Yukon XL, Command Vehicle

Station 2

Engine 321 – 2010 Pierce Contender Class A Pumper, 1500 GPM, 750 Gallon Tank

Reserve Engine 322 – 2001 Pierce Dash Class A Pumper, 1500 GPM, 750 Gallon Tank

Station 3

Engine 331 - 2004 Pierce Quantum Class A Pumper, 1500 GPM, 750 Gallon Tank

Reserve Engine 332 – 1999 Pierce Dash Class A Pumper, 1500 GPM, 750 Gallon Tank

Station 4

Engine 343 – 2004 Pierce 65' Aerial Class A Pumper, 1500 GPM, 750 Gallon Tank

Pub-Ed Safety House – 2003 Public Education Safety House

Station 5

Engine 351 – 2004 Pierce Quantum Class A Pumper, 1500 GPM, 750 Gallon Tank

Staff & Support Vehicles

Fire Chief – 2007 Yukon SLT

Deputy Chief – 2004 Yukon

Training Captain – 2007 Yukon SLT

Fire Marshal – 2004 Yukon

Deputy Fire Marshal – 2004 Envoy

Inspector - 2004 Envoy

Inspector – 2004 Envoy

Inspector – 2004 Envoy

Maintenance – 2007 Sierra

Safety House Tow Vehicle – 2003 Sierra

Reserve Staff Vehicle – 2004 Yukon

Support Trailer (Rehab)

Purpose of the Strategic / Business Plan

The Southern Manatee Fire Rescue District developed this Strategic Plan for the purpose of providing a living document that clearly outlines the Fire District's structure, goals and direction for the continuous improvement of service delivery to the citizens that we serve.

Our Strategic 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.

This Strategic Plan provides a detailed roadmap into the future. It is a living, working document, and a tool to be used at all levels of the organization. Constant evaluation of outcomes is critical to determining the success of the organization's efforts and direction.

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
- 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 an economic 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 2020

- 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 Grant opportunities
- 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.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The SWOT Analysis required Southern Manatee Fire Rescue District to look candidly at its strengths and weaknesses and to identify opportunities and threats facing the District. Time was spent analyzing these internal and external issues facing our organization, and then focused on those issues considered most critical to its effectiveness and welfare. Strengths and weakness are usually internal, where as opportunities and threats are usually external.

Strengths

It is important for any organization to identify its strengths in order to assure it is capable of providing the services requested by its customers and to ensure strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the business or service delivery should be seriously reviewed to evaluate the rate of return on precious staff time. Through a consensus process, the strengths of Southern Manatee Fire Rescue District were identified.

Staffing	Volunteer Program
Employee turn-over low	Desire to improve/achieve
Uniformity across shifts	Health & Wellness
Public Educational Programs	Employee participation
New Equipment, Apparatus, Facilities	Community Support
Revenue <i>i.e.</i> , - Ad Valorem	Internal Communications
Training	Teamwork
Leadership Management / Labor	Quality Workforce
Employee Benefits	Fiscally Sound
Service Delivery	Customer focused

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall problems, it is unusual for the organization to be able to identify and deal with these issues effectively on its own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or not at all. These areas of needed enhancements are not the same as threats, but rather those day-to-day issues and concerns that may slow or inhibit progress.

Communications (internal & external)	Out-dated policies
Radio System	Apparatus specialization
Media relations	Radio communications
Community relations	Haz-mat funding
Salary design & ranges or lack of	Lack of promotional system
Lack of succession planning	
Use of technology and/or limited	
Practical hands-on training	
Unified Training	
Agency relations / cooperation	
Language barriers	

Opportunities

The opportunities for an organization depend on the identification of strengths and weakness and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities, both inside and beyond the traditional service area.

Technology	Inter-agency relations
Communicate budget	Fire-Pro enhancements
Community awareness and involvement	Language barriers
Alternative revenue opportunities	Employee satisfaction survey
Community partnerships	Create after the fire program
Media relations	Morale
Pursue grants	Dept. ranking structure
Training	Create Replacement Programs
Expansion of Services provided (i.e. – Spec. Ops. Haz-mat, EMS)	
Enhancement of Web-site for keeping the public informed	

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified. By recognizing possible threats, and organization can greatly reduce the potential for loss.

Decreased revenue	Lack of succession planning
-------------------	-----------------------------

Economy downturn
Budget deficits
Natural and manmade disasters
Community growth vs. F.D. growth
Legislation
Lack of communication / transparency
Consolidation
Annexation
Reduced staffing

Federal/State Mandates
Pension Reform
Health Insurance Reform
Social Media
Downside of technology
Complacency
Media relations
Lack of planning

SWOT Analysis

1. Exceptional Customer Service

Strengths – Actively engage Public for feedback through surveys, Public Relations, Training, Website, Leadership of Department, Employee attitudes

Weaknesses – Staffing, Funding

Opportunities – Engage Firefighters and Officers in addressing the Public

Threats – Funding, Public perception

2. Operational Excellence

Strengths – Training, Cooperative agency relationships, Mutual / Automatic Aid, Leadership and Management

Weaknesses – Lack of staffing, lack of funding

Opportunities – Mentoring program, technical advancement

Threats – Funding, consolidation, lack of staffing

3. Financial – Operate Efficiently

Strengths – Non-ad valorem funding, low debt, creative and alternative revenue, IAFF relationship

Weaknesses – Economy, public perception related to funding, unforeseen costs and uncontrollable costs

Opportunities – Grants, Leases, Training Income, Fee's & Fines

Threats – Depressed economy, State Influence on Special Districts, unforeseen costs and uncontrollable costs

4. Training & Competency

Strengths – Employees willingness to train

Weaknesses – None identified

Opportunities – Expand training throughout area

Threats – Competition from other facilities, lack of students, economy

5. Programs (Public Education & Prevention)

Strengths – Safety focused, #1 priority for District, employee's, innovative

Weaknesses – Lack of funding

Opportunities – Grants, sponsorships, partners, fee's for inspections

Threats – Lack of funding,

6. Utilization of Technology

Strengths – Surplus equipment, gained efficiencies

Weaknesses – Employee and Commissioner usage, knowledge

Opportunities – Surplus equipment, become more effective and efficient

Threats – Lack of funding, constant evolution of changing technology

7. **Governance and Administration**

Strengths – Information sharing, Knowledgeable Chief, IAFF relations, Commissioners willing to learn

Weaknesses – Staffing, Technology, Sunshine Laws, Funding

Opportunities – New Technology, Keeping more informed of all governmental issues (State & Local)

Threats – State involvement in Special Districts, economy, Future bad leadership, new laws that District has to implement, consolidation

8. **Physical Resources & Facilities**

Strengths – maintains all assets

Weaknesses – No real replacement program for apparatus & equipment

Opportunities – Grants, create replacement program for vehicles, equipment, and facilities, create maintenance program for facilities

Threats – lack of funding, new NFPA standard requirements, hurricanes

Strategic Goal #1: Reaching out to our Community through Education

The Southern Manatee Fire Rescue District exists to serve and protect the citizens of our community. The Fire District is an integral part of local government because often we are the first interaction that citizens have ever had with their government. We want this contact to be positive and we have developed the following action items to support our mission and to enhance our relationship with our community.

Action item #1: Enhance Life Safety Education Programs. Public Education is one of the most cost effective methods to prevent the occurrence of emergencies and to limit the impact of emergencies when they do occur. Through the effective use of public education, we are able to involve individual community members in our mission in a direct and personal manner. The following steps have been identified to enhance our Public Education Program:

Fiscal Year: On-going **Team:** Everyone **Cost:** _____

- Define the scope of the Public Education Program to ensure consistency throughout the program and in our presentations to the public.
- Define the education and training to be provided and how to best provide those services including:
 - Method of delivery (including multi-language)
 - Develop/update written lesson plans
 - Train all staff to deliver presentations in a similar fashion
 - Review available incident data and perform a risk reduction analysis and needs assessment for public safety education
 - Develop an evaluation mechanism to measure public safety education effectiveness.
 - Determine and secure necessary resources to ensure successful presentations
- Increase use of line personnel in the delivery of community programs.
- Increase the frequency of Public Safety Announcements and issue immediately after a major incident on cause, if available, and on prevention information.
- Conduct more community meetings with line personnel.
- Determine if the school programs are effective and improve on the delivery of this program in the school system.
- Develop a catalog on the topics of all public education classes/programs performed by the Fire District, i.e. CERT.

Action item #2: Enhance Public Information Program. The Fire District needs to keep the public informed about what is happening within the District as well as major incidents that may be occurring. The media will be informed when possible to keep them up to date on these items. The following steps have been identified for this action item:

Fiscal Year: On-going **Work in Progress – Almost Completed**

- Inform all media outlets about the following events:
 - Major incidents including fires, special operations-hazardous materials, major EMS incidents such as MCI's.
 - Multi-company multi-agency drills and other types of training.
 - Promotions, awards and citizen recognitions/awards.
 - Annual run statistics.
 - Major grant awards.
- Utilize all forms of media to deliver our messages and to inform them of immediate and on-going events. Information should be delivered through press releases, face to face interviews, emails, or other acceptable forms, also include pictures or film clips.
 - Television
 - Manatee County and Sarasota County Government TV
 - Newspaper (all types and all area editions)
 - Radio
 - Pelican Press, Observer and magazines
 - Websites
 - Florida Fire Chiefs Association (FFCA) monthly publication.
 - Homeowner Associations (HOA) web-sites and newsletters.
- Develop and conduct a one (1) day Media day for all members of the media.

Action item #3: Promote the Southern Manatee Fire Rescue District. To become more transparent and educate the public about the services we provide, we should take a proactive approach to better promote the Fire District to our community. The following steps have been identified for this action item:

Fiscal Year: On-going **Team:** _____ **Cost:** _____

- Enhance our website.
- Revise/update and distribute District brochure.
- Develop and train everyone on our key messages.
- Develop a Citizen Academy.
- Be more involved in community programs.

- Partner with other agencies and other governments.
- Enhance our Year End / Annual Report for citizens, agencies and our other government entities.
- Participate in homeowner association meetings.

Action item #4: Enhance the Southern Manatee Fire Rescue District website. Enhancing the website will provide timely and vital information to district personnel, other government agencies, and the community. Our website should be user friendly. The following steps have been identified for this action item:

Fiscal Year: On-going ***Work in Progress – Almost Completed***

- In addition to Florida Statute requirements, at a minimum the website should include:
 - Southern Manatee Fire Rescue District Vision Statement.
 - Southern Manatee Fire Rescue District Mission Statement.
 - Southern Manatee Fire Rescue District Values.
 - Southern Manatee Fire Rescue Strategic/Business Plan.
 - Summary of the Fire-Rescue Budget and Capital Projects for past three years.
 - Current budget (Summary & Detail)
 - Customer Satisfaction Survey Results.
 - Performance measure results.
 - Special Event information.
 - Insurance Service Office (ISO) rating.
 - Fire District contacts (phone number / email).
 - Fire District assessment rates and user fees (all).
 - Messages from Fire Chief, safety messages, wellness messages, newsletter.
 - List of the programs and services we offer and contact name and number for seeking additional information.
 - List of Fire Station locations (GIS map) with fire hydrant layer if possible.
 - Photos of stations, apparatus, training events, recent promotions, awards, grants, action shots, etc.
 - QSA's about employment.
 - Audits
 - Pension Information
 - Commissioner meeting dates/time, minutes and any Board items.
 - IAFF Agreement
 - Links to Volunteer website and others
 - Child car safety sit information

Strategic Goal #2: Developing our employees and our organization.

We believe that to best serve our community, we must invest in our employees and our District. We strive to have the best trained personnel, the finest equipment and apparatus and a healthy organization. To this end, we have developed the following action items to ensure our Fire District continues to provide the highest possible level of service to our community.

Action item #1: Pursue Succession Planning. For the Fire District to be the most successful, it must always be prepared to replace members within its rank structure. Good succession planning will help minimize this impact. The following steps have been identified for this action item:

Fiscal Year: 2015 **Team:** _____ **Cost:** _____

- Develop a list of employees expecting to retire within the next four (4) years.
- Develop and conduct a Training Needs Assessment.
- Refine recurring schedules for all promotional exams.
- Aggressively anticipate vacancies and attempt to always have a current list of eligible individuals available.
- Identify any key position(s) in which the selection of a replacement should occur in advance of the intended vacancy.
- Develop job descriptions for each position within the Fire District.
- Develop minimum qualifications and course work for each ranked position within the Fire District.
- Develop a mentor program for each ranked position within the Fire District.

Action item #2: The Fire District recognizes the need to develop and retain existing and new employees in order to prepare them for their career within this organization. The following steps have been identified to support this action item:

Fiscal Year: 2015 **Team:** _____ **Cost:** _____

- Research new on-line Fire and EMS continuing educational programs to meet State of Florida Con. Ed. requirements.
- Research the implementation of a fire apprenticeship program within the District.

Action item #3: Develop an Officer Development program for all Fire Department Officers to enhance their skills and leadership abilities.

Fiscal Year: 2016 **Team:** _____ **Cost:** _____

- Develop a mentor program for newly promoted officers.
- Develop an inventory listing of resources that Southern Manatee Fire Rescue District can offer to its new and existing Officers to enhance their skills, knowledge and leadership abilities.

Action item #4: Review and refine communication mechanisms. Effective communications is essential in all phases of our operation. We should review and refine our approach to the use of communication mechanisms to maximize their benefit. The following steps have been identified for this action item:

Fiscal Year: On-going **Team:** _____ **Cost:** _____

- Email:
 - Develop and provide training for those who are less comfortable with the use of computers, programs, & email.
 - Develop policy on the use of email and District computers.
 - Develop and provide continuing training on the Fire District's computer software at the worksite at least annually or anytime an upgrade is performed.
 - Develop / enhance the use of an electronic calendar to track schedules of personnel and events that is accessible to the Fire Stations.
- Formal meetings:
 - Publish agendas in advance for all formal meetings
 - Ensure that meetings that require minutes reach all members of this department, *i.e.*, Training and Safety Committee.
 - Ensure managers and supervisors communicate information from meetings to appropriate staff.
 - Utilize mandatory meetings to inform all staff of major issues or changes.
- Official communications:
 - Define the various types of official communications, the required chain of approval for each type, and the level of compliance compelled by each type of communication.
 - Ensure that each communication identifies, if appropriate, the duration for which the information is applicable.

- Announcement of Promotions and Special Assignments. Ensure the individuals involved are personally notified before announcement is made throughout the District.
- Ensure all communications are timely, clearly establish timelines and expectations and are distributed to all involved staff.
- Explore live meeting concept from desktop computers.

Action item #6: Review Policies, Procedures, Directives, Standard Operating Procedures and Protocols. The Fire District recognizes the need to update Policies, Procedures, Directives, Standard Operating Procedures and Protocols to reflect how we handle incidents. These items should be reviewed and published and all personnel should be updated on any changes made to these documents. The following steps have been identified to support this action item:

Fiscal Year: On-going

Work in Progress – Almost Completed

- Update Policy and Procedures, Directives to reflect current conditions and best practices.
 - Identify personnel to oversee this process.
 - Organize and define topics.
 - Maintain consistent style and format.
 - Add District Slogan to the bottom of each of these documents.
 - Fire Chief reviews and approves all additions and revisions.
- Update Standard Operating Procedures and Protocols
 - Identify personnel to oversee this process.
 - Organize and define topics.
 - Add District Slogan to the bottom of each of these documents.
 - Fire Chief reviews and approves all additions and revisions.
- Develop distribution list and amounts

Strategic Goal #3: Enhance the utilization of technology throughout the Fire District.

The Fire District has identified a need to improve computer technology, the collection of data, consolidation of data, sharing of data, and the easy retrieval of data for reporting. The following steps have been identified to support this action item:

Action item #1: The Fire District recognizes the need to develop a replacement program for its computer hardware and software to improve the efficiency and effectiveness of all aspects of the District's operations.

Fiscal Year: On-going

Completed

- Identify the number and types of computers, including file servers being utilized and for what purposes.
- Implement software for scheduling and payroll.
- Develop a computer replacement program.

Action item #2: The Department recognizes the need to utilize FFIRS in electronic format in order to provide real time documentation. The following steps have been identified to support this action item:

Fiscal Year: 2017 **Team:** _____ **Cost:** _____

- Explore utilizing paperless reporting system for incident reporting through the use of laptop computers assigned to apparatus.
- Implement wireless / air cards to support laptops/pads during their use for incident reporting.
- Investigate data from FFIRS and CAD being linked to GIS mapping.
- Investigate NFIRS 5 Alive software for use by the Southern Manatee Fire Rescue District.

Action item #3: Investigate and install mobile data terminals with automatic vehicle locators (MDT's/AVL) for day to day operations and for dispatching closest unit(s) to emergencies. The following steps have been identified to support this action item:

Fiscal Year: 2017 **Team:** _____ **Cost:** _____

- Obtain surplus Mobile Data Terminal from Manatee County Sheriff's Office.
- Investigate software and hardware needs for Mobile Data Terminals through Manatee County Information Technology Department.
- Investigation air cards for apparatus laptops. Air cards will be able to connect to Dispatch CAD to provide dispatch information, map and AVL features.

Action item #4: The Fire District recognizes the benefits in utilizing technology for Fire and EMS Operations by identifying closest unit(s) response to emergencies.

Fiscal Year: 2018 **Team:** _____ **Cost:** _____

- Maximize the use of technology (AVL and GIS) to enhance response times.
- Develop system to assess technology to meet changing departmental needs.

Strategic Goal #4: Deploy our resources effectively.

It is important to periodically review deployment and staffing guidelines to ensure that personnel are used in the most cost-effective manner and that procedures are producing the desired results.

Action item #1: The District currently responds to every call for service. While this level of response is coveted, it may not be the most appropriate use of Fire District resources. To ensure the most effective strategies are used, the following steps have been identified for this action item:

Fiscal Year: 2015

Work in Progress – Almost Completed

- Revise / update Fire Code Ordinance.
- Revise /update Fire Prevention User Fee Resolution.
- Investigate false alarm responses to determine if policy is effective in reducing false alarm responses.
- Identify alternative responses to chronic false alarms and nuisance calls.
- Review Priority Dispatch concepts and procedures with all personnel so they fully understand its intent.
- Review and consider modifications to how we respond to certain calls that may not require our services or fit our mission.
- Review safety issues created by our response strategies.
- Research automatic aid with other agencies to ensure closest and appropriate response of emergency apparatus and initiate formal written agreements.

Strategic Goal #5: Develop Level of Service Plan.

The Fire District needs to develop a Level of Service Plan that clearly outlines current and anticipated services provided, current and future staffing of apparatus and current and future deployment of Fire Stations in order to continue to meet the current and future demands of the District.

Action item #1: Create a Level of Service Plan for the Southern Manatee Fire Rescue District that contains at a minimum Fire Station deployment of new and existing Fire Stations, minimum staffing of apparatus and new services to be provided by the District.

Fiscal Year: 2017 **Team:** _____ **Cost:** _____

- Level of Service Plan should include Community Outcomes.
 - Expected Customer Service
 - Saving Lives and Protecting Property
 - Improve Health and Safety
 - Fiscal Efficiencies
- Fire Station Deployment.
 - New Fire Stations
 - Existing Fire Stations
 - Temporary facilities
- Staffing of apparatus.
 - NFPA 1710
 - F.S. 633 (2 in / 2 out Safety Rule)
 - Insurance Service Office
 - ICMA
- Reasonable ISO Rating.
 - Current ISO Rating
 - Establish ISO Rating goal
- Equivalencies or alternatives.
 - Investigate adoption of codes/ordinances to require sprinklers in all residential and non-residential buildings.
 - Investigate adoption of Fire Resistive Construction in all types of buildings (NFPA 5000).

Strategic Goal #6: Improve our existing and future Infrastructure.

Existing and future infrastructure for the Southern Manatee Fire Rescue District should be part of a long-range plan to ensure it supports our mission.

A Capital Improvement Plan outlines a replacement schedule for new and existing Fire Stations and our Level of Service Plan outlines new Fire Stations as well as the establishment of temporary Fire Stations until the permanent Fire Station(s) can be built.

Action item #1: The Southern Manatee Fire Rescue District needs to complete a Master Facilities study of all existing Fire Stations. The following steps have been identified for this action item:

Fiscal Year: On-going

Completed

- Create Master Facilities Plan.
- Create Capital Improvement Plan based off of Master Facilities Plan.
- Review and update funding strategy.
- Review and update total costs and ensure temporary housing costs are included for existing Fire Stations.
- Review and update site location maps.

Action item #2: The Southern Manatee Fire Rescue District needs to develop a preventative maintenance schedule of all existing Fire Stations. The following steps have been identified for this action item:

Fiscal Year: On-going

Completed

- Create preventative maintenance schedule for all existing Fire Stations. At a minimum this schedule should include the following:
 - Interior painting
 - Exterior painting
 - Carpet cleaning and replacement
 - HVAC replacement
 - Appliance replacement
 - Furniture replacement
 - Landscape
- Establish timelines for this maintenance.
- Establish funding strategy.

Action item #3: The Southern Manatee Fire Rescue District needs to develop a vehicle replacement program for all existing apparatus. The following steps have been identified for this action item:

Fiscal Year: On-going

Completed

- Create or designate fund for apparatus replacement program.
- Apparatus purchase price.
- Determine apparatus life expectancy.
- Current age of apparatus and annual maintenance cost.
- Determine expected annual cost increase.

- Determine rate of return on investment, how much interest will the District earn on the money deposited in this fund.
- Determine trade-value of apparatus vs. sale of apparatus.

Action item #4: The Southern Manatee Fire Rescue District needs to develop a replacement program for major equipment such as SCBA, Fire Safety Gear, and extrication equipment. The following steps have been identified for this action item:

Fiscal Year: 2014 **Team:** _____ **Cost:** _____

- Identify / define major equipment.
- Identify life expectancy of equipment.
- Develop replacement program for major equipment.
- Create or designate fund for major equipment replacement program.
- Identify equipment costs.
- Current age of equipment and annual maintenance cost.
- Determine expected annual cost increase.
- Determine rate of return on investment, how much interest will the District earn on the money deposited in this fund.
- Develop system to surplus equipment for revenue to be used towards new equipment.

Strategic Goal #7: Develop a Long Range Financial Plan.

The Southern Manatee Fire Rescue District is funded through non-ad valorem assessments and ad valorem tax. This is the primary source of revenue for the District other than fire impact fees.

Under this system, new revenue is obtained through growth, by raising the assessment rates or by increase in property values. It is imperative that the District seeks alternative revenue sources to offset assessment and millage rate increases and to help fund major projects such as Fire Station construction, replacement of major equipment and apparatus purchasing.

All expenditures and all revenues will need to be projected out to 2020. These projections will need to include the cost of new full time employee's

(FTE's) as well as new Fire Stations coming on line, as well as any major equipment or apparatus replacements.

Additionally the District needs to comply with the new GASB 54 standard and develop a policy for the District as it relates to fund balance.

Action item #1: Develop a long range financial plan that projects expenditures and revenues out to 2020. The following steps have been identified for this action item:

Fiscal Year: 2015 **Team:** _____ **Cost:** _____

- Always look for ways to operate more efficiently.
- Determine all current and projected expenditures, including debt.
- Determine all current and projected revenues.
- Monitor new State legislation that would affect our revenue base.
- Review non-ad valorem data monthly.
- Explore alternative revenue sources.
- Update Fire Impact Fee Methodology every four (4) years.
- Develop a rate model for the projection of fire assessment rates based upon projected costs in the long range financial plan.
- Long range financial plan is to be reviewed monthly.

Action item #2: Develop fund balance policy in accordance to GASB #54. The following steps have been identified for this action item:

Fiscal Year: 2013 **Completed**

- Develop a policy for the District in accordance to the new GASB standard #54.
- Create a Resolution that designates unreserved fund balance for the following categories under the designations:
 - Restricted
 - Committed
 - Assigned
 - Unassigned
- Finalize dollar amounts for the new categories with top priority placed on the Assigned – “90 day operating”.
- Establish process to ensure end of year unspent dollars automatically will roll into these newly designated categories with the majority going into the 90 day Operating and Economic Uncertainty Reserve Fund.

Action item #3: Develop process to review and update fire assessment methodology on a two (2) year cycle. The following steps have been identified for this action item:

Fiscal Year: 2016 **Team:** _____ **Cost:** _____

- Develop methodology for fire assessments that is fair to all rate payers.
- Assessment rates established should be sufficient to fund Fire District operations for at least three or more years without a rate increase.

Action item #4: Develop process to review and update fire impact fees. The following steps have been identified for this action item:

Fiscal Year: 2016 **Team:** _____ **Cost:** _____

- Develop a methodology for fire impact fees that fairly allocates cost to new construction and is comparable to the other Manatee County Fire District's Impact Fees.

Strategic Goal #8: Governance and Administration.

The Southern Manatee Fire Rescue District must exercise responsibility for the quality of the District through an organized system of planning, staffing, directing, coordinating, budgeting, and evaluation.

The Southern Manatee Fire Rescue District must be able to constantly communicate and deploy the District's values, performance expectations, and focus on creating and balancing the values for customers and other stakeholders.

The District must 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.

The leadership of the District must create and project a culture of continuous evaluation and improvement.

Action item #1: Identify and participate in or support community programs and/or associations that are aligned with the mission of the District.

Fiscal Year: On-going **Team:** _____ **Cost:** _____

Action item #2: Develop key performance measures to compare projected performance with actual performance and that of industry benchmarks (Best Practices).

Fiscal Year: On-going **Team:** _____ **Cost:** _____

Action item #3: Enhance transparency and relationships that demonstrate public responsibility and accountability.

Fiscal Year: On-going **Completed**

Measuring Performance

Neither the act of measuring performance nor the resulting data accomplishes anything itself; it is only when someone uses these measures in some way do they accomplish something.

You cannot measure a program without first clearly identifying the goals and purposes of that program, in other words the intended outcome. Goal statements are qualitative statements that typically generalize the intended outcome of a program in words rather than numbers. This is the first step in evaluating performance. The following outcomes were established for our goals:

- **Exceptional Customer Service**
 - Increase positive experience
- **Operational Excellence**
 - Increase % of Brush Fires contained in less than 12 hours
 - Reduce the # of fires per 1000 structures
 - Reduce the # of civilian deaths per 1000 structure fires
- **Employee Health & Safety**
 - Reduce # of work days lost per injury
- **Fiscal Efficiency**
 - Cost per Capita

Once intended goals are established, one must now identify the functions or actions that need to be taken in order to achieve this goal(s). In doing this, one must consider available resources – whether money, equipment or person-hours.

Performance measures are the quantitative or numerical representation of activities and resources that help evaluate whether the goal is met. The easiest and best way of applying quantitative performance measures to a qualitative goal statement is to specifically identify target rates or percentages for each goal (Target Goal).

Additionally, organizations should be comparing themselves (Benchmarking) to other fire departments and to nationally established Benchmarks.

The Southern Manatee Fire Rescue District has already established some goals and has been tracking data since 2002, and it is now ready to create measures in evaluating the District's performance in the following key areas:

- **Customer Service**
- **Operational Excellence (Savings Lives & Protecting Property)**
- **Employee Health & Safety**
- **Fiscal Efficiency**

The District will begin reporting data in these four (4) areas listed above on a quarterly basis by using a scorecard that will track and report performance. Green will indicate performance is on target, yellow will indicate performance for the quarter is below established goal, however YTD the performance is above goal, and red will indicate performance below establish goal, STOP and re-evaluate performance, goal and outcome and re-think strategy. With a yellow, it should cause us to look at the data, but **not to over react** since data will fluctuate.

Key Performance Measures

Response time by Station

Average Response Time of all Stations

% unit on scene call in 5 minutes or less

% first alarm on scene call in 9 minutes or less

of firefighters on first alarm response

Fire Customer Satisfaction

of Public Education/Prevention Programs

% of Brush Fires contained in less than 12 hours

of fires per 1000 structures

Cost per capita

of hours of fire training by ISO categories per FTE

of hours of EMS training by State Requirement per FTE

of hours lost (average) from WC injury

of employee recognitions

of commercial inspections

Reduce # of regulatory violations