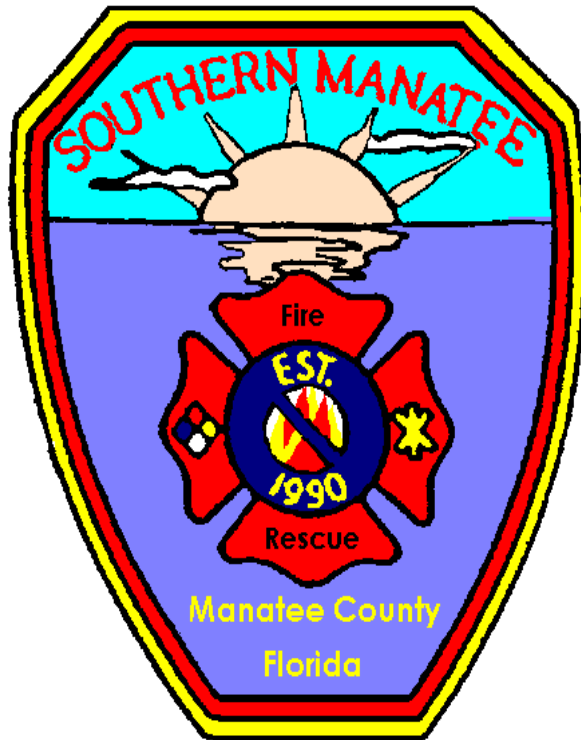


SOUTHERN MANATEE FIRE RESCUE DISTRICT



FY16 Proposed Financial Plan 10/1/2015 to 9/30/2016

Developed by:
Southern Manatee Fire Rescue District

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Executive Summary

The Southern Manatee Fire Rescue District is pleased to present the proposed FY16 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.

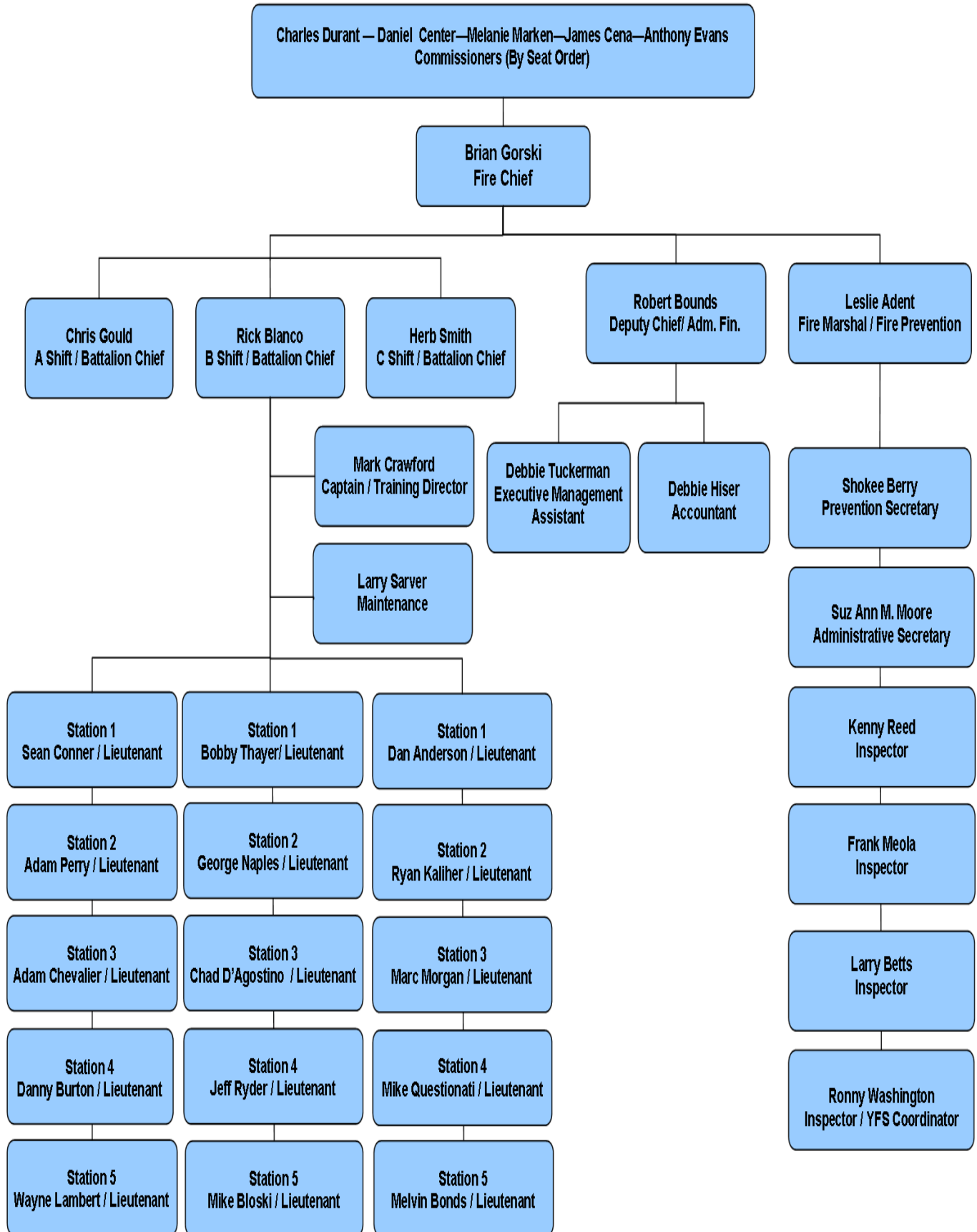
Accomplishments

- The District updated their Fire Prevention Ordinance in December 2014 that took effect on January 2, 2015.
- The District received two (2) Class A Engines to replace two of the oldest Engines in our fleet. We are to take delivery in February 2015.
- The District through the work and input of all employees updated their five (5) year strategic plan.
- For the past year the District through a committee has been updating, revising, deleting SOP's, Rules and Regulations, Position Descriptions and Directives. These have been placed into a new format and indexed for easy reference. Our Committee is now finalizing our stand – alone policies such as the Exposure Control Plan.
- In February 2015, the Manatee County Sheriff's Department donated their 1994 Freightliner that was specially designed for their Bomb Squad and our personnel converted this apparatus into our Hazardous Materials Response Vehicle. All the work in making this apparatus operational for Hazardous Materials Response was performed by our Personnel.
- 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.
- During 2014 the District began using Steven's and Stevens for document and record scanning, storage and disposal, at this point they are about 50% completed with their work.
- 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 replaced all of their self-contained breathing apparatus with the new Scott 2013 Standard Edition, which is the latest version. More than half of the District air bottles this year were at the end of their life span. Along with this purchase, the District also purchased SEMS II and the Pak Tracker for accountability and tracking of our personnel on the fire ground.

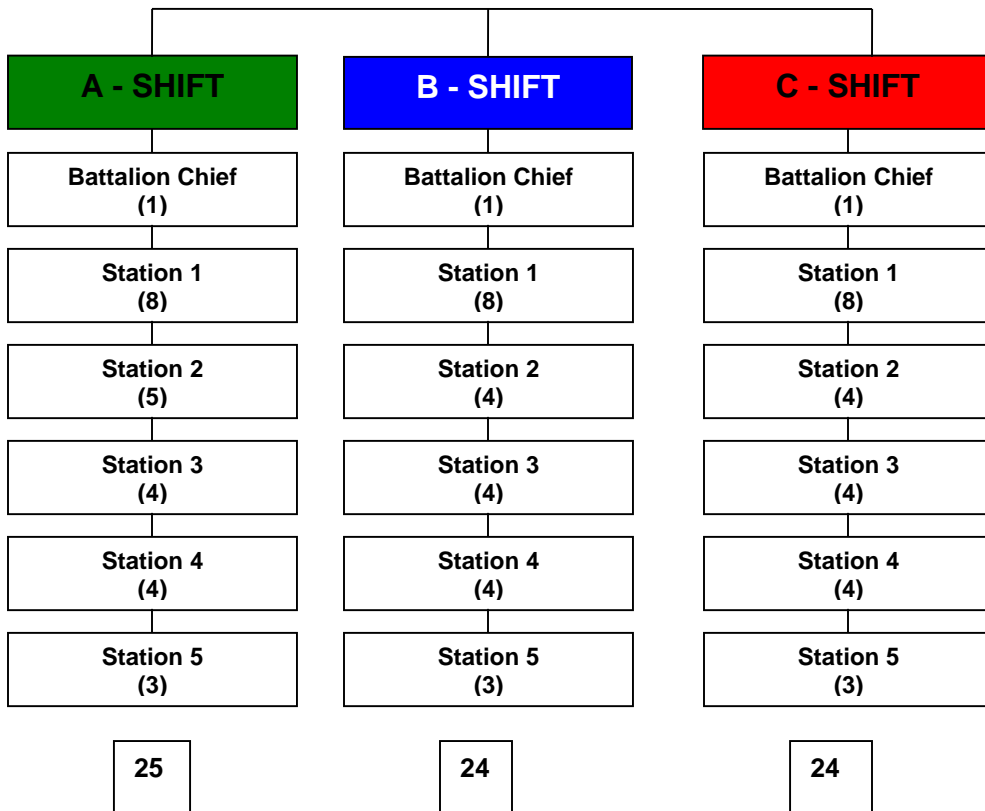
- The District also purchased the Quantifit Respirator Fit testing equipment for the proper fitting of air pack masks. This machine and software performs the various test and documents the results for each employee. This testing is required on all new employees as well as it is required to be performed annually on all employees. Our District is providing this required annual testing to other Fire Districts for a small fee per employee. This fee pays for the annual calibration/maintenance that is required.
- The District along with Manatee County EMS and the Manatee County Health Department in response to Ebola, wrote a response protocol and identified the appropriate level of protection and purchased these items for their employees.
- The District is now using Krono's-Telestaff software for scheduling of time off and for computing payroll. This is a fully automated paper-less system. With the implementation of this system it will increase efficiency, reduce errors and save the District money when it is fully implemented.
- We began a project for each Fire Station that would take their existing bunkroom, which was one large room with curtains or half partitions and compartmentalized each bunk with a door for privacy. Before doing this, there was no real privacy for our employees. During 2014 we completed Station 1 and Station 4 was completed in 2015, with the other Stations to follow.
- Purchased and placed in service high tech detection equipment for all types of chemicals (liquids, powders, gas, etc.). This equipment can identify any and all chemicals, provide a breakdown of its chemical properties and give immediate information to our Team on how to handle the substance safely.
- The District went out for bid for Professional Audit Services and for Insurance Services Broker. The next big RFP that we are working on now is for Banking Services. With our Professional Audit Services, the District reduced their cost by \$7,800 and now has a fixed cost for the next 3 years.
- The District became a member of the National Fire Team Testing & CPAT and did utilize this process in 2015 with the hiring of our five (5) new Firefighter/EMT's. The reason for the 5 hires, 3 of them were approved new positions and the other 2 were replacements for 2 retirements that occurred in 2015.

- With these retirements, one of them was a Lieutenant. The District held a promotional process exam for the position of Lieutenant and now has a list that it will use for one year for any other promotions.
- Both with the hiring and with the promotional process, Veterans Preference was utilized in accordance to Federal and State laws.
- The District implemented a new on-line training program, Target Solutions, for all personnel to complete fire, medical, hazardous materials, and other topics that meet ISO reporting requirements, State of Florida renewal requirements for EMT/Paramedic as well as some requirements for Fire Inspector/Investigator renewal. Employees are given monthly assignments to complete that provides reminder notifications as well as allowing us to assign additional training to a given topic. For example, EMT's completed basic cardiac module Paramedic's were assigned both the basic and advanced cardiac modules, with both being assigned additional training over all BLS protocols that pertained to this topic.
- The District passed with very high marks on their 69A-62 Compliance Inspection by the State of Florida, Safety & Health, Florida Division of State Fire Marshal Office. This program was adopted by law in 2014 and the inspection focused on all Florida Laws, Administration Codes, OSHA rules adopted by Florida, that pertain to Fire Departments, Firefighters, Safety, Training, Equipment, Apparatus, and Respiratory Fit Standards.

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 economic downturn.

STRATEGIC GOALS FY 2016 - 2021

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 / revise Training objectives for various Firefighter positions

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, response times by grids

Development of a Level of Service Plan.

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

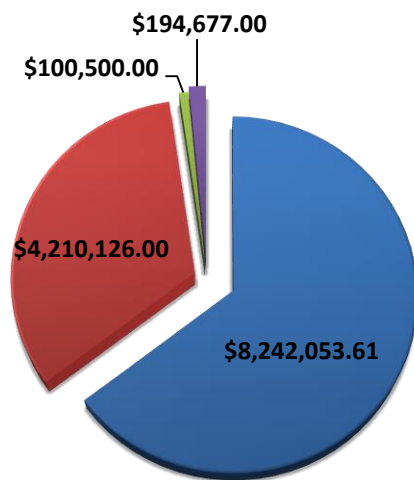
Develop Long Range Financial Plan and other revenue opportunities.

- Project revenues and expenditures out to 2021
- 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
- Identify services that bids should be issued on and the frequency
- Develop capital replacement program for fire stations, apparatus and major equipment.
- Identify and define 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.

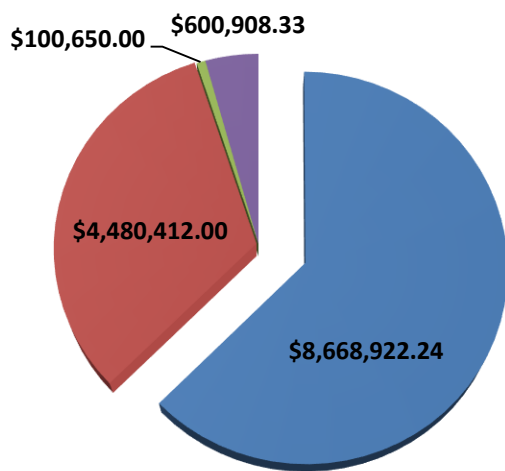
- Enhance the quality of the District through an organized system of planning, staffing, directing, coordinating, budgeting, and evaluation.
- Ensure District is in compliance with Special District Accountability Legislation
- Develop and maintain relationships that demonstrate public responsibility 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.



FY15 Adopted Revenue

- Non-ad valorem Assessments
- Ad Valorem Taxes
- Impact Fees
- Misc. Income

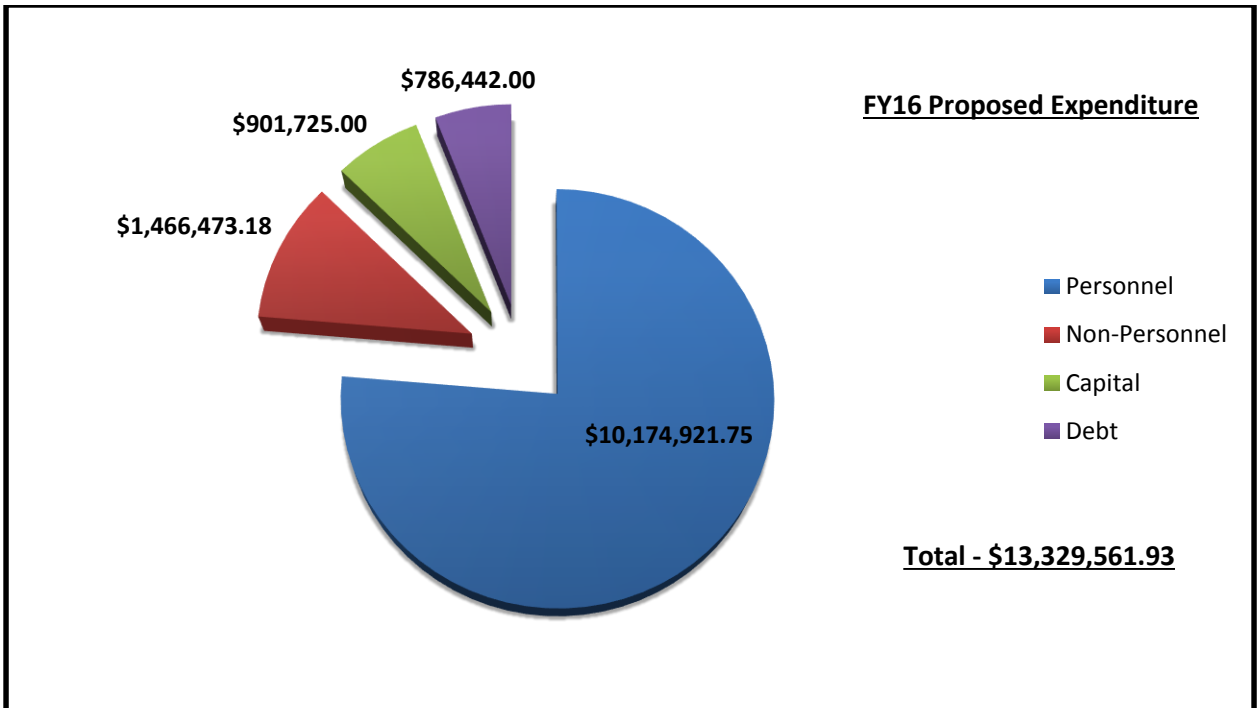
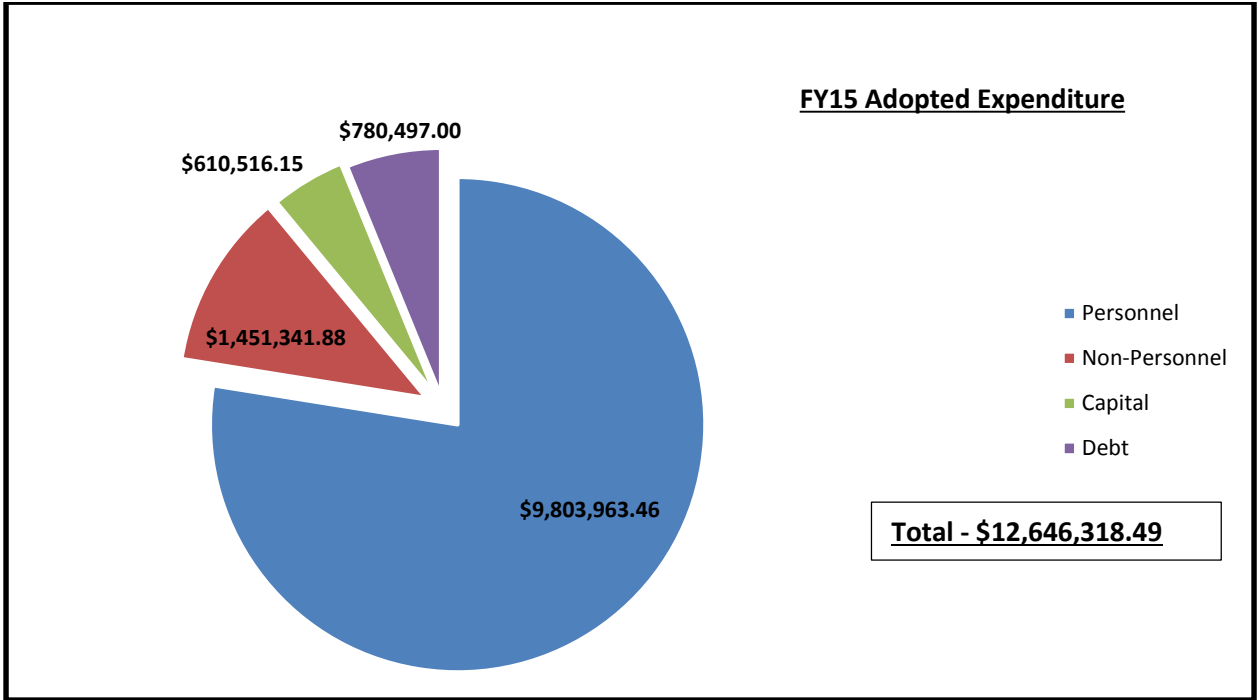
Total - \$12,747,356.61



FY16 Proposed Revenue

- Non-ad valorem Assessments
- Ad Valorem Taxes
- Impact Fees
- Misc. Income

Total - \$13,850,892.57



Southern Manatee Fire Rescue District

OUR MOTTO: *PRIDE THROUGH PERFORMANCE*

EXCEPTIONAL CUSTOMER SERVICE

↓ # Fire Customers Rate Service as Excellent or Outstanding
 (Timely Response, decrease property damage, concern & caring, help after the fire)
 YTD = 4.9
 Goal > 4

SAVING LIVES & PROTECTING PROPERTY

↑ % Cardiac Arrest Survival
 YTD = 39.2%
 Goal > 15%

↑ % Pts. Arrive Trauma Cntr < 1 hr.
 YTD = 100%
 Goal = 90%

↓ # Fires/1000 Structures
 YTD = .43
 Goal < 1.9

↓ # Civilian Fire Deaths/1000 Structures
 YTD = 0
 Goal 0

IMPROVE HEALTH & SAFETY

↓ Ave Lost Hours / Employee from W/C Injuries
 YTD = _____
 Goal > _____

FISCAL EFFICIENCY

% of Budget Expended by Quarter
 1st Qtr. = 22%
 2nd Qtr. = 48%
 3rd Qtr. = 76%
 4th Qtr. = ____ %

↓ Cost per Capita
 YTD = \$229.93

Green = All are Achieving, Yellow = Most are Achieving Red = Overall not Achieving