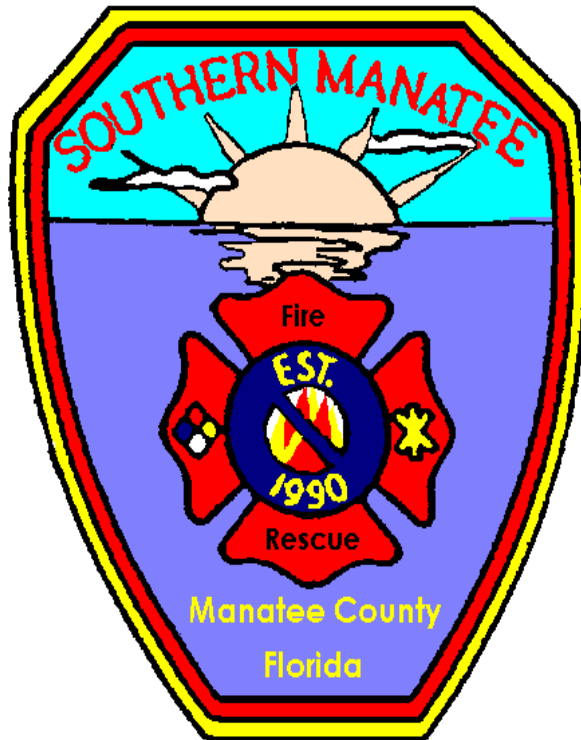


# **SOUTHERN MANATEE FIRE RESCUE DISTRICT**



## **Strategic/Business Plan**

**FY 2019 – 2024**

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

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## *Executive Summary*

*The Southern Manatee Fire Rescue District is pleased to present the 2019-2024 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 96 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.

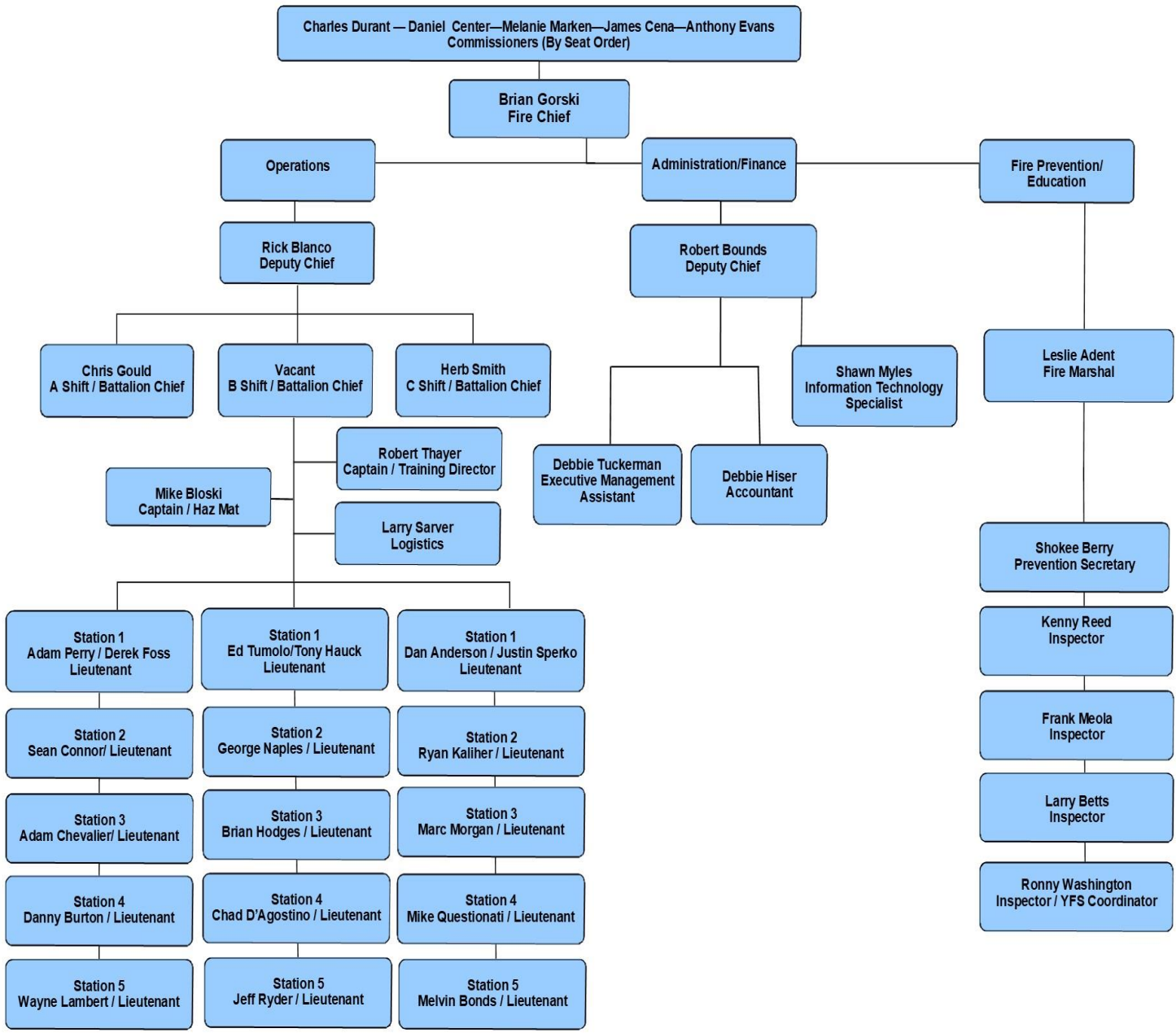
**Professionalism and Dedication** – Providing service with a high standard of ethics, behavior and competence.

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

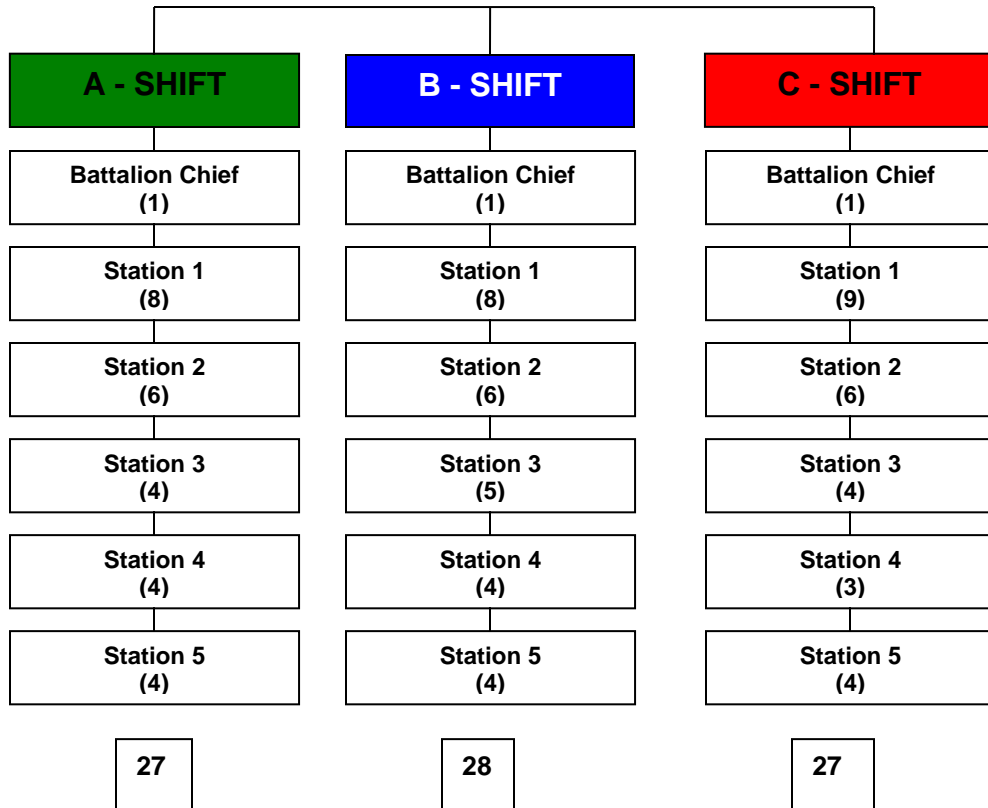
**Readiness and Motivated** – We value preparedness, training and education, safety and wellness, dedication and an understanding that lives are more valuable than property.

**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** – 2016 Pierce Impel, Class A Pumper, 1500 GPM, Class A Foam System, 750 Gallon Tank

**Engine 312** – 2015 Pierce Impel, Class A Pumper, 1500 GPM, Class A Foam System, 750 Gallon Tank

**Battalion 3** – 2017 Chevy Suburban, Command Vehicle

**Reserve Battalion** – 2008 Yukon XL, Command Vehicle

### **Station 2**

**Engine 321** – 2015 Pierce Impel, Class A Pumper, 1500 GPM, Class A Foam System, 750 Gallon Tank

**Squad 328** – 1994 Freightliner, Haz-mat Response

### **Station 3**

**Truck 339** - 2017 Pierce 107' Ladder Truck, 1500 GPM, 750 Gallon Tank

**Reserve Engine 332** – 2004 Pierce Quantum Class A Pumper, 1500 GPM, 750 Gallon Tank

### **Station 4**

**Engine 341** – 2010 Pierce Contender Class A Pumper, 1500 GPM, 750 Gallon Tank

**Pub-Ed Safety House** – 2003 Public Education Safety House

### **Station 5**

**Engine 351** – 2010 Pierce Contender, Class A Pumper, 1500 GPM, 750 Gallon Tank

### **Staff & Support Vehicles**

**Fire Chief** – 2018 Ford Explorer

**Deputy Chief** – 2018 Ford Explorer

**Deputy Chief** – 2007 Yukon SLT

**Training Captain** – 2017 Ford F-150

**Haz-Com 2** – 2018 Ford F250

**Fire Marshal** – 2018 Ford Explorer

**Inspector** – 2016 Ford F-150

**Inspector** - 2016 Ford F-150

**Inspector** – 2016 Ford F-150

**Inspector** – 2016 Ford F-150

**Maintenance** – 2018 T-150 Van

**Safety House Tow Vehicle** – 2003 Sierra

**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
- 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 economical downturn.

## **STRATEGIC GOALS FY 2019 - 2024**

### **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)
- Investigate / implement software & technology throughout District to enhance operational efficiencies & to eliminate paper use.

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

- Review deployment and staffing guidelines
- 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 to include ALS Non-Transport Engines

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

- Project revenues and expenditures out to 2024
- Identify ways to operate more efficiently
- Update current assessment methodology
- Update current fire impact methodology
- Update False Fire Alarm / nuisance call fees
- Collection of site-plan review fee's by Manatee County
- 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, evaluation, 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.
- Revise SMFR (Manatee County Fire Prevention Code) Fire Prevention Ordinance every 3 years.

## **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 by all personnel 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  
Employee turn-over low  
Uniformity across shifts  
Public Educational Programs  
New Equipment, Apparatus, Facilities  
Revenue *i.e.*, - Ad Valorem  
Training  
Leadership Management / Labor  
Employee Benefits  
Service Delivery  
NTN member  
Website/Transparency  
Expanded/Enhanced BLS Care  
Leadership  
Proactive Policy Committee  
ALS delivered rapidly  
Decreased on scene times

Volunteer Program  
Desire to improve/achieve  
Health & Wellness  
Employee participation  
Community Support  
Internal Communications  
Teamwork  
Quality Workforce  
Fiscally Sound  
Customer focused  
Project Management  
Media Relations  
Hazmat Team  
Agency Cooperation  
Updated Policies  
More lives saved  
Higher Education

## **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)	Sta.4 Lift Station
Aging Workforce	Apparatus specialization
Media relations	Radio communications
Haz-mat Training/Structure	Haz-mat funding
Salary design & ranges or lack of	Lack of FF promotional
Lack of succession planning	Practical hands-on training
Use of technology and/or limited	Unified Training
Hydrant Maintenance	Language barriers
Box 1934 Response Time	Using paper still

## **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/Radios	ALS Engines
Communicate budget	Term Limits on Committees
Community awareness and involvement	Language barriers
Alternative revenue opportunities	Employee satisfaction survey
Community partnerships	Create after the fire program
Media relations	Dept. exposure, i.e. Parades
Evaluations	Training facility
Training	Create Replacement Programs
Expansion of Services provided	Health & Wellness Education



## **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	Federal/State Mandates
Budget deficits	Pension Reform
Natural and manmade disasters	Health Insurance Reform
Community growth vs. F.D. growth	Social Media
Legislation	Downside of technology
Lack of communication / transparency	Complacency
Consolidation	Media relations
Annexation	Lack of planning
Retirement – loss of history & knowledge	Morale
Pathogen Outbreaks	Aging Infrastructure
Increasing Overdose Calls	

## **SWOT – ALS Non-transport Engines**

### **Strengths**

Higher Level of care for Patients and for Firefighters  
Morale boost  
Better education and understanding  
On scene rehab.  
Haz-medics  
Faster ALS to patients  
Justify our existence and ad valorem tax  
Good P.R.  
More Paramedics on scene – better care  
Faster identification of Alerts and faster delivery to the hospital  
Increased lives saved  
Decreased on scene times

### **Weakness**

Funding and Operational costs  
Lack of ALS training  
Equipment cost  
Staffing  
Lack of Knowledge and experience  
Transfer of care to EMS  
The unknowns  
Increased work comp insurance  
Space for equipment  
Equipment and supplies – A/C in parked apparatus  
Cost of and during school  
New job – EMS coordinator  
Maintaining ALS skills and advanced skills  
Training cost  
New hires could be a PIC  
More injures  
More equipment to carry  
Lack of administrative supervision  
Limited medications

### **Opportunities**

Education  
Cross training with EMS  
Grants  
FD/EMS relations  
Promotional opportunities  
Haz-medics

SWAT medics  
Higher educated employee  
EMS coordinator  
Higher quality of service to the public  
Higher training for our employees  
Specialty pay  
Community relations  
Increased service to the citizens

**Threats**

Liability / malpractice  
Resistance from EMS  
Internal resistance  
Budget restrictions  
EMS Preception  
Apparatus movement due to ALS  
Responsibility  
Politics  
Increased cost  
Gorski gone by the time program starts  
FD doing a better job than EMS  
Non-compatible equipment with EMS  
EMS picking or choosing their patients that they want  
We do great, they do bad - transfer

## **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

***Work in Progress***

- 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 and email
  - 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                      **Work in Progress**

- Enhance our website. ***(Completed)***
- Revise/update and distribute District brochure.
- Develop Public Education Newsletters and email out. ***(Completed)***
- Develop a Citizen Academy.
- Be more involved in community programs. ***(Completed)***

- Partner with other agencies and other governments.
- Conduct annual Open House events. **(Completed)**
- Enhance our Year End / Annual Report for citizens, agencies and our other government entities. **(Completed)**
- 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      **Website Complete – other work in progress**

- 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 seat safety 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:** On-going

***Work in Progress- Almost Completed***

- 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.
- Send 3 to 4 personnel a year to Paramedic school.
- 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:

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

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

**Fiscal Year:** 2018      **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

**Work in Progress**

- 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                      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 **Completed – But On-Going**
  - 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

**Work in Progress**

- 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:** On-going

**Completed**

- Purchase & install next generation MDT's/I-mobiles. **(Completed but on-going)**
- Investigate software and hardware needs for Mobile Data Terminals through Manatee County Information Technology Department and replacement program. **(Completed)**
- Investigation air cards for apparatus laptops. Air cards will be able to connect to Dispatch CAD to provide dispatch information, map and AVL features.
- Link CAD data to incident reporting software. **(Completed)**

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

- Revise / update Fire Code Ordinance **(Completed)**.
- Revise /update Fire Prevention User Fee Resolution. **(Completed)**
- Investigate false alarm responses to determine if policy is effective in reducing false alarm responses. **(Completed)**
- Review Priority Dispatch concepts and procedures with all personnel so they fully understand its intent.
- Identify locations for ALS Non-transport Engines. **(Completed)**
- 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. **(Completed with SCFD, WMFR)**

### **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:** On-going    **Team:** \_\_\_\_\_    **Cost:** \_\_\_\_\_

- Level of Service Plan should include Community Outcomes.
  - Expected Customer Service
  - Saving Lives and Protecting Property
  - ALS Non-transport Engines (**Work in Progress**)
  - 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 (**Completed**)
  - Explore SAFER grant to staff Hazmat 1 24/7 (**Completed**)
  - ICMA
- Reasonable ISO Rating.
  - Current ISO Rating
  - Establish ISO Rating goal (**Completed**)
- 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:** 2018                      ***Work in Progress***

- 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 2026. 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 2026. The following steps have been identified for this action item:

**Fiscal Year:** 2017

***Work in Progress – Almost Completed***

- 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 & On-going annual Updates***

- 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:** 2018      **Team:** \_\_\_\_\_      **Cost:** \_\_\_\_\_

- Try to establish uniformity among the other Fire Districts over their non-ad valorem assessment methodology and how it is applied. *(Work in Progress)*
- 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:** 2018      **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

***Work in Progress***

**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

***Work in Progress***

**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 Cardiac Arrest Survival
  - Increase Trauma Alert Patients arriving at Trauma Center in under 60 minutes.
  - 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 Cardiac Arrest Patients Resuscitated

% of Trauma Alert Patients to Trauma Center within 60 minutes

# 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

# Southern Manatee Fire Rescue District

OUR MOTTO: *PRIDE THROUGH PERFORMANCE*  
FROM 10/1/2015 TO 06/17/2016

## EXCEPTIONAL CUSTOMER SERVICE

↓ # Fire & EMS Customers Rate Service as Outstanding or Excellent

(Timely Response, F.D. actions beyond expectations, decrease property damage, concern & caring, help after the fire)

YTD = 4.9

Goal > 4

## SAVING LIVES & PROTECTING PROPERTY

↑ % Cardiac Arrest Survival

YTD = 48.65%

Goal > 15%

↑ % Pts. Arrive Trauma Cntr < 1 hr.

YTD = 100%

Goal > 90%

↓ # Fires/1000 Structures

YTD = .32

Goal < 1.9

↓ # Civilian Fire Deaths/1000 Structures

YTD = 0

Goal 0

## IMPROVE HEALTH & SAFETY

↓ Ave Lost Hours / Employee from W/C Injuries

YTD = 192.50 hrs. (8 shifts Ave.)

Goal < \_\_\_\_\_

## FISCAL EFFICIENCY

% of Budget Expended by Quarter

1<sup>st</sup> Qtr. = 28%

2<sup>nd</sup> Qtr. = 53%

3<sup>rd</sup> Qtr. = 72%

4<sup>th</sup> Qtr. = \_\_\_%

↓ Cost per Capita

YTD = \$229.41

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