

SOUTHERN MANATEE FIRE RESCUE DISTRICT

Strategic/Business Plan

FY 2022 – 2026

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 2022-2026 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, 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 97 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 a new training building, 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.

*Robert C. Bounds, Jr.
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 a “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.

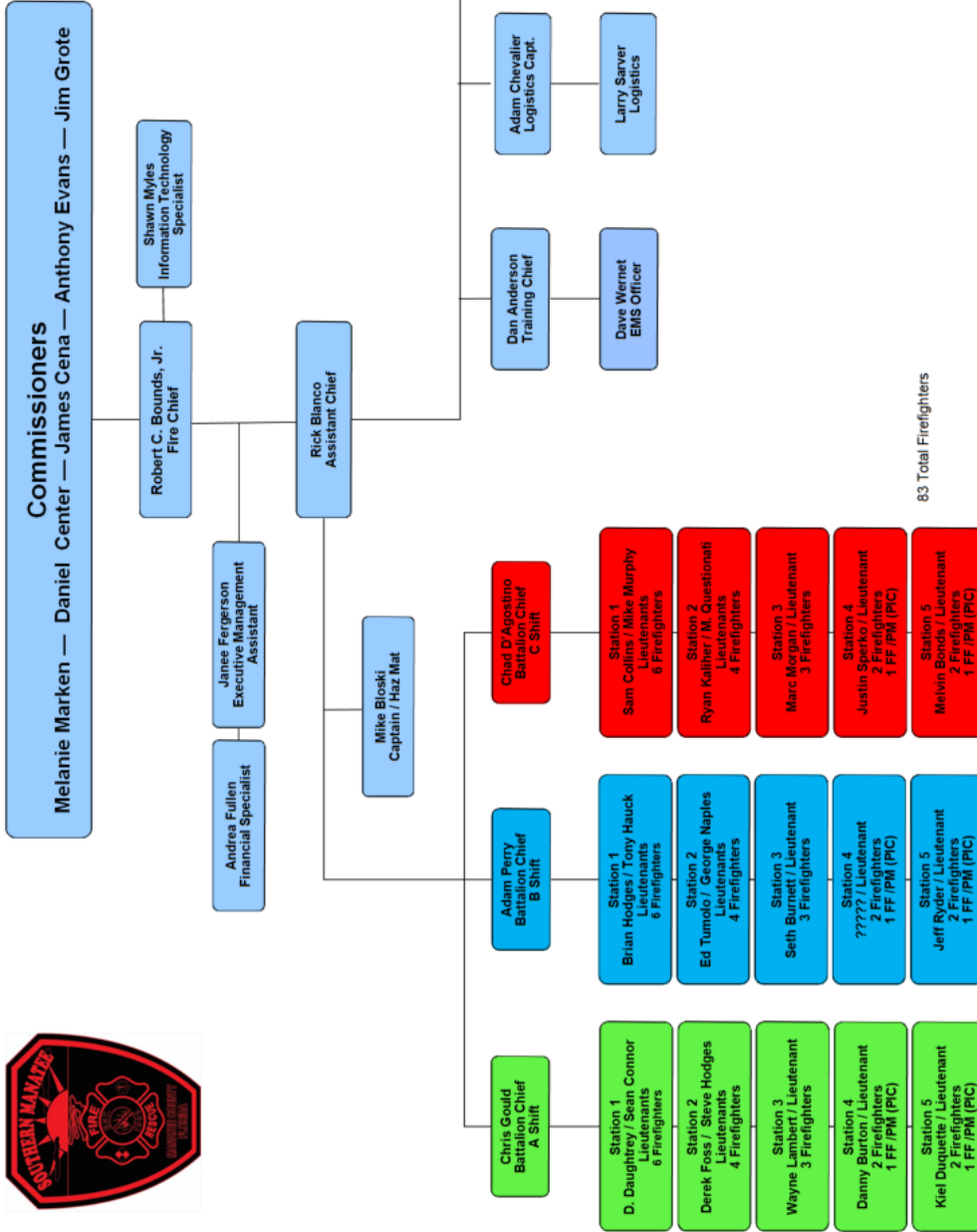
Professionalism and Dedication – Providing service with a high standard of ethics, behavior, and competence.

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.

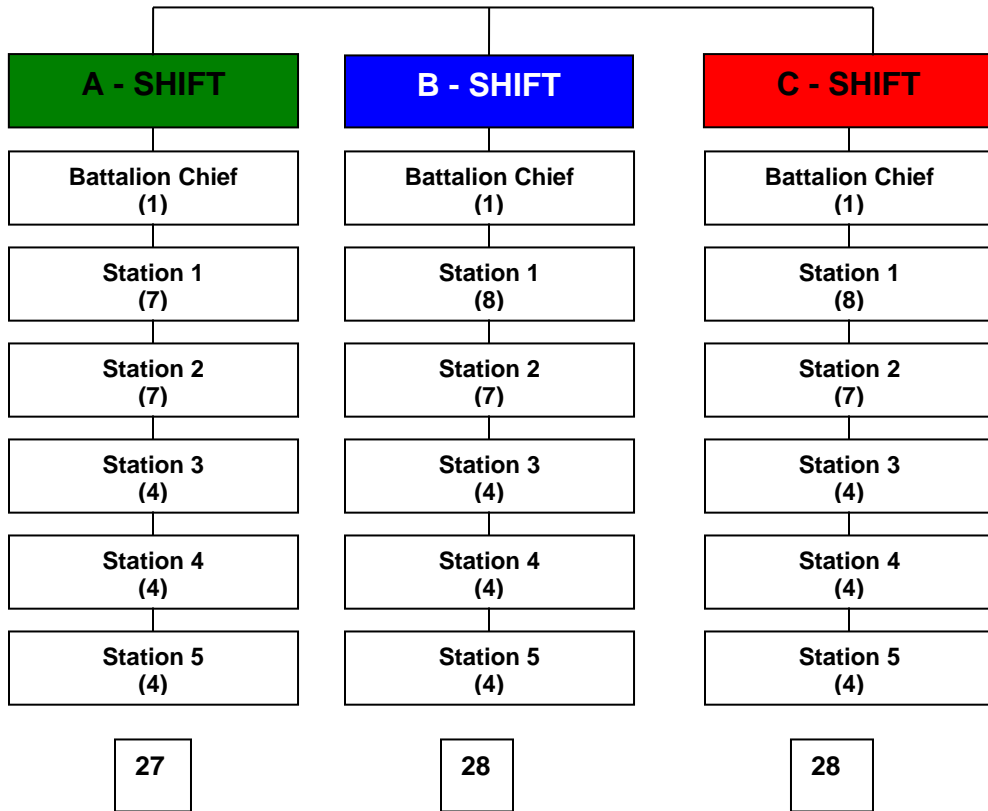
Family – We will support coworkers, their families, and our community.

Southern Manatee Fire & Rescue Organizational Chart



Revised 02/07/2023

Fire-Rescue Division



Fire-Rescue Apparatus

Station 1

Engine 311 – 2017 Pierce Impel, Class A Pumper, 1500 GPM, Class A Foam System, 750 Gallon Tank

Engine 312 – 2022 Pierce Impel, Class A Pumper, 1500 GPM, Class A Foam System, 750 Gallon Tank

Battalion 3 – 2021 Chevy Suburban, Command Vehicle

Reserve Battalion – 2017 Chevy Suburban, Command Vehicle

Station 2

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

Squad 328 – 2020 Pierce Heavy Rescue

Station 3

Truck 339 - 2017 Pierce 107' Ladder Truck, 1500 GPM, 500 Gallon Tank

Reserve Engine 332 – 2015 Pierce Pumper

Station 4

Engine 341 – 2018 Pierce Impel, Class A Pumper, 1500 GPM, Class A Foam System, 750 Gallon Tank

Reserve Engine – 2010 Pierce Velocity, Class A Pumper, 1500 GPM, 750 Gallon Tank

Station 5

Engine 351 – 2018 Perce Impel, Class A Pumper, 1500 GPM, 750 Gallon Tank

Reserve Engine – 2010 Pierce Velocity, Class A Pumper, 1500 GPM, 750 Gallon Tank

Staff & Support Vehicles

Fire Chief – 2018 Ford Explorer

Assistant Chief – 2018 Ford Explorer

Training Chief – 2020 Ford Explorer

Haz-Com 2 – 2022 Ford F250

Logistics Captain – 2018 Ford F250

Deputy Fire Marshal – 2018 Ford Explorer

EMS Officer – 2017 Ford F150

Inspector – 2016 Ford F-150

Inspector - 2016 Ford F-150

Inspector – 2016 Ford F-150

Maintenance – 2018 T-150 Van

Hazmat 327 – 2003 GMC Sierra Duelly

Spare Utility Truck – 2016 Ford F150

Support Trailer (Rehab) – 2012 Enclosed Cargo

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 and Goals

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, BLS & ALS
- Hazardous Materials Response (County-wide)
- 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 using technology, bench marking, and always striving to keep costs at minimum.
- Be able to continue to provide the same of level of service during an economic downturn.
- Re-evaluate our operations and activities to adjust to a “new normal” in a post-COVID-19 world.

Strategic Goals

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 Website
- Expand Facebook presence
- 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 or volunteers
- Develop an Officer Development Program
- Expand specialty positions to enhance efficiency
- 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 Website 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.
- Support closest unit response (CUR)

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 2026
- Identify ways to operate more efficiently.
- Update current assessment methodology.
- Update current fire impact methodology.
- Eliminate capital debt by 2026.
- Collection of site-plan review fees by Manatee County
- Explore Grant opportunities.
- Identify other revenue opportunities.
- Monitor State Legislation that would impact Special District's
- Develop a plan for construction of a training building.
- 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 website 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.
- Revise SMFR (Manatee County Fire Prevention Code) Fire Prevention Ordinance every 3 years.
- Develop a succession plan that allows for opportunities and personnel development that will ensure the progress of the organization.

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, whereas 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
Desire to improve/achieve	Uniformity across shifts
Health & Wellness	Public Educational Programs
Employee participation	Community Support
Decreased on scene times	Revenue <i>i.e.</i> , - Ad Valorem
Internal Communications	Training
Teamwork	Fiscally Sound
Leadership Management / Labor	Quality Workforce
Employee Benefits	Higher Education
Service Delivery	Customer focused
Logistic Officer	Project Management
Website/Transparency	Media Relations
Expanded/Enhanced BLS Care	Hazmat Team

Leadership
Proactive Policy Committee
ALS delivered rapidly
New Equipment, Apparatus and
Facilities

Agency Cooperation
Updated Policies
More lives saved

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)
Aging Workforce
Media relations
Haz-mat Training/Structure
Lack of succession planning
Construction growth
Hydrant Maintenance

Use of technology and/or
limited
Apparatus specialization
Radio communications
Haz-mat funding
Practical hands-on training
Unified Training
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/Radios
Communicate budget
Community awareness and involvement
Language barriers
Employee satisfaction survey
Create after the fire program
Media relations
Evaluations
Create Replacement Programs

ALS Expansion
Term Limits on Committees
Alternative revenue opportunities
Community partnerships
Training facility
Health & Wellness Education
Dept. exposure, i.e., Parades
Training
Expansion of Services provided

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, an organization can greatly reduce the potential for loss.

Decreased revenue
Economy downturn
Natural and manmade disasters
Community growth vs. F.D. growth
Legislation
Lack of communication / transparency
Consolidation
Annexation
Retirement – loss of history
Pathogen Outbreaks
Increasing Overdose Calls

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

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
Supports our 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
Paramedic Preceptor Position

Weakness

Funding and Operational costs
Obtaining paramedics
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
Cost of paramedic school
New job – EMS Officer
Maintaining ALS skills and advanced skills
Training cost
More injures
More equipment to carry
Limited medications

Opportunities

Education
Cross training with EMS

Grants
FD/EMS relations
Promotional opportunities
Haz-medics
SWAT medics
Higher educated employee
EMS Officer
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 perception
Apparatus movement due to ALS
Responsibility
Politics
Increased cost
FD doing a better job than EMS
Non-compatible equipment with EMS
EMS picking or choosing their patients that they want
Conflict of care – patient 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

- 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) websites and newsletters.

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 and other social media outlets.
- Revise/update and distribute District brochure.
- Develop Public Education Newsletters and email out. ***(Completed)***
- Be more involved in community programs. ***(Completed)***
- Partner with other agencies and other governments.
- 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).
 - 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 County and other pre/post disaster websites.
- 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 up 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)**
- Establish and implement a fire Officer training program within the district.
- Establish a paramedic preceptor position within the department to assist with new paramedics or remedial training. **(Completed)**

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

- Develop a mentor program for newly promoted officers. **(Completed)**
- 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 are essential in all phases of our operation. We should review and refine our approach to the use of communication mechanisms to maximize their benefit. Purchase new VHF radios and

obtain SMFR band. 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.
 - Tri-Annual employee meeting with chief staff.
- 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. **(Completed)**
- Ensure all communications are timely, clearly establish timelines and expectations and are distributed to all involved staff.
- Explore live meeting concept from desktop computers. **(Completed)**

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

- Annually 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: 2022

Work in Progress

- Begin utilizing GPS location and Closest Unit Response (CUR) **(Completed)**
- Implement wireless technology and update accordingly.
- Investigate data from FFIRS and CAD being linked to GIS mapping.
- Obtain ESO software for use by the Southern Manatee Fire Rescue District for both fire and medical. **(Completed)**

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)**
- 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)**

- Obtain several satellite phones for use in disaster/deployments.
(Work in progress)

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: 2022

- 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

- 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.
(Completed)

- 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)**

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

- Level of Service Plan should include Community Outcomes
 - Expected Customer Service
 - Saving Lives and Protecting Property
 - ALS Non-transport Engines **(4 units active as of 2023)**
 - 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 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
 - Remodel as necessary
- 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.
- Consider donation 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: 2023 **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: 2023

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: 2021 & forward **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: 2022

- Ensure rates for both Ad Valorem & Non-Ad Valorem are consistent to support fire department operations.
- 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: 2022

- Work with other District's to develop a uniform methodology for fire impact fees that fairly allocates cost to new construction.
Work in Progress – Fire Marshal's group

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

- Expand public education offerings.
- More involvement with Community Emergency Response Teams (CERT)

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

- Evaluate the number of ALS vs BLS interventions.
- Evaluate closest unit response (CUR)

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

- Expand social media presence through multiple platforms.
- Post all financials on website and maintain archive.
- Post available public education services offered by SMFR.
- Maintain an “open door” policy for citizens.

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 ways 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 workdays 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 into consideration to achieve this goal(s). In doing this, one must consider available resources – whether it be money, equipment, or personnel 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 similar fire departments and 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**
- **Advanced Life Support (ALS)**

The District will begin reporting data in these six (6) 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 overreact** 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

% 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

Final Note

Southern Manatee is proud to present this Strategic Plan. We are constantly evaluating our processes to ensure that we are delivering the greatest level of service to the citizens we serve while maintaining fiscal responsibility. We constantly explore the boundaries of technology and service delivery to support our Vision Statement, "World Class Public Safety Services through integrity, innovation and professionalism". The firefighters and staff who serve this community are of the highest caliber and embody our slogan "Pride Through Performance". It is our commitment to constantly strive to improve ourselves through a combination of hiring, training, and succession planning.

