



Midway Fire District 5 Year Strategic Plan

Fiscal Years 2013 through 2017
Presented as of February 2012

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Abstract

The five-year strategic plan that follows describes Midway Fire District's strategic goals and objectives for the next five fiscal years (ending in 2017). These goals and objectives were developed to enhance services as well as respond to the challenges presented by the rapid growth that is occurring within the District. The plan summarizes these strategic objectives in five sections, the agency, and the four functional areas. These functional areas are Administration, Operations, Fire Prevention, Inspection and Training/Academies. Acquisition requirements to meet the goals and objectives in the strategic plan are separated into the following five categories:

- Fire Stations
- Radio Upgrades
- Apparatus
- Staffing
- Equipment

There are two key points, which provide the foundation for this plan. The first is the need to provide service levels described in National Fire Protection Association (NFPA) 1710, and the District's desire to maintain service levels to an ever increasing population. The second is the need to maintain the District's ISO rating which is currently a 3. At this time, the District operates out of two stations with 2 engines, 1 cross manned ladder, and two shifts with 7-personnel and one shift with 6. In order to comply with ISO requirements for the Districts needed Fire Flow, the district needs to staff two engines, one ladder truck or service company.

Upon full implementation, the strategic plan may not maintain an ISO rating of 3 but will maintain the current staffing levels.

Projected Budget Summary

<i>Fiscal Year</i>	Fire Stations	Apparatus Includes Staff Vehicles	Staffing	Radio System	Equipment Including computer	Fiscal Year Expenditures
2013	0	\$35,000	\$20,000	0		\$55,000
2014	0	\$100,000	\$40,000	0	\$40,000	\$180,000
2015	0	\$100,000	0	0	\$30,000	\$130,000
2016	0	\$100,000	0	0	0	\$100,000
2017		\$150,000	0	0	\$10,000	\$160,000
Plan Totals						
5 years	0	\$485,000	\$60,000		\$80,000	\$ 625,000

Table of Contents

Abstract..... i
Projected Budget Summary i
Table of Contents ii
Introduction..... 3
Midway Fire District Mission Statement..... 3
Midway Fire District and Vision Statement 3
RHAVE Assessmentí 3
Assumptions for Planning..... 5

Section 1 - District

Apparatus and Staff Vehicles..... 5
Information Services & Computer Equipment 7
Equipment 7
Facilities 8
Communications and Radio Upgradesí í í í ..í 9
Personnel Requirements 9

Section 2 - Administration

Standard Operating Procedures..... 11
Member Relations 11

Section 3 - Bureau of Fire Prevention and Inspection

Community Relations and Involvement 13
Fire Prevention and Inspection Programs..... 13
Public Safety Education..... 16

Section 4 - Operations

Emergency Response 17
Emergency Medical Services..... 19
Special Operations - Technical Rescue 20

Section 5 - Training

Training Programs..... 21
.....

Introduction

The Midway Fire District's 5-Year Strategic Plan for fiscal years 2013-2017 is the result of the 2012 referendum that gives the Board of Fire Commissioners the authority to increase the millage no more than .2 mills per year to maintain the current services and equipment with minimal financial impact to the public. This report is also a reflection of the efforts of many District employees through research, staff meetings, and strategic planning sessions with the culmination of the efforts of many of our members in evaluating the District's mission, vision, goals and objectives.

The strategic plan provides an over view of the districts current capabilities and sets forth a vision as to where the district needs to go over the next 5 years. The services levels proposed within the 5-year plan are based on national standards in emergency services.

This plan focuses on providing "Excellence" in service to the visitors and residents of the Midway Fire District.

Midway Fire District Mission Statement

To provide the highest quality emergency and non-emergency service for the preservation of life, property, and the environment, through professional development and dedication.

Midway Fire District Vision Statement

To grow with the needs of our community through the expansion of services, striving to provide excellence now and in the future.

Risk Assessment

Risk, Hazard, and Value Evaluation:

The RHAVE model is a conceptual, practical method for defining, describing, documenting, displaying, and using information about community fire and emergency services problems.

A Risk, Hazard, and Value Evaluation was conducted for the Midway Fire District. The District was divided into four risk zones:

- Planning Zone 1: Edgewood to Anderson.
- Planning Zone 2: Anderson to Ocean Breeze
- Planning Zone 3: Ocean Breeze to Stanford.
- Planning Zone 4: Stanford to National Seashore.

The purpose of the evaluation was to identify the fire and hazard risks within the District. Each zone was approximately 5 square miles in size.

A Risk, Hazard and, Value Evaluation was conducted for the four planning zones. Target commercial structures were assessed within each planning zone. The following details the results of the survey by zone:

<u>Planning Zone 1:</u>	Assessed 23 commercial structures.
<u>Planning Zone 2:</u>	Assessed 28 commercial structures.
<u>Planning Zone 3:</u>	Assessed 55 commercial structures.
<u>Planning Zone 4:</u>	Assessed 51 commercial structures.

Insurance Services Office (ISO):

The Fire District had an ISO grading completed in 2008. Following that survey, the District received a 3 rating. The basic fire flow for the District based on the last survey is 2000 GPM. In order to meet the basic fire flow requirement, the District needs two frontline engines and a service or truck company to respond to all residential and commercial structure fires. In order to receive maximum ISO credit for manning the apparatus, the staffing level would need to be 15 firefighters plus a Chief Officer.

Assumptions for Planning

The Midway Fire District provides services to an urban community, as defined by the Federal Emergency Management Agency's community profile definitions. The Midway Fire District, which was originally established in 1963, is comprised of two stations and employs 21 career personnel and 4 reserve firefighters. Eighteen of the District's personnel are assigned to operations. The 18 are divided among 3 shifts creating a manning of 6 firefighters per shift. Within the 18 career personnel, 16 are cross-trained as Firefighter/Paramedics; the remaining 2 are cross-trained as Firefighter/ EMT's. 14 of the 18 career personnel are currently in training to become certified as Hazardous Materials Technicians. The District, with an ISO rating of (5 / 9), provides service to a 26 square mile area. Services include: Fire Suppression, Hazardous Materials mitigation at the Technician level, Advanced Life Support First response, Fire Prevention, Public Education and Emergency Management. In calendar year 2011, the District responded to 2,106 calls consisting of structure (residential and commercial) fires, fire alarms, vehicle accidents, medical emergencies, and public assistance.

The District's current resident population has not been specifically determined. The commonly used estimate is 22,000 to 30,000. Since the District falls in an unincorporated area of Santa Rosa County, no data is available showing the exact population.

Ad valorem

The District is funded through an ad valorem tax. The current tax rate is \$1.40 per \$1,000 of assessed value. It is the intention of this five year plan to show an increase in millage of .2 in 2013 to bring the millage to 1.6 mills. Additionally, the District has an impact fee resolution based on a fixed rate of \$247 per new residential structures built and a square footage calculation of \$0.40 (forty cents) per square foot for newly constructed commercial structures.

Customer Service

Customer service is the foundation of the Fire District's mission and vision. The service level objectives will continue to increase, most notably in the areas of emergency response, special

operations, life-safety inspections, and special events services. These service level increases will create impacts on training development, time management, equipment, supplies, and maintenance as well as District staff.

The District's positive relationship with other fire departments and with Santa Rosa County Government and the other Independent Fire Districts will continue as well to be further enhanced in an effort to provide the most effective emergency services response to the Midway area residents.

Section 1 – District

Apparatus and Staff Vehicles

GOAL: To ensure we have safe reliable apparatus that meets the minimum safety requirements as set forth in NFPA standards.

A modern and reliable fire apparatus fleet is crucial to the effective delivery of emergency services when responding to fire, medical, hazardous materials, and all other types of emergencies.

Extensive repair or maintenance costs may warrant the early replacement of a unit.

Emergency Apparatus Inventory

<u>District Asset Number</u>	<u>Apparatus Number</u>	<u>Apparatus Type</u>
10001	Engine 35	2001 Ferrara 1250 GPM Pumper
10002	Engine 37	1998 Ferrara 1250 GPM Pumper
10003	Ladder 35	1991 Peirce Tele Squirt 1000 GPM
10006	Squad 35	2001 Freight Liner
10007	Zodiac 35	2005 Inflatable Boat
10008	Support 35	1994 Jeep
02633	Chief 35	2009 Chiefs Suburban
10010	Battalion 35	2005 Ford Expedition
10012	Command Bus 37	1991 Bus
10013	Inspector 37	2006 GMC Canyon
10014	Truck 37	2005 Rosenbauer 100ø Aerial
02704	Academy Engine	1984 Ford Grummen (training)

Employee safety, maintenance and repair costs, and public image concerns will be considered in determining the replacement schedule.

The apparatus section goal of this plan includes the necessary apparatus to maintain the District compliance with ISO. The average age of the District's current apparatus fleet (12 units) is 11.75 years, with the four fire apparatus having an average of 13.5 years or more of service. The District's objective is to reduce the average fleet age through designing a front-line and reserve service status for District apparatus. This will serve to increase reliability of front-line apparatus, decrease maintenance costs and provide for a greater level of employee safety. The goal is to have engines serving 15 years in a front-line or continuous service role with an additional 5 years in a reserve role, and trucks (aerials) serving in a front-line capacity 20 years and 5 additional years in a reserve role.

The following plan details the replacement schedule necessary to ensure the District has sufficient reliable apparatus to accomplish the mission of the District.

Action Plan:

Fiscal Year	Number of Purchases	Apparatus Type(s)	Fiscal Year Expenditures
2013	0		
2014	1	Engine	\$100,000
2015	0	Engine	\$100,000
2016	0	Engine	\$100,000
2017	0	Engine	\$150,000

Plan Totals

5 Years	1	1- Engine	\$450,000
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Currently, when an engine goes out of service, the District is left with two pieces of apparatus that are certified and capable of fighting a structure fire. Our ISO requirements for the District are based on the year 2008 grading. Based on this grading report, the District's Basic Fire Flow is 2000 GPM. In order to comply with the requirements of the ISO grading report, the Fire District needs 2 front-line engines and 1 ladder truck. With the addition of the Engine in fiscal 2015, the District would maintain full credit for having a reserve engine.

Staff Vehicles:

The District's staff vehicle fleet consists of one 2005 Ford Expeditions and one 2009 Chevy Suburban. Ideally, the District's staff vehicles should be replaced every 5 years. By replacing the staff vehicle at 5-year intervals, the District will realize some value for resale while keeping maintenance costs down. The table below details the budget year funding goals to meet this capital improvement objective, and assumes an annual 3% increase to the vehicle cost. The replacement of the Battalion Chief vehicle has been changed from a 5 year to an 8 year time period. The current Battalion Chief vehicle would replace the 1994 Jeep Cherokee that is utilized to pull the Zodiac. The Jeep would then be listed as surplus.

Action Plan:

Fiscal Year	Number of Vehicles	Vehicle Assignment(s)	Fiscal Year Expenditures
2013	1	Service Vehicle SUV	\$35,000
2014			
2015			
2016			
2017			

Plan Totals

5 Years	1	1-Service Vehicle SUV	\$35,000
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Information Systems and Computer Equipment

GOAL: To enhance the ability to manage and evaluate District services, needs, and accomplishments, and consequently, determining future goals through effective information management.

Over the past year, the District has hired a professional computer company that has set up a server for the purpose of incident reporting. This was necessary in order to build a standardized database of incidents to which the District responds. The Fire District currently utilizes Firehouse Reporting Software. The software is tremendously under-utilized. Much of the day-to-day activities of the District are duplicated in paper reports. By utilizing information systems and new technology, District employees could be more efficient. Less time would be spent in duplicating work efforts. It is recommended that the District budget to replace the computer server every 5 years.

Action Plan:

Fiscal Year	Quantity	Type of Equipment	Fiscal Year Expenditures
2013			
2014			
2015			
2016			
2017		Computer Server	\$ 10,000.00

Plan Totals:

5 Years			\$10,000
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Equipment

GOAL: To provide Midway Fire District personnel with the most up to date, modern equipment available with consideration to fiscal constraints.

It is the goal of the District to ensure that our line personnel are equipped with the latest technology when it comes to lifesaving equipment. Most fire equipment has a fairly substantial long life in terms of usability. The District needs to stay abreast of newer equipment that will allow our personnel to be more efficient and effective at emergency scenes. This is extremely important given the District's limited manpower, high service demand and continual growth.

Action Plan:

Fiscal Year	Purchase	
Fiscal Year	Purchase Type	Fiscal Year Expenditures
13		
14	Heart Monitors	\$40,000
15	Extrication	\$30,000
16		
17		

Plan Total

5 Years		
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Equipment will be replaced when its reliability becomes questionable or when technological improvements make it clearly obsolete. Personnel safety, public safety, and customer service will be major considerations in equipment purchases. The District will seek out grants to help fund the replacement equipment. The district currently has applied for grants for extrication equipment and ventilation saws through the Department of Homeland Security.

Facilities

GOAL: To maintain our current facilities in excellent condition with high regard for the comfort for our employees and visitors, keep vacant land for new station locations in order to meet response time goals when the economy and the needs of the community support such action.

The construction and maintenance of facilities is an important part of the management responsibility of the District. The number and location of fire stations plays a significant role in determining emergency response time and, consequently, the quality of our District's fire and emergency medical services.

For the purposes of ISO, the grading schedule calls for an engine company every 1.5 miles and a truck company every 2.5 miles in build up areas. Currently the District's stations are located about 5 miles apart. Based on the 1.5-mile cover requirement for an engine company there is about a two-mile radius in the Bal Alex area also known as the center of the district that does not have adequate Engine coverage.

Fire Station Maintenance

Fire Station #35: This facility is 8.5 years old, and is in a fair strategic location. Overall, the condition is good. There have been problems with roof leaks since the initial construction. The original price of the 18,225 square foot facility was \$2,027,803; construction was finished in late 2003.

Fire Station #37: This facility is also new; construction was completed in 2002. This station's overall condition is good. It is in a good location in terms of station distribution. There have been problems with the air conditioning and mold since 2004. The cost of the 14,400 square foot station was \$914,410 and will be paid for in August of 2013.

In the 2008 ISO grading the District only received 1.88 points out of a possible of 4 points for station distribution. With the addition of two more stations in the district the district would realize around 3.5 points credit for distribution. The credit relative to the costs of the stations is small. Response time basis as well as standards of coverage policy may be the determining factor for the addition of two more stations. . The district purchased in January 2007 property for future fire station centrally located in the middle of the fire district on Hwy 98. The property was purchased as a lease in the amount of \$293,476. The land lease was refinanced 2011.

Action Plan:

Fiscal Year	Purchase Type	Fiscal Year Expenditures
13		
14		
15		
16		
Total		

Communications Radio Up-Grades

GOAL: To ensure reliable communications enhancing firefighter and public safety through a reliable communications system.

Action Plan:

Fiscal Year	Purchase Type	Fiscal Year Expenditures
13		
14		
15		
16		
Total		

Personnel Requirements

GOAL: To professionally staff the District at a level which will enable it to deliver services to citizens in an effective, efficient, and safe manner.

The Midway Fire District is comprised of an outstanding group of talented individuals. It is important that an adequate number of staff be in place to support the efforts of a district currently containing 86% of its members in line positions. Additionally, it is critical that support staff people are in place to allow senior staff members to perform the duties and assume the responsibilities for which they are employed. As of 2011, the following are budgeted positions for the Midway Fire District.

1 Fire Chief

2 Battalion Chiefs

1 Financial Administrator

6 Fire Lieutenants (5 of which are Paramedics and 1 is an EMT)

12 Firefighters (1 of which is EMT and 11 are Paramedics)

5 Reserve Firefighters (2 are Certified as Firefighter II / EMTs; 1 certified as Firefighter I and 1 are trainees)

Action Plan:

- ✓ Continue to work towards obtaining 1710 compliance
- ✓ Continue to work towards Standards of Coverage Plan
- ✓ Continue to build up the Reserve Firefighter program.

The staffing requirements in this strategic plan call for a slow build up of positions within the suppression and administrative divisions. The overall goal of the District is to become compliant with NFPA 1710.

Action Plan:

Fiscal Year	Number of Personnel	Personnel Type	Station Assignment	Fiscal Year Expenditure
2013		BC promo & LT promo	On shift	\$20,000
2014	1	FF/EMT	On shift	\$40,000
2015				
2016				
2017				
Plan Totals				
5 Years	1			\$ 60,000

- Salaries based on 53 hours regular pay, 3 hours FLSA overtime, and 8 paid holidays.

At the end of the five-year plan, staffing would have increased to maintain 7 personnel on each shift. In 2008, the District received 4.38 points under ISO credit for company personnel out of a possible 15 points.

Section 2 – Administration

Standard Operating Procedures

GOAL: To maintain and update written operating procedures that set forth how the Fire District will operate: day-to-day, emergency scene, and administratively.

Member Relations

GOAL: To continue to build positive relationships based on trust and fairness for all members of the Midway Fire District.

The purpose of the member relations process is to create an internal environment that will develop, inspire, and challenge all our members to become the best they can become.

The delivery of our services is highly dependent upon our internal customers. The men and women who make up the Midway Fire District are dedicated professionals who work diligently to deliver fire suppression, fire prevention, public education, and support programs. They are highly responsible for maintaining positive working relationship with their peers and supervisors as well as the approach to the care and development of District members.

The success of our member's relations process is dependent on a number of elements, including:

- Valuable input and diversity.
- Build and foster an environment of trust.
- Always work to strengthen relationships as well as address potential issues.
- Share the credit and the work of the process.

Initiatives for the labor management process include organizational communication and the support of members during times of injury or sickness. The maintenance of a harmonious working environment including positive conflict resolution, joint development and maintenance of policies and procedures, and the strong support for community and District programs are additional initiatives important to the member relations process.

Standing cooperative initiatives of the labor management member relations process include:

- The health and welfare of the District's members
- Recruitment and hiring of firefighters
- Policy and procedure review and updates

Action Plan:

- ✓ Continue to provide competitive pay and benefits;
- ✓ Continue to build a team within the District;
- ✓ Continue to attract and hire the best-qualified candidates through a fair and equitable recruitment process.

- ✓ Continue to promote the best-qualified candidates through a fair and non-biased promotional process.

Section 3 – Fire Prevention

Community Relations and Involvement

Goal: To educate the citizens of the district with regards to fire safety, emergency preparedness, hazardous materials safety and injury prevention.

Continued efforts to make the public aware of the services the Fire District offers is well under way.

Public Relations Effort:

Provide public service announcements and seasonal safety messages to media outlets on an on-going basis.

- Provide emergency scene information to the news media
- Publicize Fire Prevention Week activities in October.
- Distribute a brochure with the goal of informing citizens about the District and its services.

Action Plan

- ✓ Continue to host Fire Prevention activities each October.
- ✓ Seek citizen's feedback on services through customer survey cards
- ✓ Provide initial media training for company officers.

Fire Prevention and Inspection Programs

GOAL: To prevent loss of life, property and injury through the creation and implementation of effective building and fire codes, education programs and fire inspections.

Primary fire prevention functions focus on building code development, public education, fire inspection, fire and hazardous material release investigations, arson investigations and code enforcement. The integration of activities in these areas will produce the most effective use of available resources and ultimately, result in achievement of the department's goal; preventing fires, saving lives, minimizing injuries, educating the public, and protecting property and the environment

Fire District Inspection Philosophy and Types of Inspections Performed

Conducting periodic fire inspections for compliance with the Florida Fire Prevention Code. The District's major focus will be education and customer service rather than enforcement. This will help ensure life safety conditions within an occupancy or structure while maintaining a positive relationship within the community.

Objectives of inspection activities include:

- Prevent fires and loss of life and property in structures.
- Gain compliance with the Florida Fire Prevention Code.
- Familiarize firefighters with buildings/occupancies to which they may be called to conduct emergency operations.
- Ensure existing automatic fire detection and extinguishing systems are in good operating condition.
- Develop the respect and support of the citizens served by establishing a positive relationship between the Fire District and the community.
- Help owners and/or occupants to understand and eliminate unsafe conditions.
- Prevent illegal storage, disposal or release of hazardous materials.
- Types of inspections conducted include: new building construction; Automatic Fire Extinguishing Systems (AFES), special systems and fire apparatus access, fire pump systems for AFES, and single family homes inspected upon request.
- Multi-family residential.
- Institutional: daycare facilities, hospitals and nursing homes.
- All commercial and industrial occupancies.

I.S.O Rating Improvements:

I.S.O rating at this time is a 3.

Action Plans

- *To maintain current ISO rating*

Incident Investigations

Fire Investigators and Fire Inspectors routinely investigate fires. Suspicious/arson fires are investigated, and, if required, the State Fire Marshal's Office will be contacted for assistance.

Types of incidents investigated are:

- Suspicious/arson fires.
- Fires or industrial accidents involving a serious injury or fatality.
- Frequent/patterned-type grass, brush or dumpster fires.
- Illegal storage, disposal or release of hazardous materials.
- Structural collapse.
- Cave-ins.

Fire Prevention Codes

The District utilizes the Florida Fire Prevention Code, which is revised and amended periodically. Currently, the 2008 edition of the Code has been adopted with amendments.

Midway Fire District Risk Management Profile (Fire Inspection Workload)

The District continues to update its District-wide risk assessment that was last performed in 2009. The overall goal is to assess the nature and magnitude of hazards or risks within the District so that it aids in identifying appropriate strategies, methods of operation, and resource allocations to mitigate potential emergencies, and respond to anticipated fire inspection workloads.

- Commercial buildings including multiple addresses ó 157
- Schools ó 2 public, and 2 private
- Nursing or assisted living facilities - 3

Plan Development Review - Permit Process

The following types of issues or special features require fire prevention plan development/review and/or permitting.

- Underground/aboveground tank installations.
- Knox Boxes - storage of building key and emergency information.
- Emergency access control for gated communities.
- Site plans/fire apparatus access.
- Automatic fire sprinkler and alarm system.
- Commercial kitchen hood extinguishing systems.
- Hazardous materials inventory and storage.
- Fuel storage systems.
- Fire pump/special fire protection systems.
- Compressed gases/LNG residential refueling stations.
- All new construction and renovations in public schools.
- Pre-fire plan requirement for new buildings.
- Fireworks / explosives
- Special events
- Tents and Canopies

Action Plan

- ✓ *Publish standard statistics to the Midway Fire District website to include response times and fire losses.*

Public Safety Education

GOAL: The goal of the Fire Prevention Bureau is to educate citizens on what role they can play in making the community safer by preventing fires, and preventing hazardous materials incidents.

Public safety education is a responsibility of all members of the District. Educating citizens concerning services provided by Midway Fire District and how to summon those services can

play a critical role in determining whether there is a successful outcome to an emergency incident. Public safety education is clearly an important consideration in developing proper safety behaviors.

Public Education Effort

- Fire Prevention Week - Priority will be given to those activities which support public fire education efforts. As the District's number one goal is prevention of loss of life and property, the District commits the month of October to Fire Prevention Week activities.
- Citizen Cardiopulmonary Resuscitation (CPR) - The District will continue to provide regularly scheduled CPR courses for the public and those requiring CPR certification for job requirements. Courses will be scheduled to meet community needs.
- Fire Safety Demonstrations - Public education sessions will be conducted to educate citizens in prevention of kitchen fires and to teach the proper use of fire extinguishers.
- Fire Station Tours - Introduce both children and adults to fire personnel, fire equipment, fire stations, and the services provided by the District.
- Preschool/Day Care Talks - Familiarize preschoolers with proper safety behaviors.
- Safety education program for the elderly.
- Web site - The District website contains fire and life safety information on topics that affect our community. The site is updated as needed by the District's website administrator.
- Distribute Emergency Preparedness Guides and make presentations.
- Continue to install smoke detectors for community residents as needed.

Action Plan

- ✓ Comprehensive education effort during Fire Prevention Week and throughout October.
- ✓ In-service training classes for firefighters in public education.
- ✓ Check and install smoke detectors for senior citizens and other at risk populations.
- ✓ Develop public service announcements for airing on local TV.

Section 4 – Operations

Emergency Responses

GOAL: To deliver emergency services in a safe and efficient manner, with a response time of 4.00 minutes or less, 90% of the time. (From time of call receipt to arrival).

Emergency response represents the most visible aspect of the District's mission. A major consideration in the delivery of effective emergency services is the timeframe in which they are delivered. Emergency response time is defined as the elapsed time from when a call is received in the Santa Rosa Communications Center until the first unit arrives on the scene. Included are the components of alarm processing time, actual dispatch, turnout time, and travel time to the incident.

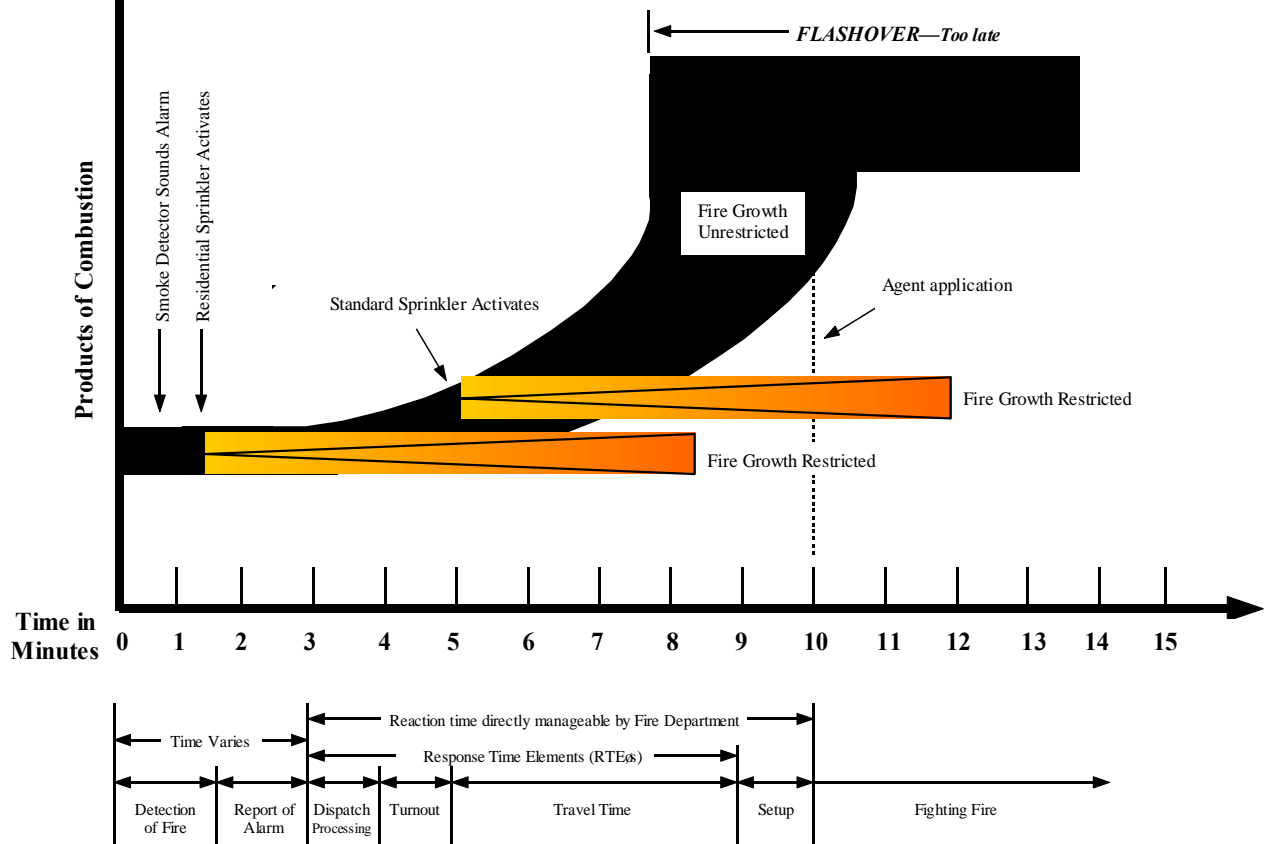
Time In Relation To Fire Growth:

Fire is said to double in size every 30 seconds. Flashover is a phenomenon in which ceiling temperatures in a compartment fire can reach a 1000 degrees F. At that point, the compartment becomes fully involved and life within the compartment will be lost, due to the superheated gases and amount of fire.

NFPA 921 defines flashover as the transition phase in the development of a contained fire, in which surfaces exposed to thermal radiation reach ignition temperatures more or less simultaneously, and fire spreads rapidly throughout the space. So, because a fire in a confined space can double in size every 30 seconds from radiant heat, the key to the Fire District's response is to arrive rapidly, with a minimum of 4 firefighters and suppress the fire before flashover occurs. This means that the Midway Fire District will need to arrive and put into operation at least one hose line capable of producing 150-200 GPM, based on the size of most residential structures in the Midway District within minutes. The critical factor for the District in relation to fire growth is arriving before flashover occurs. Prior to flashover, the fire is still in its growth mode. This is the time when the most lives and property can be saved.

Once flashover is achieved, the structure itself starts to burn, not just the contents. This makes it very dangerous for fire crews to enter the structure for offensive suppression operations. There will be an immediate loss of life for any victims left in the compartment during flashover. Additionally, with the spread of the fire to additional rooms, or, in some instances, additional buildings, more manpower and fire flow will be needed to control the fire.

TIME VERSUS PRODUCTS OF COMBUSTION
 NOTE: Times based upon national averages reported by CFAI.



Response Time to Fires:

Based on total responses for 2011, the average turnout and travel time in the District is 5 minutes and 4 seconds. A critical component of response time is turnout time (the amount of time that passes between firefighters being alerted and the time that fire apparatus is en route). The SOP 100 series states the District's turnout standard is 60 seconds for all calls before 2000 hours and 90 seconds after 2000 hours.

The Santa Rosa Emergency Communications Center currently processes 9-1-1 calls on average within 1 minute 33 seconds. The average response time is 5.45 minutes. Total time from initial call to arrival on the scene is 6.86 minutes for calls before 2000 hours and 7.16 minutes for calls after 2000 hours.

Initiation of Action

The fire does not automatically go out on arrival of the first engine crew, nor do victims automatically leave the building. There is a period known as set-up time. Set-up time is the amount of time required to put a hose line into action and commit to an interior fire attack. Drill sessions are currently underway at Midway Fire District for calculating the time of set-up utilizing different manpower configurations. The goal is to reduce that set-up time to one minute or less.

2004 Emergency Responses

	Total of Incidents	Percentage of Value:
100 Series-EMS	1,285	61.05%
200 Series-Other	252	11.95%
300 Series-MVA	176	8.34%
400 Series-Public Assist	111	5.27%
500 Series-Non Structure Fires	98	4.69%
600 Series-Fire Alarms	85	4.03%
700 Series-Haz Mat	49	2.23%
800 Series-Structure Fire	42	1.98%
900 Series-Explosion/Overheat	8	0.37%

Grand Total: 2,106

Type of Incident Most Frequent: 300 Series-Rescue & EMS

Action Plan:

- ✓ Closely monitor turnout time.
- ✓ Examine and refine analysis of emergency service response times.
- ✓ Reduce set up time to 1 minute or less 90% of the time.

Emergency Medical Services

GOAL: To save lives, reduce suffering and speed recovery from injury and illness by delivering Advanced Life Support pre-hospital care medical services to the community within 4 minutes 90% of the time.

The delivery of emergency medical services to the citizens of the Midway Fire District plays a major role in the operation of the Fire District. In 2011, 62.05% of our emergency response activity was medical services. NFPA compliance for 1710 is to have two ALS providers on scene with 8 minutes.

Existing programs and opportunities that are provided include:

- Advanced Life Support First Response;
- Progressive Medical Protocols (Medical Operations Manual);
- Conduct research to evaluate new medical equipment;
- 12 Lead EKG.

Issues affecting the EMS program include:

- External forces, such as ambulance transport;
- Number of Paramedics currently working in the District,
- Ability to recruit experienced Paramedics;
- Proposed changes to Florida statute 401;

- Federal mandates and requirements, e.g., revisions to HIPAA, safety needles through OSHA and other regulatory agencies, etc.

Action Plan:

- ✓ Ensure that every unit in the Fire District is ALS.
- ✓ Training existing Firefighter/EMTø as Paramedics.
- ✓ Continue to remain competitive in terms of wages and benefits.

Special Operations - Technical Rescue

GOAL: To provide technical rescue capability with the necessary equipment and training that is compliant with National Fire Protection Association Standards 1983, 1470, and 1670.

Definition: Technical rescue is defined as rescue situations that present more complex and dangerous circumstances than what are routinely encountered. These types of incidents require a higher degree of training and specialized equipment to conduct safe operations. Several types of emergency incidents require this level of response, including confined space rescue, trench and excavation collapse, high and low angle rope rescues from buildings and rough terrain, swift and still water marine rescues, boat based rescues, structural collapse, and non-typical/unique accidents.

- The Districtø capabilities have increased substantially in recent years through equipment purchases and training made possible by a FEMA Fire Act Grant. Capabilities include rope rescue, confined space, trench rescue, and structural collapse rescue. Equipment includes rope and harness systems, trench rescue shoring, and structural collapse equipment. Initial training requires 200 hours of technician level classes.

Action Plan:

- ✓ Evaluate future funding opportunities to enhance the program;
- ✓ Develop training programs from previously delivered train the trainer curriculums.

SECTION 5 – Training

Training Program

Goal: To ensure our members have adequate education and training necessary to provide quality services to the customers of Midway Fire District.

Training is a critical function of any modern fire service agency. As the District's work becomes more complex and diversified, the level of knowledge required, government regulations and professional standards all lead to increases in overall training needs for the District. Items identified requiring training program development or refresher training include:

- Customer Service
- Driver/Operator/Training Certification
- Officer Development Training
- Personnel Management and Supervisory Skills
- Advanced Life Support Skills
- Special Operations Skills

Key specialized programs and opportunities that develop leadership and management skills will continue to be provided. These include:

- Incident Safety Officer Certification (all Officers)
- Continue to allow employees to teach the Academies
- Ropes I & II ó operation and technician level
- National Fire Academy attendance
- Emergency Medical Technician and Paramedic continuing education and re-certification
- Paramedic continuing education and re-certification, including toxicology
- Probationary Firefighter training
- Computer training
- Minimum company standards and field operations exercises
- Hazardous material technician continuing education
- Technical Rescue Training ó confined space, high angle rescue, trench rescue and water rescue
- Fire inspections and code enforcement
- External training opportunities (seminars such as Fire Rescue East, the State Fire School, FDIC, Governor's Hurricane Conference, etc.)
- Involvement of company officers in ongoing policy revision and program development
- Tactical Training / ICS
- WMD Training
- ACLS
- PALS
- BTLS

Action Plan:

- ✓ Continue mandatory training requirements of regulatory agencies
- ✓ Evaluate new training techniques
- ✓ Maintain the safest possible training environments