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Fire Accreditation
International

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Midway Fire District 5 Year Strategic Plan

**Fiscal Years 2006 through 2010
March 2005**

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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 2010). 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, and Inspection, and Training. 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, including MIS

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 reduce the District's ISO rating which is currently a 5. At this time, the District operates out of two stations with 2 engines, 1 ladder, 1 tanker, 1 Squad and a 6-person shift. Due to staffing limitations, the District only staffs one engine and one ladder. 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 will provide to the community a fire district with an ISO rating of 3, operating out of two stations with a third station being built (Projected staffing in 2011). The staffing level will be ten personnel, including an on-duty Battalion Chief, thereby permitting two engines and one ladder to be staffed.

Projected Budget Summary

<i>Fiscal Year</i>	Fire Stations	Apparatus Includes Staff Vehicles	Staffing	Radio System	Equipment Including computer (MIS)	Fiscal Year Expenditures
2006	0	\$666,000	\$92,000	\$15,000	\$37,000	\$ 773,000
2007	\$350,000	\$185,000	\$119,000	0	\$100,000	\$ 754,000
2008	0			\$50,000	\$50,000	\$100,000
2009	\$200,000	\$325,000	\$119,500	\$55,000	\$80,000	\$779,500
2010	\$1,120,000	\$360,000	\$130,000	0	\$37,000	\$1,647,000
Plan Totals						
5 years	1,670,000	\$1,536,000	\$460,500	\$120,000	\$304,000	\$ 4,053,500

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Introduction

The Midway Fire District's 5-Year Strategic Plan for fiscal years 2005-2010 is the result 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.

In May 2005, 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:

- Planning Zone 1: Assessed 16 commercial structures. The average OVAP score was 29.13, which places Zone 1 in a moderate risk range. It was noted that 10 out of the 16 structures did not have an adequate water supply available to meet needed fire flows.
- Planning Zone 2: Assessed 20 commercial structures. The average OVAP score was 28.10, placing Zone 2 in a moderate risk range. It was noted that 18 out of the 20 structures did not have an adequate water supply available to meet needed fire flows.
- Planning Zone 3: Assessed 46 commercial structures. The average OVAP score was 30.42, placing Zone 3 in a moderate risk range. It was noted that 35 out of the 46 structures did not have an adequate water supply available to meet needed fire flows.
- Planning Zone 4: Assessed 45 commercial structures. The average OVAP score was 30.17, placing Zone 4 in a moderate risk range. It was noted that 33 out of the 45 structures did not have an adequate water supply available to meet needed fire flows.

Based upon the RHAVE assessment, the overall OVAP score for the Midway Fire District places it in a Moderate Risk category. In the “Creating and Evaluating Standards Response Coverage For Fire Departments”, a staffing model is set forth calling for the deployment of 14 Firefighters via two engines, 1 ladder company or one rescue company plus an on-duty Chief, for a total of 15 personnel, in communities rated as Moderate in the RHAVE assessment. This level of staffing is also supported by NFPA 1710.

The model details that 2 Firefighters are assigned to an attack line, 2 firefighters are assigned to a back-up line, 2 firefighters are assigned support for hose lines, 2 firefighters are assigned to ventilation, 2 firefighters are assigned to search and rescue, 2 firefighters are assigned to initial RIT, 1 firefighter is assigned as a pump operator, 1 firefighter is assigned as an aerial or pump operator and 1 firefighter is assigned as the Fire Ground Commander.

The RHAVE Assessment also revealed that over 96 commercial structures within the District did not meet required fire flows as required by ISO standards. The needed fire flow of a structure is determined by the size and type of construction of the structure. Once the needed fire flow is determined, a credit of available GPM is awarded based upon the distance of the structure to the nearest hydrant. ISO allows for GPM credit based upon the distances from a fire hydrant to a building. ISO allows 1000 GPM credit for a hydrant within 300’ of the building. The credit is reduced proportionally based upon the distance from the hydrant to the building. ISO allows a credit of 670 GPM for a hydrant within 301 to 600 feet. Any hydrant over 601 feet to 1000 feet receives a credit of only 250 GPM. The issue of hydrant placement will also be discussed further in the Fire Prevention section of this plan.

Insurance Services Office (ISO):

The Fire District had an ISO grading completed in 2000. Following that survey, the District received a 5 / 9 rating. The rating of 5 was given to areas that had a fire hydrant and the 9 rating was given to areas that do not have a fire hydrant. 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 1943, is comprised of two stations and employs 21 career personnel and 10 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, six are cross-trained as Firefighter/Paramedics; the remaining 12 are cross-trained as Firefighter/ EMT's. Fourteen of the eighteen career personnel are currently in training to become certified as Hazardous Materials Technicians. Six are also training in Special Operations as part of a Florida Urban Search and Rescue Team jointly with Fort Walton Fire Department. 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 2004, the District responded to 1,830 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.

The proposed increase in manning section of this plan also assumes the district success in obtaining the SAFER staffing grant for fiscal 2006. The staffing grant would add an additional 6 line personnel.

Ad valorem

The District is funded through an ad valorem tax. The current tax rate is \$1.40 per \$1,000 of assessed value. Additionally, the District has an impact fee resolution based on a fixed rate of \$200 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
10005	Brush 37	1969 Airs Brush Truck
10006	Squad 35	2001 Freight Liner
10007	Zodiac 35	2005 Inflatable Boat
10008	Support 35	1998 Jeep
10009	Chief 35	2005 Ford Expedition
10010	Battalion 35	2005 Ford Expedition
10011	Haz-Mat Trailer 37	2005 Enclosed Trailer
10012	Command Bus 37	1991 Bus
10013	Inspector 37	2006 GMC Canyon
10014	Truck 37	2005 Rosenbauer 100' Aerial

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 bring the District into compliance with ISO. The average age of the District's current apparatus fleet (13 units) is 9.85 years, with three apparatus having fourteen 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 ten years in a front-line or continuous service role with an additional five years in a reserve role, and trucks (aerials) serving in a front-line capacity fifteen years and five 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
2006	1	Ladder Truck	\$650,000
2007	1	Rescue*	\$150,000
2008			
2010	1	Engine	\$325,000
2010	1	Fireboat	\$300,000

Plan Totals

5 Years	4	1-Engine, 1-Truck, 1- Rescue, 1- Boat	\$1,425,000
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The ladder truck in fiscal year 2006 will provide for a badly needed additional unit. Currently, when an engine goes out of service, the District is left with only 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 2000 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 service company or ladder truck. An additional engine is needed to receive full credit for a reserve engine.

The proposed ladder truck addition in 2006 will also add to our firefighting capabilities. Due to the height increase required following Hurricane Ivan, the District has an even greater need to have a more suitable ladder truck than the 1991 Pierce Tele-Squirt. The Tele-Squirt will be placed in a reserve status for an additional 5 – 10 years of service. The age of the Tele-Squirt, as well as its lack of functionality, is necessitating its replacement. Maintenance costs for this unit are continuously increasing, and are now approximately \$1,000 per month. The Tele-Squirt only receives partial credit as a ladder truck under ISO requirements. It does not carry all of the necessary equipment and ladders required for a ladder company. However, the Tele-Squirt does receive full credit under the Engine requirements from ISO. With the addition of the ladder truck in fiscal 2006, the District would receive full credit for having a reserve engine.

During the last ISO grading period, the District received 8.62 points out of 10 for Engine Companies and only 1.70 out of 5 for Ladder Companies. By adding the new ladder truck in 2006, the District would receive 5 points out of 5 points for the Ladder Companies and the full 10 points for Engine Companies. The District would also receive 1 point for having a reserve engine.

The proposed Rescue in 2007 would be a transport capable light duty rescue. By having patient transport capabilities, the District would have more flexibility in terms of its Emergency Medical Services program. This could also be very important during major disasters.

The Fire Boat in 2010 would be an addition for the District's fleet. As the population increases, more citizens are turning to the waters for recreation. The increase in water rescue calls is expected to increase proportionally to the increase in population growth. Additionally, more homes are being built on waterfront property. Our ability to obtain a water supply in some of the waterfront areas is very limited. The fireboat would be capable of supplying an infinite amount of water.

Staff Vehicles:

The District’s staff vehicle fleet consists of two 2005 Ford Expeditions and one 1998 Jeep. 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.

Action Plan:

Fiscal Year	Number of Vehicles	Vehicle Assignment(s)	Fiscal Year Expenditures
2006	1	Fire Prevention	\$16,000
2007	1	Suppression*	\$35,000
2010	2	Administration	\$60,000

Plan Totals

5 Years	2	1-Fire Prevention, 1-Suppression, 2 – Administration	\$ 111,000
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* Purchase for new position described in the staffing section.

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 makeshift 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.

Action Plan:

Fiscal Year	Quantity	Type of Equipment	Fiscal Year Expenditures
2006	1	Computer Server	\$ 4,000
	2	Computers – Replacement	\$ 3,000
2007	5	Laptops For Apparatus	\$14,000
		Dispatching software	\$10,000
2008	1	Software Upgrades	\$ 5,000
2009			
2010			

Plan Totals:

5 Years			\$36,000
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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 Type	Fiscal Year Expenditures
06	Opti-com System	\$30,000
07	Air Compressor and Cascade System Thermal Imaging Camera – Replacement	\$76,000
08	AED’s 5 inch Fire Hose Commercial washer and Dryer	\$45,000
09	Air Pack 20	\$80,000
10	Nozzles, Tools, Extrication	\$37,000

Plan Total

5 Years	New and/or Replacement	\$ 268,000
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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 air packs and a air compressor system 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, while pursuing land acquisition for new station locations in order to meet response time goals.

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 Districts 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 know as the center of the district that does not have adequate Engine coverage.

Fire Station Maintenance

Fire Station #35: This facility is two years old, and is in a fair strategic location. Overall, the condition is excellent. There have been problems with roof leaks since the initial construction. Fire Administration is working with the contractor to correct the roof problems. 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 excellent. It is in a good location in terms of station distribution. The cost of the 14,400 square foot station was \$914,410.

In the 200 ISO grading the District only received 1.31 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 first additional station should be located close to the Bal Alex and Highway 98. This would apply a more even level of distribution as required in the ISO grading schedule. Currently the response time to the farthest points north and south of this area fall around the 8 to 10 minute range.

The next logical location for a forth station would be the Bergen Road and 399 area. There are several large subdivisions planned to be built in that area. The forth stations construction would

be several years out as the determined and driven by the build out of the area. However the District may want to try to obtain property at today's rates prior to the development of the area.

Action Plan:

- ✓ Purchase 1 acre or more of land in the US Highway 98 and Bal Alex area.
- ✓ Begin construction of a 6,000 square foot facility (Bal Alex)
- ✓ Purchase 1 acre or more of land in the Bergren Road and 399 area.
- ✓ Continue to monitor call volume in the Bergren Road 399 area.
- ✓ Consider imminent domain acquisition if no reasonable priced land can be found in the US Highway 98 and Bal Alex area.

Fiscal Year	Purchase Type	Fiscal Year Expenditures
'07	Purchase 1 to 2 acres of land in the Bal Alex area	\$350,000
'08		
'09	Purchase 1 to 2 acres in the Bergren Road area	\$200,000
'10	Construct an 6,000 square foot Fire Station on the Bal Alex Site	\$1,120,000
Total		\$1,670,000

Communications Radio Up-Grades

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

The District currently utilizes a VHF radio system for dispatching and emergency operations. Dispatching services are provided by Santa Rosa County Communications. The County provides dispatching over a County owned VHF system. There is a repeater tower located at the South Annex, 5819 Gulf Breeze Parkway. The system was originally designed to be utilized with mobile radios.

The county dispatches calls over the channel for Holley-Navarre Fire District, Navarre Beach Fire Department as well as Midway Fire District. There is a receiver site located in the Holley-Navarre area, which enhances their ability to utilize hand held portable radios. This is extremely important since firefighters fight fires from out side of fire apparatus.

An additional receiver is needed in the West end of the District, which the County has committed to installing in 2006. This would allow for greater usage of hand held radios for communicating with Santa Rosa dispatch.

The District is licensed for two additional VHF channels. One channel is equipped with a new state of the art repeater located at the Midway Water tower on Avalon Blvd. and US Highway 98.

Currently, Santa Rosa County communications only monitors and dispatches over the single VHF channel known as South Fire. No redundancy is built into the current system. The County only operates out of one dispatch center, which serves as the County PSAP (Public Safety Answering Point).

The two tactical channels licensed to Midway are unmonitored by Santa Rosa Communications. This creates a significant firefighter safety issue and violates NFPA 1561. At the scenes of working incidents the District is forced to switch to an unmonitored tactical channel. These frees up the primary channel know as South fire for dispatching other incidents.

The Santa Rosa Communications telecommunications remains on South Fire; the Incident commander from Midway is forced to monitor two channels.

NFPA 1561 calls for dispatching to occur on one channel and operations to occur on another tactical channel. NFPA 1561 also sets forth a role for the telecommunication center to play in the Incident Management system. The telecommunication center should monitor all emergency scene operations and work as a support function for the Incident Commander.

Current radio limitations preclude this from happening. As a result, the following upgrades in the Midway Fire District need to occur.

Action Plan:

Fiscal Year	Purchase Type	Fiscal Year Expenditures
'06	Monitor card for Dispatch	\$15,000
'08	Repeater Tach 2	\$50,000
'09	Repeater Tach 3	\$55,000
'10	Station Alerting Systems	\$20,000
Total		\$140,000

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 2005, the following are budgeted positions for the Midway Fire District.

1 Fire Chief

1 Division Chief / Fire Marshal

1 Fire Inspector

1 Accounting Clerk

6 Fire Lieutenants (6 of which are EMTs)

12 Firefighters (6 of which are EMTs and 6 are Paramedics)

7 Reserve Firefighters (5 are Certified as Firefighter 2; the other two are certified as Firefighter 1)

Action Plan:

- ✓ Continue to work towards obtaining 1710 compliance
- ✓ Continue to work towards Standards of Coverage Plan
- ✓ Build an administrative staff for the District
- ✓ 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. The short-term goal is to staff two engine companies and one ladder company, along with having a shift supervisor (Battalion Chief) on duty 24 /7, meeting the District’s SRC. The staffing levels described in this plan, combined with fire station and apparatus distribution discussed earlier will help produce the desired ISO rating objective and increase Firefighter safety. The staffing requirements for the additional station will be realized in future years. The table below details the budget year funding required to meet the staffing objectives of this plan, and assumes annual 5% increases to the wages and listed benefits.

Action Plan:

Fiscal Year	Number of Personnel	Personnel Type	Station Assignment	Fiscal Year Expenditure
2006	3	Firefighter/Paramedics*	To Staff a Second Engine	\$92,000
	3	Firefighter/EMT’s*		SAFER Grant
2007	2	Lieutenants*	Engine or Rescue	\$119,000
2008				
2009	1	Lieutenant*	Shift Second Engine	\$59,500
	1	Battalion Chief*	On Shift	\$60,000
2010	2	Battalion Chiefs	On Shift	\$130,000
Plan Totals				
5 Years	12			\$ 460,500

- Salaries based on 53 hours regular pay, 3 hours FLSA overtime, and 12 paid holidays.

At the end of the five-year plan, staffing would have increased from 6 to 10 on each shift. The District would receive 10 points credit for company personnel in accordance with ISO. In 2000, the District received 1.45 points under ISO credit for company personnel out of a possible 15 points.

Section 2 – Administration

Standard Operating Procedures

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

The District's current Standard Operating Guidelines provides minimal guidance on how daily operations of the District are to be carried out. A more comprehensive manual is needed into to provide the District's members guidance on dealing with the daily operations and business of the District. Once developed, the document will need to be dynamic in nature. As the needs and services of the District expand and change, the Standard Operating Procedure manual will need to do the same.

Action Plan:

Fire Administration is currently in the process of developing a comprehensive Standard Operating Procedure that will guide the District's daily operations. The manual is broken into nine sections:

Standard Operating Procedures:

Series Number:	Series Title:
100	Emergency Scene Operations
200	Fire Administration
300	Fire Prevention & Investigations
400	Personnel Training & Professional Development
500	Reserve Firefighter Program
600	Medical Operations Manual (MOM'S)
700	Facility / Vehicle and Equipment Maintenance
800	Hazardous Materials Team / Special Operations
900	Daily Non-Emergency Operations

Emergency Management

GOAL: To ensure that appropriate steps have been taken to prevent disasters from occurring where possible, as well as to minimizing the impact of those that do occur, by preparing the District in the management of response and recovery operations for large-scale emergencies.

The primary components of the District's emergency management efforts are building community partnerships with business, industry and citizens. These partnerships must take proactive steps to mitigate emergencies, including the planning and preparation for response and recovery operations.

Types of situations, which may require activation of the District's Emergency Operations Center (EOC) and implementation of the District's Disaster Plan, include:

- Serious and/or long-term hazardous materials incidents.
- Preparation for, or results of, severe storms.
- Water release situations, which threaten or have caused serious flooding and/or damage.
- Situations that result in mass casualties, significant numbers of homeless citizens, or fires of conflagration proportions.
- Incidents involving aircraft.
- Major transportation or industrial incidents.
- Major structural collapse situations.
- Civil disturbances.
- Major public events.
- Acts of terrorism.
- Any situation requiring significant or extensive warning to the public.

Action Plan :

- ✓ Participate in one emergency management exercise each year, at a minimum.
- ✓ Acquaint all Fire District members with the Disaster Plan.
- ✓ Coordinate with Santa Rosa County Emergency Management.
- ✓ Continue enhancement of community preparedness efforts through education.
- ✓ Provide emergency preparedness brochures, information and training for citizens and employees.
- ✓ Continue to look for mitigation and preparedness grants.
- ✓ Continue to assist Santa Rosa County in staffing ESF4 position.

Fire Service Accreditation

GOAL: To obtain accredited agency status through the Commission on Fire Accreditation International.

The Commission on Fire Accreditation International (CFAI) was established as an independent, non-profit entity in 1996.

The purpose and benefits for a fire department's involvement in fire service accreditation include:

- Promoting excellence within the fire and emergency services professional community;
- Encouraging quality improvement through a continuous self-assessment process;
- Providing a detailed evaluation of the department and the services it provides to the community;
- Identifying areas of strengths and weaknesses within the department;
- Providing assurance to peers and the public that the organization has a defined mission, goals and objectives.

The Commission on Fire Accreditation International conducts peer assessments of applicant agencies. In order to be an applicant agency, the agency must have undergone a self-assessment. The first half of the self-assessment for Midway Fire District should be completed by early 2006.

The Commission on Fire Accreditation International conducts a comprehensive evaluation of all aspects of a modern fire department, focusing on program analysis for continuous improvement and planning.

The categories and criteria section of the accreditation self-assessment manual identifies ten major categories with corresponding support criteria and performance indicators against which we will measure the status of current programs, evaluate their effectiveness, and identify a plan for the future.

The ten categories include:

1. Governance & Administration
2. Assessment and Planning
3. Goals & Objectives
4. Financial Resources
5. Programs (including Fire Suppression, Fire Prevention, Public Education, Fire Investigation, Technical Rescue, Hazardous Materials, Emergency Medical Services, Emergency/Disaster Management, Weapons of Mass Destruction)
6. Physical Resources
7. Human Resources
8. Training & Competency
9. Essential Resources
10. External Relations

If the District becomes an accredited agency, a compliance report is required to be submitted each year detailing our response to recommendations made by the Commission as well as describing any changes in the District's operations which have had either a positive or negative impact on service level objectives.

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

Section 3- Bureau of Fire Prevention and Inspection

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.
- ✓ Provide media training for command staff.
- ✓ 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 5 / 9. Areas that have hydrants within 1000 ft of their home will receive a 5, anything that is over 1000 ft will receive a 9. There are many commercial structures that do not meet the need fire flow requirements. The Fire Prevention Bureau systemically reviews all new commercial structure site plans as well as sub-divisions to ensure that new developments comply with the Fire Prevention code.

Action Plans

- *Review plans for new sub-divisions and new commercial structures.*
- *Ensure needed Fire Flow is met for new construction.*

Incident Investigations

Fire Investigators and Fire Inspectors from the MFPB 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 2004 edition of the Code has been adopted with amendments. A future consideration for code development is reducing the square foot requirement for fire sprinkler systems in assembly occupancies to a minimum of 3,500 square feet. An additional consideration is evaluating requirements/incentives for automatic fire sprinklers in new single-family homes.

Midway Fire District Risk Management Profile (Fire Inspection Workload)

The District continues to update its District-wide risk assessment that was last performed in 2005. 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 Units – 500
- Schools – 2 public, and 1 private
- Hospitals -0

In 2004, Midway Fire District conducted inspections of approximately 35% of the 400 occupancies requiring inspection. It is anticipated that within the next five years an additional 3,000 residential and 200 commercial units will be added to the District.

While MFPB personnel perform a significant number of the fire inspections in the District, an increase and a diverse range of other duties has reduced the Bureau's ability to significantly impact the rapidly expanding inspection workload.

Plan Development Review - Permit Process

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

- 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, fire loss, drowning, and kitchen fires.

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.
- Car Seat Program - Currently there is one certified Child Passenger Safety Technician in the District for installation and instruction.
- Juvenile Fire Setter Intervention Program – In conjunction with school officials, or the justice system.
- 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.
- ✓ Develop a Kitchen Fire Safety Awareness Program.
- ✓ Check and install smoke detectors for senior citizens and other at risk populations.
- ✓ Add Juvenile Fire Setters program to the District.
- ✓ Develop public service announcements for airing on local TV.
- ✓ Add a fire safety trailer to our district.

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.

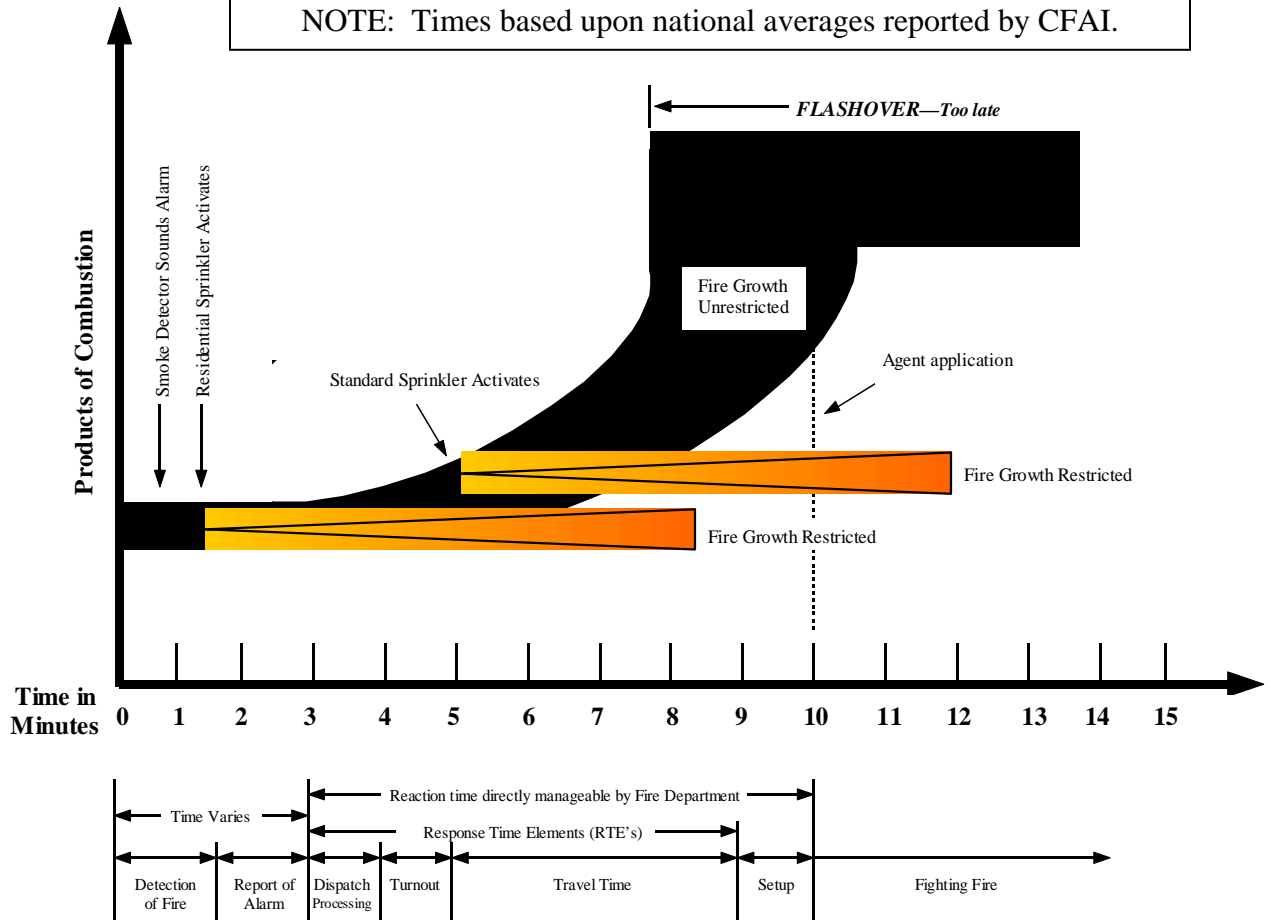
Time In Relation To Fire Growth:

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 2004, the average turnout and travel time in the District is 4 minutes and 35 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 4.53 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-Structure Fires	68	3.76%
200 Series-Non –Structure Fires	117	6.39%
300 Series-Rescue & EMS	1,056	57.70%
400 Series-Hazardous Conditions (No fire)	152	8.30%
500 Series-Service Call	134	7.30%
600 Series-Haz-Mat Call	77	4.20%
700 Series-False Alarm & False Call	109	5.95%
800 Series-Mutual Aid	83	4.54%
900 Series-Special Type	34	1.86%

Grand Total: 1,830

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

Action Plan :

- ✓ Closely monitor turnout time.
- ✓ Research viability of automated turnout time monitors.
- ✓ 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 2004, 57.7% 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 with field transmission capabilities.

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/EMT's 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 District's 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 (FASAR) for each selected team member.

Action Plan:

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

Special Operations – Hazardous Materials

GOAL: To provide necessary equipment and training for the District's Hazardous Materials Technicians in accordance with NFPA 472.

The Fire District's ability to respond to and mitigate a hazardous materials incident has also greatly improved over the past year. In 2004, 4.2% of the calls to which the District responded were for hazardous materials incidents. One event included an overturned leaking gasoline

tanker. With the amount of traffic on US Highway 98, there is a strong likelihood the District will continue to respond to transportation incidents involving hazardous materials.

The amount of hazardous chemicals in the community is also increasing. As the community grows, there is now some light industrial business moving into the District. The need for a hazardous materials team will only increase. Prior to the creation of the Midway Hazardous Materials team, the District relied on a regional team out of Fort Walton. Due to the distance and limited manpower available from that team, a local Hazardous Materials team has been developed.

Training for the team consisted of 160 hours technician level training. The majority of career personnel completed the training. Many are going forward to obtaining the voluntary State certification as Hazardous Materials Technicians.

The team's capability is very impressive. Equipment includes level "A" suits, specialized instrumentation such as a combustible gas indicator, photo-ionization detector, decon showers, and various plugging and diking equipment. Much of the training and equipment has been paid for by a FEMA grant obtained in 2004.

Action Plan:

- ✓ Train all new career Firefighters to Hazardous Materials Technician level in accordance with NFPA 471;
- ✓ Research and purchase new detection and identification equipment as technology changes;
- ✓ Look for and obtain grant funds to assist with the development of the team;
- ✓ Continue to provide up-to-date training for all members of the Fire District;
- ✓ Maintain a presence on the LEPC 1;
- ✓ Apply for recognition as a Regional Hazardous Materials Team through the Florida Fire Chiefs Association.

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)
- Ropes I & II – 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 – 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

Items necessary for increasing the capabilities of the training program include:

- Become a State certified training center allowing Firefighter 2 to be taught in-house and on-site.
- Continue to develop instructors within the District.

Action Plan:

- ✓ Continue mandatory training requirements of regulatory agencies
- ✓ Evaluate new training techniques
- ✓ Maintain the safest possible training environments
- ✓ Develop a local certified training center through the Bureau of Fire Standards and training.