



Midway Fire District 5 Year Strategic Plan

Fiscal Years 2017 through 2021
Presented as of February 2017

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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 2021). 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 District, and four functional areas. These functional areas are Administration, Fire Prevention/Inspections, Operations, and Training/Academies. Acquisition requirements to meet the goals and objectives in the strategic plan are separated into the following five categories:

- Fire Stations
- Apparatus
- Staffing
- Radio Upgrades
- 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. Now, the District operates out of two stations with 2 engines, 1 cross manned ladder, and two shifts with 9 line personnel per shift and one shift with 8 line personnel on shift... To comply with ISO requirements for the District's needed fire flow, the District needs to staff two engines and one ladder truck or service company.

Projected Budget Summary

Fiscal Year	Fire Station	Apparatus Includes Staff Vehicles	Staffing	Radio System Upgrades	Equipment Including computer	Capital Outlay	Fiscal Year Expenditures
2017	\$	\$40,000	\$36,000	\$5,000	\$35,000	\$	\$116,000
2018	\$	\$45,000	\$36,000	\$8,000	\$	\$	\$89,000
2019	\$	\$463,500	\$	\$	\$30,000	\$	\$493,500
2020	\$50,000	\$	\$	\$	\$	\$	\$50,000
2021	\$	\$45,000	\$	\$	\$60,000	\$	\$105,000

Plan Totals

5 years	\$50,000	\$593,500	72,000	\$13,000	\$125,000	\$	\$853,500
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Introduction

The Midway Fire District's 5-Year Strategic Plan for fiscal years 2017-2021 is the result of the 2012 referendum that gives the Board of Fire Commissioners the authority to increase the millage no more than 0.2 mill 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 overview of the District's current capabilities and sets forth a vision of the District's needs over the next 5 years. The service 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 residents and visitors of the Midway Fire District.

Midway Fire District Mission Statement

To provide the highest quality emergency and non-emergency services 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 2009, a Risk, Hazard, and Value Evaluation was conducted for the Midway Fire District to identify the fire and hazard risks within the Midway Fire District. The District was divided into four risk zones; each zone approximately 5 square miles in size: For the purpose of this document, the four risk zones were designated as planning zones. Target commercial structures were assessed within each planning zone. The following details the results of the survey by zone:

- Planning Zone 1: Edgewood to Anderson; assessed 27 commercial structures.
- Planning Zone 2: Anderson to Ocean Breeze; assessed 35 commercial structures.
- Planning Zone 3: Ocean Breeze to Stanford; assessed 59 commercial structures.
- Planning Zone 4: Stanford to National Seashore; assessed 53 commercial structures.

Insurance Services Office (ISO)

The Fire District had an ISO grading completed in 2014. Following that survey, the District received a 3 rating. The basic fire flow for the District, based on the last survey, is 2000 Gallons Per Minute (GPM). 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. To receive maximum ISO credit for manning the apparatus, the staffing level would need to be 15 firefighters plus a Chief Officer on scene.

Assumptions for Planning

The Midway Fire District provides service to an urban community, as defined by the Federal Emergency Management Agency's (FEMA) community profile definitions. The Midway Fire District, originally established in 1963, is comprised of two fire stations and employs 28 career personnel, 2 reserve firefighters, 2 full time administrative personnel. 26 of the District's personnel are assigned to operations. The 26 are divided among 3 shifts creating a manning of 9 firefighters on two shifts and 8 firefighters on the third shift. Within the 28 career personnel, 16 are cross-trained as Firefighter/Paramedics; the remaining 12 are cross-trained as Firefighter/EMT's. The District, with an ISO rating of 3, provides service to a 26-square mile area. Services include: fire suppression, hazardous materials operations and technician level support to surrounding hazmat teams, advanced life support first response, fire prevention, public education and emergency management. In calendar year 2016, the District received 2,474 calls consisting of residential and commercial structure fires, fire alarms, vehicle accidents, medical emergencies, and public assistance.

Since the District falls in an unincorporated area of Santa Rosa County there is no data available that provides an exact population count. However, even though there is one census tract that bleeds across into the Navarre Fire District, a review of the census tract data indicates an approximate population of 22,410 as of 2010. Midway Fire District has estimated the growth, since the 2010 official census count to be 7,590 which brings the unofficial total to 30,000.

Revenue

The District is funded through an ad valorem tax. The current tax rate is \$1.85 per \$1,000 of assessed value. The District has an impact fee resolution based on a fixed rate of \$247 per new residential structure built and a square footage calculation of \$0.33 per square foot for newly constructed commercial structures.

Customer Service

Customer service is the foundation of the 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 event 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, Santa Rosa County Government and other independent fire districts will continue to be further enhanced 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.

Emergency Apparatus /Vehicle Inventory

<u>District Asset Number</u>	<u>Apparatus Number</u>	<u>Status</u>	<u>Apparatus Type</u>
10001	Engine 35	Frontline	2001 Ferrara 1250 GPM Pumper
10002	Engine 37	Frontline	2015 Pierce Saber 1000 GPM Pumper
10003	Squad 35	Reserve	1998 Ferrara 1250 GPM Pumper
10007	Boat 35	Frontline	2014 19' Boston Whaler
10008	Support 35	Reserve	2005 Ford Expedition
02633	Chief 35	Frontline	2009 Suburban
10010	Battalion 35	Frontline	2013 GMC Yukon
10013	Div. Chief 35	Frontline	2006 GMC Canyon
10014	Truck 37	Frontline	2005 Rosenbauer 100' Aerial

Employee safety, maintenance and repair costs, and public image concerns will be considered in determining the replacement schedule, which may vary from the schedule outlines below. Extensive repair or maintenance costs may warrant the early replacement of a unit.

Apparatus

The goal of the apparatus section of this plan includes the necessary apparatus to maintain the District compliance with ISO. The average age of the District’s current apparatus fleet (9 units) is 9.7 years, with the four-fire apparatus having an average of 12.3 years or more of service. The District’s objective is to reduce the average fleet age through assigning 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 for 20 years and an additional 5 years in a reserve role.

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. The ISO requirements for the District are based on the year 2014 grading. Based on this grading report, the District’s basic fire flow is 2000 GPM. To comply with the requirements of the ISO grading report, the District needs 2 front-line engines and 1 ladder truck.

The following plan details the replacement schedule necessary for the District to maintain full credit for having a reserve engine for ISO grading and to ensure the District has sufficient reliable apparatus to accomplish the mission of the District. The table below details the budget year funding goals to meet this capital outlay objective, and assumes an annual 3% increase to the vehicle cost.

Action Plan

Fiscal Year	Quantity	Apparatus Type(s)	Fiscal Year Expenditures
2017			\$
2018			\$
2019	1	Engine 35	\$463,500
2020			\$

2021			
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The intent of this report is to provide the reader with the overall cost of the capital purchase. The specific avenue of funding for the purchase will be determined during the relevant budget cycle based on cash flow comparisons to the cost of maintaining debt for such purchases.

Plan Totals

5 Years	1	Engine	\$463,500
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Staff Vehicles/Vessels

The District’s staff vehicle fleet consists of one 2013 GMC Yukon, one 2009 Chevy Suburban, one 2006 GMC Canon and one 2005 Ford Expedition. The District also owns a 2014 19’ Boston Whaler water vessel. Ideally, the District’s staff vehicles should be evaluated for replacement every 5 years or 100,000 miles. By evaluating each vehicle at these benchmarks, the District has the potential to realize some value for resale, should the decision be to resell vs repurpose, while keeping maintenance costs down. At the time of this report, the new Chief 35 vehicle (2017 Tahoe) is ordered and schooled to arrive by April 2017. Due to upkeep and maintenance, the 2009 Chevy Suburban (Chief 35) will be reassigned to DC35 for inspections and emergency Response. The 2006 GMC Canyon (DC35) will be reassigned for a utility vehicle to be used to pick up/drop off supplies, equipment for repairs and local training transportation. The 2005 Ford Expedition (Support 35) is used to pull the 2014 19’ Boston Whaler water vessel and launch the vessel during water rescue emergencies. Based on the usage of the DC35 and the Support 35 vehicles, the replacement of both has been extended to line up with the replacement of the Chief 35 vehicle.

In 2018, the 2013 GMC Yukon will be evaluated for replacement. The plan is to reassign this vehicle to DC35 (Division Chief) for emergency response and inspections of the District to prolong the life of the vehicle. The 2009 Suburban (DC35) will be reassigned to, Support 35 (2005 Expedition) function to pull/launch Boat 35 to prolong the life of the vehicle. The table below details the budget year funding goals to meet this capital outlay objective, and assumes an annual 3% increase to the vehicle cost. The increased cost of the BC 35 vehicle is due to increase cost of vehicle and the extra equipment needed on and inside the vehicle for emergency response and command operations while on scene.

Action Plan

Fiscal Year	Quantity	Vehicle Assignment(s)	Fiscal Year Expenditures
2017	1	Chief 35 (2009 Suburban)	\$40,000
2018	1	BC 35 (2013 Yukon)	\$45,000
2019			
2020			
2021	1	DC 35 (2006 Canyon)	45,000

At the time of this report, it is the belief of staff that the purchase of the DC35 vehicle can likely be postponed due to upkeep but it is not likely that it would be postponed beyond FY2021 due to age of older support vehicles and their corresponding replacement schedule.

Plan Totals

5 Years	3	Chief 35/BC 35/DC 35	\$130,000
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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

Action Plan

Fiscal Year	Quantity	Type of Equipment	Fiscal Year Expenditures
2017			
2018			
2019			
2020			
2021			

Plan Totals

5 Years			
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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.

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 purchased a FLIR thermal imaging camera (TIC) in 2015 to replace a dated TIC on front line apparatus. The District was successful in obtaining a grant award in 2016 for the purchase of 2 more FLIR TICs that replaced the second dated TIC on apparatus while the second new TIC was placed in service on the BC35 vehicle to assist with quick size-up of fires. With that award, the replacement of a TIC in the previous plan for 2018 has now been filled.

In 2007 the District was awarded an AFG Grant to purchase 34 SCBAs (self-contained breathing apparatus) with spare bottles; (68 bottles) to replace dated equipment. In the future of 2021, the composite SCBA bottles, will need to be replaced due to their service life expiration of 15 years from date of manufacture. All 68 of the 4500 psi bottles must be hydro tested every 5 years for certification which was just completed January of 2017 and the bottles are on their last 5-year hydro cycle. The SCBAs themselves do not have an expiration service life and the District will continue to use them when the bottles are replaced until they are no longer serviceable.

Midway District was also awarded half of an EMS grant that was applied for. The District requested funds for (2) Physio Control Lifepack 15 heart monitors. Half of the funds were granted that allowed for the purchase of 1 heart monitor that is already in service. Due to the age, availability of parts and support for the second old Lifepack 12 monitor still in service, the

purchase of a new LP 15 monitor is in the 2017 plan to further enhance the diagnosis and treatment of patients of Midway Fire District.

The remaining equipment needs of the District have been budgeted to purchase but staff continually seeks grants to offset funding cost of equipment replacements.

Action Plan

Fiscal Year		Purchase Type	Fiscal Year Expenditures
2017	1	Heart Monitor	\$35,000
2018			\$
2019	1	Extrication Equipment	\$30,000
2020			\$
2021	60	SCBA Bottles	\$60,000

The intent of this report is to provide the reader with the overall cost of the equipment purchases. The specific avenue of funding for the purchases will be determined during the relevant budget cycle based on cash flow comparisons to the cost of maintaining debt for such purchases.

Plan Total

5 Years	62	Heart Monitor/Extrication/SCBA	\$125,000
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Facilities

GOAL: To maintain our current facilities in excellent condition with high regard for the comfort for our employees and visitors and to keep the vacant land for a new station location 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. Over the last several years, the District has recognized a noticeable increase in Impact Fee revenue and revenues related to planning and permitting of residential and commercial construction. The Santa Rosa County School District has also recognized noticeable growth within the school system and has recently begun the necessary steps to gain authorization at the state level to construct an additional school in proximity to the District and is currently forecasting that completion date to be within the next five years.

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 built 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 2-mile radius in the Bal Alex area, also known as the center of the District, which does not have engine coverage in accordance with ISO grading recommendations. In the 2014 ISO grading, the District did not receive full points for station distribution.

Fire Station Maintenance

Fire Station #35: This facility is 13 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. In 2016 the fresh air induction

system had to be replaced at a cost of \$50,000. It was replaced with a Carrier Desert Air induction system. The original price of the 18,225-square foot facility was \$2,027,803; construction was finished in late 2003. This station was refinanced in 2013 which saved the District more than \$100,000 over the remainder of the loan. The new loan matures in 2025.

Fire Station #37: This facility was remodeled 14 years ago, and is in overall good condition. It is in a good location in terms of station distribution. There have been problems with the air conditioning and mold since 2004 which has been recently mitigated. In 2016 the fresh air induction system had to be replaced at a cost of \$50,000. It was replaced with a Carrier Desert Air induction system. The cost of the 14,400-square foot station was \$914,410; construction was completed in 2002. This station was paid off in August of 2013.

Fire Station # 36: Land was purchased in 2007 centrally located in the middle of the District on Hwy 98. The property was purchased as a lease in the amount of \$293,476. The land lease was refinanced in 2011 and the loan matures in 2018. Staff estimates project cost for Station 36 to be \$1,200,000.

Training Academy: After the last Midway Fire Academy Class 014 of 2016 it was time to have the training tower evaluation to remain a certified training facility in the State of Florida. The Training Academy recognizes a need to replace the training tower due to the wear and tear of heavy use generated by the Academy and personnel continuing education. Staff is researching options for replacement materials and grants to leverage funding for the project. The replacement tower is estimated to cost between \$50,000 and \$385,000 depending on labor and material cost selected. It was determined that the cost of repairs to the tower in order to pass evaluation outweighs the current supporting funds of the academy, therefore, Midway Fire Academy operations has been suspended till further notice.

At the time of this report, the District recognizes a need to begin the planning and forecasting for Station 36 but also recognize that the completion of the project may exceed the boundaries of this planning period and progression will be relative to call volume and the demands of a growing community. The current commercial construction projects in various stages of completion within the District consist of several assisted living facilities, a residential apartment complex, a medical office complex and a large chain grocery store.

Action Plan

Fiscal Year	Purchase Type	Fiscal Year Expenditures
2017		
2018		
2019		

2020	Station 36 Prep	\$50,000
2021		
Total		\$50,000

Plan Totals

5 Years	Sta. 36 prep	\$50,000
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Communications Radio Up-Grades

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

Santa Rosa County Emergency Communication Center (ECC) in 2016 upgraded all radio communications and dispatch consoles to a Motorola digital trunked system to be used by ECC, EOC, Fire, EMS and Law Enforcement. The system offers inner operability between all agencies in SRC, Escambia and Okaloosa County Emergency Services. Midway Fire District received all new radios, funded by the county, in connection with the CAD system replacement in early March 2016. The initial supply of mobile and portable radios to cover minimum apparatus and front line positions did not have to be purchased by the fire departments. Any future purchases of mobile/portable radios, accessories and maintenance costs must be purchased by Midway FD. The purchase of more portables in the future will need to be made to supply a radio to cover the seated positions in secondary apparatus for FFs that report for district coverage while frontline apparatus is busy with other responses.

Midway is looking to the future with Holley Navarre and Navarre Beach Fire on having the station alerting systems upgraded to the 800mhz digital system to aid with response time lost due to the amount of notification alerts currently needed with using both VHF and 800 alerting. The upgrade will eliminate the VHF tone alerting currently used for station 35/37, Chiefs and any mutual aid stations and Chiefs assigned to the call which can add up to approximately 30 seconds of time of alert tones for residential or commercial fires.

Action Plan

Fiscal Year	Purchase Type	Fiscal Year Expenditures
2017	700/800 MHz Portable radio	\$5,000
2018	Station Alerting Upgrade	\$8,000
2019		
2020		
2021		
Total		\$13,000

Plan Totals

5 Years	Portables/Station Alerting	\$13,000
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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 90% of its members in line positions. Additionally, it is critical that support staff is in place to allow senior staff members to perform the duties and assume the responsibilities for which they are employed. In 2012, the District was awarded a SAFER Grant, funded by FEMA, which afforded the District the ability to add four firefighter EMT personnel to the line staff. These additional four line members advanced the District towards the ongoing goal of reaching NFPA1710 compliance of nine firefighters per shift.

As of 2016, the following are budgeted positions for the Midway Fire District.

- 1 Fire Chief
- 1 Division Chief/Fire Marshal
- 3 Battalion Chiefs
- 1 Financial Administrator
- 1 Administrative Assistant
- 6 Fire Medic Lieutenants
- 17 Firefighters (12 of which are EMTs and 9 are Paramedics)
- 2 Reserve Firefighters (1 is Certified as Firefighter II)

The staffing requirements in this strategic plan call for a slow buildup of positions within the suppression divisions with the overall goal of the District being to become compliant with NFPA 1710. To be compliant with NFPA 1710, the District would need to hire 1 additional firefighter. The additional firefighter would allow each engine company and each truck company to respond with 4 firefighters so that the 2 in / 2 out rule could be adhered to by the first responding apparatus rather than waiting on additional apparatus to arrive on scene. This only applies when none of the operational personnel are on vacation or called out sick.

Action Plan

- ✓ Continue to work towards obtaining NFPA 1710 compliance
- ✓ Continue to work towards Standards of Coverage Plan
- ✓ Continue to build up the Reserve Firefighter program.
- ✓ Continue to pursue relevant FEMA grants to offset personnel cost.

Fiscal Year	Number of Personnel	Personnel Type	Station Assignment	Fiscal Year Expenditure
2017	1	Firefighter EMT		\$36,000
2018	1	Firefighter EMT		\$36,000
2019				
2020				
2021				

The Fiscal Year Expenditure amount listed for the firefighter EMT personnel are estimates only based on current benefit cost of a firefighter EMT.

Plan Totals

5 Years	3	FF/EMT		\$ 72,000
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Salaries based on 53 hours regular pay, 4 hours FLSA overtime, and 8 paid holidays.

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.

Midway Fire District has created and adopted Policy and Procedure Manuals and Standard Operation Procedures. These manuals and procedures provide guidance and structure to the daily operations of the District. The administrative team reviews these manuals on a regular basis to ensure current data based on regulating agency modifications and changes within the department.

Midway Fire District's Medical Director has created a Medical Operations Manual. The Medical Director regularly reviews the manual to ensure its accuracy and relevance to the standards of the medical industry.

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 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 and Standard Operation 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 – 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 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 and social media.
- Publicize Fire Prevention Week activities in October.

Action Plan

- ✓ Continue follow up calls and cards to customers after providing emergency service.
- ✓ Continue Public Service Announcement commercials.

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 District's goal of preventing fires, saving lives, minimizing injuries, educating the public and protecting property and the environment.

Fire Prevention Codes

The District utilizes the Florida Fire Prevention Code, which is revised and amended periodically. Currently, the 2012 edition of the Code has been adopted with amendments.

Fire District Inspection Philosophy and Types of Inspections Performed

The District's major focus is education and customer service rather than enforcement. Conducting periodic fire inspections ensures compliance with the Florida Fire Prevention Code which is in place to ensure life safety conditions within an occupancy or structure while maintaining a positive relationship within the community.

Types of inspections conducted include:

- Automatic Fire Extinguishing Systems (AFES), special systems and fire apparatus access, fire pump systems for AFES.
- New building construction.
- Multi-family residential.
- Institutional: daycare facilities, schools, hospitals and nursing homes.
- All commercial and industrial occupancies.
- Single family homes upon request.

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.
- Certify 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 District and the community.
- Help owners and/or occupants to understand and eliminate unsafe conditions.
- Prevent illegal storage, disposal or release of hazardous materials.

Midway Fire District Risk Management Profile (Fire Inspection Workload)

The District continues to update its District-wide risk assessment annually. 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 – 175.
- Schools – 2 public and 4 private.
- Nursing or assisted living facilities – 4.

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 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.

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

- ✓ Continue to host Fire Prevention activities each October.
- ✓ Continue to publish standard statistics to the Midway Fire District website to include response times and fire losses.
- ✓ Continue implementing succession plan for Fire Prevention.

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.
- Install smoke detectors and Knox boxes for community residents as needed.

Action Plan

- ✓ Continue comprehensive education effort during Fire Prevention Week and throughout October.
- ✓ Continue in-service training classes for firefighters in public education.
- ✓ Continue to check and install smoke detectors and Knox boxes for senior citizens and other at risk populations.
- ✓ Continue to develop public service announcements for airing on local TV and social media outlets.

Section 4 – OPERATION

Emergency Response

GOAL: To deliver emergency services in a safe and efficient manner, with a response time of 8.00 minutes or less, 90% of the time. (from time of call receipt to arrival on scene).

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.

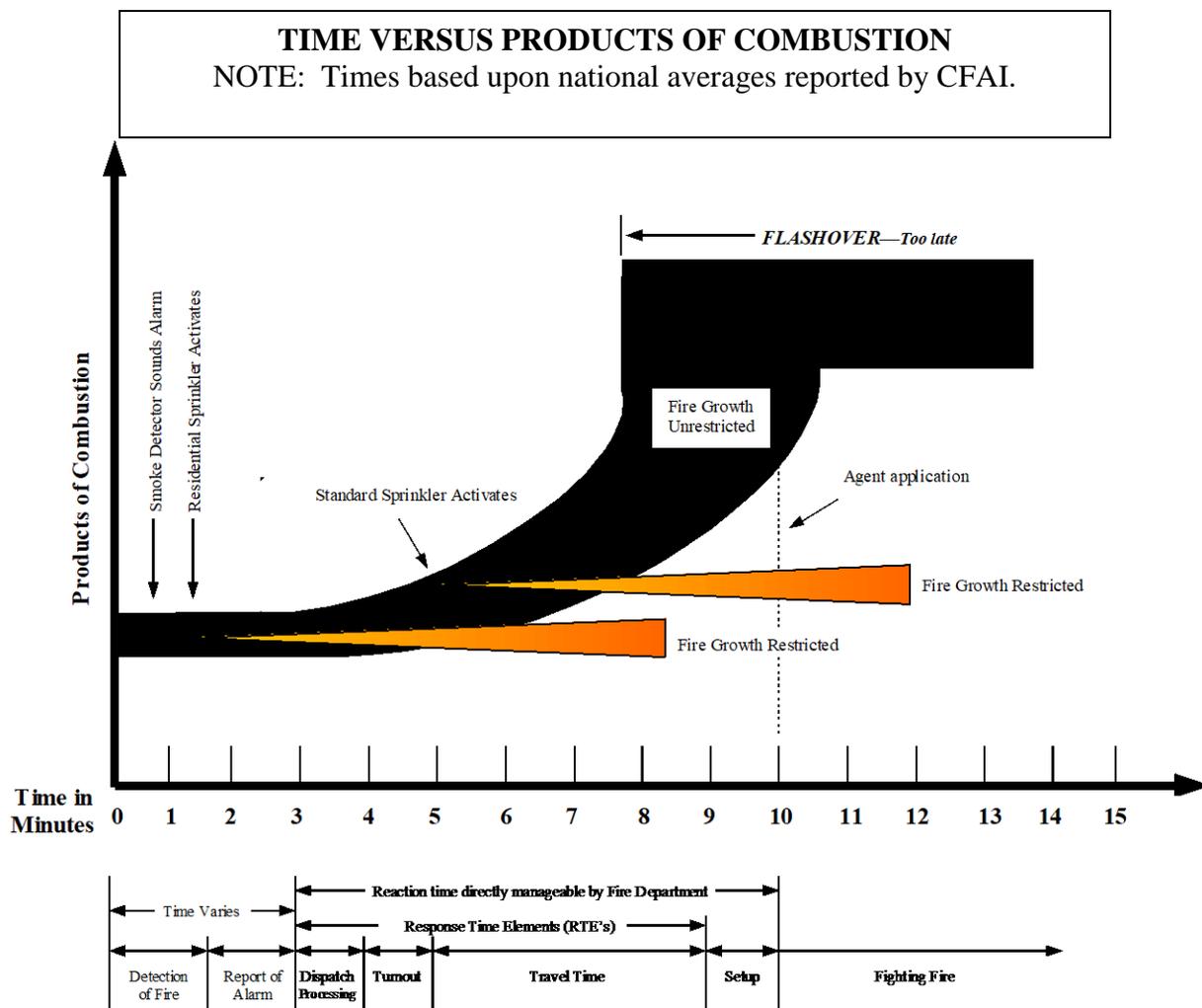
Time In Relation To Fire Growth

Fire is said to double in size every 30 seconds. Flashover is a phenomenon in which ceiling temperatures in a compartment fire can reach 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 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.



Response Time to Fires

Based on total responses for structure fires only in 2016, the average turnout and travel time in the District is 10 minutes and 24 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 Standard Operating Procedure 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 in 19 seconds for fire related calls and 59 seconds for medical related calls. The average response time is 10 minutes 24 seconds. Total time from initial call to arrival on the scene is 10 minutes 43 seconds for structure fire response (only Midway).

Initiation of Action

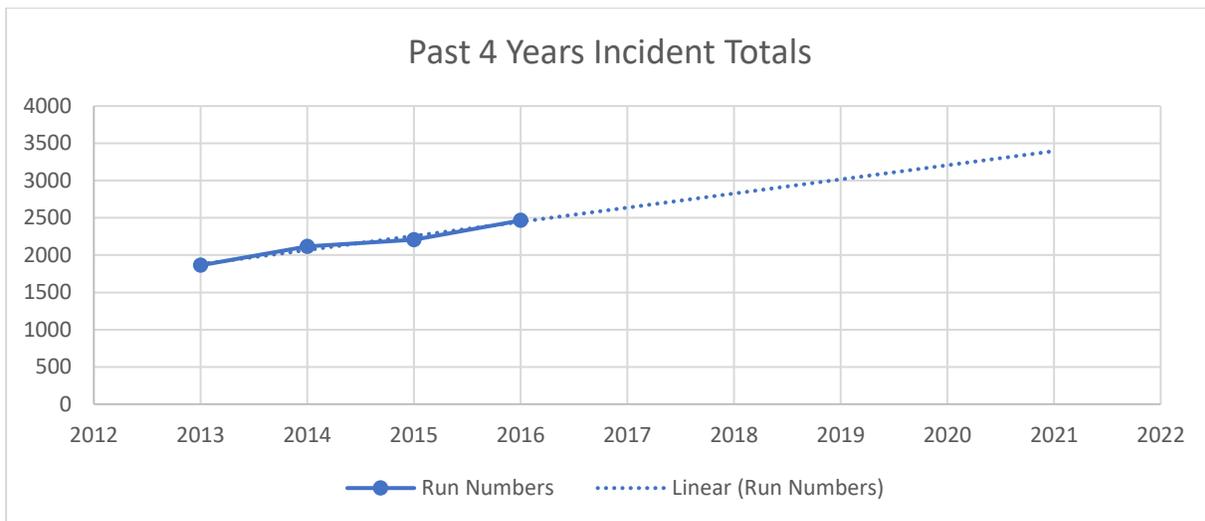
The fire does not automatically go out on arrival of the first engine crew, nor do victims automatically leave the building. There is a period known as set-up time. Set-up time is the amount of time required to put a hose line into action and commit to an interior fire attack. Drill sessions are currently 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.

2016 Emergency Response

	Total of Incidents	Percentage of Value:
100 Series-Fires	113	4.57%
300 Series-EMS	1453	58.73%
400 Series-Hazardous Condition (no fire)	54	2.18%
500 Series-Service Call/public assist	265	10.71%
600 Series-Good Intent	421	17.02%
700 Series-False Alarm/ False Call	158	6.39%
800 Series-Severe Weather/ Natural Disaster	6	0.24%
900 Series-Special Incident type	4	0.16%
Grand Total:	2474	

The District received 2474 calls in 2016;

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 District. In 2016, 58.73% of our emergency response activity was medical services. NFPA compliance for 1710 is to have two ALS providers on scene within 8 minutes.

Existing programs and opportunities that are provided include:

- Advanced Life Support First Response.
- Progressive Medical Protocols (Medical Operations Manual).
- 12 Lead EKG.

Issues affecting the EMS program include:

- External forces such as ambulance transport.
- Number of paramedics currently on staff in the District.
- Ability to recruit experienced paramedics.

Action Plan

- ✓ Ensure that every fire suppression unit in the District is ALS.
- ✓ Train 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 NFPA Standards 1983, 1470, and 1670.

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.

Action Plan

- ✓ Evaluate future funding and opportunities, such as grants, to enhance the program.
- ✓ Develop training programs from previously delivered training 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 increases, government regulations become stricter and professional standards continually change the District is consistently presented with the need for ongoing training. 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 Fire Academy.
- Ropes I & II – operation and technician level.
- National Fire Academy attendance.
- Emergency Medical Technician and Paramedic continuing education and re-certification, including toxicology.
- Probationary Firefighter training.
- IT training.
- Minimum company standards and field operations exercises.
- Hazardous material technician continuing education.
- Technical Rescue Training – confined space/ high angle/trench/water rescue.
- Fire inspections and code enforcement.
- External training opportunities (seminars such as Fire Rescue East, 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.
- Pediatric Advanced Life Support (PALS).
- BTLS.

Action Plan

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