



Midway Fire District 7 Year Strategic Plan

Fiscal Years 2019 through 2025
Presented as of March 2019

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Abstract

The seven-year strategic plan that follows describes Midway Fire District’s strategic goals and objectives for the next seven fiscal years (ending in 2025). These goals and objectives were developed to enhance services as well as respond to the challenges presented by the rapid growth 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 three. The District operates out of two stations with two engines, one cross manned ladder, and three shifts; two with ten line personnel per shift and one shift with nine line personnel on shift. The District needs to staff two engines and one ladder truck or service company to comply with ISO requirements for the District’s needed fire flow.

Projected Budget Summary

Fiscal Year	Fire Station	Apparatus Includes Staff Vehicles	Staffing	Radio System Upgrades	Equipment Including computer	Capital Outlay	Fiscal Year Expenditures
2019	\$	\$500,000	\$	\$	\$30,000	\$	\$530,000
2020	\$50,000	\$50,000	\$220,000	\$	\$	\$	\$320,000
2021	\$50,000	\$50,000	\$310,000	\$	\$	\$	\$410,000
2022	\$170,000	\$	\$370,000	\$	\$	\$125,000	\$665,000
2023	\$100,000	\$1,000,000	\$270,000	\$	\$	\$	\$370,000
2024	\$100,000	\$550,000	\$270,000	\$	\$140,000	\$	\$510,000
2025	\$100,000	\$600,000	\$0	\$	\$	\$	\$50,000

Plan Totals

7 years	\$570,000	\$2,750,000	\$1,425,000	\$	\$170,000	\$125,000	\$2,840,000
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Introduction

The Midway Fire District's 2019-2025 Strategic Plan is the result of the 2012 referendum that gives the Board of Fire Commissioners the authority to increase the millage no more than two tenths of a 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 seven years. The service levels proposed within the 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.

The Risk, Hazard, and Value Evaluation is reviewed and updated annually to identify the fire and hazard risks within the District. The District was divided into four risk zones; each zone approximately five square miles in size: For this document, the four risk zones were designated as planning zones. Target commercial structures were identified within each planning zone as follows:

Planning Zone one: Edgewood to Anderson; assessed 27 commercial structures.

Planning Zone two: Anderson to Ocean Breeze; assessed 35 commercial structures.

Planning Zone three: Ocean Breeze to Stanford; assessed 66 commercial structures.

Planning Zone four: Stanford to National Seashore; assessed 52 commercial structures.

Insurance Services Office (ISO)

The District had an ISO grading completed in 2014. Following that survey, the District received a rating of three. 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

Midway Fire District provides service to an urban community, as defined by the Federal Emergency Management Agency's (FEMA) community profile definitions. The District, established in 1963, is comprised of two fire stations and employs 28 career personnel, one full time Fire Inspector, and two full time administrative personnel. The District has three different shifts of operational personnel. Of the three shifts, two shifts have ten firefighters and one shift has nine firefighters for a total of 28 firefighters assigned to operations. The District employs 17 operations personnel cross-trained as Firefighter/Paramedic and 8 operations personnel cross-trained as Firefighter/ EMT. The District provides service to a 26 square mile area. Services include: fire suppression, hazardous material operations and technician level support to surrounding hazmat teams, advanced life support first response, fire prevention, public education and emergency management. In calendar year 2018, the District received 2524 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 the south end 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 8,409 for an unofficial total population of 30,819.

Revenue

The District is funded through levying an ad valorem tax, in accordance with Chapter 200, Florida Statutes. The current tax rate is \$2.20 per \$1,000 of assessed value. In 2006, the District adopted an ordinance to collect an impact fee of \$247 per new residential structure built and \$0.33 per square foot for new commercial structures built.

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 neighboring fire departments and Santa Rosa County Government officials 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: Maintain a fleet of safe reliable apparatus and staff vehicles that meet 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>Apparatus assignment</u>	<u>Miles</u>	<u>Status</u>	<u>Apparatus Type</u>
Squad 35	in-op	Reserve	2001 Ferrara 1250 GPM Pumper
Engine 37	36,892	Frontline	2015 Pierce Saber 1000 GPM Pumper
Engine 35	792	Frontline	2019 Pierce Saber 1000 GPM Pumper
Truck 37	80,337	Frontline	2005 Rosenbauer 100' Aerial
Squad 37	in-op	Reserve	1998 Ferrara 1250 GPM Pumper
Boat 35	Boat 35	Frontline	2014 19' Boston Whaler
Chief 35	34,592	Frontline	2017 Chevy Tahoe
Battalion 35	7,725	Frontline	2018 Chevy Tahoe
Inspector 35	54,139	Frontline	2013 GMC Yukon
Boat 35	166,670	Frontline	2009 Chevy Suburban
Support 35	125,192	Reserve	2005 Ford Expedition

The schedule below attempts to identify future capital purchases as it pertains to the emergency response fleet. The exact timing of the additions to the fleet may require a unit to be purchased sooner than forecasted or may be postponed depending on variables such as emergency response needs of the District driven by adjustments to the current growth projections, unit performance, reliability of all units within the fleet, or employee safety.

Apparatus

The goal of the apparatus section of this plan includes the necessary apparatus to maintain the District's ISO rating of three. Currently, when an engine goes out of service, the District is left with two pieces of apparatus certified and capable of fighting a structure fire. The 2014 ISO requirement for the District's basic fire flow is 2000 GPM. To comply with the ISO grading requirement, the District needs two front-line engines and one ladder truck.

By assigning a front-line and a reserve service status, the financial impact can be better regulated, and the overall fleet reliability will be more predictable. The goal is to have engines serving 15 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 service role for 20 years and an additional five years in a reserve role. The average age of the District's current apparatus response fleet is 11.4 years; 3 frontline units @ average age of 6 years and 2 reserve units @ average age of 19.5 years.

While the frontline units are in excellent condition, the age of the reserve status units makes them unfit for reassignment to Station 36 or Station 38 which are both discussed and forecasted within this document. The following action plan illustrates the necessary replacement schedule for the District to maintain full ISO credit.

Action Plan

Fiscal Year	Quantity	Apparatus Type(s)	Fiscal Year Expenditures
2019	1	Engine 35	\$500,000
2020			\$
2021			\$
2022			\$
2023	1	Truck 36	\$1,000,000
2024	1	Engine 38	\$550,000
2025	1	Engine 37	\$600,000

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

7 Years	3	Truck/Engine	\$2,650,000
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Staff Vehicles/Vessels

Ideally, the District's staff vehicles should be evaluated for replacement every five 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 versus repurpose, while keeping maintenance costs down. The average age of the District's staff fleet is 6.3 years. The District performs regular maintenance services on all staff vehicles and addresses repairs as soon as possible to prolong the life of the vehicles.

The Chevy Suburban, currently assigned as a frontline unit to transport and launch Boat 35, has exceeded the five-year and 100,000-mile benchmark but has historically performed well but repair cost has increased over the last few years.

The GMC Yukon was recently rated as being in good working condition and remains in a frontline assignment within the Fire Prevention Division to be used for inspections and public education events but will occasionally be used to assist with emergency response efforts. Due to the age and repair cost of the older units, it is unlikely the replacement of the Yukon would be postponed beyond FY2021.

The table below provides an estimate for planning purposes only and factors an increase in cost of three percent per year. The overall unit price may also fluctuate based on emergency response equipment installed on a unit before being placed in service.

Action Plan

Fiscal Year	Quantity	Vehicle Replacement(s)	Fiscal Year Expenditures
2019			\$
2020	1	Operations Chief	\$50,000
2021	1	Inspector 35	\$50,000
2022			\$
2023			\$
2024			\$
2025			\$

Plan Totals

7 Years	2	Ops Chief/I35	\$100,000
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Information Systems and Computer Equipment

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

Action Plan

Fiscal Year	Quantity	Type of Equipment	Fiscal Year Expenditures
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2019			\$
2020			\$
2021			\$
2022			\$
2023			\$
2024			\$
2025			\$

Plan Totals

7 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 substantially long life in terms of usability. 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 and replacement schedules. The District strives to remain abreast of new or newer equipment to offer the most efficient and effective emergency service our personnel can provide. Midway Fire District staff routinely search for ways to leverage buying power and provide relief to the annual budget to meet the District’s equipment needs. Each year staff apply for grants through agencies and organizations such as Florida Department of Health, FEMA, Gulf Breeze Will Do, Firehouse Subs Public Safety Foundation and Wal-Mart.

As an Advance Life Safety response department, the LifePak, also known as a heart monitor, is one of the most, if not the most, valuable piece of equipment in our inventory for medical emergencies. The current technology is the LifePak 15. In 2015, the District was awarded the funds to purchase one LifePak15 unit; the grant application identified a need for two LifePak 15 units. The technology changes and availability of parts and service warrant a LifePak 15 on each front-line apparatus therefore the second LifePak 15 was purchased with budget funds in 2018.

The District has 34 self-contained breathing apparatus (SCBA) and 68 bottles with a PSI4500. Even though 34 of the bottles are spare bottles, all 68 bottles must be hydro tested every five years for certification and all bottles must be replaced after 15 years from the date of manufacture. All 68 bottles were manufactured and placed in service in 2007 and must be replaced no later than 2021. The 34 SCBA do not have an expiration date and but will be 17 years old by 2024 and reaching their useful life based on condition. To assist with capital needs of each fire department over the next five years, Santa Rosa County Commissioners have allocated Local Option Sales Tax (LOST) funds to each department in the county. Midway Fire District has been allocated the necessary funds to purchase 60 bottles in 2021. With this allocation of LOST funds from SRC, the \$60,000 slated in 2021 for SCBA bottles will be reassigned to replace engine bay doors at each station; *see facilities*.

In recent years, the safety hazards that accompany the job of a first responder have encouraged departments and committees statewide to review the arsenal of personal protection equipment (PPE) utilized in the fire service and evaluate its effectiveness in scenarios such as terroristic acts and mass casualty accidents involving public transportation, to name a few. As these discussions

continue, future Strategic Plans may include equipment such as ballistic protection. Staff continues to seek funding solutions which offer increased buying power through leveraging of state, federal or local grants.

Action Plan

Fiscal Year		Purchase Type	Fiscal Year Expenditures
2019	1	Extrication Equipment	\$30,000
2020			\$
2021			\$
2022	60	SCBA Bottles	\$0 to MFD
2023			\$
2024	23	SCBA	\$140,000
2025			\$

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. At the time of this report, the \$60,000 cost to purchase the SCBA bottles will be absorbed by SRC but should anything change, the cost would revert to MFD budget.

Plan Total

7 Years	83	Extrication/SCBA bottles	\$170,000
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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. The District’s two stations are located about five miles apart. To receive full points for station distribution, the ISO grading report calls for an engine company every 1.5 road mile for “built upon” areas and a truck company every 2.5 mile for areas with at least five buildings over three stories in height. The Bal Alex area of the District, also known as the center of the District, has about a two-mile radius area which does not have engine company coverage every 1.5 mile therefore, the District did not receive full points for station distribution in the 2014 ISO grading report.

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; Neighboring jurisdictions have also recognized similar growth. As a result, a committee was formed to evaluate the potential for consolidated efforts between the District and two neighboring departments. A Cooperative Efforts Feasibility Study revealed only 31.2% of the District is within 1.5 mile of a fire station and 26% of the District is within 2.5 mile of a ladder company. Most of the current and future growth the District is experiencing is concentrated on the far east end of Midway’s response area; this area has been identified as an area where response times would be a four to eight-minute travel from Midway’s station on Abercrombie Road.

The Santa Rosa County School District has also recognized noticeable growth within the school system, particularly in the south end of the county. To meet the demand being placed on the school system by the surge in growth, a new K-8 school is being built in the far eastern end of Midway's district.

Fire Station Maintenance

Fire Station #35: This facility is 15 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 District invested \$50,000 to install a Carrier Desert Air induction system. The total cost of \$2,231,665 includes the land purchase and the 18,225-square foot facility; construction was completed in late 2003. The District recognized over \$100,000 in savings by refunding the station in 2013. The debt on the station matures in 2025.

Fire Station #37: This facility was remodeled 16 years ago and is in overall good condition. It is in a good location in terms of station distribution. Since 2004, there have been on and off problems with the air conditioning and mold but in recent years, great strides have been made to remediate and mitigate the problems; \$50,000 was invested in a new Air induction System and \$14,300 in foam insulation in the attic. In 2018, due to a water main break, the District invested about \$50,000 to install a new lift station and repair damage caused by the break. The cost of the 14,400-square foot station was \$914,412; construction was completed in late 2002. The debt on this station matured in August 2013.

Fire Station # 36: Land was purchased in 2006 centrally located in the middle of the District on Hwy 98. The property was purchased as a lease in the amount of \$295,940. The land lease matured in 2018. Staff estimates project cost for Station 36 to be a minimum of \$1,200,000.

Training Academy: Midway Fire District hosted a training academy from 2006-2016. Students who graduated from the academy received a FF I&II certificate and were eligible to sit for the state exam to become a Florida Certified Firefighter. The academy was not designed as a revenue source for the District and as such, tuition was priced to break even with course cost. A 2016 inspection on the tower revealed structural deficiencies. House Bill 2605, a State Appropriations request for \$625,000 to demolish the existing tower and construct a new tower is currently making its way through the 2019 session. If approved, a new state of the art training facility will replace the existing condemned tower. In the meantime, the training academy has been suspended until further notice.

The engine bay doors installed at both stations date back to original construction. Between the two stations, there are a total of 12 engine bay doors. The doors are nearing the end of their life cycle. New engine bay doors are estimated to cost around \$10,000 each. With the District

receiving funds allocated from LOST to fund the SCBA bottles, the \$60,000 slated in 2021 for SCBA bottles has been reassigned to facilities to replace engine bay doors.

At the time of this report, the District recognizes the continual growth indicate a need to begin planning and forecasting for Station 36 as well as real conversations about Station 38 but also recognizes the completion of the projects will likely exceed the boundaries of this planning period and progression will be relative to call volume, District property values and the demands of a growing community. The City of Gulf Breeze owns 43.86 acres of land on the far eastern edge of Midway’s response area where a majority of Midway’s development and growth is focused. Midway staff have submitted an official request to the City of Gulf Breeze asking the City to donate to Midway Fire District a 1.5-acre parcel of the 43.86 acres. If approved, the donated land will serve as the site of Midway’s Station 38. Developments and capital improvement plan of Santa Rosa County Commissioners, Santa Rosa County School Board and other surrounding agencies could impact the District forecasting related to cost and timing of Station 36 and Station 38.

Action Plan

Fiscal Year	Purchase Type	Fiscal Year Expenditures
2019		\$
2020	Station 36 Capital Outlay	\$50,000
2021	Station 36 Capital Outlay	\$50,000
2022	Station 36 Capital Outlay/ Station bay doors	\$170,000
2023	Station 36/38 Capital Outlay	\$100,000
2024	Station 36/38 Capital Outlay	\$100,000
2025	Station 36/38 Capital Outlay	\$100,000
Total		\$570,000

Plan Totals

7 Years	Sta. 36 Capital Outlay/Engine bay doors	\$570,000
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Communications Radio Up-Grades

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

Midway Fire District has recently completed the VHF alerting system upgrade. The Santa Rosa Emergency Operations Center began the county wide communications upgrade in 2016 with the end goal of all emergency communications transmitting on the 800 MHz digital system. The Emergency Operations Center has secured funding through grants and leveraged funding through the Local Option Sales Tax approved by the voters in 2016. The District received a startup supply of 800 MHz radios from SRC EOC to replace the District’s VHF radios. The District is responsible for maintenance and upkeep on the 800MHz digital radios and will be required to purchase the additional radios as needed to provide each firefighter an 800MHz digital radio while on duty; the radios cost around \$5,000 each. Midway Fire District has requested one 800MHz portable radio from SRC purchased through the LOST funding.

The EOC committed to continue broadcasting emergency information in VHF transmission simultaneously with the 800MHz digital transmission to allow the emergency response agencies to budget the station alerting system upgrade cost.

Action Plan

Fiscal Year	Purchase Type	Fiscal Year Expenditures
2019		\$
2020		\$
2021		\$
2022		\$
2023		\$
2024		\$
2025		\$
Total		\$

Plan Totals

7 Years		\$
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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 District is comprised of an outstanding group of talented individuals. Customer service is the foundation of everything we do. As such, hiring and maintaining talented team members to serve the District's residents and visitors is vital to achieving the mission of the District.

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 members made huge strides in advancing the District staffing with the goal of nine firefighters per shift in line with NFPA1710. Through growth in the community and gradual increases in District property values, as of the 2019 fiscal year, the District has budgeted the positions to meet the minimum personnel requirements of NFPA 1710. With eighty eight percent of its members in line positions, having an adequate number of support staff in place is equally critical.

The budgeted positions are as follows:

- 1 Fire Chief
- 1 Fire Inspector
- 3 Battalion Chiefs
- 1 Administrative Chief
- 1 Financial Coordinator
- 6 Captains
- 6 Lieutenants
- 14 Firefighters
- 2 Part-time firefighters

Being complaint with NFPA 1710 means each engine company and each truck company respond with four firefighters, when all line personnel are present. With four firefighters on each engine company, the first responding apparatus will adhere to the 2 in / 2 out rule rather than waiting on additional apparatus to arrive on scene. With that said, additional staffing is required for the District to be compliant with NFPA 1710 when various line personnel are absent from work. As of FY2019, the District has begun to explore adding part time line personnel to the roster for this purpose.

Action Plan

- ✓ Continue to work towards obtaining NFPA 1710 compliance at all times.
- ✓ Continue to build a support staff team comparable to the needs of line staff.
- ✓ Continue to work towards Standards of Coverage Plan
- ✓ Continue to pursue relevant FEMA grants to offset personnel cost.

Fiscal Year	Number of Personnel	Personnel Type	Station Assignment	Fiscal Year Expenditure
2019				\$
2020	1 3	Operations Chief Firefighter EMT	Station 35 To be determined	\$85,000 \$135,000
2021	1 6	HR Coordinator Firefighter EMT	Station 35 Rescue 35	\$40,000 \$270,000
2022	1 1 6	Chief's Assistant Training Officer Firefighter EMT	Station 35 Station 35 Station 36	\$40,000 \$60,000 \$270,000
2023	6	Firefighter EMT	Rescue 35	\$270,000
2024	6	Firefighter EMT	Station 38	\$270,000
2025				\$

The Fiscal Year Expenditure amount listed for the firefighter EMT personnel are estimates only based on current wage and benefit cost of a firefighter EMT calculated at 2,920 hours per year.

Plan Totals

7 Years	37	Line and Admin staff	\$1,440,000
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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 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 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.
- Review and update Policies and Standard Operation Procedures.

Action Plan

- ✓ Consistent improvement to pay and benefits to remain competitive.
- ✓ 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, 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. The Florida Fire Prevention Code is in place to ensure life safety conditions within an occupancy or structure. Conducting regular fire inspections ensures compliance with these codes and allows the District to maintain a relationship with the community members.

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. These assessments aids in identifying appropriate strategies, methods of operation, and resource allocation to mitigate potential emergencies and respond to anticipated fire inspection workloads.

- Commercial buildings including multiple addresses – 186.

- Schools – 2 public and 4 private.
- Nursing or assisted living facilities – 4.

Incident Investigations

Fire Investigators and Fire Inspectors routinely investigate fires. The State Fire Marshal's Office will be contacted for assistance if needed.

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 successful emergency incident outcomes. Public safety education is clearly an important consideration in developing proper safety behaviors.

Public Education Effort

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 such as:

- 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 eight 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.

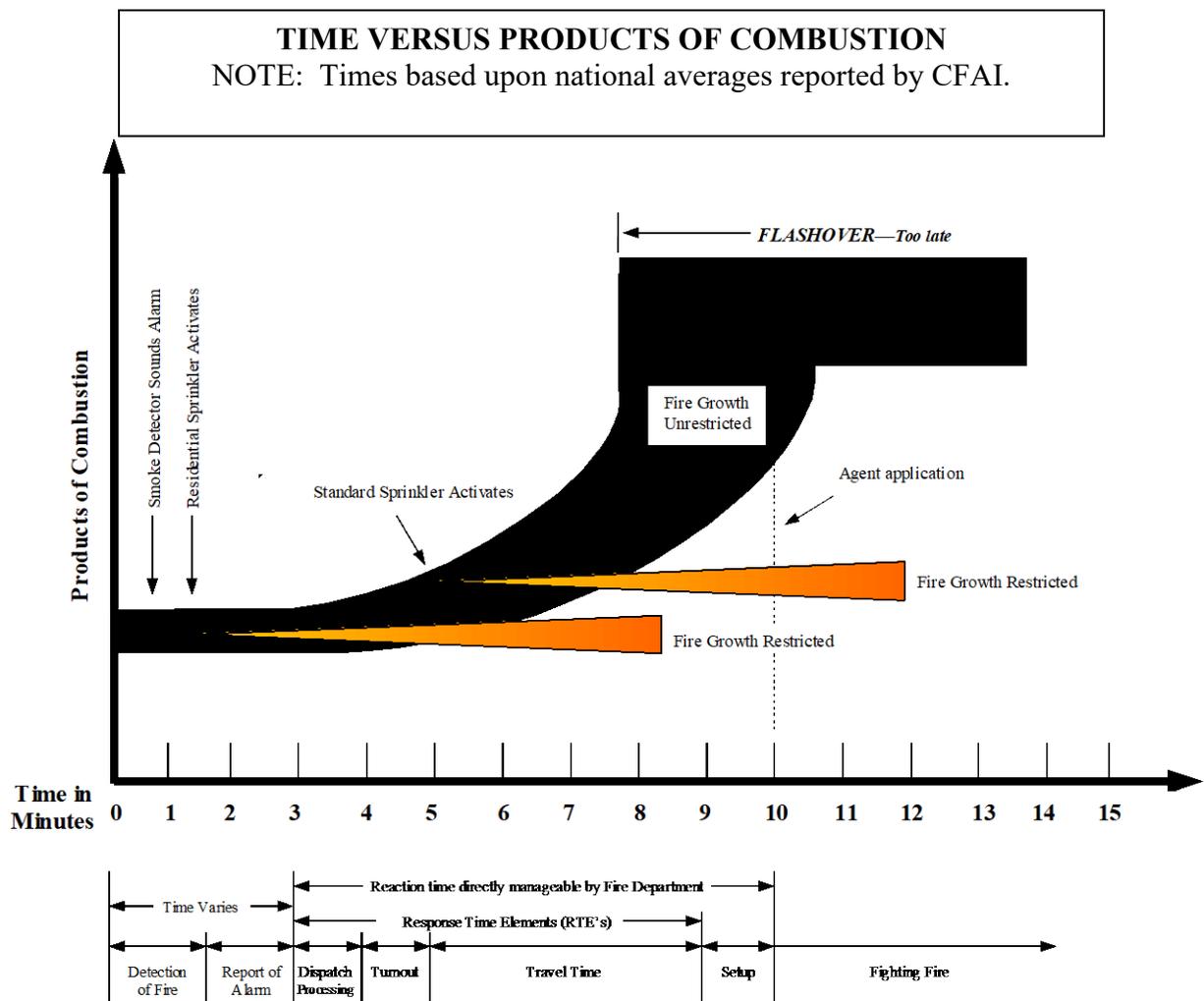
Time in Relation to Fire Growth

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 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 four firefighters, and suppress the fire before flashover occurs. The critical factor for the District, in relation to fire growth, is to arrive before flashover occurs. To accomplish this, based on the size of most residential structures in the District, firefighters need to arrive and put into operation at least one hose line capable of producing 150-200 GPM within minutes. Prior to flashover, the fire is still in its growth mode. This is the time when the most lives and property can be saved.

There will be an immediate loss of life for any victims left in the compartment during flashover. 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. Additionally, with the spread of the fire to additional rooms, or, in some instances, additional buildings, more manpower and fire flow are 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 seven minutes and 14 seconds. A critical component of response time is turnout time; the time difference between when firefighters receive alert tones and when the fire apparatus is in 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 total time from alert tones received from EOC to arrival on the scene is 6 minutes 5 seconds for emergency response incidents.

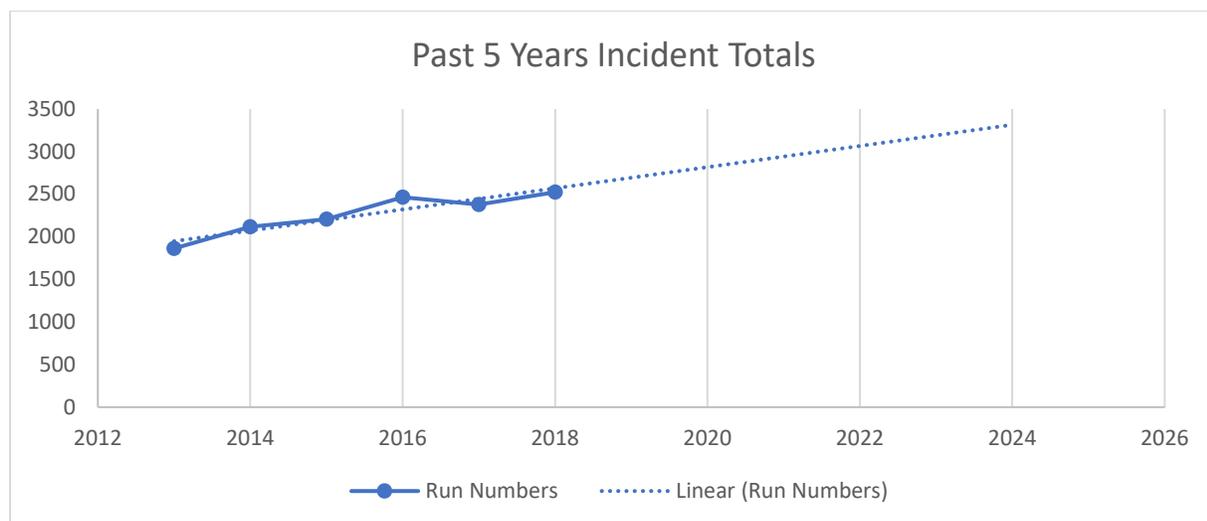
Initiation of Action

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.

2018 Emergency Response

	Total of Incidents	Percentage of Value:
100 Series-Fires	76	3.01%
300 Series-EMS	1487	58.91%
400 Series-Hazardous Condition (no fire)	65	2.58%
500 Series-Service Call/public assist	280	11.09%
600 Series-Good Intent	464	18.38%
700 Series-False Alarm/ False Call	145	5.74%
800 Series-Severe Weather/ Natural Disaster	5	0.20%
900 Series-Special Incident type	2	0.08%
Grand Total:	2524	

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 one 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 four 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 2018, 58.91% of our emergency response activity was medical services. NFPA compliance for 1710 is to have two ALS providers on scene within eight 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 with complexity and dangers beyond the dangers routinely encountered. To safely and effectively respond to technical rescues specialized training and equipment are required. 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).
- 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

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