

# SOUTHERN MANATEE FIRE RESCUE DISTRICT



## **FY19 Adopted Financial Plan** 10/1/2018 to 9/30/2019

Developed by:  
Southern Manatee Fire Rescue District

## **Table of Contents**

Executive Summary	Page 3
Mission, Vision, Values	Page 4-5
Accomplishments	Page 6-8
Organizational Charts	Page 9-10
Services Provided & Goals	Page 11
Strategic Goals FY19-FY24	Page 12-13
FY18 – FY19 Budget Comparison	Page 14-15
FY18 – FY19 Reserve Comparison	Page 16-17
Performance Scorecard	Page 18
FY19 Budget Summary	Page 19

## *Executive Summary*

*The Southern Manatee Fire Rescue District is pleased to present the proposed FY19 Financial Plan. The Southern Manatee Fire Rescue District developed this Financial Plan for the purpose of providing a living document that clearly outlines the Fire District's structure, goals and direction for improving service delivery to the citizens that we serve.*

*Our Financial Plan provides a clear and concise overview of the most recently adopted organizational goals and objectives, budgetary commitments, mission statement and assessment of organizational activity. It addresses Fire District expansion, in an attempt to keep pace with growth in our community and maintain the high level of service as established by the Southern Manatee Board of Fire Commissioners.*

*Both our Strategic Plan and Financial Plan link's the programs of this District and the performance measures that govern each. Proposed improvements will meet the needs of a growing community and provide new approaches to fire education, suppression, code enforcement, and Emergency Medical Services. It is recognized that the Fire District's greatest assets are its dedicated, compassionate, and service oriented personnel. To this end, their equipment, training and available resources must ensure the highest level of health and safety.*

*Our proposed Financial Plan includes project and program recommendations, increased operational cost, and service enhancements. It also includes evaluating all current processes for efficiency and effectiveness. With each project of enhancement, an estimated cost and funding source is included. It is understood that each of these items will be influenced by growth and the economy and will be weighed against other vital community needs. It is further understood that new revenue sources or opportunities may be required to meet the needs of this growing Fire District.*

*In looking back, the District has pulled through a multi-year recession that had significant impacts on our Community and Organization. Overall, projections point to a budget that remains balanced, but the situation is precarious and we must continue to have contingency plans and be on high alert for any sudden economic dips or potential State pass downs.*

*This fiscal year the District will continue to build their reserve funds and continue the designation of these funds to ensure stability of the District.*

*Brian Gorski  
Fire Chief*



## **Mission Statement**

Protecting lives and property by providing a superior level of service through prevention and emergency response to the public.

## **Vision Statement**

We will be recognized as leaders in our profession by setting the standards of excellence while providing World Class Public Safety Services through integrity, innovation and professionalism.

## **Slogan**

***“PRIDE THROUGH PERFORMANCE”***

## **Values**

As members of the Southern Manatee Fire Rescue District we take pride in our commitment to professional service by maintaining our skills, knowledge and abilities. All members of the Southern Manatee Fire Rescue District are committed to conducting ourselves in an ethical manner, conforming to a moral standard of right versus wrong by treating each other and the citizens we serve humanely, professionally and honestly. We ascribe to the following Values:

**Accountability and Fiscal Responsibility** – Members of the Southern Manatee Fire Rescue District are accountable to each other and the community we serve. We accept responsibility for our decisions and actions. Accountability applies not only to the professional manner in which the District meets its primary goals but also to the efficiency, effectiveness and fiscal responsibility which guides all of our actions.

**Integrity and Trust** – Members of the Southern Manatee Fire Rescue District are honest and fair in our dealings with our citizens and each other. We are honorable to our profession, and we inspire each other to maintain trustworthiness, openness and sincerity.

**Honor and Respect** – We are “fire department” family. We are committed and accountable to each other because our lives depend on it. We value the role each member plays in our organization. We respect those that came before us, and will strive to make the organization better for those who follow. We will place a special and high regard on the premise of treating others as we would like to be treated.

**Teamwork and Discipline** – We seek out and value the input and opinions of our members at all levels of the organization. Teamwork is the building block that drives the Fire District’s labor/management process. We work as a team to cooperate locally, regionally and nationally to improve service to our citizens and maintain a safe and effective work environment. We value a professional attitude with high moral work ethic that can enhance our team.

**Service Excellence and Competency** – We do all we can to ensure the best possible service to our internal and external customers/communities through smart, well trained, humble, dedicated, competent, hard-working, safe members. We are active participants in the communities where we live and work.

**Innovation and Flexibility** – We recognize the value of change in responding to and meeting the ever-evolving needs of our customers and members. We are committed to seeking out effective methods and progressive thinking toward change. We recognize the value of ongoing education and training. We adapt to the ever-changing needs of our community, the organization, and the environment.

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

**Compassion** – Providing service with empathy and sympathy for the suffering of others.

**Readiness and Motivated** – We value preparedness, training and education, safety and wellness, dedication and an understanding that lives are more valuable than property.

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

## **Accomplishments**

The Southern Manatee Fire Rescue District strives to perform at the highest level of service to its citizens. Our members are always ready to take on new challenges. It is through the dedication of each department member and the outstanding support from the community and the Board of Fire Commissioners that allows the District to be successful.

The District continues to use the Strategic Planning Process as a means to guide the organization through economic and political times. Our plan outlines the District's goals and objectives for the present and future and allows us to track their accomplishments while delivering the most cost effective level of service to the citizens of Southern Manatee.

The following is a list of a few of our accomplishments that were achieved during the past few years:

- On August 16, 2016, all personnel assigned to Operations were now EMT certified, we now have 100% compliance that all of our Firefighters are either crossed trained as an Emergency Medical Technician (EMT) or Paramedic. The minimum standard for employment is Firefighter/EMT or Firefighter/Paramedic.
- Since February 2015 the District has taken delivery of four (4) Class A Engine with a foam system and drafting capabilities and also replaced all of our vehicles for our Battalion, Inspectors and staff.
- In 2017 the District will take delivery of a new 107' Ascendant Ladder Truck which will replace our 2004 60' Sky Boom.
- In 2016 the District began replacing all our 800 MHz radios that were old and non P-25 compliant, with new P25 Radios that will be able to work on the new radio system.
- In 2016 all first out apparatus received brand new Mobile Data Terminals (MDT's), which allows communication between the apparatus and dispatch of vital dispatch information.
- Through a committee, the District has been updating, revising, deleting or creating new SOP's, Rules and Regulations, Position Descriptions and Directives. Our Committee is now in the maintenance mode and will keep these documents updated on an annual basis.
- The District revised/updated their Exposure Control Plan as well as developing treatment protocols for exposures to ensure proper treatment for a significant exposure and blood testing through our local health department.
- The District implemented the newly revised ALS / BLS Medical Treatment Protocols and placed in service new equipment and medical supplies that allows for a much higher level of care to our citizens. Additionally, changes in Florida Laws allows EMT's to carry and administer Epi-Pens and Narcan, EMT's today are able to administer other medications as well as carry and use CPAP on a acute pulmonary edema patient.
- Since December 2105 the District has submitted and has been awarded seven (7) grants for the donation of the EVZIO Naloxone (Narcan) Auto-Injectors. We

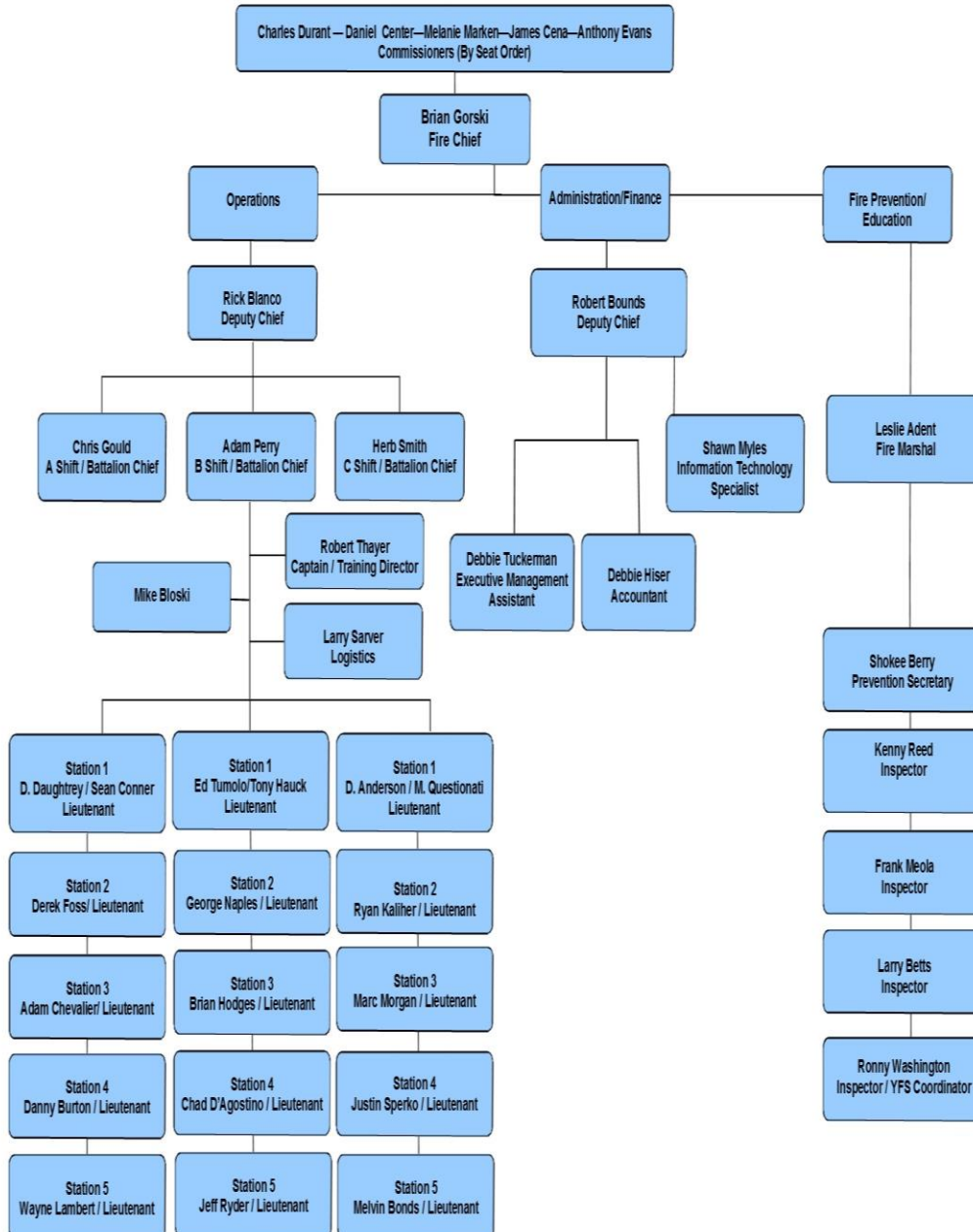
received over 1000 doses and these were distributed to all of the Fire Districts in Manatee County in the treatment of an overdosed patient on heroin.

- In 2017 the District did multiple interviews with the Bradenton Herald that appeared in the paper on their website over the Heroin problem here in Manatee County.
- The District is now using Krono's-Telestaff software 100% for scheduling of time off and for computing payroll. This is a fully automated paper-less system. With the implementation of this system it will increase efficiency, reduce errors and save the District money.
- Since 2015 the District began holding an Open House to kick off the start of Fire Prevention Week. Our Open House is conducted at Fire Station #3. This Open House was a huge success and allows our citizens to not only learn about our department and the many services we provide, they also learn about fire safety. Our next Open House is planned for September 29, 2018.
- The District received free over \$25,000 in EMT and Paramedic text books and workbooks that were brand new still wrapped in the plastic and hundreds of EMS and Fire DVD's. The reason, Sarasota Technical College could not use these due to new editions being out so they were going to dispose of these. They were only 1 edition behind and are still valid and are perfect resources for our personnel to use when completing their EMS continuing education training modules through Target Solutions. After issuing to all of our Stations I gave some to other Fire Districts here in Manatee County.
- Since its creation, the District has received six (6) Safety Grants through Preferred Training Incentive Program for Safety (TIPS) grant program. So far the TIPS has funded our Driving Simulator, Binder Lifts, Nomex Hoods and other safety related equipment such as Secunet III Devices to cover a steering wheel airbag that has not inflated and a Polar Breeze air conditioner for rehab.
- The District became a member of the Public Surplus Agency and has received used but in some cases new equipment, office supplies, furniture, and computers from Sarasota County Government. As one example, we received over 15 laptop computers that were actually only a few years old and Chief Bounds took these and loaded the operating software and some programs and put these in the Stations so they could have multiple computers to do their Target Solutions EMS training, Telestaff, or anything else. These computers have been deployed and are working great in all of our Stations. We recently received two (2) Physio-control Life Pack 12's (Defibrillators/12 Lead EKG/Pacing) and chargers. These normally list for \$28,000 each.
- The Southern Manatee Fire Rescue District Hazardous Materials Team received about \$75,000 of donated equipment and supplies from the military branch 498<sup>th</sup> Civil Support Team to enhance our capabilities for mass decon.
- On October 8, 2017, SMFR participated in Morton's Market 18<sup>th</sup> Annual Chili Cook-off and won 1<sup>st</sup> Place and won People's Choice. Our Chili was prepared by Firefighter/EMT Chuck Moonen and it was the famous "Haz-mat Chili". SMFR has won 1<sup>st</sup> Place two years in a row and People's Choice three years in a row.
- SMFR deployed an Engine three (3) times during 2017 for wild fires in Collier, Lee and Sarasota County and for Hurricane Irma to Collier County.

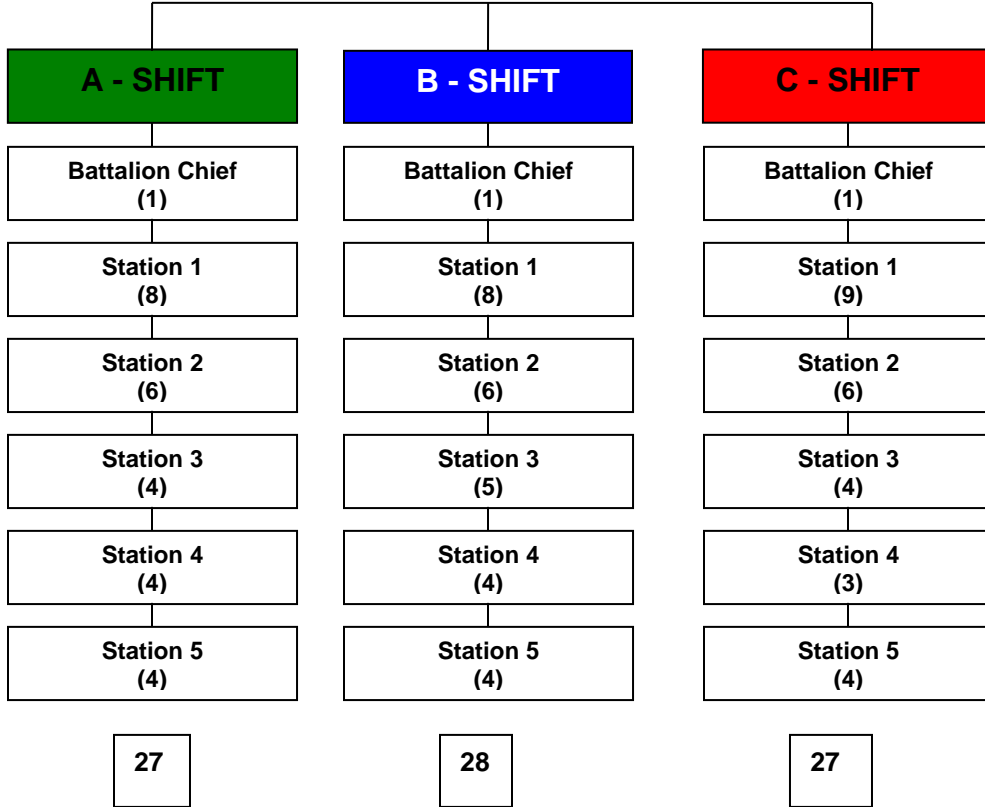
- On December 16, 2017 the District held their second Annual Awards Banquet which was held at the Administration Building and the food was provided by Sonny's BBQ. For winning 1<sup>st</sup> place at this year's Chili Cook-off one of the prizes was a gift certificate from Sonny's BBQ for food up to 200 people. Santa arrived on Ladder 339 with presents for the children that attended.
- In 2017 SMFR personnel worked with Cigna to create a Wellness Program for our employees by bringing in people to talk about diet and food preparation, exercising, and other health related topics geared toward maintaining good health of our employees and their families. On November 3, 4 and 5, 2017 the District had held their first Annual 5K Walk/Run event at the Benderson Park. We had a great turnout of our employees and their family members.
- During August 2016 SMFR purchased a Drone with high tech camera equipment, such as HD camera and Thermal Imaging which allows for the rapid deployment in searching for a victim both during the day and at night, plus it allows for rapid response to incident for determining the size up during a hazardous materials incident. Our Drone has the capability to carry and report chemical detection as well as carry a payload. Many uses for the Fire-EMS Operations and has been used on many calls. In 2017 the District had three employees complete their training to obtain their pilot license, so far two of them are licensed by the FAA for Drone operations.
- During March 2017 the District was evaluated by the Insurance Office Services (ISO) and recently received our score back. Prior to this review the District was a low 3 and today we are a high 3, just missed a 2 by 1.5 points.
- On May 18, 2017, our Commissioners approved our Business Plan to implement ALS Non-Transport Engines. It will take us 3 to 3.5 years before we will officially begin providing Paramedic ALS Non-Transport Engines.
- The District made numerous enhancements to their website for the purposes of making it easy for a citizen to find and obtain documents and to add requirements of a new Florida Statute
- On July 28<sup>th</sup>, 2017, we were notified by the U.S. Department of Homeland Security – Fire Act SAFER grant that were awarded the funding to hire nine (9) Firefighter/EMT's. This is a three (3) year grant that funds 75% of salary & benefit for the first two years and 35% on the 3<sup>rd</sup> year. The purpose of this grant to hire personnel to allow our Haz-mat Technicians to staff Haz-mat apparatus 24/7 and utilizing these new grant positions to backfill the seats where our Haz-mat Technicians were location. The benefits of this grant numerous.
- January 2018, SMFR hired 10 new Firefighter/EMT's/Paramedic's, if which 9 of them are funded through the SAFER grant.
- On February 20, 2018, SMFR began sending Firefighter/EMT's to Paramedic School. The first to go was Captain Bobby Thayer, FF/EMT Sam Collins, FF/EMT David Wernet and FF/EMT Jason Weissman. Our next group of Firefighters will start October 22, 2018.
- On June 8, 2018, a citizen by the name of Michael Damato donated \$5000.00 for the purchase of the State of the Art – Gold Standard “Handtevy Emergency Pediatric System. Each first out apparatus will carry one of these pediatric kits of which 2 of them are at the Advanced Life Support-Paramedic level.



## Southern Manatee Fire & Rescue Organizational Chart



**Fire-Rescue Division**



## **Services Provided**

The Southern Manatee Fire Rescue District has identified the most important functions and services it provides. It is important to identify these services in order to assure they are consistent with the critical needs of our customers.

- Fire Suppression
- First Responder Emergency Medical Services
- Special Operations – Hazardous Materials Response
- Training
- Fire Prevention & Code Enforcement
- Public Education

## **Our Goals**

- Our number one priority is saving lives and protecting property.
- Prevent property damage and life safety hazards through prevention, inspections and community education.
- Train our personnel and our community to be ready for man-made and natural disasters
- Become more efficient and effective through the use of technology, bench marking, and always striving to keep costs at minimum.
- Be able to continue to provide same of level of service during economic downturn.

## **STRATEGIC GOALS FY 2019 - 2024**

### **Reaching out to our community through education.**

- Enhance Life Safety Education Programs
- Enhance Public Information Program
- Promote the image of the Southern Manatee Fire Rescue District
- Enhance District Web-site
- Hold monthly Town Hall Meetings
- Engage Firefighters and Officers in addressing the Public
- Develop annual Fire Prevention Open House
- Conduct Media day

### **Developing our employees and our organization.**

- Pursue Succession Planning
- Develop and retain new employees and volunteers
- Develop an Officer Development program
- Investigate Apprenticeship Program
- Review / refine internal and external communications
- Review / refine policies, procedures, directives, SOP's
- Develop Training missions

### **Enhance the utilization of technology throughout the Fire District.**

- Enhance District Web-site for public access
- Investigate software programs for more transparency for the public
- Investigate data from FFIRS and CAD being linked to GIS mapping
- Investigate mobile data terminals with vehicle locators (MDT's/AVL)
- Investigate / implement software & technology throughout District to enhance operational efficiencies and to eliminate paper use

### **Deployment of resources effectively.**

- Review deployment and staffing guidelines
- Enhance mutual and automatic aid
- Identify and plot incidents by grids

### **Development of a Level of Service Plan.**

- Identify staffing goal(s)
- Expand service delivery
- Expand service missions to include ALS Non-Transport Engines

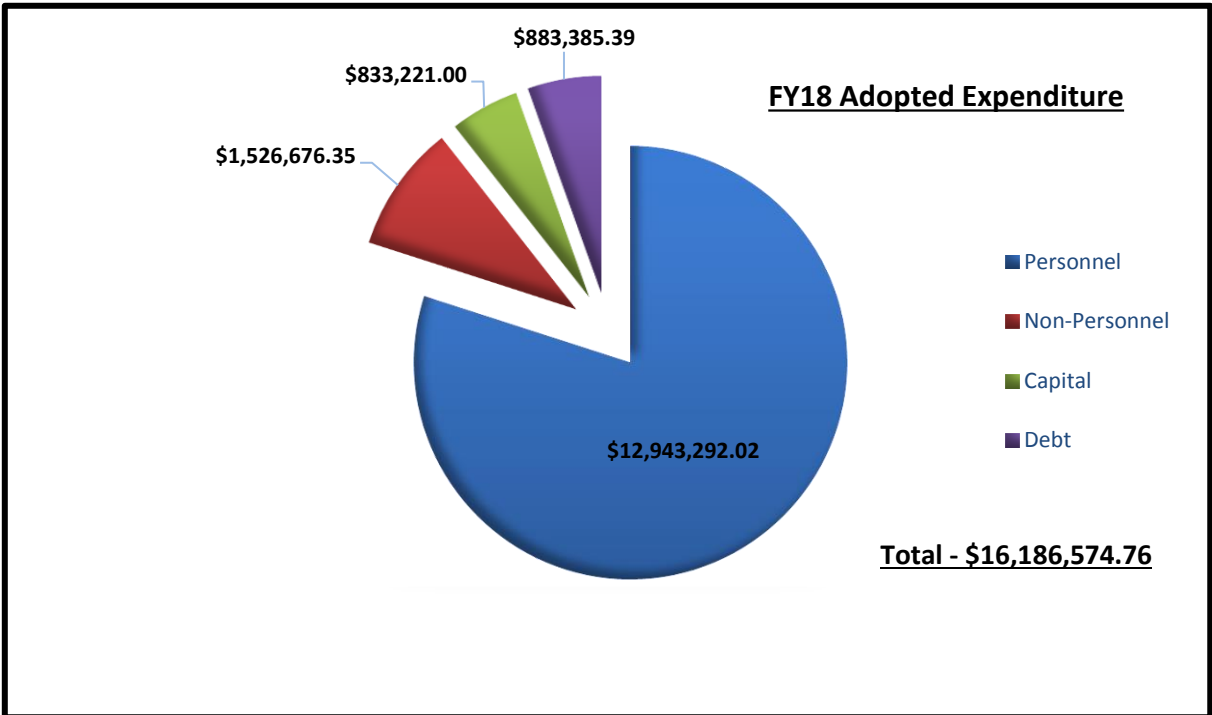
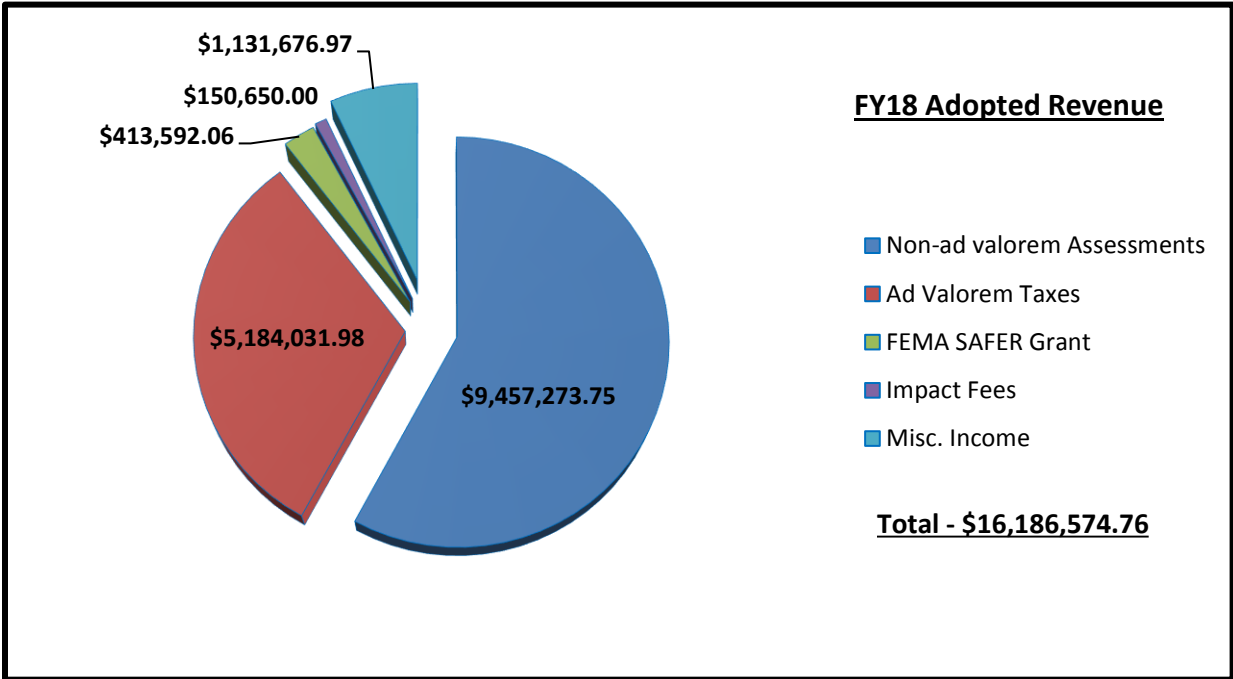
### **Develop Long Range Financial Plan and other revenue opportunities.**

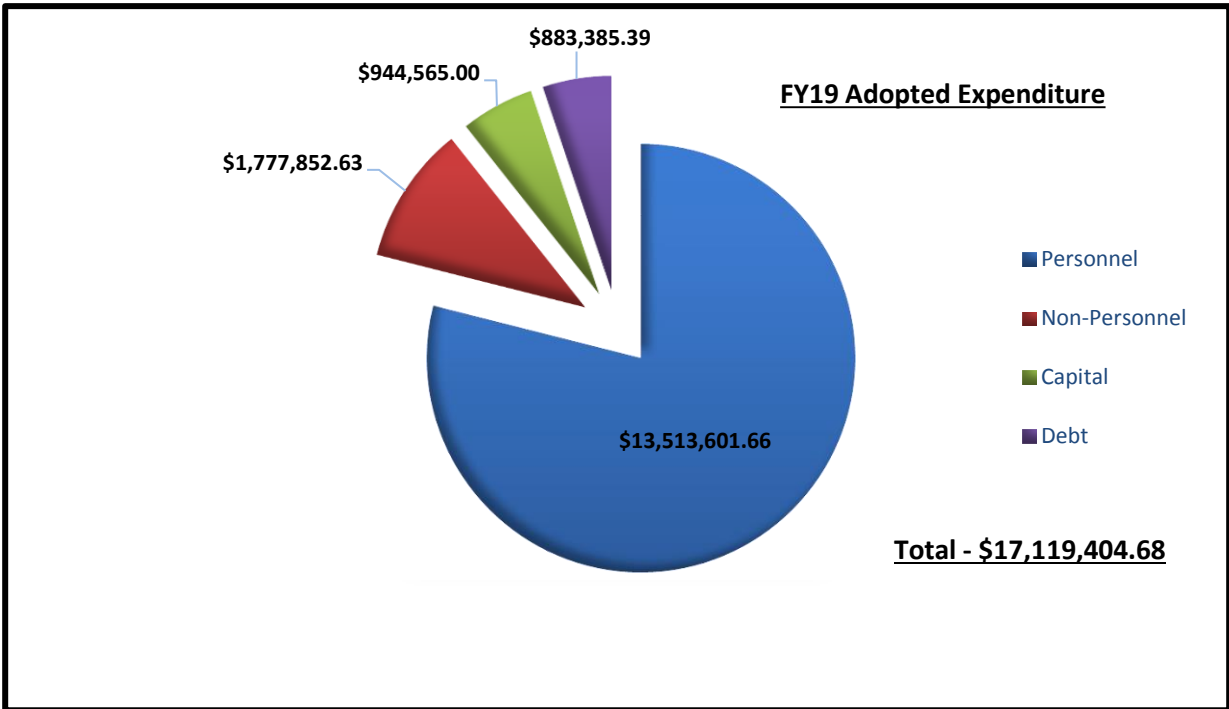
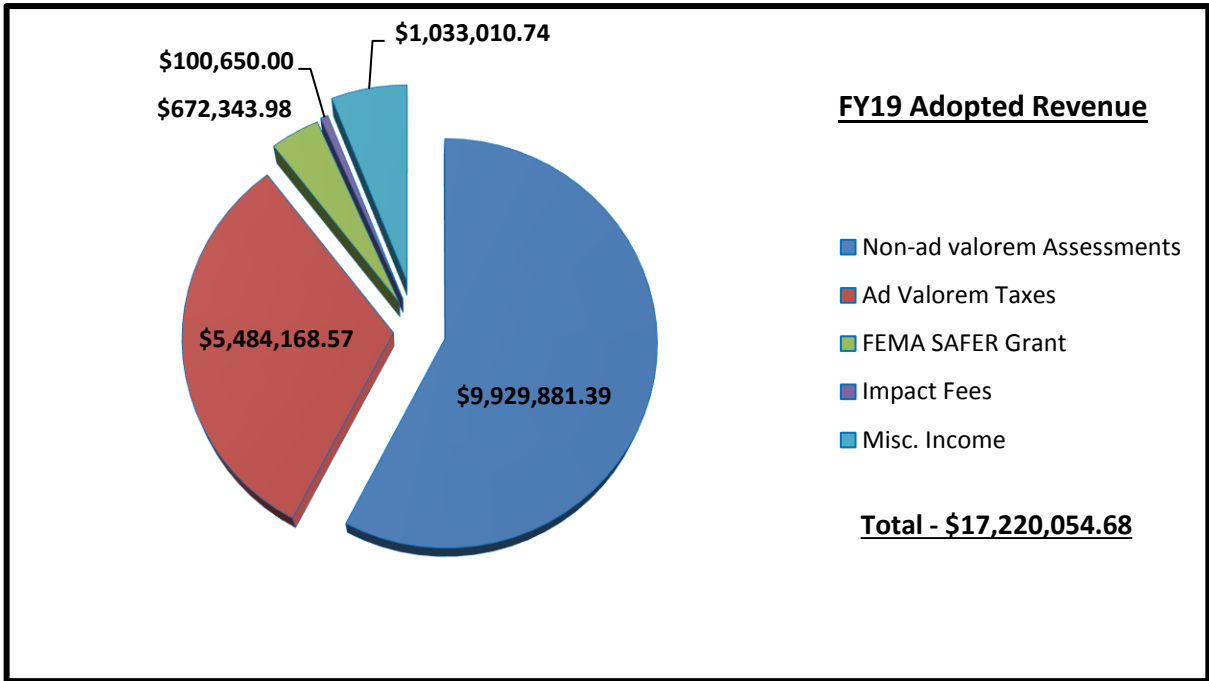
- Project revenues and expenditures out to 2024
- Identify ways to operate more efficiently
- Update current assessment methodology

- Update current fire impact methodology
- Update False Fire Alarm / nuisance call fees
- Enhance Fire Inspection Fees
- Explore Grants
- Identify other revenue opportunities
- Monitor State Legislation that would impact Special District's
- Surtax
- Identify services that bids should be issued on and the frequency
- Develop capital replacement program for fire stations, apparatus and major equipment.
- Identify and define major equipment
- Identify life spans of fire stations, apparatus, and major equipment
- Develop funding mechanism that would support replacement of this equipment through the capital replacement program.
- Develop station preventative maintenance program (painting, furniture, carpet, appliances, A/C, etc.)
- Enhance web-site and public information about budget and revenue to dispel rumors and perception.

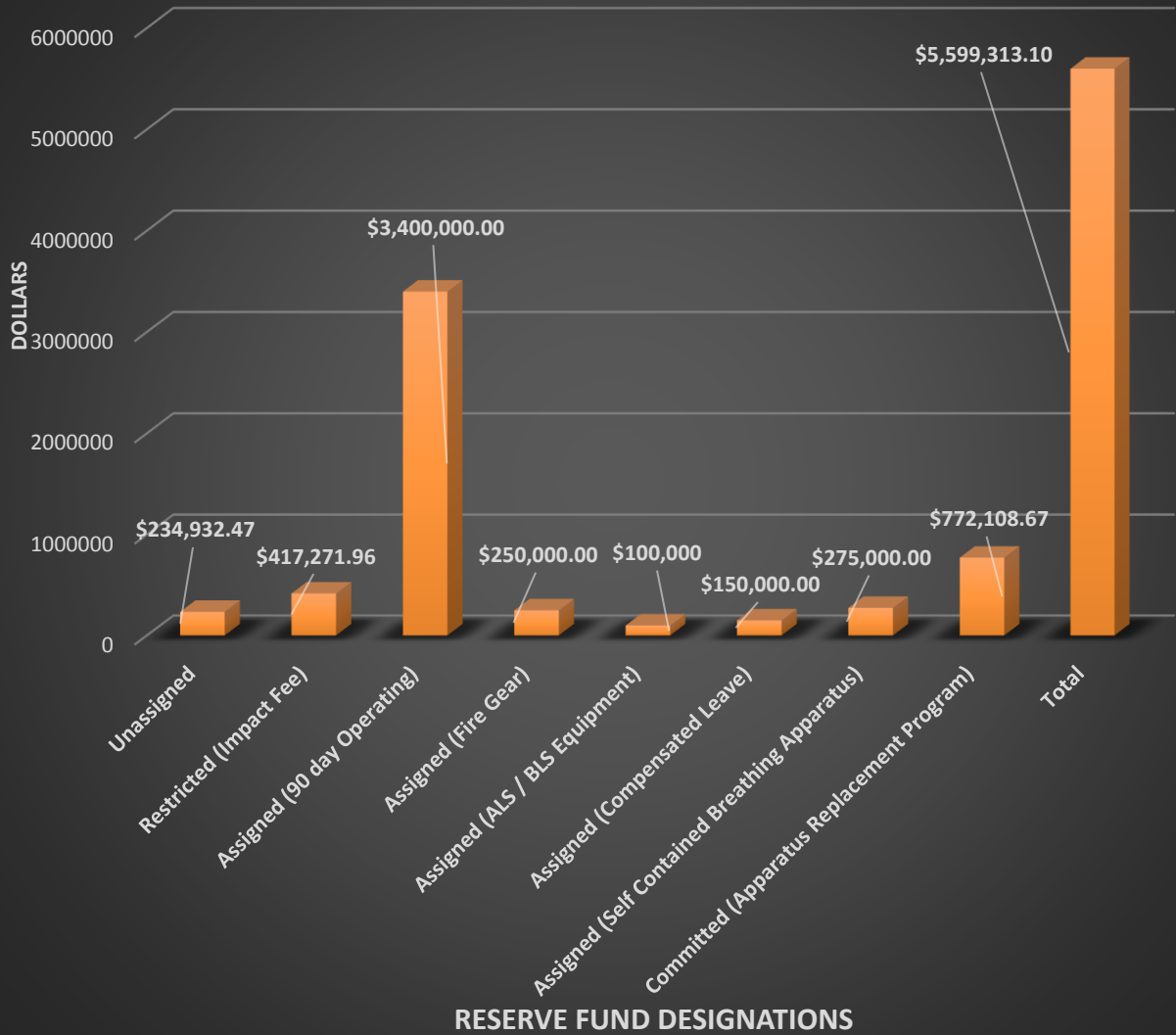
**Governance and Administration.**

- Enhance the quality of the District through an organized system of planning, staffing, directing, coordinating, budgeting, and evaluation.
- Ensure District is in compliance with Special District Accountability Legislation
- Develop and maintain relationships that demonstrate public responsibility and good citizenship that will, among other things, help anticipate public concerns related to the services and operations of the District.
- Provide leadership that projects a culture of continuous evaluation and improvement.
- Evaluate and modify if necessary, the goals and objectives of the Strategic Plan to ensure that they are current and consistent with the Mission and Vision of the District.
- Develop key performance measures to compare projected performance with actual performance and that of industry benchmarks.



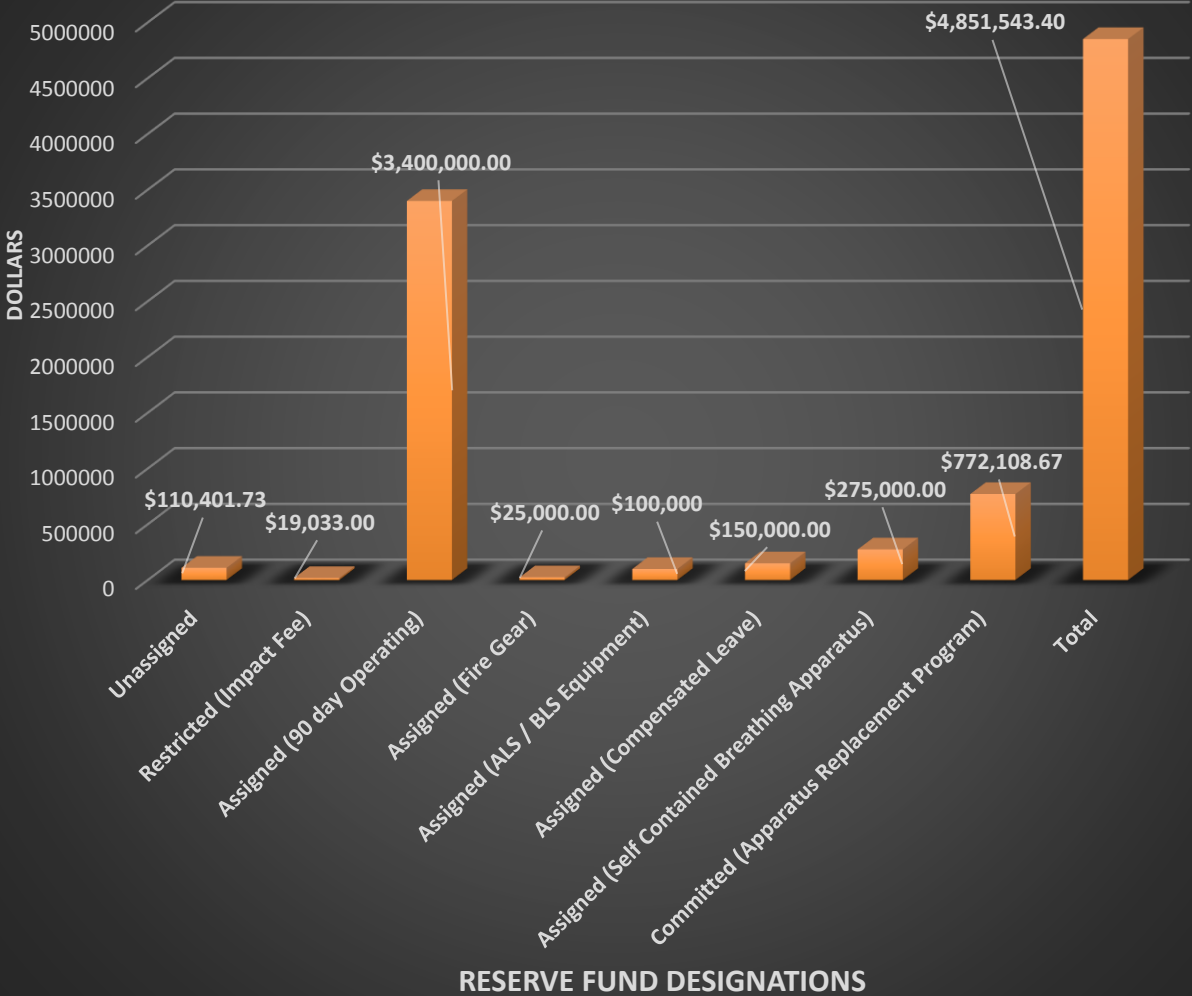


# RESERVES AS OF AUGUST 16, 2018 (FY18)





# RESERVES AS OF OCTOBER 1, 2018 (FY19)



# Southern Manatee Fire Rescue District

OUR MANTO: *PRIDE THROUGH PERFORMANCE*

FROM 10/1/2017 TO 09/30/2018

## EXCEPTIONAL CUSTOMER SERVICE

↑ # Fire & EMS Customers Rate Service as Outstanding or Excellent

(Timely Response, F.D. actions beyond expectations, decrease property damage, concern & caring, help after the fire)

YTD = 4.96

Goal > 4

## SAVING LIVES

&

## PROTECTING PROPERTY

↑ % Cardiac Arrest Survival

YTD = 42.0%

Goal > 15%

↑ % Pts. Arrive Trauma Cntr < 1 hr.

YTD = 100%

Goal > 90%

↓ # Fires/1000 Structures

YTD = .39

Goal < 1.0

↓ # Civilian Fire Deaths/1000 Structures

YTD = 1

Goal 0

## IMPROVE HEALTH & SAFETY

↔

## FISCAL EFFICIENCY

↓ Ave Lost Hours / Employee from W/C Injuries

YTD = 706.5 hrs. (29.44 shifts)

Goal < 250 hrs.

% of Budget Expended by Quarter

1<sup>st</sup> Qtr. = 24%  
2<sup>nd</sup> Qtr. = 53%  
3<sup>rd</sup> Qtr. = 73%  
4<sup>th</sup> Qtr. = 96%

↓ Cost per Capita

YTD = \$259.61

Green = All are Achieving, Yellow = Most are Achieving, Red = Overall not Achieving

# **FY19 Adopted Budget Summary**