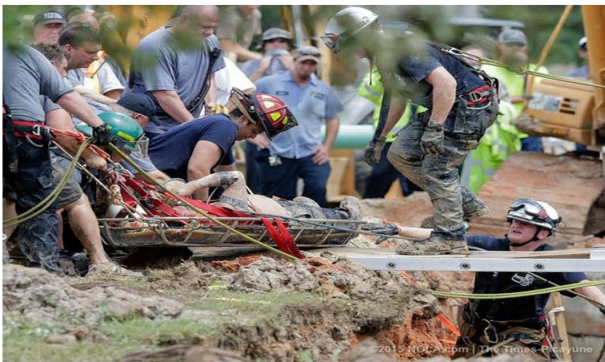


# ***St. Tammany Parish Fire District No. 13***

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## ***Strategic Plan 2017-2019***



# St. Tammany Parish Fire District No.13

## Strategic Plan 2017 - 2019

### INTRODUCTION

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St. Tammany Parish Fire District No. 13 has assembled a set of strategic goals or objectives comprising a three year Strategic Plan for fiscal years 2017 - 2019. The purpose of the plan is to focus on specific key “objectives” that will foster organizational development, that will enhance the levels of service to the citizens of Fire District No. 13 and guide the personnel who deliver those services. The overall vision is to secure the future of fire and emergency services for our community resulting in the highest level of quality emergency services possible. In all instances risk assessment of our community is at the forefront of the planning process. Risk determines need, density and hazard type increase risk, therefore those factors were priority in our decision making. Our community will determine the amount of risk or level of service it will accept based on the funding it is willing to provide, currently that funding is exclusively property tax. In this plan you will find section objectives and actions intended to provide organized guidance to our ongoing and future plans for improvement as an organization and lays the foundation for future goals to benefit the citizens we so proudly serve.





## ORGANIZATIONAL PRINCIPLES

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### **Purpose**

St. Tammany Parish Fire Protection District No.13 is responsible for Fire Protection including “All Hazards Response” for the citizens of Ward 1, North of Interstate 12, including all of Interstate 12 and excluding Flower Estates Subdivision, from Interstate 12 to Gardenia Drive, South of Highway 21.

### **Mission**

St. Tammany Parish Fire Protection District No. 13 will use all means possible to protect lives, property, the environment and provide incident stabilization.

### **Vision**

St. Tammany Parish Fire Protection District No. 13 will accomplish its mission through a well-trained, well equipped team of professional and volunteer personnel, by responsible use of resources and through forward thinking innovation resulting in the highest level of quality emergency services possible.





## OBJECTIVES OVERVIEW

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In consideration of identifying objectives for a strategic plan, a community risk analysis is imperative. This risk analysis requires consideration of the rapid growth of businesses and residences throughout the district. With this development comes population growth and therefore increased community risk. We have identified an increased risk for medical emergencies, automobile accidents, accidental fires, and weather related emergencies that are common place as population increases. In addition there will also be an increased demand for non-emergency calls for assistance like assisting an infirmed citizen and false calls like accidental fire alarm and medical alarm activations. We noted in studying St. Tammany Parish Statistics that of the 250,088 citizens that only 112,781 make up workforce population, meaning more than half (137,307) are made up of a more vulnerable population in terms of risk, such as special needs citizens, elderly or children, often requiring additional resources and increasing demand for assistance. With the increased construction work there will continue to be a greater than normal risk for technical rescue such as structural collapse, trench rescue, and heavy equipment rescue. As always with Diversified Foods and Seasonings, Interstate-12, Highway 190 by-pass and Highway 1077 and existing underground gas pipeline distribution an elevated risk for Hazardous Materials response remains. A study of the distribution of Hazardous Materials shipment by mode shows 62.8% of all Hazardous Materials are shipped by truck and Louisiana is the second largest shipper and third largest receiver of Hazardous materials, the shipping of these hazardous materials by truck on our roadways requires an increased readiness for potential releases. The growth of the community requires a growth of the department and the most beneficial way we have identified is to use as the outline for our operational development the Fire Service Rating Schedule or FSRS (known as PIAL in Louisiana). In evaluating the value of the FSRS we noted a 32 year study of fire ratings on property loss found a direct correlation between the fire classification and community loss. The better the fire class the less loss in dollars and when achieving class 1 or 2 an additional decrease in incidents of loss. We account this reduction in incidents of loss to quality fire prevention programs which most class 1 and 2 departments have in place. In addition to a reduction in risk the FSRS or PIAL fire class helps determine the property insurance rates of our community, a reduction in fire classification means a reduction in insurance premiums. The community not only reduces risk but also reduces their cost directly, this is a great return on investment. Due to the transition from a rural volunteer organization to a combination mostly paid department, there is an evolving organizational structure. The foundation of an emergency organization such as policies, procedures, operating guidelines, a budget plan and a strategic plan that can evolve as the needs continue to change are essential. The following objectives are the foundation of a great emergency services organization.



### **Objective 1**

*Improve the current Property Insurance Association of Louisiana (PIAL) Fire Classification from Class 4 to a Class 3 during the 2018 Rating Classification (graded year 2017).*

### **Objective 2**

*Develop and implement updated policies, procedures and guidelines.*

### **Objective 3**

*Prioritize capital purchases and create a capital asset replacement schedule with projected costs.*

### **Objective 4**

*Secure essential budgetary funding by successfully renewing the 22.7 Mill Property Tax in 2018.*

#### **Risk Analysis source:**

NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, 2016 Edition

ICMA, the International City/County Management Association Managing fire and emergency services / edited by Adam K. Thiel, Charles R. Jennings.—1st ed

#### **Statistical Data sources:**

Greater New Orleans Inc. Regional Economic Development <http://gnoinc.org/explore-the-region/st-tammany-parish>

Transportation—Commodity Flow Survey Bureau of Transportation Statistics and U.S. Census Bureau, 2012 Economic Census <https://www.census.gov/econ/cfs/2012/ec12tcf-us-hm.pdf>

Verisk Analytics, Inc. <http://www.verisk.com/iso-home/effective-fire-protection-much-of-the-united-states-has-marginal-or-inadequate-fire-protection.html>



## OBJECTIVE 1

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***Improve the current Property Insurance Association of Louisiana Fire Classification from Class 4 to a Class 3 during the next grading (2018).***

### **I. Communications**

1. Ensure Dispatch and FD13 are meeting the requirements of the communications section of PIAL Addendum to the Fire Service Rating Schedule, this includes the following:

Section 410 – Emergency Reporting,

Section 420A1 – Alarm Receipt

Section 420A2 – Alarm Processing

Section 420B – Emergency Dispatch Protocols for Fire Service

Section 420C – Telecommunicator Training and Certification

Section 420D – Telecommunicator Continuing Education/Quality Assurance

Section 430 – Dispatch Circuits

Section 431A2 – Dispatch Circuits – Radio Receivers Carried by Members

A. Document Active 911 through tablets and cell phones for 50% credit

Section 431B - Monitoring for Integrity of Circuits

Section 431C – Emergency Power Supply Systems

A. Adopt Emergency Power Supply System Guideline – including monthly inspections with current maintenance agreement

### **II. Fire Department**

1. Section 510-511 Needed Engine companies – Add a fourth Engine Company by January 1<sup>st</sup> 2017, including a defined response area for that company (Demand Zone 134).

A. Provide staffing for fourth Engine Company.

B. Create Station 134 Demand zones

C. Complete addition to Station 132 in short term (2017) and put E-134 in service from that station. Plan for Station 134, budget, draft plans, etc.



2. Section 512-551 Equipment on Existing Engine Companies, Ladder, Service Companies and Reserve Companies – Ensure all required fire hose and equipment is inventoried and present for each Engine and Service/Ladder Company.

A. Hose Test, Pump Test, Ladder Test

3. Section 560 Deployment Analysis – Ensure we are maximizing credit for response and correctly documenting emergency incidents.

A. Properly complete all incident reports and include NFPA 1710 reports for all emergency responses.

B. Develop a quality assurance program for incident reports, specifically checking for proper documentation and NFPA 1710 compliance.

4. Section 570A On-Duty Firefighters at Fire Stations – Evaluate staffing levels and consider possible staffing increases.

A. Set updated minimum staffing requirements and set assignments for personnel based on incident response.

B. Find funding for adding a Fire Captain at Station 132 and one additional FEO.

5. Section 580 Training – establish a policy for Mandatory Training requirements as well as a tracking system to clearly document each employees hours of training.

A. Require each member attend a minimum of 1.5 hours per month of “Drills” (18 hours annually) at FD4 Training Facility with FD13 for full credit for “Facilities and Facilities Use”. Employees not meeting this criteria will be removed from the schedule. (35 points) tracked by the Training Officer.

B. Require each fire suppression employee a minimum of 16 hours company training each month (192 hours annually). (Up to 50% “96 hours” of the required Company Training hours can come from another Fire department if properly documented and provided to the FD13 Training Officer) Employees not meeting this criteria will be removed from the schedule. (25 points) tracked by the Training Officer.

C. Officer Training – All officers and upgrade officers must be certified in accordance with NFPA 1021 *Standard for Fire Officer Professional Qualifications* (IFSAC OFFICER 1) and have 12 hours of Officer Continuing Education training on site or off site annually.

D. New Driver Operator Training – All new Operators must have 60 hours documented training in accordance with NFPA 1002



E. Existing Driver Operator Training – Must be certified in accordance with NFPA 1002 *Standard for Fire Apparatus Driver Operator Professional Qualifications* (IFSAC Apparatus Driver Operator/ Pumper) and 12 hours of annual continuing education training in accordance with NFPA 1002.

F. Hazardous Materials Training - Require each fire suppression employee a minimum of 6 hours Hazmat training annually.

G. Recruit Training – Any new Firefighter (not certified) requires (a recruit training course) 240 hours meeting NFPA 1001 *Standard for Fire Fighter Professional Qualifications*.

H. Pre-Incident Planning – Create a pre-incident plan for each business in the Fire District and update these annually. Include no less than three water sources, the two nearest Fire Hydrants plus the nearest draft site if available. These should be documented in the Pre-Incident Plan.

I. Apparatus Inventory – Ensure at least annually that all equipment is accounted for as required for full credit. (FSRS Table 512A, 542A and 542B)

J. Annual Hose Test - Test all Fire Hose per NFPA 1962 *Standard for Inspection of, Care and Use of Fire Hose, Couplings and Nozzles and the Service Testing of Fire Hose*.

K. Annual Pump Testing – Test annually all In service and reserve pumpers and Ladder Trucks per NFPA 1911 *Standard for Inspection, Maintenance, Testing and Retirement of In-Service automotive Fire Apparatus*.

L. Annual Aerial Ladder Testing – Test annually all aerial ladders per NFPA 1911 *Standard for Inspection, Maintenance, Testing and Retirement of In-Service automotive Fire Apparatus*.

### **III. Water Supply**

1. Suction Supplies (Draft Sites) – Locate Draft sites for as many locations as possible. (Focus on past PIAL Fire Flow sites) and any large un-sprinkled buildings. Requires an agreement to use the site, a FD sign, and annual tests of the site, including GPM and photo.

2. Locate all Fire Hydrants and Draft Sites - GPS and map all Fire hydrants and Draft sites in Firehouse and Active 911.





3. Inspection and Fire Flow Testing of Hydrants - NFPA 291 *Recommended Practice for Fire Flow Testing and Marking of Hydrants*. Develop an inspection process and documentation process, obtain the required equipment to properly inspect hydrants, have hydrants painted.

#### **IV. Operational Considerations**

1. Credit for Standard Operating Procedures – Develop the 10 mandatory SOG's as outlined in the FSRS and per NFPA 1500 *Standard on Fire Department Occupational Safety and Health Program* and NFPA 1201 *Standard for Providing Emergency Services to the Public*.

- Response of Apparatus
- Operation of Emergency Vehicles
- Safety at Emergency Incidents
- Communications
- Apparatus Inspection and Maintenance, including pump, aerial, and hose testing
- Fire Suppression
- Company Operations
- Automatic/Mutual Aid Operations
- Training
- Personnel Response

2. Credit for Incident Management System – Develop an Incident Management System in accordance with the National Incident Management System (NIMS) and NFPA 1561 *Standard on Emergency Services Incident Management System*.

A. All personnel shall be certified in NIMS 100, 200, 700 and 800. The training certificates must be dated within 5-years (graded year and 4 prior years) to receive credit.

B. All Officers shall be certified in NIMS 300 and 400. The training certificates must be dated within 5-years (graded year and 4 prior years) to receive credit.

#### **V. Community Risk Reduction**

1. Consider establishing a Fire Prevention Bureau – Including Fire Prevention, Code adoption, and enforcement as may be practical for our Fire District.

A. Study the cost vs benefit of establishing a bureau, what components would be included. See FSRS 1000 – 1025 and the Louisiana Addendum to the FSRS.



2. Establish a Public Fire Safety Education Program – NFPA 1035 Standard for Professional Qualifications for Fire and Life Safety Educator, Public Information Officer. See FSRS 1030-1032 and the Louisiana Addendum to the FSRS.
3. Fire Investigation - See FSRS 1040-1042 and the Louisiana Addendum to the FSRS.



## Objective 2

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***Develop and implement updated policies, procedures and guidelines.***

### **I. Administrative Policies**

1. Review all administrative policies, update as needed, and add additional policies as may be needed. Use the Legislative Auditors Best Practices Checklist as a guide to required policies.
2. Continue the Legislative Auditors “The Center for Local Government Excellence” program and have at minimum the Chief of Administration and Administrative Assistant certified.

### **II. Operational Policies and Procedures**

1. Develop and update all operational policies. These are the policies that address day to day operational tasks and processes in the course of operating a fire department

### **III. Personnel Policies**

1. Develop and update all personnel policies. These are the policies that are specific to personnel behavior and conduct. They also include those policies directly affecting personnel pay and benefits and civil service board rules.

### **IV. Emergency Operations Guidelines**

1. Develop and update all Emergency Operations Guidelines. These include the 10 mandatory SOG’s as outlined in the FSRS (PIAL) as well as any other Guidelines identified for the purpose of guiding decision making during emergency response.



## OBJECTIVE 3

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***Prioritize capital purchases and create a capital asset replacement schedule with projected costs.***

### **I. Buildings and Land**

1. Evaluate the condition and functionality of our existing buildings.
  - A. Building location – is the building located in the best place for coverage response? This includes land for future sites.
  - B. Are the current and existing buildings adequate for our needs today and will they be in the future.
  - C. Prioritize needed land acquisitions and buildings required to meet current and future needs.
    1. Station 132 (Remodel)
    2. Station 134
    3. Administrative Offices.

### **II. Apparatus**

1. Evaluate the existing apparatus we have for functionality and need.
2. Develop an apparatus replacement schedule including an apparatus fund.

### **III. Suppression Equipment**

1. Evaluate current equipment for functionality and condition, assess needs.
  - A. Develop an equipment replacement schedule for SCBA, Bunker Gear, Fire Hose and nozzles, and other equipment and appliances. This list would include all “big ticket” items like power saws, PPV fans, Extrication Equipment, etc.

### **IV. Administrative Equipment and furnishings**

1. Evaluate the existing Administrative equipment and furnishings for functionality and need.
  - A. Develop a replacement schedule for computer hardware, and other office related machines.



## OBJECTIVE 4

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### ***Secure essential budgetary funding by successfully renewing the 22.7 Mill Property Tax in 2018.***

#### I. Create a Public Education and Outreach Program

A. Develop presentations highlighting services provided, PIAL education, Budget and Millage Education, cost of service, etc.

B. Use Social media to promote the Fire District. Make sure the public is aware of what we do for them.

1. Identify those who can serve as media specialists that can help document events through video, photographs and post those to social media.

D. Consider training at least one member who can serve as a PIO.

II. Early in 2018 meet with HOA's our Parish Council Representatives and other stake holders in our community to educate and garner support for our millage renewal in 2018.

III. Contact a millage specialist or bond attorney to start the process of getting on the ballot for renewal in early 2017 for the 2018 election cycle. Additional guidance regarding this process will be provided as we proceed.

#### IV. Continue to foster volunteerism within the organization

A. Continue to promote the volunteer organization in the community and schools

1. Emergency services volunteers and interns such as EMR, EMT and Firefighter

2. Auxiliary volunteers and interns in fields such as Technology, Community Outreach, etc.

B. Work through the Volunteer Membership to identify auxiliary needs that can be beneficial to the organization.

C. Identify other organizations to partner with to meet the Fire Districts Goals and Objectives