



Pace Fire Rescue District 7 Year Strategic Plan

Fiscal Years 2020 through 2026
Presented as of June 2020

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Abstract

The seven-year strategic plan that follows describes Pace Fire Rescue District's strategic goals and objectives for the next seven fiscal years (ending in 2026). 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, and Operation. 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 4/4x. The District operates out of two stations with two engines, one cross staffed 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 three 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
2020	\$	\$70,500	\$	\$	\$30,000	\$	\$100,500
2021	\$112,146	\$280,500	\$205,000	\$	\$	\$	\$597,646
2022	\$112,146	\$280,500	\$310,000	\$	\$	\$	\$702,646
2023	\$112,146	\$280,500	\$370,000	\$	\$	\$125,000	\$887,646
2024	\$112,146	\$220,500	\$270,000	\$	\$	\$	\$602,646
2025	\$112,146	\$220,500	\$270,000	\$	\$140,000	\$	\$742,646
2026	\$112,146	\$220,500	\$0	\$	\$	\$	\$332,646

Plan Totals

7 years	\$672,872	\$1,573,500	\$1,425,000	\$	\$170,000	\$125,000	\$3,966,376
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TABLE OF CONTENTS

Abstract.....	i
Projected Budget Summary	i
Table of Contents	ii
Introduction.....	1
Pace Fire Rescue District Mission Statement	1
Pace Fire Rescue District Vision Statement	1
Risk Assessment.....	1
Assumptions for Planning.....	2

Section 1 - DISTRICT

Apparatus and Staff Vehicles.....	2
Information Systems & Computer Equipment	4
Equipment	5
Facilities	6
Communications and Radio Upgrades	8
Personnel Requirements	9

Section 2 - ADMINISTRATION

Standard Operating Procedures.....	10
Member Relations	10

Section 3 - DIVISION OF FIRE PREVENTION AND INSPECTION

Community Relations and Involvement	11
Fire Prevention and Inspection Programs.....	12
Public Safety Education.....	13

Section 4 - OPERATIONS

Emergency Response	14
Emergency Medical Services.....	17
Special Operations - Technical Rescue	17

Section 5 - TRAINING

Training Programs.....	18
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Introduction

The Pace Fire Rescue District's 2020-2026 Strategic Plan is the result of the 2018 referendum that gives the Board of Fire Commissioners the authority to increase the millage no more than 2.5 mills 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 Pace Fire Rescue District.

Pace Fire Rescue District Mission Statement

To provide efficient Fire Protection and Advanced Life Support services to the citizens and visitors of the Pace Fire Rescue District and Santa Rosa County.

Pace Fire Rescue 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.

Insurance Services Office (ISO)

The District had an ISO grading completed in 2017. Following that survey, the District received a rating of 4/4x. The primary fire flow for the District, based on the last survey, is 3500 Gallons Per Minute (GPM). To meet the necessary fire flow requirement, the District needs three frontline engines or Truck Company to respond to all residential and commercial structure fires. For the District 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

Pace Fire Rescue District provides service to an urban community, as defined by the Federal Emergency Management Agency's (FEMA) community profile definitions. The District, established in 1959, is comprised of two fire stations and employs 22 career personnel, one full-time Fire Inspector, and one full-time administrative personnel. The District has three different shifts of operational staff. All the three shifts, seven firefighters and one Battalion Chief, are assigned to operations for a total of 22 firefighters assigned to operations. The District employs four operations personnel cross-trained as Firefighter/Paramedic and 17 operations personnel cross-trained as Firefighter/ EMT. The District provides service to a 64 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 the calendar year 2019, the District received 3129 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. A review of the census tract data indicates an approximate population of 22,410 as of 2010. Pace Fire Rescue District has estimated the growth since the 2010 official census count with an unofficial total population of 30,819.

Revenue

The District funding is through levying an ad valorem tax, in accordance with Chapter 200, Florida Statutes. The current tax rate is \$1.48 per \$1,000 of assessed value. The District is currently looking into impact fees to help offset the cost of needed future fire stations and apparatus due to the growth in our area.

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 Pace Fire District 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 outlined 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>
Engine 21	6,415	Frontline	2019 Pierce 1500 GPM Pumper
Rescue 21	119,914	Frontline	2009 Pierce 1500 GPM Pumper
Tanker 21	34,783	Frontline	2009 Pierce 1500 GPM Tanker
Engine 2102	29,788	Frontline	1999 E-One Freightliner 1250 GPM Pumper
Engine 2103	61,895	Frontline	1999 E-One Freightliner 1250 GPM Pumper
Engine 2106	56,337	Off Line	1999 E-One Freightliner 1250 GPM Pumper
Ladder 21	48,421	Frontline	1997 E-One 75’ Aerial
Boat 21	N/A	Frontline	
Chief 21	47,592	Frontline	2017 Ford Expedition
Battalion 21	137,355	Frontline	2004 Ford F-250
Deputy Chief 21	34,192	Frontline	2003 Ford F-250
Service 21	77,825	Frontline	2008 Ford F-250
Van 21	106,769	Frontline	2006 Ford Van

Employee safety, maintenance, and repair costs, and public image concerns will be considered in determining the replacement schedule, which may vary from the timeline outlined 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’s ISO rating of 4/4x. The average age of the District’s current response fleet (11 units) is 8.64 years, with the four apparatus having an average of 11.40 years or more of service. The District’s objective is to reduce the average fleet age by assigning a front-line and reserve service status for the District apparatus. This will serve to increase reliability of front-line apparatus, decrease maintenance costs, and provide for a higher level of employee safety. 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.

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 2017 ISO requirement for the District’s basic fire flow is 3500 GPM. To comply with the ISO grading requirement, the District needs three front-line engines and one ladder truck.

The following action plan illustrates the necessary replacement schedule for the District to maintain full ISO credit for having a reserve engine. And to ensure the District has reliable apparatus to accomplish the District’s mission.

Action Plan

Fiscal Year	Quantity	Apparatus Type(s)	Fiscal Year Expenditures
2020			
2021	1	Aerial Truck	\$1,000,000
2022			
2023			
2024	1	Engine	\$600,000
2025			
2026	1	Squad	\$350,000

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	1	Engine	\$1,950,000
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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 assessing 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 District performs regular maintenance services on all staff vehicles and addresses repairs as soon as possible to prolong the life of the vehicles.

The 2004 F-250, currently assigned as a frontline unit to the Battalion Chief, 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 2003 F-250 was recently rated as being in good working condition and remained 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 vehicle would be delayed beyond FY2021.

The table below provides an estimate for planning purposes only and factors an increase in the 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
2020	1	Staff Vehicle	\$60,000
2021			\$
2022	1	Staff Vehicle	\$60,000
2023	1	Staff Vehicle	\$60,000
2024	1	Service Vehicle	\$60,000
2025			\$
2026			

Plan Totals

7 Years	3	Ops Chief/Inspector/ Chief	\$240,000
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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
2020			\$
2021			\$
2022			\$
2023			\$
2024			\$
2025	8	Office Computers	\$8,000
2026			

Plan Totals

7 Years	8	Computers	\$8,000
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Equipment

GOAL: To provide Pace Fire Rescue 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 is equipped with the latest technology when it comes to lifesaving equipment. Most fire equipment has a substantially longer life in terms of usability. Equipment will be replaced when its reliability becomes questionable or when technological improvements make it obsolete. Personnel safety, public safety, and customer service will be significant 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. Pace Fire Rescue District staff routinely search for ways to leverage buying power and give relief to the annual budget to meet the District's equipment needs. Each year staff applies for grants through agencies and organizations such as FEMA, Firehouse Subs Public Safety Foundation, and Wal-Mart.

As an Advanced Life Support response department, the Life-Pak, 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 Life-Pak 15. In 2013, the District was awarded the funds to purchase two LifePak15 units. The technology changes and availability of parts and service warrant a Life-Pak 15 on each front-line apparatus therefore, an additional Life-Pak 15 is needed due to the change in staffing stations. We are now covering Firehouse # 4 on a daily bases from 1000-1800 hours. There have been numerous occasions where we have had an additional paramedic on duty and could provide ALS services from that station if the proper equipment was available

The District has 54 self-contained breathing apparatus (SCBA) and 114 bottles with a PSI2216. Even though 60 of the bottles are spare bottles, all 114 bottles must be hydro tested every five years for certification, and all cylinders must be replaced after 15 years from the date of manufacture. All 114 bottles were manufactured and placed in service in 2006 and must be replaced no later than 2021. The 54 SCBA does not have an expiration date and but will be 16 years old by 2021 and reaching their useful life based on condition. To assist with capital needs of each fire department Santa Rosa County Commissioners allocated Local Option Sales Tax (LOST) funds to each department in the county. Pace Fire Rescue District was awarded the necessary funds to purchase 20 bottles and 10 SCBA's in 2019. Ten more SCBA's and 30 more cylinders are being purchased in the 2019/2020 fiscal year. By doing this, it will spread the time frames out for future replacement needs and impact one budget years with the full cost of replacement.

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 that offer increased buying power through leveraging state, federal, or local grants.

Action Plan

Fiscal Year		Purchase Type	Fiscal Year Expenditures
2020	1	Extrication Equipment	\$35,000
2021	1	Air Bags	\$10,000
2022			\$
2022	10	SCBA	\$85,000
2023			\$
2024	1	Extrication Equipment w/Airbags	\$45,000
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.

Plan Total

7 Years		Extrication/SCBA bottles	175,000
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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 integral part of the management responsibility of the District. The number and location of fire stations play a significant role in determining emergency response time and, consequently, the quality of our District’s fire and emergency medical services. The District’s current 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 miles for areas with at least five buildings over three stories in height.

Over the last several years, the District has recognized a noticeable increase in residential and commercial construction. The Santa Rosa County School District has also recognized remarkable growth within the school system. To meet the demand being placed on the school system by the surge in growth, a new K-8 school is being planned in Pace’s district.

Fire Station Maintenance

Fire Station #1: This facility is 11 years old and is in an appropriate strategic location. Overall, the condition is good. There have been no significant problems since the initial construction.

Fire Station # 2: This facility was built in 1990 as an “ISO” station and is in overall good condition. It is in a good location in terms of station distribution. However, the station was built on a small footprint with no facilities and no room for growth to accommodate personnel 24/7.

Fire Station # 3: This facility was built in 1997 as an “ISO” station. It was built with no facilities. It was simply built to house apparatus for volunteer

personnel response. The station is located in one of the more active zones for calls and serves the Pea-Ridge community of the district. Staff is currently working on financing to remodel and add on to the station to be able to accommodate personnel 24/7.

Fire Station # 4: This facility was built in 1999 as an “ISO” station. It was built with no facilities. It was simply built to house apparatus for volunteer personnel response. The station is located in one of the more active zones for calls and serves the Wallace and South Chumuckla communities of the district. Staff is currently working on plans to remodel and add on to the station to be able to accommodate personnel 24/7.

At the time of this report, the District recognizes the continual growth indicate a need to begin planning and forecasting for Station 5 as well as real conversations about Station 6 but also acknowledges 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. 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 5 and Station 6.

Action Plan

Fiscal Year	Purchase Type	Fiscal Year Expenditures
2020	Station 3 Capital Outlay	\$90,000
2021	Station 3 Capital Outlay	\$112,146
2022	Station 3/4 Capital Outlay	\$112,146
2023	Station 3/4 Capital Outlay	\$172,146
2024	Station 3/4 Capital Outlay	\$172,146
2025	Station 3/4 Capital Outlay	\$172,146
2026	Station 3/4/5 Capital Outlay	\$192,146
Total		\$1,022,876

Plan Totals

7 Years	Sta. 3/4/5 Capital Outlay	\$1,022,876
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Communications Radio Up-Grades

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

Pace Fire Rescue 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. Pace Fire Rescue District has requested one 800MHz portable radio from SRC purchased through the LOST funding.

The EOC committed to continuing broadcasting emergency information in VHF transmission simultaneously with the 800MHz digital communication 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	800MHZ Radio Base for Station 3	\$4,500
2021		\$
2022	4ea -800MHZ Portable Radios	\$19,000
2023		\$
2024		\$
2025		\$
Total		\$

Plan Totals

7 Years		\$23,500
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Personnel Requirements

GOAL: To professionally staff the District at a level that 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, we are hiring and maintaining talented team members to serve the District’s residents, and visitors is vital to achieving the mission of the District.

In 2014, the District was awarded a SAFER Grant, funded by FEMA, which afforded the District the ability to add six firefighter EMT personnel to the line staff. These additional members made considerable strides in advancing the District staffing with the goal. In 2017, the District was awarded an additional SAFER Grant to fund three firefighter positions; this now gives the district seven firefighters per shift, which moves closer to the eight to be 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
- 1 Battalion Chief
- 1 Administrative Aide
- 1 Financial Coordinator (Contract)
- 3 Captains
- 3 Lieutenants
- 15 Firefighters
- 6 Part-time firefighters

Being compliant with NFPA 1710 means each engine company and each truck company respond with four firefighters when all line personnel is 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 the 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 timeline 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 costs.

Fiscal Year	Number of Personnel	Personnel Type	Station Assignment	Fiscal Year Expenditure
2020	1	Battalion Chief	Station 1	\$70,000
	3	Firefighter EMT	Station 3	\$140,000
2021	1	Battalion Chief	Station 1	\$70,000
	3	Firefighter EMT	Station 4	\$140,000
	1	HR Coordinator	Station 1	40,000
2022	1	Inspector	Station 1	\$50,000
	3	Firefighter EMT	Station 4	140,000
2023	3	Firefighter EMT	Station 4	\$140,000
2024	3	Firefighter EMT	Station 4	\$140,000
	1	Training Officer	Station 1	\$60,000
2025				
2026				

The Fiscal Year Expenditure amount listed for the firefighter EMT personnel is estimates only based on current wage and benefit-cost of a firefighter EMT calculated at 2,904 hours per year.

Plan Totals

7 Years	20	Line and Admin staff	\$1,000,000
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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 manage day-to-day, emergency scene, and administratively.

Pace Fire Rescue 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 regularly to ensure current data based on regulating agency modifications and changes within the department.

Pace Fire Rescue 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 Pace Fire Rescue 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 Pace Fire Rescue District are dedicated professionals who work diligently to deliver fire suppression, fire prevention, public education, and support programs. They are highly responsible for maintaining a 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 critical 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 – DIVISION 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 underway.

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 to 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, 2017, 6th edition of the Code has been adopted with amendments.

Fire District Inspection and Types of Inspections Performed

The District's primary 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 , specialized 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 occupants to understand and eliminate unsafe conditions.
- Prevent illegal storage, disposal, or release of hazardous materials.

Pace Fire Rescue 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 aid 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 – 4,497,595 sq. ft.
- Schools/Colleges – 6 public and 4 private.
- Nursing or assisted living facilities – 2
- Day Care Facilities - 17

Incident Investigations

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

Types of incidents investigated are:

- Suspicious Fires.
- Fires or industrial accidents involving severe 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 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/specialized 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 implementing a 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 the responsibility of all members of the District. Educating citizens concerning services provided by Pace Fire Rescue District and how to request those services can play a critical role in successful emergency incident outcomes. Public safety education is an essential 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 the 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 scheduled CPR courses for the public and those requiring CPR certification for job requirements. Classes will be scheduled to meet our community needs.
- Fire Safety Demonstrations - public education sessions will be conducted to educate citizens in the 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.
- 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 through social media outlets.

Section 4 – OPERATION

Emergency Response

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

The emergency response represents the most visible aspect of the District's mission. A significant 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 in excess of 1000 degrees Fahrenheit. At that point, the compartment becomes fully involved, and life within the compartment would be lost due to the superheated gases and amount of fire.

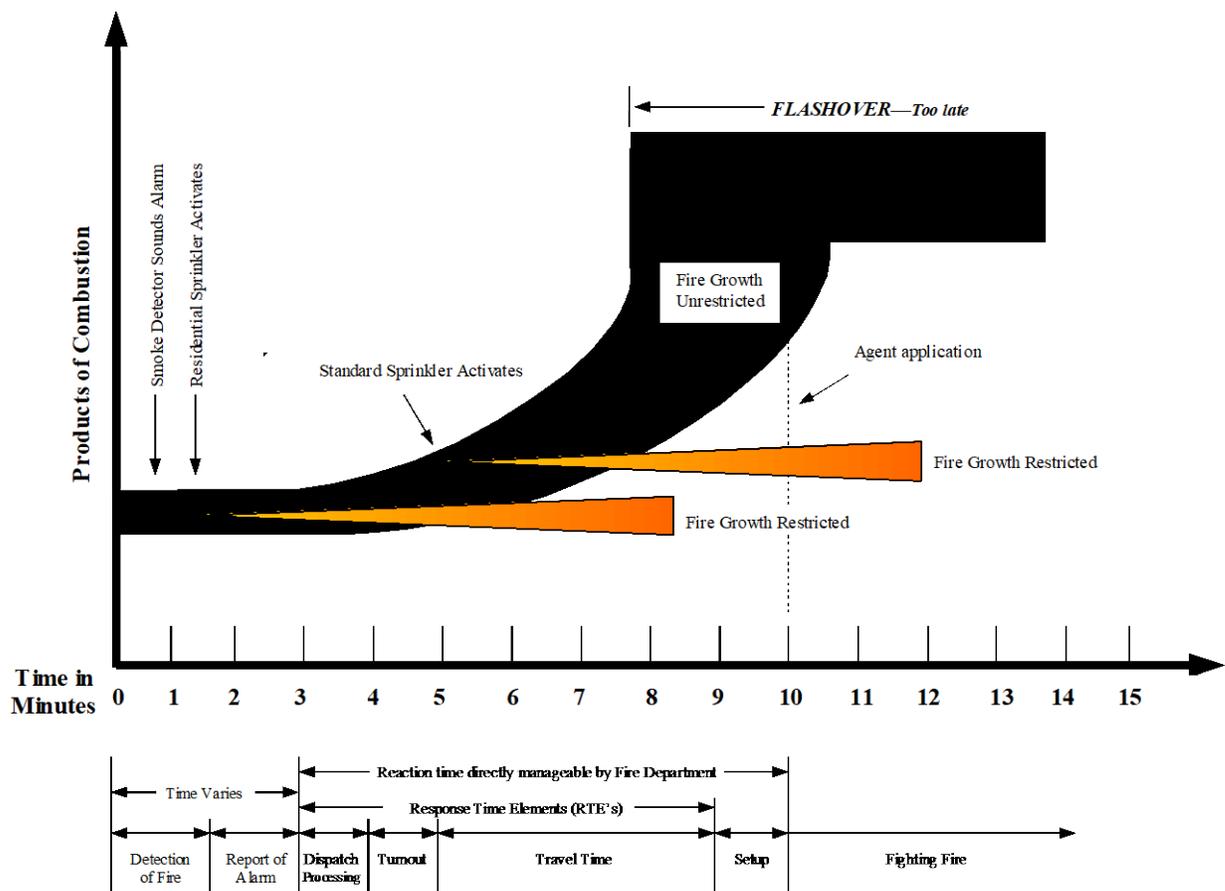
NFPA 921 defines flashover as the transition phase in the development of a contained fire, in which surfaces exposed to thermal radiation reach ignition temperatures simultaneously, and fire spreads rapidly throughout the space. So, because a fire in a confined space can double in size every 30 seconds 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, concerning 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 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.

TIME VERSUS PRODUCTS OF COMBUSTION

NOTE: Times based upon national averages reported by CFAI.

Additionally, with the spread of the fire to additional rooms, or, in some instances, other buildings, more workforce and fire flow are needed to control the fire.



Response Time to Fires

Based on total responses for structure fires only in 2019, the average turnout and travel time in the District is seven (7) minutes and 08 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 en route. The Standard Operating Procedure for the District is the 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. The average total time from alert tones received from EOC to arrival on the scene is 8 minutes 1 second for emergency response incidents.

Initiation of Action

The fire does not automatically go out on arrival of the first engine crew, neither 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 Pace Fire Rescue District for calculating the time of set-up utilizing different workforce configurations. The goal is to reduce that set-up time to one and a half minutes or less.

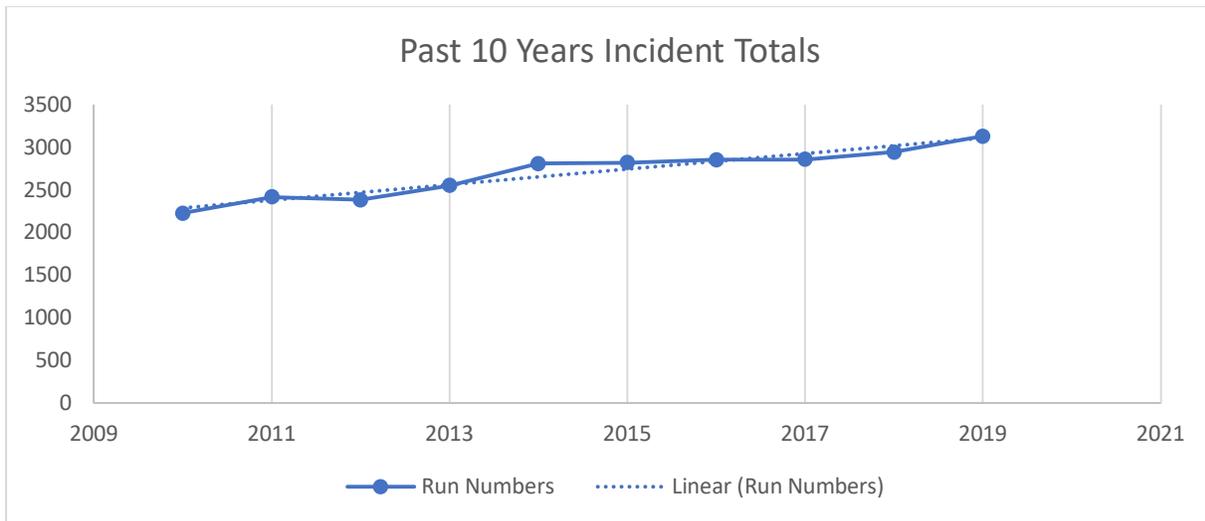
2019 Emergency Response

Total of Incidents

Percentage of Value:

100 Series-Fires	108	03.46%
300 Series-EMS	1998	64.10%
400 Series-Hazardous Condition (no fire)	81	02.60%
500 Series-Service Call/public assist	256	08.21%
600 Series-Good Intent	456	14.63%
700 Series-False Alarm/ False Call	191	6.13%
800 Series-Severe Weather/ Natural Disaster	6	0.19%
900 Series-Special Incident type	33	1.06%
Grand Total:	3129	

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



Action Plan

- ✓ Closely monitor turnout time.
- ✓ Examine and refine the analysis of emergency service response times.

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 eight minutes, 90% of the time.

The delivery of emergency medical services to the citizens of the Pace Fire Rescue District plays a significant role in the operation of the District. In 2019, 64.10% of our emergency response activity was medical services. Work toward 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.
- The number of paramedics currently on staff in the District.
- Ability to recruit experienced firefighter/paramedics.

Action Plan

- ✓ Work toward ensuring 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.

Section 5 – TRAINING

Training Program

Goal: To ensure our members have adequate education and training necessary to provide quality services to the customers of the Pace Fire Rescue 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 and professional standards continually change the District is consistently presented with the need for ongoing training. We will continue to develop our relationship with the Eastman Chemical Plant located in the District. Items identified requiring training program development or refresher training include:

- Customer Service.
- Driver/Operator/Training Certification.
- Officer Development Training.
- Industrial Firefighting
- Personnel Management and Supervisory Skills.
- Advanced Life Support Skills.
- Essential specialized programs and opportunities that develop leadership and management skills will continue to be provided. These include:
- Incident Safety Officer Certification (all Officers).
- 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 operations and technician level continuing education.
- Technical Rescue Training –water rescue.
- Fire inspections and code enforcement.
- External training opportunities (seminars such as Fire Rescue East, State Fire College, Governor's Hurricane Conference, etc.).
- Involvement of company officers in ongoing policy revision and program development.
- ICS.
- WMD Training.
- ACLS/ BTLs /PALS.

Action Plan

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