

2022

FORT MYERS SHORES FIRE DEPARTMENT
5-YEAR PLAN & FACILITIES REPORT



FORT MYERS SHORES FIRE PROTECTION & RESCUE SERVICE DISTRICT

12345 Palm Beach Boulevard

Fort Myers, Florida 33905

FIVE YEAR COMPREHENSIVE PLAN

2022 – 2027

BOARD OF FIRE COMMISSIONERS

NANCY APPERSON, CHAIRMAN, SEAT 4

JON DETZEL, VICE CHAIRMAN, SEAT 2

CORY SCHNEIDER SECRETARY / TREASURER, SEAT 3

JAMES SHEWMAKER, COMMISSIONER, SEAT 1

JOE RAGEN, COMMISSIONER, SEAT 5

Christopher J Dowaliby, FIRE CHIEF

**A Message from Fire Chief Chris Dowaliby and Local 1826
District 18 and District 20 Vice Presidents**

The Fort Myers Shores Fire Protection and Rescue Service District (FMSFD) is at a crossroad in our history. From a little fire district that ran 862 calls for service delivery in 2003 to a fire district that covers 16 square miles of expanding residential, commercial, and industrial properties with an annual call load approaching 2400. Calls for service have increased 153% since 2003. The Fort Myers Shores FD's 5-Year Plan is written to direct the future of the department in meeting the needs of our community and our members. The 5-Year Plan provides the basic level of direction required to build programs and strategies that will sustain and enhance our future as an organization and community partner.

Making new strategies work does not happen simply by putting words to paper. It takes comprehensive commitment to planning, organizing, and leading all levels of our organization towards our stated goals. Change is not easy and implementing new strategies will generate countless hours of debate. The FMSFD staff is tasked with managing their respective components of our plan, while working closely with Local 1826 District 18 and District 20. Together, we are charged with executing organizational change. Every member sworn or civilian will become actively involved. The goal is for every member to make extraordinary contributions towards positive change.

Successful organizational planning and strategies are not made in isolation. They are carefully executed with participation and input from all levels of the organization. Once strategies are implemented, new challenges will emerge. For the FMSFD, a strategy to improve our ability to serve our community is a perpetual process.

The challenge we are confronted with today is a dramatic increase in activity levels in every section of the organization. In addition, emergency service delivery is more dangerous and challenging than ever before.

As we execute this plan, we do so with fiscal responsibility in mind. Efficiency and return-on-investments is an important variable in our strategy.

This document serves as the foundation of the planning process. Additional information and progress will be addressed by management and labor personnel assigned to each planning initiative.

The true test of our plan is not in its development, but how we implement it. Our thanks go out to the members of our organization that will make the goals included in the plan a reality.

Chris Dowaliby, Fire Chief
Fort Myers Shores FD

JJ Clouse
Local 1826 District 20

Daniel Hunt DVP
Local 1826 District 18

Approved by the Board of Fire Commissioners August 18, 2022
TABLE OF CONTENTS

Executive Summary.....	5
Introduction.....	5
Boundaries.....	7
Background	8
History	8
Facilities.....	8
Equipment	9
Personnel.....	9
Revenue.....	10
Existing Levels of Service	10
District	10
Facilities.....	11
Equipment	11
Personnel.....	11
Revenue.....	12
Impact Fee Schedule.....	13
Revenue Chart for last 3 Fiscal Years	14
Future Service Levels	15
Facilities.....	15
Equipment	16
Personnel.....	16
Revenue.....	17
Goal and Objectives	18
Goal	18
Objectives.....	18

Executive Summary

Introduction

Florida Statue 191.013(2) requires that each independent special fire control district adopt a five-year plan to identify the facilities, equipment, personnel, and revenue needed by the District during the five-year period.

This document is prepared in accordance with Florida Statue 191.013(2). Any attempt to produce a report without a description of the organization would not be fair to the organization. The Fort Myers Shores Fire Protection and Rescue Service District (FMSFD) is a distinctive entity in territory, diversity, and philosophy. Therefore, a history and background of the District is included.

The FMSFD is in Lee County, Florida; one of the fastest growing, waterfront communities in Florida. The FMSFD is an independent special district established by Laws of Florida, Chapter 76-409 and has been modified under the provisions of Florida Statute 633 and modified again by Laws of Florida, Chapter 97-340. Laws of Florida, Chapter 2000-456 “codified, reenacted, amended and repealed” it’s prior enabling acts. The District was formed with the intention of providing fire control, protection, crash, and rescue services for an area in eastern Lee County, Florida. The District is governed by an elected five-member Board of Commissioners serving alternating 4-year terms on the following schedule: Seat 1 – up for 4 year term in November 2024 but due to the death of the incumbent the appointment of James Shewmaker occurred on September 16, 2021. By law the seat will be open in the 2022 general election for a 2-year term and then again in the 2024 general election the 4-year term will be reinstated; Seat 2 – up for 4-year term in November 2024; Seat 3 – up for a 4-year term in November 2024; Seat 4 – up for 4-year term in 2022; and Seat 5 – up for a 4-year term in 2022.

The District’s growth has significantly trended upward since 2012. A brief recap of property values shows a decrease of 37% from fiscal year 2009 to fiscal year 2012 with the largest drop coming in fiscal year 2010 at 20.14%. The values for fiscal year 2013 increased by almost 1.6%, which signaled the beginning of the economic turnaround. The taxable assessed values of the District have continued trending positively with increases for; 2014 at 7.84%, 2015 at 5.19%, 2016 at 4.45%, 2017 at 14.4%, 2018 at 19.28%, 2019 at 6.09%, 2020 at 1.81%, 2021 41.16%, 2022 at -1.10%, and 2023 at 9.25%. The percentage of property value increase from fiscal year 2013 to 2023 is 106.47%.

The District purchased land for a new station in 2007 at the entrance to River Hall, a large community at the eastern end of the district. At that time, we had plans to build an 18,000 square foot station but those plans were put on hold due to the downturn in the economy. As the economy, property values and building continued making a comeback we started the planning process again in 2019 for the new station, equipment, and personnel to meet projected service delivery needs for the future. The size of the station and the projected needs have changed

since the Verandah Community offered us additional land next to Station One. The configuration of apparatus and personnel will be lower at Station Two than originally thought. We are in the process of building Station 2 with an expected operational date of March 2023. The new station, equipment, and personnel will meet minimum projected service delivery needs. We purchased 1.29 acres of property next to Station 1 for a new fire station that will house personnel and administration. This fiscal year personnel will increase to eight per shift with one additional fire apparatus. Station 1 will have 5 personnel and Station 2 will have 3 personnel per shift. Station Two will be operational by midyear 2023.

The District currently has 15 line personnel and 3 captains on 3 shifts, operating out of one fixed location to serve a year-round population of approximately 15,000 residents along the southern shore of the Caloosahatchee River. The administrative staff includes an administrative assistant, Deputy Chief, and a Fire Chief who work a flexible forty-hour workweek with their offices at Station 1. The Deputy Chief and Fire Chief respond to incidents from the station and from home depending on the situation.

The District provides fire suppression services and rescue services at the Emergency Medical Technician B (EMT-B) level. The District has 19 full-time EMT-B's and 2 paramedics. Additional services include: a Fire Prevention and Investigation Division and Public Education as requested from the community; training; confined space rescue; marine vessel operations including rescue skin divers and first response water rescue; rope rescue; vehicle extrication; and Haz-Mat awareness level response. These services are based on the National Fire Protection Association (NFPA) standards for awareness, operations, and technician level response. The establishments of the following work groups and their participation in the department's growth and expansion are in place or in the developmental stages: hiring, building, vehicle purchasing, District expansion, insurance, safety, standard operating guidelines, job descriptions, and uniforms.

The FMSFD provides and receives mutual aid with area departments and has automatic response agreements with Alva FD, Bayshore FD, and Tice FD. We respond per the Lee County Fire Chief Association Communication Plan to all local and regional disasters through a cooperative effort with the Lee County Emergency Management Division and the Lee County Emergency Operations Center. Dispatch services are provided by the Lee County Department of Public Safety Communications Division, commonly known as Lee Control.

For regional, state, and national response the area emergency services are dispatched through the Emergency Operations Center (EOC). The Lee County EOC (LCEOC) works directly with the State of Florida EOC. They work in concert with the: State Fire Marshal; Florida Fire Chief Association; Emergency Support Function (ESF) 4 (Fire) & 9 (Urban Search & Rescue); Domestic Security Task Force Region 6; and Federal Emergency Management Agency (FEMA) Region 4. The District's response activity whether local, regional or state primarily consists

of an engine company which is a captain, an engineer, and two firefighters based on minimum staffing provisions of the collective bargaining agreement.

By presenting a five-year plan the requirement of the law is fulfilled. Florida Statute 191, *Independent Special Fire Control Districts* requires the District to adopt a five-year plan. The plan shall be updated in accordance with s.189.08. The District will be able to review where it has been, the current status, and the future directions so that it will be in a position to plan for future growth.

This plan contains the following sections: Executive Summary, Background, Existing Service Levels, Future Service Levels, and Goals and Objectives. Service levels include facilities, equipment, personnel, and revenues.

Boundaries

The boundaries of the District have remained the same since the formation of the District: Begin at the point of intersection of the South bank of the Caloosahatchee River and the West bank of the Orange River; thence Southerly and Easterly along the West and North bank of the Orange River to the intersection of said bank of the Orange River and the South line of Township 43 South, Range 26 East, thence Easterly along said Township line to the Southeast corner of Section 36, Township 43 South, Range 26 East; thence Northerly along the range line between Ranges 26 East and 27 East to the point of intersection of said Range line with the South bank of Hickeys Creek; thence Westerly and Northerly along the Southerly and Westerly bank of Hickeys Creek to the point of intersection with the South bank of the Caloosahatchee River; thence Westerly along the South bank of the Caloosahatchee River to the Point of Beginning.

The District boundaries include the following target hazards; 3 public schools, the Lee County Utilities Olga Water Treatment Plant, the Fort Myers facility of Florida Power and Light, the 3-story enclose-corridor Villa Vincente Elderly Housing complex, 2 outdoor shopping plazas, and the Sweetwater Marina.

Background

History

In 1962 residents in the Fort Myers Shores area of Lee County, Florida formed a volunteer fire department to provide fire protection for the subdivision. Fire protection was previously supplied by the City of Fort Myers. In 1971 the Lee County Board of Commissioners formed the Lee County Fire Control Department. Fire service was then provided by the volunteer department and by the newly established county fire department from a station located in the Tice area of east Lee County. The Fort Myers Shores area had an Insurance Service Organization (ISO) rating of Class 10. This is the same rating as if no fire department existed.

In 1976 the FMSFD became an Independent Special District established by Laws of Florida, Chapter 76-409 and ratified by voters. The District encompasses approximately sixteen square miles. The District immediately purchased a new fire engine and hired two full time firefighters. A new fire station was also built. The original station was a small, two-bay, garage type structure in the center of the residential area located on 5th Street. The District requested an ISO review and was awarded a Class 6 rating in the Fort Myers Shores subdivision. Areas where no potable water was available received a Class 9 rating. These areas were large tracts of land used mainly for agricultural purposes. The areas rated at Class 6 were later reviewed and given a Class 4 rating. In 2011 the District was reviewed once again and most of the areas previously rated at a Class 9 were changed to a Class 4 due in part to the automatic mutual aid agreements in place with the surrounding Districts.

The District has been modified under the provisions of Florida Statute 633 and modified again by Laws of Florida, Chapter 97-340. Laws of Florida, Chapter 2000-456 “codified, reenacted, amended and repealed” its prior enabling acts. The District was formed with the intention of providing fire control, protection, crash, and rescue services for an area in eastern Lee County, Florida. The District is governed by an elected 5-member Board of Commissioners serving varying four-year terms.

Facilities

The original fire station was located on 5th Street in the Fort Myers Shores subdivision. This location was in the middle of the residential community. With the construction of the current station in 1977 the original station was sold and turned into a privately-owned home.

The current station was built on property on Palm Beach Boulevard. The station is a 5000 square foot steel building that is situated on approximately 7/10 of an acre. The station underwent a \$586,572.56 renovation in 2005.

In 2007 the FMSFD purchased property in the new River Hall community at the eastern end of the District to build a second fire station. Due to the economic downturn the decision was made to postpone building the station. The District has worked diligently to build the reserves necessary to construct and equip the station. In 2019 the District entered into discussions to build Station 2 at the entrance to River Hall.

In 2020 the taxpayers approved a tax rate increase to staff Station 2 and provide for expanded services. When the new station is completed, ISO will recognize most of FMSFD as a Class 3 fire department and those residents will benefit from the new rating with considerably lower homeowners' insurance premiums. By then all areas of the District will be within 5-miles of a fire station. However, some residents living in the most easterly part of the District will not live within 1000 feet of a fire hydrant. These homeowners will have to wait for the expansion of the Lee County water system in Alva before they will benefit from the improved ISO rating.

In 2021 additional property was purchased from the Verandah community which will become the new Station 1.

In 2022 a contract was signed between the District and Summit Construction Group to build a 3-bay 12,000 sq/ft fire station at the entrance to River Hall. The station will house 3-personnel: a captain, an engineer, and a firefighter. They will respond out of a new Pierce fire engine paid for with impact fees primarily from the surrounding community. The station will also be equipped with much of those same impact fees. Groundbreaking was August 18, 2022 and the proposed occupancy date is March 31, 2023.

The District is still in talks with Florida Power and Light for 3-acres of property adjacent to their Fort Myers plant for a training facility.

Equipment

When the independent fire control district was created in 1976, equipment from the volunteer fire department was transferred to the District. It included the following:

- 1952 Chevrolet Front Mount Pumper—500 gallons per minute
- 1952 Chevrolet Tank Truck—1500 gallons capacity
- 1970 Chevrolet Pick-up truck

Personnel

At the time of the creation of the District there were no full-time employees.

Revenue

Prior to the creation of the District the only funding was derived through donations and various fund-raising activities including raffles, dinners, and boot drives.

Through the enabling legislation the District was able to levy ad valorem taxes at 1-millage point. The District raised the millage cap to 2-millage points in 1991 by a referendum vote.

In 1999 the District entered into the Lee County Impact Fee Program.

In August of 2020 the voters of the District approved a 3.0 millage cap increase. In October 2021 the District raised the then millage of 2.0 to 2.25.

It has been the culture of the District to pay for all capital items with cash. In Fiscal Year 2021/2022 with the signing of the contract to build Station 2 the District took on its first debt service in the amount of \$3 million dollars. This offset the \$6.2 million station and left the District's reserves in the healthy position that was recommended by the District's Auditor, Tuscan and Associates. The plan is to pay off the 10-year loan in 5 years.

Existing Levels of Service

District

The District was re-rated by ISO in April of 2016. The old rating was a 4/9; the 9 rating was in the areas without potable water and therefore no hydrants. The new rating of 3 is throughout most of the district. The lowering of the classification is due to the automatic response agreements we have with Alva FD, Bayshore FD, and Tice FD. There are two areas within the district that ISO rated a 10 due to the areas being over five miles from the fire station: the Hickey creek area and the section of River Hall east of the club house. When the new station is built, these areas will be within the five-mile rule and within 1000 feet of a fire hydrant which will bring the rating down to a Class 3.

The District boundaries remain unchanged since its formation; however, the population increases steadily. Responses to emergency incidents have also increased steadily. In 1976 emergency incident responses were less than 100 calls. In 2003 emergency incident responses were 862. As the economy recovered, in calendar year 2015 the District emergency incident responses increased to 1,294. As the population grew the responses for service delivery increased in calendar year 2016 to 1,517 emergency incident responses. The previous 5-Year Plan's regression analysis predicted 2000 calls for service delivery would be received in calendar year 2021. The District responded to 2179 requests for service delivery or an increase of 153% requests for service delivery since 2003.

Facilities

The FMSFD currently operates from one fire station located at 12345 Palm Beach Boulevard. The Fire Board of Commissioners purchased land to build Fire Station 2 at the entrance of the River Hall community which is on Palm Beach Boulevard 0.8 miles east of Buckingham Road. With the addition of this location, we will be capable of providing a response time of five-minutes or less to all geographic areas of the District. The new station will put all residents of the District within five miles of a fire station. This will be within ISO recommendations and allow all district residents to fall under the Class 3 rating if they live within 1000 feet of a fire hydrant.

Equipment

The department's line personnel operate the following vehicles:

- Engine 81: 2009 KME Pumper—1500 gpm pump with a 750-gallon water tank
- Engine 82: 2003 Pierce Contender Pumper—1262 gpm pump with a 1000-gallon water tank
- Engine 83: 2016 E-One Pumper—1500 gpm pump with a 1000-gallon water tank
- Brush 81: 1978 military transport vehicle—310 gpm pump with a 500-gallon water tank
- Brush 82: 2011 Ford Super Duty 4 X 4 with a 320gpm variable pump and 480-gallon water tank.
- Air 81: an air cascade trailer
- Marine 81: 26' twin hull with 2 - 175 hp Suzuki engines
- Utility 81: a 2005 Ford F250 4X4 utility vehicle
- Utility 82: 2006 Ford F250 4X4 utility vehicle
- FMS 1: a 2018 Chevy Tahoe command vehicle
- FMS 2: 2020 F250 4 X 4 Super Duty
- FMS 3: 2021 F250 4 X 4 Super Duty

Personnel

Currently the District employees:

- 9—Firefighters
- 6—Engineers
- 3—Captains
- 10—Available slots for volunteer firefighters
- 1—Administrative Assistant
- 1—Deputy Chief
- 1—Fire Chief

The firefighters, engineers, and captains are divided into three shifts with a 24/48-hour work schedule. This means that shift personnel work 24 hours on duty, followed by 48 hours off duty. The Administrative Assistant, Deputy Chief, and the Fire Chief work a flexible 40-hour work week.

Revenue

The primary funding for the District is from ad valorem taxes, which are taxes levied on property values. The District currently levies taxes at a rate of 2.25 millage points. This tax and the term millage equates to \$2.25 per \$1,000 of assessed property value. Therefore, a home valued at \$300,000 would have an annual fire district tax of \$675. A proposed increase to 2.50 millage points would equate to a fire district tax of \$750 on the same \$300,000 home.

In FY 2022/2023 a 2.25 millage rate is projected to generate \$6,308,741 in ad valorem revenue when the 5% non-collectible rate of -332,039 is included. This figure does not take into account the collection of unpaid taxes and penalties from prior fiscal years, which is generally negligible. In FY 2021/2022 we collected \$5,774,343. The increase of \$534,398 includes the hiring of 6 new firefighters and the opening of Station 2.

The District's secondary funding source is from impact fees which are one-time assessments on new construction, the proceeds of which are restricted to expenditure for capital improvements. Contained within Chapter Two, Article VI, Division 5: *Fire Protection and Emergency Medical Services Impact Fee* of the Lee County Land Development Code the current impact fee rates are found in Table 1 of Sec. 2-386: *Computation of amount*. For the reader's convenience the May 10, 2022 chart is provided below for reference.

For comparison, over the last 5-years, and to emphasis the growth of the District and our need to adequately provide for the service delivery needs of the community, in FY2017/18 impact fees revenue was budgeted at \$25,000. The District collected \$52,958.14 that year. In FY 2022/2023 the District is budging to collect \$300,000 in impact fees. From the chart below just utilizing residential single-family homes and not including any retail this projection would add 391 new homes. 5-years ago the impact fees accounted for 69 new homes. This emphasizes the trending growth in the District.

TABLE 1. FIRE IMPACT FEE SCHEDULE 2022
--

	Use and Development Unit								
FIRE DISTRICT	Single-Family Residence or Mobile Home on Individual Lot	Multi-Family Dwelling	Mobile Home or Recreational Vehicle in Mobile Home/RV Park	Hotel/Motel Per Room	Retail Per 1,000 sq. ft.	Office Per 1,000 sq. ft.	Public or Institutional Use Per 1,000 sq. ft.	General Industrial Per 1,000 sq. ft.	Public or Private Warehouse Per 1,000 sq. ft.
	Per Dwelling	Per Dwelling	Per Space						
Fort Myers Shores ³	\$766	\$582	\$559	\$368	\$820	\$398	\$237	\$146	\$84

The impact fee schedule has evolved over the years to reflect the need to support infrastructure as the area of concern experiences growth. Emergency response services are one part of the impact fee equation. The impact fee in 2017 for a single-family residence on an individual lot was \$474.00. It was quickly determined by the Board of County Commissioners that this amount needed to be increased so that County services would not fall below service delivery expectations. The impact fee in 2018 for a single-family residence on an individual lot was raised to \$760.00. In 2022 the impact fee for a single-family residence on an individual lot was raised again to \$766.00

The following chart is a copy of the FY2022/2023 budget for existing revenue consideration. The chart reflects all available revenue sources and for the readers convenience a 3-year comparison is provided.

	Actual	Actual	Budget
	2.00 Mills	2.25 Mills	2.25 Mills
	FY 2019/2020	FY 2020/2021	FY 2021/2022
Ad Valorem			
Ad Valorem Levied	\$ 3,871,580	\$ 5,458,678	\$ 6,078,256
Discounts	\$ (144,962)	\$ (208,585)	\$ (303,913)
	\$ 3,726,618	\$ 5,250,093	\$ 5,774,343
Supplemental Compensation			
Supplemental Compensation Reimbursement	\$ 3,720	\$ 2,952	\$ -
	\$ 3,720	\$ 2,952	\$ -
Interest Earnings			
Interest on Ad Valorem	\$ 2,547	\$ 416	\$ -
Interest on Impact Fees	\$ 5,156	\$ 3,164	\$ -
Interest on CDARS and Operating Account	\$ 71,997	\$ 28,928	\$ 25,000
	\$ 79,700	\$ 32,508	\$ 25,000
Impact Fee Receipts (Deferred Revenue)			
Impact Fee Receipts (Deferred Revenue)	\$ 314,245	\$ 520,800	\$ 200,000
	\$ 314,245	\$ 520,800	\$ 200,000
Other Income			
Fire Inspection Fees	\$ 2,982	\$ 3,910	\$ 6,000
Retiree Insurance Reimbursement	\$ 27,277	\$ 30,571	\$ 26,000
Grants	\$ 18,865	\$ 55,809	\$ -
Proceeds from Sale of Fixed Assets	\$ 4,500	\$ 21	\$ -
Refunds/Reimbursements/Donations	\$ 25,412	\$ 5,178	\$ -
	\$ 79,036	\$ 95,489	\$ 32,000
Other Financing Sources			
Proceeds from Construction Loan	\$ -	\$ -	\$ 3,000,000
	\$ -	\$ -	\$ 3,000,000
Reserves			
Non-Spendable: Prepaid Items	\$ 9,757	\$ 31,805	\$ 6,388
Assigned Reserves	\$ 5,771,147	\$ 5,839,000	\$ 5,795,000
Unassigned Reserves	\$ 1,373,549	\$ 1,703,446	\$ 2,765,165
Impact Fee (Deferred Revenue)	\$ 957,454	\$ 1,276,854	\$ 1,600,000
	\$ 8,111,907	\$ 8,851,105	\$ 10,166,553
Total Income and Reserves	\$ 12,315,226	\$ 14,752,947	\$ 19,197,896

Future Service Levels

Facilities

The District will maintain the primary station at 12345 Palm Beach Boulevard. The Station 2 property is located at 2404 River Hall Parkway approximately 0.8 miles east of Buckingham Road.

Originally, we planned to place Administration, Fire Prevention, Operations, and Training at Station 2 when it was built. With the Verandah community offering additional property adjacent to Station 1 our plans to house the divisions is being revisited. Nonetheless, there is a need for expanded facilities to accommodate the growth in these divisions as the community expands.

Station 1, once Station 2 is operational, will be staffed with 5-personnel; a Captain, 2-engineers, and 2-firefighters. The Administrative staff and Fire Prevention will also remain at Station 1. It will operate with 2-Class A fire apparatus and be the responding station for launching our marine vessel. It will also house one of our brush trucks, the Special Operations trailer and a utility vehicle.

Station 2 will be staffed with 3-personnel; a Captain, an engineer, and a firefighter.

The shift Captains will be responsible for the daily activities of the on-duty shift as well as facility maintenance, apparatus maintenance, training, and physical fitness at each location in addition to the normal routines in preparation of requests for service delivery.

Station 2 will have an advantage for training since it will have a 3-story training tower and additional property to facilitate training. There will be 1- Class A fire apparatus stationed at the facility initially along with a reserve Class A fire apparatus, a brush truck, the air cascade trailer and a utility vehicle with the space to accommodate additional vehicles. There will also be space available to house an Emergency Vehicle Technician in the future who will maintain our apparatus inhouse and potentially other local departments. EMS is not a consideration at this time with the potential that they will house at Tice FD Station 3 in the future or maintain a presence closer to the expanding State Road 31 corridor. But growth in the area may direct EMS to a more central location. The projected time frame for occupying Station 2 is March 31, 2023,

With the increasing population growth in the residential and commercial community the Fire Prevention Division may need to expand to include a Fire Inspector or Fire Marshal who will continue to use on duty personnel certified as fire inspectors to conduct fire inspections and assist in other fire prevention activities. Each Fire Prevention Division employee will also have arson investigation and public education responsibilities. With the Insurance Service Office's addition of Community Risk Reduction to their Public Protection

Classification grading survey, Public Education and the additional 5.5 points they could add to the survey could mean the difference between an ISO rating of 3 or a 2. This savings could be beneficial to our property-owning constituents. The location of the division will be at Station 1.

The operations personnel for Station One may relocate to a new station next to the current station location on Palm Beach Boulevard. These plans fall outside the scope of this 5-year appraisal of the District's needs. But, if this were to occur this location may be considered to house the Operations Division Chief, Planning Division, Logistics Division, Finance Division, Fire Prevention and Public Education. This building could also have a large community room that can afford a location for various civic organizations to meet as well as additional training and meeting space.

The Marine vessel will be housed at Sweetwater Marina in slip 33.

We now have 2-Paramedics with the potential for other current employees and future employees to consider this professional career growth path. We have hired a young and aggressive Medical Director who along with our Deputy Chief/Paramedic envision providing advanced non-transport paramedic service delivery (ALS) in 5 to 8 years.

Equipment

The additional future equipment needs of the District by 2028 could include:

- 1 – Heavy Rescue Truck or Squad
- 1 – Ladder Truck —1500 gallons per minute
 - This apparatus may be a ladder truck or a combination ladder/pumper commonly called a quint.
- 1 – Fire Prevention vehicle for the Fire Marshal or Fire Inspector
- 1 - New Fire/Rescue Marine vessel

Personnel

Facility and delivery of service expansion will necessitate the addition of personnel. In addition to the projected staffing level of 27 personnel when Station 2 opens which is comprised of:

- 9-Full Time Firefighters
- 9-Engineers
- 6-Captains
- 1-Administrative Assistant
- 1-Deputy Chief
- 1-Fire Chief

The current personnel services liability for FY 2022/2023 is budgeted at \$4,684,800.

The District's future staffing for 2028/2029 could include up to 32 employees:

- 9—Firefighters
 - Three at Station 1
 - Three at Station 2
- 9—Engineers
 - 6 at Station 1
 - 3 at Station 2
- 6—Captains
 - 3 at Station 1
 - 3 at Station 2
- 3 – Battalion Chiefs
- 1—Fire Chief
- 1—Deputy Fire Chief
- 1—Executive Assistant
- 1—CPA/Finance Director
- 1—Secretary

The estimated personnel services liability for FY 2028 with the listed additional personnel could be upwards of \$6,400,000

Revenue

The District will continue to use ad valorem tax assessments and impact fees for permitted purposes. The District will continue to seek grants, gifts, etc. to fund projects. With the ability to raise the millage 0.75 points the District is poised to meet any and all demands placed on it for emergency service delivery.

The District continues to collect ad valorem revenue as its primary source of income. If the economy remains strong or if it alters the District has positioned itself well to weather any economic storm and still be able to sustain its delivery model. Nonetheless, the District will need to continue its fiscal responsibility and be careful with its decisions. The Board of Commissioners and Command Staff have developed a culture of fiscal responsibility and they will reevaluate the financial stability of the District each year and make only those additions which they feel are both vital to the District's operations and financially sound for the future.

Goal and Objectives for Five-Year Plan

Goals

To provide quality fire department-based emergency services to our customers and stakeholders in an atmosphere that is conducive to professional growth and development.

Objectives

- Increase services delivered to include but not limited to:
 - Swift Water Rescue
 - Vehicle Machinery Rescue
 - Structural Collapse Rescue
 - Trench Rescue
 - Plans Review
 - Arson Investigation
 - CPA
 - Executive Assistant
 - Secretary
- Improve quality of services delivered to include but not limited to:
 - Fire Suppression
 - EMS- non-transport ALS
 - Fire Prevention and Investigation
 - Special Operations
 - Marine Operations
 - Training
 - Public Relations Services
 - Financial Management
 - Strategic Planning
 - Maintain positive Management/Labor relationship
- Expansion of facilities
 - Current
 - Station 1
 - Consider remodeling once Station 2 opens. The Administrative area of the 1st Floor will benefit from expansion.
 - New
 - Station 2
 - Station 1 if remodeling the old Station 1 is impractical
- Increase staffing to accommodate additional apparatus and facilities
- Develop a Battalion Chief position
 - Responsible for establishing incident command, safety, and personnel accountability.
 - Act as Shift Commander
- Develop a Training Branch within the Operations Division
- Lobby the county for water supply lines in areas without hydrants