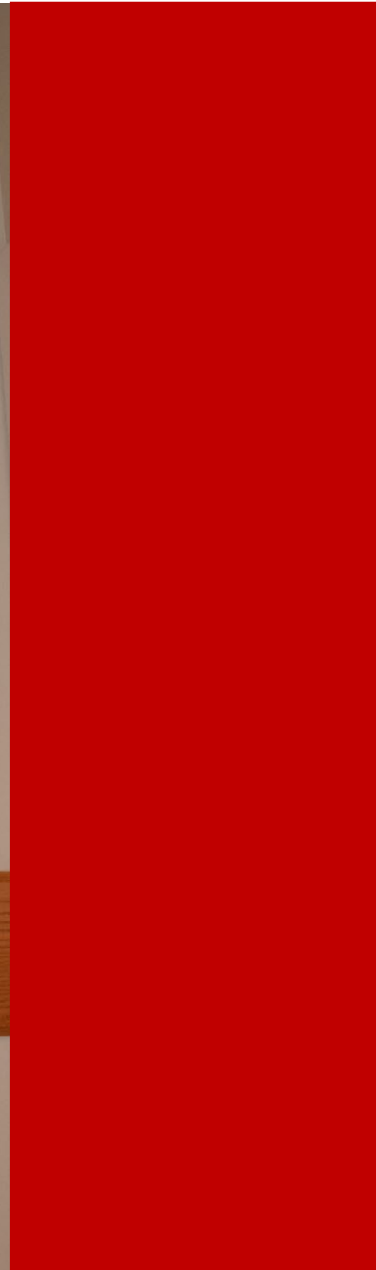


# *Professionalism*



**Greater Naples Fire Rescue District**

***“Building the Future  
One Goal at a Time”***

**Fiscal Year 2022**





## **Mission**

The Mission of the Greater Naples Fire Rescue District is to protect life and property by providing emergency response services and education for residents, businesses, and visitors of our community.

## **Vision**

- Increase response effectiveness
- Enhance professionalism and operational efficiencies
- Use taxpayer dollars responsibly

## **Values**

Professionalism ~ Integrity ~ Compassion

## **District Purpose and Goals**

The Greater Naples Fire Rescue District (“District”), an independent special district of the State of Florida and a body corporate and politic, was created under Chapter 2014-240 laws of Florida. As stated in the charter, the district shall have the authority and responsibility to establish, equip, operate, and maintain a fire department and rescue service. The aforementioned shall include providing services of fire hydrants and other types of water supply, buildings for housing fire equipment and personnel, training facilities for fire and rescue, and other buildings deemed necessary by the district board to provide adequate protection from unwanted fire and to carry out rescue operations. In addition, the district shall have the authority to extend its services beyond the district boundaries, provided it is in cooperation with another governmental entity, whether federal, state, county, or municipal.

The District shall have all the powers and duties granted by this charter and chapters 189 and 191, Florida Statutes.

In meeting the district’s purpose and goals, the district operates using an All-hazards incident management philosophy in the service delivery platform under an organizational structure encompassing Section Chiefs that lead and supervise the following organizational functions:

- Administration
- Finance
- Human Resources
- Growth Management
- Operations
- Professional Development/Training
- Fire and Life Safety
- Support Services
- Information Technologies



- Emergency Management
- Grants Management

### **Organizational Function/Unit Overview**

1. **Administration:** Provides administrative support to the Fire Chief and Command Staff; provides direction, oversight, and coordination for the annual budget process; manages the information technology systems; manages the payroll system; develops and monitors district and community surveys; performs liaison work with the Human Resources Branch; and, prepares, reviews, and presents District staff reports to staff and District officials.
2. **Human Resources:** Provides district-wide direction and guidance to staff and district officials on local, state, and federal HR laws, rules, and regulations; develops appropriate HR systems for the employee's on-boarding experiences through their organizational life-cycle; designs, develops, and monitors the employee's performance evaluations/appraisals; and, monitors/evaluates the district health, wellness, and benefit programs.
3. **Growth Management:** Provides district-wide direction and guidance with strategic planning initiatives concerning population estimates and density, fire station and ancillary site locations, service demand patterns, and serving as a district liaison to Collier County Growth Management Division.
4. **Finance:** Provides financial support and guidance to district staff, elected officials, and community members. Finance is responsible for all payroll, accounts payables/receivables, revenue and expenditure projections, annual budget development and associated budget amendments, and any special financial projects needed within the district.
5. **Operations:** Provides an all-hazards service platform and is the largest functional unit within the district. With 178 uniformed personnel, working in a three-platoon shift system 24 hours on-duty and 48 hours off-duty, operations provide the following services: fire suppression, emergency medical services, dive rescue, marine emergency response, hazardous material response, and light technical rescue. The latter is accomplished through 15 fire stations covering over 1,512 square miles of rural, urban, and suburban communities.
6. **Professional Development & Training:** Provides a multitude of service delivery enhancements through high caliber and progressive training, various educational delivery mediums, and professional development curriculum. The aforementioned is accomplished through quality control mechanisms, strategic initiatives, staying abreast of



local, state, and federal compliancy rules, regulations, and administrative codes, and working with regional partners to achieve industry best practices.

7. **Fire and Life Safety:** Provides professional fire and life safety code knowledge and public education activities throughout the community in an effort to save lives and reduce property loss. This is achieved through the following activities: daily existing building/assembly and new construction inspections, business tax license inspections, fire plan review and oversight, water/fire flow and fire hydrant testing, fire protection system(s) analysis, special community event inspections, attending local and state educational seminars/conferences, attending local planning, zoning, and site development meetings, and provide origin and cause investigations coupled with assisting the State Fire Marshal's Office.
8. **Support Services:** Provides district-wide ancillary support though logistical, facilities, and fleet services.
  - a. The logistical branch procures and provides supplies to all facilities and fleet to include operational perishables, personal protective clothing/equipment, and storage of said items. Logistics is also responsible for repair and maintenance of fire operations equipment.
  - b. The facilities branch is responsible for daily maintenance and repair of district facilities to include minor air conditioning, plumbing, electrical, and structural issues.
  - c. The fleet branch is responsible for all district fire apparatus and staff vehicle maintenance services. This includes minor and major repairs such as preventive maintenance work, engine and transmission service, brake service, fabrication and welding work, fire pump testing, and overall fleet life cycle monitoring.
9. **Information Technology:** Provides specialized computer and network security operations within the district. I.T. is responsible for network and server administration, hardware and software compliance/installation, cellular phone and accompanying network responsibilities, server maintenance, licensing review and compliance, and assistance with technical matters.
10. **Emergency Management:** Provides specialized disaster management guidance to include planning, preparedness, mitigation, response, and recovery activities. Serves as the liaison with regional emergency management partners and the Collier County emergency operations center (EOC), and the multi-jurisdictional local mitigation strategy working group.
11. **Grants Management:** Provides all facets of grant-related activities to include research, writing, auditing, records maintenance, and performance requirements. Work with local,



state, and federal grant partners to ensure District compliance with respective rules, regulations, laws, and administrative codes.



## **Goals, Objectives, and Performance Metrics**

### **Fleet**

1. Goal: Develop a training resource guide for operations personnel.
  - a. Objective: During the second quarter of FY 2022 produce a field operations repair resource checklist.
    - i. Measurement: Track the number of “minor” repair requests entered into the Fleet Management System.
2. Goal: Establish a fuel record management recording database.
  - a. Objective: During FY 2022 implement a fuel record database for District fleet through monitoring staff, reserve, and front-line apparatus.
    - i. Measurement: Gallons of fuel used per vehicle type and cost per gallon.
3. Goal: Monitor continuing education credits for fleet mechanics.
  - a. Objective: During FY 2022 develop a monitoring checklist of Automotive Service Excellence courses taken and disciplines achieved.
    - i. Cost per course/per fleet mechanic to keep certifications current
    - ii. Number of new certifications ascertained and cost per certification
4. Goal: Establish a tracking system for our leased vehicles.
  - a. Objective: By the end of the first quarter in FY 2022, implement a capital asset tracking system for our leased vehicle program.
    - i. Measurement: Number of vehicles tagged and identified as compared to our master lease program inventory.
5. Goal: Minimize vehicle and apparatus downtime in shop.
  - a. By the end of quarter three in FY 2022, have an established preventative maintenance schedule and program for district fleet.
    - i. Measurement: Develop a baseline out-of-service metric in FY 2022 of the time spent in the shop for a given repair work order.

### **Facilities**

1. Goal: Establish cost and repair mechanisms for facility maintenance.
  - a. Objective: During FY 2022 develop a tracking system/database for work orders inputted, processed, and closed out.
  - b. Objective: During FY 2022 develop a tracking system/database for full-time facility employees against work order repairs.
    - i. Measurement: Number of emergency and non-emergency repairs completed.
    - ii. Measurement: Total square footage maintained.
    - iii. Measurement: Square footage maintained by full-time employee.



- iv. Measurement: Expenditure per square foot.
- v. Measurement: Ratio of full-time facility staff to facility users
- 2. Goal: Monitor utility usage district-wide.
  - a. Objective: During FY 2022 implement a utility usage database to account for usage changes through the year.
    - i. Measurement: Utility costs and usage per square foot.

## **Logistics**

- 1. Goal: Develop a Professional Library of Civil Engineers, Mappers, and Land Surveyors.
  - a. Objective: Per Florida State Statute 287, perform the proper bidding processes in the Procurement of Personal Property and Services.
    - i. Measurement: Three separate professional lists with individual contractual agreements.
- 2. Goal: Establish a grouping of fixed-term contractual District vendors.
  - a. Objective: By the end of quarter three in FY 2022, have a comprehensive, standardized vendor list of the following trades: Air Conditioning, Lawn/landscape, Electrical, Plumbing, and Emergency Generator.
    - i. Measurement: Final listing of trades for monitoring purposes.
- 3. Goal: Analyze district-wide fuel management and usage.
  - a. Objective: By the end of quarter four in FY 2022, research, procure, and implement a cloud-based fuel management system to monitor fuel usage and site trends.
    - i. Measurement: System installation with district-wide site reporting.
- 4. Goal: Analyze district-wide consumable supplies.
  - a. Objective: By the end of quarter four in FY 2022, establish a system to ensure each site has approximately ¼ of normal operating supplies on the shelf for emergency purposes.
    - i. Measurement: Monitor and track ordering trends.

## **Emergency Management**

- 1. Goal: Increase involvement within Collier County's Mitigation Strategy Working Group.
  - a. Objective: During FY 2022 attend 100% of Collier County's Local Mitigation Strategy Working Group meetings.
    - i. Measurement: Number of meetings attended.
- 2. Goal: Institute a mindset of district-wide continuity planning.
  - a. Objective: During FY 2022 begin the process of Continuity of Operation Planning (COOP) – strategy development and document development.
    - i. Measurement: COOP outline and beginning a COOP document.



3. Goal: Become more involved in the Florida Emergency Management arena.
  - a. Objective: During FY 2022 subscribe to, and become a member of the Florida Emergency Preparedness Association (FEPA).
    - i. Measurement: Membership and participation activities.

### **Grants Management**

1. Goal: Centralization of district-wide grants management.
  - a. Objective: Establish the Finance Section, Finance Manager, as the main Point-of-Contact (POC) for all District grants.
    - i. Measurement: Revise and change state and federal grant portals to reflect the Finance Manager as the District's POC.
2. Goal: Enhance the District's ability to apply for grant opportunities.
  - a. Objective: Develop a district-wide grant management team to encompass multiple individuals with varying skill sets and experience backgrounds.
    - i. Measurement: The actual team.
3. Goal: Increase the District's knowledge on grant management processes.
  - a. Objective: Members of the grant team to enroll in FEMA-type grant curriculum covering multiple facets of the grant process.
    - i. Measurement: Type and number of courses attended during FY 2022.
4. Goal: Ensure compliance with current/awarded state and federal grant applications.
  - a. Objective: Our Finance Section tracks and monitors state and federal grants awarded for quarterly performance and annual audit reviews.
    - i. Measurement: Number of properly completed reports provided to the respective state and/or federal grant agency.

### **Growth Management**

1. Goal: Commence with District-wide site mapping
  - a. Objective: Work with Fire Operations to create a jurisdictional map of District owned sites, fire stations, and ancillary facilities.
  - b. Objective: Work with Fire and Life Safety to address new growth patterns and areas within the District.
  - c. Objective: Determine what type of occupancies are being constructed in the District regarding new growth (e.g., Residential or Commercial).
2. Goal: Commence with Strategic Planning
  - a. By the beginning of FY quarter 4, have a Board of Fire Commission approved District Strategic Planning document.





## **Professional Development / Training**

1. Goal: Develop a Five-year training calendar
  - a. Objective: During FY 2022 prepare a needs analysis for the next five fiscal years regarding the five-year training calendar.
    - i. Measurement: Determine/List Federal/State/and Local training requirements.
    - ii. Measurement: Determine/List current training resource inventory.
    - iii. Measurement: Conduct surveys with training staff on current resource and staff capabilities and report results to the Fire Chief.
2. Goal: Add staff to the Training Section
  - a. Objective: During FY 2022 determine the staffing needs for training in relationship to the five-year training needs.
    - i. Measurement: Needs analysis preparation.
    - ii. Measurement: Determine/identify grant opportunities.
    - iii. Measurement: Funding mechanisms available for goal completion.
3. Goal: Build a Training Facility
  - a. Objective: During FY 2022 develop a needs analysis and conceptual design for a future training facility at our Shearwater street parcels.
    - i. Measurement: Conceptual design layout document.
    - ii. Measurement: Architectural drawings and site development.
4. Goal: Additional Education and Training for current Training Section Staff
  - a. Objective: Prepare a needs analysis during FY 2022 regarding the educational requirements and training curriculum to meet the District's current and future training agenda.
    - i. Measurement: Number of Incident management position courses taken.
    - ii. Measurement: Number of applicable conferences attended – local, state, and federal curriculum.

## **Fire Operations**

1. Goal: Staffing additional Uniformed Personnel throughout the District.
  - a. Objective: Within this FY quarter 3, hire and staff 12 newly hired uniformed personnel at Fire/EMS station #25.
2. Goal: Enhance operational capabilities within the Urban Search and Rescue Program (USAR).
  - a. Objective: Increase the technical-operational capabilities of the current USAR Level 2 program to a Level 1 status.
  - b. Objective: Increase the member size of the current USAR Level 2 program to meet the operational capabilities of a Level 1 status program.
3. Goal: Enhance the District operational/emergency response posture.



- a. Objective: Increase the number of squad-type vehicles into the operational response matrix to reduce response times while enhancing service levels.

## **Human Resources**

1. Goal: Evaluate staffing data to determine proper staffing levels to ensure services provided within our surrounding areas remain constant and are not diminished.
  - a. Objective: Develop the proper turnover measure to evaluate data over a 12-month period to determine an average for turnover and provide a breakdown by reason and department to determine if there are areas of concern for attrition.
  - b. Objective: Develop and track the current full-time equivalency measure to evaluate data over a 12-month period including tracking current staff numbers by section and staff out on worker's compensation or personal-related leave (FMLA). Taking the data points allows command staff to determine average staff out and predict additional staffing as needed for upcoming fiscal years. Forecasting future staffing level fluctuations ensures hiring needs are appropriately outlined and stated in the annual budget.
    - i. Measurement: Turnover rates including reason(s) for attrition.
    - ii. Measurement: Current full-time equivalency (FTEs) versus number of staff on extended leaves of absences (worker's compensation and FMLA) to determine actual FTEs available.

## **Administration**

1. Goal: Human Resource and Finance workflow systems integration.
  - a. Objective: Implement the new accounting software with an HR module during FY quarters 2 and 3.
  - b. Objective: Personnel training and process development to provide an efficient workflow system relating to personnel attendance.
  - c. Objective: Monitor, track, and validate district-wide certificates for incentive pay and reimbursement.
  - d. Objective: Develop and monitor paid time off balances on individual employee pay stubs.
2. Goal: Keep the District's Information Technology infrastructure updated to current industry standards.
  - a. Objective: Throughout the FY, replace outdated and obsolete technology with new computer workstations, tablets, and Mobile Data Terminals.
  - b. Objective: Replace the district's firewall and VPN Routers, servers, and access points.



- c. Objective: Research, develop, implement, and monitor, the acceptance of credit card payments for certain field personnel, and for our customers using our District website.

## **Fire and Life Safety**

1. Goal: Establish enhanced inspection technology for fire & life safety inspection efficiency.
  - a. Objective: Full implementation of the MobileEyes Building Inspect software program to reduce the inspection time spent on the jobsite completing paperwork, eliminate duplication of efforts, aid in reliable and timely invoicing of new construction inspections, and assist in the consistent data entry of inspection records.
    - i. Measurement: Q&A inspection reports prior to committing them, produce and track monthly invoicing reports.
  - b. Objective: Eliminate the use of MobileEyes Inspector for new construction inspections Work with the MobileEyes vendor to close out and clear out new construction inspection codes and references to create a clear delineation between new and existing inspections to aid in enhanced tracking and forecasting.
    - i. Measurement: Q&A inspection reports prior to committing them and review for accuracy on a monthly basis.
2. Goal: Establish an enhanced Florida Fire Prevention Code compliant periodic inspections program.
  - a. Objective: Establishment of an enhanced periodic inspections program and the associated data entry of Greater Naples Fire Rescue District community occupancies that are required to receive periodic fire & life safety inspections and the Florida Fire Prevention Code inspection frequency requirements.
    - i. Measurement: Once all data is accurately entered into the MobileEyes Inspector module, the auto-scheduling feature will be utilized for periodic inspections scheduling. Monthly reports will be created to track inspections due and progress.
    - ii. Once all data is entered into the program, the Greater Naples Fire Rescue District will have the ability to track inspection frequency for all inspection types to ensure compliance with the Florida Fire Prevention Code.
  - b. Objective: Advance the overall fire & life safety impacts within the Greater Naples Fire Rescue District community through an effective and enhanced periodic inspections program by tracking fire & life safety incidents within the community as they relate to periodic inspections.
    - i. Measurement: Evaluate and compare FFIRS reports and periodic inspection reports on a monthly basis to uncover trends in fire & life safety incidents in specific occupancy types.
3. Goal: Improve the continuity between fire plans review and fire inspections.



- a. Objective: Improve the continuity between Collier County fire plans review and Greater Naples Fire Rescue District fire inspections by providing written procedures, guidelines, and directives to both fire plans review and fire & life safety teams.
    - i. Measurement: Monthly review of procedures, guidelines, and directives with both teams to evaluate areas in need of improvement along with successful areas.
  - b. Objective: Meet industry development demands by providing enhanced customer service relations to contractors, developers, business owners, and end-users by ensuring fire plans review and fire & life safety inspections are successful in having a cohesive and proactive approach to code compliance, effectiveness, and efficiency, along with the inclusion of fire plans review in MobileEyes reporting and related communications.
    - i. Measurement: Achievement will be evaluated during monthly collaboration meetings between Collier County fire plans review and Greater Naples Fire Rescue District fire inspections, email communications, and MobileEyes reporting.
4. Goal: All water supply coordination and maintenance records housed within a single software program.
- a. Objective: To have personnel or an entity dedicated to water supply coordination.
    - i. Measurement: Monthly progress reports developed and provided to the Greater Naples Fire Rescue District.
  - b. Objective: To have a single ArcGIS program for accessing and tracking locations and records for all water supply lines and fire hydrants within the Greater Naples Fire Rescue District. This will aid in timely response to inquiries, ISO site visits, and fire hydrant readiness for emergency response.
    - i. Measurement: Cross referencing of comparable water supply data from the Collier County Growth Management ArcGIS program for accuracy and completeness.
    - ii. Measurement: Cross referencing of comparable water supply data from the City of Naples ArcGIS program for accuracy and completeness.
    - iii. Measurement: Cross referencing of comparable water supply data from the Port of the Islands Community Improvement District for accuracy and completeness.
    - iv. Measurement: Cross referencing of comparable water supply data from Everglades City records for accuracy and completeness.
    - v. Measurement: Cross referencing of comparable water supply data from Copeland records for accuracy and completeness.
    - vi. Measurement: Cross referencing of fire hydrants notated in GNFD map books for accuracy and completeness.
    - vii. Measurement: Cross referencing and tracking of all alternative water supply systems notated in GNFD map books for accuracy and completeness.



## **Service Delivery**

As one of the largest State of Florida Independent Special Fire Control Districts, Greater Naples Fire Rescue provides an all-hazards mission service platform to portions of unincorporated Collier County, Everglades City, Golden Gate, East Naples, Isles of Capri, Port of the Islands, and other State/Federal lands as requested – encompassing 1,512 square miles through 16 fire stations, to over 160,000 full-time residents within an approved fiscal year 2022 operating budget of \$39,464,275.

In an effort to provide proper fiscal stewardship coupled with delivering optimal service levels, the District, like all county fire/rescue agencies, uses closest unit dispatch on all fire and EMS calls, is a member of all mutual and automatic aid agreements between county partners, and takes part in the statewide regional response plan that offers operational assistance during times of emergency events spanning outside jurisdictional boundaries. The aforementioned posture enhances operational effectiveness, efficiency, and can lessen the economic operations of the District. In essence, the stated alternative service delivery methods provide a countywide operational platform that serves not only the respective jurisdiction, but all Collier County citizens.

## **Service Comparison**

There are no similar services provided by the municipal governments within the District's boundaries as the municipal governments reside outside of the District boundaries, and the county agency provides countywide emergency medical services and emergency transport. The District augments and supports the county EMS system with fire fighter EMT's and Paramedics, and provides non-transport response capabilities.