

# **City of Milton Fire Department**



## **Strategic Plan 2022-2023**

## **MISSION STATEMENT**

The City of Milton Fire Department is charged with the responsibility of providing professional and efficient fire suppression, emergency medical services, fire prevention, and public education to the citizens of Milton. The goal is to provide the highest level of service in the most efficient manner possible; to constantly safeguard and preserve life and property against the elements of fire and disaster through effective preparation, training and education; to respond to all emergencies in a safe yet swift manner with sufficient resources to address the situation.

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## **CORE VALUES**

### **CUSTOMER SERVICE**

We recognize that we work directly for our customers – the residents of Milton that pay for our services; the members of the public that rely on us to protect them, their families, and their property; those agencies and others who request to us to assist and support them in their operations; and, all levels of municipal, county and state government with whom we cooperate to provide the highest level of service to our community.

### **RESPECT**

We will demonstrate genuine respect to all members of the public, city government, and each other in all that we do. We will demonstrate respect because this is our standard, not because we demand that such respect be either earned or shared.

### **INTEGRITY**

We will always strive to do that which is right, because it is right, regardless of the potential consequences, or the potential advantages to be gained by doing otherwise.  
We will choose to do that which is right, regardless of whether others will recognize that we have chosen to do right or not.

### **ACCOUNTABILITY**

We recognize that we are accountable for all that we do, and will demonstrate such accountability to each other and to those at all levels of authority over us.  
We will not engage in any conduct that must be concealed from our coworkers, supervisors, or the public.

### **RESPONSIBILITY**

We recognize that others rely on us to perform our duty consistently, trusting their very lives to this expectation. We understand that we have the responsibility at all times to provide the highest level of service with the greatest value. We will acknowledge and accept full responsibility for our actions in all that we do.

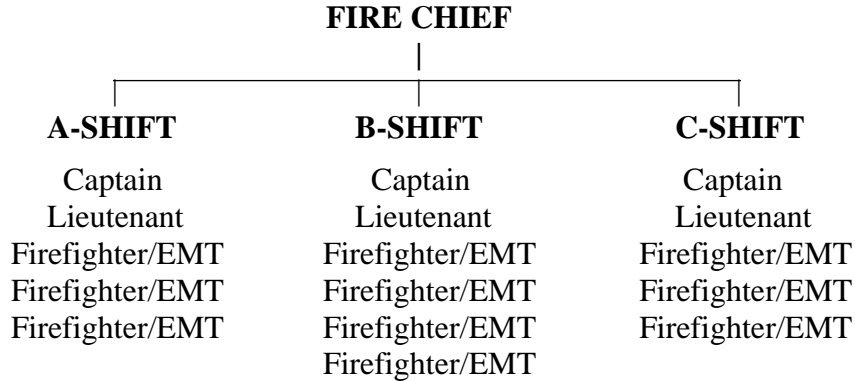
### **PROFESSIONALISM**

We will always strive to demonstrate the highest level of professionalism in all that we do. This includes knowing all aspects of our jobs and performing with the utmost competency, always seeking to improve our capabilities. We will endeavor to always exhibit the aforesaid Core Values in our daily lives.

## **Fire Department Organization and Structure**

The City of Milton Fire Department is the primary emergency response agency for the City of Milton. The full-time, all-career department consists of 16 certified firefighting personnel divided into three rotating 24-hour shifts of five members each, and the Fire Chief. Each 24-hour shift is composed of a Captain, a Lieutenant, and at least three Firefighters/EMTs. Members of the department have over 265 years of combined career experience.

### **ORGANIZATIONAL CHART**



The department deploys three Triple-combination Pumpers (Fire Engines), a Midi-pumper Rescue Vehicle, two Rescue Boats and two Command / Staff Vehicles, all housed in the Fire Station at 5321 Stewart Street. This facility provides living and sleeping quarters for the on-duty shift, classroom and training facilities for the department, administrative offices of the Fire Chief, and storage for the fire apparatus, supplies, and all fire department equipment.

The department employs a split response model for answering different emergency call types. Response to structure fires is provided by a minimum crew of four personnel, headed by a company officer, on the first-due fire engine. Any additional on-duty personnel and returning off-duty personnel respond in the second-due engine and rescue vehicle. Response to other types of fires is provided by all on-duty personnel, headed by a company officer, with both the first-due engine and rescue. Mutual aid assistance is also dispatched on all structure fires as dictated by the nature of the incident.

Initial response to medical emergencies and vehicle accidents is provided by two personnel, headed by a senior Firefighter/EMT, on the rescue. This minimum response is augmented by the remaining on-duty personnel (minimum of two) headed by a company officer, on the first-due engine for accidents involving entrapment or high mechanism of injury, or any other rescue call requiring additional manpower. Response to hazardous condition calls is provided by all on-duty personnel, headed by a company officer, with both the first-due engine and rescue.

Mutual and Automatic Aid to structure fires in surrounding fire districts is provided by a crew of four personnel, headed by a company officer, on the first-due fire engine. Back-fill by off-duty personnel and/or mutual aid request is provided as needed to maintain adequate district coverage.

## **City of Milton Fire Department History**

The City of Milton Fire Department had its origins as the Milton Volunteer Fire Department, established in 1914. After the third of three devastating fires (1885, 1892, and 1909) that each destroyed much of downtown Milton, the Town Council placed an order for fire hose and equipment. When this equipment, consisting of three hand-drawn hose reels, 1,500 feet of hose, nozzles and wrenches, arrived a group of prominent local citizens gathered to establish a fire department on April 21, 1914. The members of the department elected local dentist Dr. Pinkney McDavid Bruner as Fire Chief, tendered their services to the Town of Milton, and were given charge of the newly purchased firefighting equipment.

Later that same year the department purchased a 1914 American LaFrance Chemical Hook and Ladder on a Ford Chassis. This was the first automobile fire truck in northwest Florida. For the next 13 years the Milton Volunteer Fire Department provided fire protection to the Town of Milton and surrounding areas from a small frame fire house on Grace (now Caroline) Street, on the rear lawn of the 1877 Courthouse. When the courthouse was demolished and replaced in 1927, the Fire Department relocated to Milton's new Town Hall on the corner of Berryhill and Broad Streets, occupying a drive-through bay in the rear of this small, triangular building.

In 1954 the department hired its first paid member, a "Nighttime Firefighter" who was responsible to answer the telephone and drive the fire truck to the fire, to be met by the volunteer members of the department. A Weekend Firefighter was added later that same year. With the addition of a Daytime Firefighter in 1960 the Milton Fire Department became a 24-hour operation. By 1965 the department operated two 24-hour shifts, each consisting of a Captain, a Lieutenant and two Firefighters, plus the Fire Chief and a "First Captain," and still utilized a small force of volunteers. In 1962 the fire department was relocated to a new fire station at Susan (now Bruner) and Berryhill Streets, on the site of the old waterworks and electric plant, from which they operated for the next 47 years. A third shift was added in 1974, and career staffing was correspondingly increased, as the volunteer portion of the department eventually dwindled to nothing, as many volunteers left to join surrounding all-volunteer departments.

Florida introduced Minimum Standards for career firefighters in the early 1970's, and by 1972, all members of the department had obtained this standard of professional certification. In 1986 the department expanded beyond its traditional role of only fire response to also include response to medical emergencies and vehicle accidents. Several members were certified as Emergency Medical Technicians and began the ever-increasing service to the community. A specialized rescue vehicle was purchased in 1984, and this component of emergency response has remained a major focus of the department's operations to this day. In 1998 a small rescue boat was purchased to add water rescue capability to the department.

On September 11, 2009, the City of Milton Fire Department dedicated its current fire station at 5321 Stewart Street. This state-of-the-art facility provides greatly improved accommodations to house department operations for many years to come. The department celebrated 100 years of service to the community on April 21, 2014. The department continues to strive to provide the highest levels of emergency services and fire prevention support possible to the residents of Milton.

## **Department Responsibilities**

The City of Milton Fire Department responds to a wide variety of emergency incidents including fire calls (structure fires, vehicle fires, brush fires, activated alarms, etc.), rescue calls (medical emergencies, vehicle accidents, extrication, etc.) and hazardous conditions (gas leaks, fuel spills, downed power lines, hazardous material emergencies, etc.). The on-duty shift (minimum of four personnel at all times) handles response to most incidents. Response to working structure fires, and similar large-scale incidents, requiring a great deal of personnel, is augmented through emergency call-back of off-duty personnel, providing the ability to assign up to 17 well trained firefighters to an emergency on rapid notice. The fire department is also the lead Emergency Management agency for the City of Milton.

Response times are an essential element for both medical emergencies and fire related calls. The City of Milton Fire Department constantly strives to maintain the lowest possible response times to all calls. As brain death begins after only six minutes without oxygen, a rapid response is crucial in any cardiac or respiratory emergency. Fire development is also directly related to response time, as the fire grows rapidly in the first few minutes, doubling in size every minute, to quickly exceed the capabilities of the first-arriving crews. It is often crucial that first arriving fire department units get water on the fire within the first eight minutes of fire development in order to increase the chances of occupant survival and reduce property damage. The City of Milton Fire Department's "fast attack" approach has proven to keep fire losses consistently low.

The City of Milton Fire Department consistently maintains emergency response times at less than 6 minutes, meeting nationally recognized response standards for both fire and emergency medical responses. All response times are measured from the time the 911 call is received at the Santa Rosa County Emergency Communications Center to the time the first unit arrives on scene. The department also maintains a very favorable ISO Community Fire Protection Rating of 4, helping to keep property insurance rates as low as possible.

In the City of Milton, the minimum standard initial response to any emergency call is an Engine and/or Rescue with a full crew (two personnel for a rescue calls or vehicle accidents, four personnel for fire calls), trained and equipped to immediately begin rescue or fire suppression operations. Additional response is provided, when necessary, through call-back of off-duty personnel, and through comprehensive automatic- and mutual-aid agreements with surrounding fire departments allowing substantial numbers of resources to be deployed in short order to meet the demands of the incident.

## Primary Departmental Responsibilities

The City of Milton Fire Department has three Primary Responsibilities which are part of the department's original mandate and are required under either state law and/or municipal charter:

1. **Fire Suppression**, which requires the following resources:
  - A Fire Station facility located strategically near the center of the response area to provide consistently rapid responses to all fire calls. This fire station should be located within five driving miles of all protected properties.
  - State Law requires a minimum response capability of 4 personnel in order to initiate interior firefighting operations on a working structure fire.\* This requires a minimum of 16 personnel: Fire Chief and 3 shifts of 5 members each (to cover vacation, sick, and other leave). This allows only one member to be off at a time to maintain four personnel on duty at all times. The department currently operates at nearly the minimum possible staffing level.
  - We must maintain a minimum of 2 front-line operational Class A Pumpers (fire engines), with all necessary equipment, with an additional pumper in reserve.
  - The department must maintain certain minimum equipment, including:
    - Supply and attack hose, nozzles, axes, power saws, fans, ladders, radios, thermal imaging camera (TIC), fire extinguishers, hand tools and other specialized firefighting and forcible entry equipment
    - A minimum of 12 NFPA compliant self-contained breathing apparatus (SCBA)
    - NFPA compliant turnout gear (pants, coat, boots, gloves, helmet, hood) for each member ( $\leq 10$  years old)
    - The department must maintain an adequate training facility suitable to support the required ongoing member training (skill maintenance) requirements of State and National standards
2. **Enforcement of the Florida Fire Prevention Code**, including the Life Safety Code (NFPA 101), as adopted by the Florida State Fire Marshal's Office. The resources necessary to accomplish this responsibility are:
  - One or more experienced Florida Certified Fire Inspectors. (Fire Chief currently fills this role.)
  - Current editions of all adopted codes and ordinances
  - Necessary technological, clerical and administrative resources needed to perform plan review, permitting and inspection functions
  - Staff or Command Vehicle(s) to travel to inspections, and carry equipment needed to perform and inspection functions
3. **Emergency Management**, including hurricane/storm preparedness, disaster planning, etc., requires:
  - Experienced / Specially Trained personnel, and
  - Full array of facilities, resources, vehicles and equipment (Existing resources that are in place to meet the other two areas of primary responsibilities are utilized to meet these needs.)

\* Florida Statute 633.502 – 633.536; Florida Administrative Code 69A-62; OSHA 1910.120(q), and 1910.134

## Secondary Responsibilities

In addition to the aforementioned mandated responsibilities of the City of Milton Fire Department, over the years our department has come to provide what we consider to be “value-added services” to the citizens of Milton that constitute our secondary responsibilities:

- ◆ **Emergency Medical Response and Technical Rescue Services**, which constitute over 70% of our overall annual emergency activity. This function requires:
  - A centrally located fire station facility\*
  - A minimum response capability of 2 specially trained personnel on duty at all times\*
  - A minimum of 1 medium Rescue Vehicle
  - Minimum First Aid equipment including medical supplies, Automated External Defibrillator (AED), Oxygen, Personal Protective Ensemble (PPE), etc.
  - Specialized Rescue / Extrication Equipment, including Hydraulic Extrication Tools (Jaws of Life), saws and power tools, hand tools, air lifting bags, cribbing, etc.
- ◆ **Hazardous Condition Response** (Hazardous Materials spills/releases, Gas Leaks, Electrical Hazards, etc.), requiring:
  - A Minimum response capability of 2 specially trained personnel\*
  - Emergency response vehicle\*
  - Specialized detection and mitigation equipment
  - Personal Protective Ensemble (PPE)

## Additional (Tertiary) Services

In addition to the foregoing services, the department also provides the following additional, or tertiary services:

- ◆ **Fire Hydrant testing and maintenance** (roughly 400 hydrants), which requires:
  - Trained Staff\*
  - Vehicle(s)/Fire Department Apparatus\*
  - Testing equipment
  - Cleaning and Painting equipment and supplies
- ◆ **Citizen Assist Calls** (lift assist, fall call, lockout, tree in road, animal rescue, etc.)
  - Trained Staff\*
  - Vehicle(s)/Fire Department Apparatus\*
- ◆ **Public Education and Training** to all segments of the community, which requires:
  - A suitable classroom / training facility\*
  - Trained Staff \*
  - Fire Department Apparatus\*
  - Multi-media presentation equipment such as a laptop computer, a projector, television, VCR and DVD player\*
  - Training Programs including videos, computer programs, textbook, handouts, brochures, and other training material
  - Training equipment and props such as CPR mannequins, fire extinguishers, etc.
- ◆ **Water Rescue/Firefighting**
  - Trained Staff\*
  - Tow vehicle\*
  - Rapidly-deployable Rescue Boat(s) with adequate motor, pump, and rescue equipment

\* Existing personnel / resources that are in place to provide fire suppression and other primary services.

## **Levels of Service**

The City of Milton Fire Department's current targeted minimum levels of service for emergency calls are as follows:

### **Fire Response**

Four-member Engine Company arriving within 6 minutes of dispatch on 90% of all structure fire calls to initiate firefighting operations. This engine is equipped with 1,000 gallons of water, 1,200 feet of 5-inch supply hose, and configured to begin initial fire attack operations and operate independently until arrival of second-due response (off-duty personnel and/or automatic/mutual aid). Full alarm assignment of a minimum of three engines, Incident Commander, rescue or ambulance, and fifteen personnel should be available on scene within 12 minutes of dispatch on 90% of all working structure fire calls. Additional equipment and personnel will be assigned based on the nature/occupancy of the property involved.

The department does not employ an aerial apparatus (ladder truck) of any kind. This means that our firefighting capabilities are generally limited to two-story buildings within the reach of 24-foot fire department ground ladders. Although the department can operate at taller buildings, utilizing interior stairs, we are not equipped to immediately perform exterior rescue operations, externally support interior operations above the second floor, nor provide elevated fire streams. Aerial apparatus *are* available to us through mutual/automatic aid, but response times are delayed.

### **Emergency Medical Response**

Two-member Rescue or Engine Company arriving within 6 minutes of dispatch on 90% of all emergency calls. Response unit is staffed with a minimum of one certified Emergency Medical Technician, and equipped and configured to initiate Basic Life Support, including oxygen administration and AED, immediately upon arrival.

### **Vehicle Extrication/Entrapment**

Two-member Engine Company and two-member Rescue Company arriving within 6 minutes of dispatch on 90% of all calls, along with a similarly equipped mutual aid company as second-due. All responding units are equipped with hydraulic extrication equipment (Jaws of Life). Rescue also is equipped with air bags, Rescue Jacks, cribbing, and cutting equipment and configured to begin extrication operations immediately upon assessment and stabilization of the scene.

The City of Milton Fire Department is well equipped and very capable of maintaining the current levels of services if the protected hazards remain the same. Marked increases in overall emergency activity have resulted in an increasing number of "concurrent calls." This means that we are increasingly experiencing times when, while assigned to an ongoing emergency call, we are unprepared to adequately respond to a subsequent structure fire, our primary responsibility. The result is an increased risk that emergency calls will go unanswered, responses will be delayed, or responses will be inadequate to properly manage the incident upon arrival. The only ways to effectively address this issue would be to either reduce current levels of service, decreasing the number of emergency calls by eliminating responses to certain types of calls, or to increase department staffing to increase the depth of the department's response capability. Should additional multi-story (three-story or greater) buildings be added to the city, this may prompt consideration of the acquisition of an aerial apparatus, as well as the addition of sufficient personnel to staff this unit full time (a minimum of nine additional personnel).



## **Top Five Challenges in Coming Years**

### **Employee Recruitment and Succession Staffing**

Due to our department's limited size, and statutory restrictions, we are only permitted to hire from a limited pool of applicants who already possess a current Certificate of Compliance (Firefighter II) from the State of Florida, Office of the State Fire Marshal, Bureau of Fire Standards and Training. This certification requires a prospective applicant to have attended a state certified fire academy, involving nearly 500 hours of instruction. Throughout the state, all fire departments are having greater difficulty attracting qualified candidates for vacant positions. Even with our department's relatively competitive pay and benefits (in comparison to other surrounding fire departments), other areas of the state offer far superior compensation, and we have also been experiencing difficulty in recruiting qualified applicants to fill vacant positions. In recent years, larger departments have been employing entire academy classes before they even graduate, leaving no new candidates available for employment by our department.

Three members of the department's senior management have reached retirement eligibility, and will likely retire within the next five years. Five other members will reach retirement eligibility within less than ten years. This normal ongoing course of retirements creates a potential void in experience, requires us to hire new Firefighters, promote new Captains and Lieutenants, and eventually promote or recruit a new Fire Chief to replace these departing members. We are currently working to develop an internal Officer Development Program to help members to be prepared to fill these future vacancies, along with an anticipated Fire Marshal/Training Officer position to provide a line of succession at all levels in coming years.

### **Customer Service**

In addition to emergency response operations, the department is also charged with the enforcement of the Florida Fire Prevention Code, which involves inspections of new and existing commercial properties, and review of plans for new construction and renovation, within the city. Currently, the Fire Chief fills the role of Fire Official, and is the sole individual charged with this responsibility, in addition to his extensive administrative and emergency response responsibilities. These conflicting responsibilities occasionally limit the ability of our department to respond to business owners' requests for services in a timely manner.

In order to better meet these demands for code-related customer service, a Fire Marshal/Training Officer position has been proposed to staff a position that will be able to focus much greater attention on these functions, including conducting regular fire & life safety inspections of all existing commercial occupancies, a function that current staffing simply has not allowed. It is anticipated that the addition of this new position will greatly improve customer service in this area, as well as improving overall fire safety in the community by reducing fire hazards in public facilities and businesses and providing improved focus on public safety education.

## **Regulation Compliance**

Each year, regulatory agencies, including the Florida State Fire Marshal's Office, issue new rules affecting the operations of the fire department. It is vital that the department remain concurrent with these changes and update operations to reflect these changes. A recent audit by the Florida State Fire Marshal's Safety Program identified several areas within our existing Standard Operating Procedures that were in need of revision in order to maintain compliance with recent changes to the Florida Administrative Code. Monitoring and fine-tuning for ongoing changes to various governing regulations is a tedious and time-consuming process, requiring diligence on the part of the administrative staff of the fire department. The addition of the Fire Marshal/Training Officer, as an additional member of the administrative staff, will greatly improve this process.

## **Equipment Maintenance / Replacement**

While we are presently very well equipped to provide the level of service currently required by our residents, this equipment is increasingly expensive to maintain, and more so to replace as it ages. In keeping with our department's apparatus rotation plan, our front-line fire engine will be replaced this year, and our rescue in 2027.

Small equipment, on the other hand, presents a constant challenge as relatively expensive tools and equipment wear out, become obsolete or pass out of compliance due to age. Turnout gear, Self-Contained Breathing Apparatus, Thermal Imagers, Hose, Radios, and Extrication Equipment all must be upgraded or replaced on a regular 10 to 15-year cycle, depending on the item. To the maximum extent possible, we incorporate this equipment into the purchase of each new fire engine, but replacement of some of these items must be incorporated into the annual budget.

## **Maintain Pace with Growth in Demand for Services**

Ever-increasing emergency activity stresses the department's capacity to consistently respond to every emergency call with the necessary resources to manage the situation. The department consistently monitors not only the total number of emergency calls, but also the number of concurrent calls (instances when our department was dispatched to one emergency call while one or more units were already assigned to a previous call). Each of these instances reduces our response capability and often commits our entire on-duty response capability, leaving no units available to respond to any type of call until one of the committed units completes its current assignment and becomes available to respond to the subsequent call.

While changes in response protocols brought about by the COVID-19 pandemic initially resulted in a marked reduction in our total number of emergency calls, with a corresponding reduction in the number of concurrent calls, these numbers have begun to again trend upward, increasing by over 10% this year. If these trends continue, we will eventually reach the point where greater response capability, through additional operational staffing, will be necessary to maintain the levels of service currently enjoyed and expected by our residents.

# LONG RANGE CAPITAL PLAN

## Current Situation

If operational demands and the mission of the department remain relatively consistent in the coming years, we are reasonably well positioned to meet the anticipated levels of service with current staffing and equipment, with minor adjustments. We are, and have been, in need of staffing a Fire Marshal/Training Officer position to better manage fire prevention and fire training within the department. We will also be faced with the normal, scheduled replacement of fire apparatus (vehicles) and equipment necessary to maintain current operational capabilities at current levels. These regularly scheduled replacements are necessary to maintain operational readiness, as all of this equipment reaches the limit of their anticipated operational service life.

We have established a regular, ten-year replacement schedule for fire apparatus (Rescue Vehicle and Fire Engines) to ensure that all frontline equipment is maintained in a reliable condition. Within this schedule, a new front-line Fire Engine was ordered in FY 2022 and will be placed in service this year. A new Rescue vehicle should be ordered in FY 2027. These vehicles are ordered completely equipped with all hose, tools and equipment to ensure compliance with all new requirements and technological updates. Barring unforeseen vehicle problems, this schedule allows us to maintain a reliable fleet, with sufficient depth to maintain current operations at a consistent level.

Given current operational staffing and demands for service, the department does not see the need to purchase an aerial apparatus (ladder truck) at this time, nor in the foreseeable future. Current staffing levels would not allow for an aerial apparatus to be staffed as a “Truck Company,” in addition to the existing first-due Engine Company. In this situation, a new Ladder Truck (\$1,000,000 +) would be immediately placed into a second-due status, and could not, therefore, interrupt the scheduled replacement cycle of the first-due engine (every 10 years). This would greatly increase long-term vehicle acquisition costs.

An alternative would be to purchase a combination Engine/Ladder unit (quint) to serve as the first-due engine company. This would provide the availability of an aerial apparatus on all fire calls, but would greatly reduce other operational capabilities, including maneuverability, onboard water capacity, and the capacity for supply hose. As the ready availability of water is our “bread and butter” for fighting fire with our limited staffing, we do not feel that the benefits gained by the aerial outweigh the impairment to our fast-attack capability. Additionally, a quint would present a markedly increased acquisition and recurring replacement cost of roughly 50% over existing apparatus, and would introduce increased vehicle height and length, that would inhibit emergency access to several locations. (We currently have several areas where trees limit the ability of our current first-due engine to negotiate city streets. An aerial would be up to two feet higher, with a much larger turning radius.) With all of these issues taken into consideration, we feel that, as long as our demographics do not change (staffing and number of multi-story/large commercial buildings) we are best served to sustain our current fleet configuration of Engine and Rescue companies.

## **Future Growth**

In order for us to improve our non-emergency functions of fire prevention and training, it has become necessary to add a full-time staff position, at an Assistant/Division Chief's rank, to serve as both Fire Marshal and Training Officer. This new position will allow us to introduce dramatic improvements in both of these primary mission areas and provide greater consistency and improved customer service to existing non-emergency services, such as plan review, permitting, and inspections. This position will also allow us to conduct regular inspections of existing occupancies, thereby improving fire safety in existing businesses. This position will also provide a second Command Level Officer to ensure the availability of a command presence at all times, even when the Fire Chief is out of town.

Current operational staffing levels are sufficient to meet our current demand for service (emergency activity is now approaching 1,300 calls annually). It must be understood that staffing levels have been consistently maintained at the lowest level possible to meet our demand for service, and meeting the state's legal requirements for initiating structural firefighting operations. We do this by operating a four-member Engine Company, but splitting the crew when necessary to staff a 2-member Rescue Company, giving us the minimum necessary fire response capability, while also providing two separate response units capable of managing most other call types.

While we currently do not have any emergency calls that go unanswered, we now have roughly 100 concurrent calls for service, where another call occurs while one or more units is already handling a previous call. Each time this occurs, our operational readiness is greatly compromised, especially our ability to respond to a structure fire and initiate interior rescue and fire attack operations. We have been very fortunate over the years to have had very few occasions when a working structure fire occurred at a time when units were already committed to other calls. Last year there were eight instances in which we were dispatched to an emergency call while one unit was already on a call, resulting in an initial response of less than the designated number of personnel required for the call type. As the total number of emergency calls continues to increase, the number of concurrent calls correspondingly increases. If our emergency activity levels continue at the current rate of growth, our current staffing levels will soon not be adequate to consistently meet the demand.

In order to effectively meet this increasing demand for service, it will eventually become necessary to increase staffing sufficiently to operate Rescue 23 as a full-time Rescue Company while consistently maintaining the required four-member staffing on Engine 23. To achieve this necessary net staffing increase of two on-duty members per shift, it will be necessary to add nine positions (three per shift) and allow two members to be off duty at the same time (currently limited to one member off at the same time). This will increase minimum staffing to six members, and occasionally result in as many as eight on duty at one time. Once the Rescue is staffed as a full-time company, it would then be appropriate to create three new Lieutenant positions, to provide an officer on the Rescue which would then be operating as an independent company. This will ensure that all apparatus are staffed with an officer at all times.

Finally, in order to improve customer service and support administrative operations, a full-time receptionist should be hired to answer phones, greet visitors and provide basic clerical support to the department.

## **Annexation**

The foregoing discussions assume maintenance of a rather static response area. Should the city at any point undertake extensive annexation, it will become necessary to make dramatic changes to overall department operations, likely to include the establishment, equipping and staffing of one or more satellite stations within the annexed areas. In order to maintain our current ISO Community Fire Protection Rating, not only for the annexed area, but for the city as a whole, it will be minimally necessary to maintain a staffed station within five driving miles of all protected properties. Any new stations, while by no means needing to be as large as the existing headquarters station, would need to provide housing and quarters for an engine and rescue company, and should be large enough to accommodate future growth needs for the area. In most cases a 4,000-6,000 square foot metal building with two drive-through bays and living quarters would be adequate. Each satellite station would be staffed with a four-member engine/rescue company (12 members on three shifts), following the current deployment model. These staffing estimates assume the aforementioned department staffing increases have already occurred. Otherwise, it would be necessary to assign 15 members to any new station to maintain four-member minimum staffing.

## **Commercial Expansion**

Our department's current response capability is primarily structured around a low-density, mostly residential response area. While the department is capable of managing most incidents that may occur within the limited number of commercial occupancies that we protect, we are not adequately equipped or staffed to respond to large, multi-story buildings, or large commercial/industrial facilities. If such facilities were to be annexed or developed within current city limits, it would be necessary to add both staffing and an aerial apparatus to provide proper fire protection for such larger properties.

Every fire department is evaluated regularly by the Insurance Services Office (ISO) to establish a Community Fire Protection Rating. This system evaluates firefighting capabilities (staffing, equipment, training, etc.), notification system (radios, dispatch, 911 system, etc.), and water supply (fire hydrants and water distribution system) rating from one to ten, with one being the best. This rating is used by insurance companies to establish the rates for property insurance within the city. Our rating is currently a 4, providing the lowest possible rates for residential properties. This is based on our capability to protect the properties currently located within the current city limits. We have been told by ISO representatives that we are essentially at the limit of allowable multi-story ( $\geq 3$ -story) buildings, meaning that if we add additional multi-story buildings or large target hazards (large commercial/industrial facilities) we may then need to add both staffing and an aerial apparatus in order to maintain our current ISO rating. A downgrade in our rating would result in increased property insurance costs for all protected properties within the city limits.

## Summary of Key Future Decision Factors

**Increased Emergency Activity** - Increase staffing to operate separate full-time Engine and Rescue Companies:

9 additional personnel (3 Lieutenants, 6 Firefighters) \$ 1,000,000 annually

**Large-Scale Annexation** (> 5 miles from current fire station) - Construct, staff and equip new station(s):

Construct new satellite fire station (2 bays with living quarters) \$1,500,000 – 2,000,000

Purchase new Engine & Rescue vehicles, with equipment \$ 1,000,000 – 1,500,000

Staff new station (3 Captains, 3 Lieutenants, 9 Firefighters) \$ 1,500,000 annually

**Major Commercial Development** (multi-story buildings or large commercial/industrial facilities):

Purchase of new Aerial Apparatus (Ladder Truck) with equipment \$ 1,000,000 – 1,250,000  
(Increased recurring maintenance costs. 15-year max replacement cycle)

9 additional personnel (3 Lieutenants, 6 Firefighters) \$ 1,000,000 annually

## **Training Needs**

In order to improve the breadth, consistency and effectiveness of our departmental training program, the department is in need of staffing a full-time Fire Marshal/Training Officer position to provide a consistent focus on training across all three shifts, as well as an improved focus on fire prevention. This position will develop and administer a succession development plan to better prepare existing members to assume positions of greater responsibility, facilitate our probationary firefighter Task Book program, and coordinate on-shift, inter-company and inter-agency training, especially in conjunction with the new training facility.

For many years, the City of Milton Fire Department utilized a dedicated training facility on Magnolia Street with a specialized, multi-story training building. When Hurricane Ivan destroyed the city's warehouse and garage facility on Municipal Drive, the city elected to utilize this Magnolia Street property to construct its new Warehouse and Garage Complex. The loss of this facility in 2005 greatly limited the department's training capabilities, and our ISO rating has also been impacted, as the lack of such a facility has been consistently identified as one of the department's greatest deficiencies.

For several years the department has sought a means to replace the former facility. A parcel of land off Magnolia Street, adjacent to an existing retention pond, has been identified and approved by Council for the construction of a new, joint-use training facility. This project is planned to include a paved parking/driving area, fire hydrants, training props and a specialized three-story reinforced concrete training building featuring interior and exterior stairs with roof access, a single-story extension with pitched roof, ceilings and movable partitions. The entire building will incorporate fire sprinkler and standpipe systems. This facility will provide facility training capabilities for not only the fire department, but police and utilities departments as well. The associated extension and interconnection of water mains between Magnolia and Colonial Streets should also improve available fire flow throughout the area. This facility is to be funded through the city's Fire Service Fee.

**City of Milton Fire Department  
Emergency Vehicle Inventory  
January 5, 2023**

**Engine 23 (First Due Pumper)      2012    31,110.9 miles                      4415 hours**  
**Vehicle # 23-12      FL Tag # XB4819**

Emergency One model CAR42 custom rescue pumper on an E-ONE Typhoon custom chassis, with 1,250-gpm pump, 1,000-gallon tank, 6-seat enclosed cab, top mount pump panel, 1,250-gpm deck gun, roll-up compartment doors, on-board PTO generator, 1,200 feet of five-inch large diameter supply hose, with all equipment, for \$409,248.

**Pumper 23 (Second Due Pumper) 1998    61,297 miles                      3,093.1 hours**  
**Vehicle # 21-98      FL Tag # 126792**

Emergency One model C023 triple combination pumper on an E-ONE model 224 Cyclone II custom chassis, with 1,250-gpm pump, 1,000-gallon tank, 6-seat enclosed cab, top mount pump panel, 500-gpm deck gun, on-board generator, 1,200 feet of five-inch large diameter supply hose, with all equipment, for \$237,465.

**Reserve 23 (Reserve Engine)      1986    140,612.8 miles                      7,707.3 hours**  
**Vehicle # 22-87      FL Tag # 61032**

Pierce Suburban Pumper, on Ford C-8000 chassis with 210 HP Caterpillar diesel engine, with 1,000-gpm two-stage pump, 750-gallon tank, booster reel, 5-seat capacity, top mounted pump panel, and on-board generator, from Harless Corporation for \$109,193.

**Rescue 23 (First Due Rescue)      2017    36,726 miles                      5,149 hours**  
**Vehicle # 24-17      FL Tag # XC2612**

E-ONE mini-pumper on a Ford F550SD four-door chassis, with 750-gpm Hale pump, 300-gallon water tank, LED lighting, roll-up compartment doors, electric winch, from Sunbelt Fire Apparatus in Fairhope, Alabama, for \$239,342.

**Marine 23 (Rescue Boat)              1989                                      87.9 hours**  
**FL Reg # FL7110NA**

17-foot Boston Whaler Guardian rescue boat with 90hp Yamaha 4-stroke outboard motor, on trailer, with marine radio, depth finder, GPS, and emergency lighting package. Donated to fire department by an individual in 2008. New motor purchased 2015.

**Chief 23 (Command Vehicle)      2020    10,219 miles**  
**Vehicle # 20-01      FL Tag # XG8510**

Chevy Tahoe 2-WD Commercial Police Package with push bumper, tow package, emergency radio, lighting and siren package. Purchased through Alan Jay Fleet Sales on a Sourcewell Cooperative Purchasing Contract for \$33,629.00.

**Service 23 (Service Vehicle)      2006    27,660 miles**  
**Vehicle # 27-06      FL Tag # 238475**

Ford F-150 Extended Cab with emergency lighting, siren, topper and tow package. Transferred from Purchasing Department in September 2012.



## Fire Department Goals and Objectives

Goal Consistently meet nationally recognized deployment standards for emergency response.

Objective 1 Maintain emergency response times at under 6 minutes to at least 90% of all fire and emergency medical calls.

### Performance Measures

- Monitor all emergency response times for compliance.

Annual Compliance: 2020: 96% 2021: 96% 2022: 98%

Objective 2 Provide minimum initial response of four personnel on first-due engine company to 90% of all structure fires.

### Performance Measures

- Maintain response times at under 6 minutes to at least 90% of all fire calls  
Annual Compliance: 2020: 93% 2021: 96% 2022: 98.5%
- Regulate schedules to maintain minimum staffing.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Monitor total frequency of concurrent calls.  
Annual Compliance: 2020: 184/8.2% 2021: 73/6.2% 2022: 97/7.5%
- Monitor frequency of concurrent calls which reduce available first-due response.  
Annual Compliance: 2020: 9/0.7% 2021: 2/0.2% 2022: 8/0.6%
- Increase department staffing as needed to maintain readiness.  
Annual Staffing: 2020: 17 2021: 16 2022: 16

Objective 3 Assemble full first-alarm assignment within 12 minutes on at least 90% of all working structure fires.

### Performance Measures

- Monitor all fire responses for full alarm response time compliance.  
Annual Compliance: 2020: 50% 2021: 50% 2022: 55%

Objective 4 Provide minimum first alarm response of twelve personnel, three engines and a rescue/ambulance unit to 90% of all working residential structure fires.

### Performance Measures

- Monitor off-duty response totals.  
Average Response: 2020: 2.7 2021: 2.4 2022: 3.0
- Monitor full-alarm response for assigned personnel compliance.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Monitor full-alarm response for assigned apparatus compliance.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%

Objective 5 Provide minimum first alarm response of 16 personnel, three engines, a ladder and rescue/ambulance to 90% of all working commercial structure fires.

Performance Measures

- Monitor full-alarm response for assigned personnel compliance.  
Annual Compliance: 2020: N/A 2021: N/A 2022: 100%
- Monitor full-alarm response for assigned apparatus compliance.  
Annual Compliance: 2020: N/A 2021: N/A 2022: 100%

Objective 6 Maintain minimum staffing of two personnel, including at least one state certified EMT, to all emergency medical calls.

Performance Measures

- Regulate schedules to maintain adequately certified staffing  
Annual Compliance: 2020: 100% 2021: 100% 2022: 91%

Goal Maintain lowest possible fire insurance rates and low fire loss history.

Objective Sustain current favorable ISO rating 4 or better,

Performance Measures

- Test all fire hydrants annually to insure adequacy of water distribution system.  
Annual Compliance: 2020: 400 2021: 406 2022: 414
- Conduct daily radio checks to ensure proper operation of radio dispatch system.  
Annual Compliance: 2020: 98% 2021: 99% 2022: 99%

Goal Maintain a reliable and sustainable fleet of fire apparatus.

Objective Employ regular rotation schedule of all in-service apparatus.

Performance Measures

- All first-due apparatus replaced at ten years of age or newer.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Second-due apparatus retired to reserve status at twenty years of age or newer.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Monitor mechanical maintenance and operation of all in-service apparatus.  
Total Days O.O.S.: 2020: 93 2021: 80 2022: 104

Goal Maintain a reliable and sustainable supply of in-service gear and equipment.

Objective Maintain all front-line, gear and in-service equipment in accordance with code requirements and or manufacturer recommendations and within required/ recommended service life of item.

#### Performance Measures

- Perform daily, weekly and monthly checks of all gear and equipment per manufacturer recommendations and department SOPs.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Service and repair all gear and equipment per manufacturer recommendations and department SOPs.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Replace all in-service equipment as necessary, per manufacturer recommended service life.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Replace all front-line turnout gear, helmets, gloves and boots on or before ten years of service life, per NFPA requirements.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Hydrotest all composite SCBA cylinders every five years, per DOT requirements.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Replace all composite SCBA cylinders on or before fifteen-year service life, per DOT requirements.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%

Goal Maintain staff proficiencies and competencies in all areas of job performance.

Objective Administer a comprehensive ongoing firefighter in-service training program.

#### Performance Measures

- Maintain an annual training calendar providing a minimum of 20 hours of in-service training each month, incorporating all areas of job-related skills training, including EMT refresher training.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Monitor regulations to ensure compliance with training requirements.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Monitor staff certification compliance to ensure renewal of certifications.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Develop a multi-functional training facility on designated property.  
Annual Compliance: 2020: design 2021: bidding 2022: site work contracted

Goal Maintain professional and comfortable supply of in-service uniforms for all personnel.

Objective Maintain all in-service uniforms to present a professional appearance and ensure comfort of all members.

#### Performance Measures

- Company Officers to monitor appearance and condition of all uniforms.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Uniform Officer to perform regular annual checks of all issued uniforms.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Regularly evaluate adequacy of current uniform against available options.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Replace worn or damaged uniform items annually or as necessary.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%
- Maintain an adequate supply of excess uniform items.  
Annual Compliance: 2020: 100% 2021: 100% 2022: 100%