

**BAYSHORE FIRE PROTECTION
AND RESCUE SERVICE DISTRICT**

**5 YEAR COMPREHENSIVE PLAN
(March 2021)**



**Prepared By: William Underwood B.A.S.
Captain/Fire Marshall**

FIVE YEAR COMPREHENSIVE PLAN

Bayshore Fire Protection & Rescue Service District

17350 Nalle Road

North Fort Myers, Florida 33917

Board of Fire Commissioners

Eric Ducrou, Chairman

Tracy Hansen, Vice Chairman

Tony Mere, Secretary/Treasurer

Paul Griffin, Commissioner

Timothy W. Cook, Commissioner

Lawrence Nisbet, Fire Chief, EFO

March 2021

Bayshore Fire Protection & Rescue Service District

Mission Statement

“*Bayshore Fire Rescue* through **Professionalism, Respect, Integrity, Dedication, and Excellence**, strives to deliver the highest standard of quality service to our community, ourselves, and those whom we protect”.

Core Values

- Professionalism
- Leadership
- Education
- Positive & Proactive Attitude
- Honor – Integrity – Pride
- Economical
- Well Trained
- Established within the Community
- Role Models

Our Motto

“Serving with Pride”

For the Community:

- We provide the residents the very best that we can offer at all times.
- We are a part of the community and will always operate as a community-oriented organization.
- We act to resolve problems or issues in the most expeditious way possible.
- We interact with the citizens in a manner that reflects well upon the Bayshore Community, Lee County Florida, and our organization.
- We are committed to providing quality service to the community through the most innovative use and development of resources.
- We are dedicated to meeting the increasing service demands with minimal financial impact to the citizens.

For the Department:

- We support the Mission Statement by being the very best.
- We recognize that fire suppression, fire prevention, public education, hazardous materials, and emergency medical services are of equal importance.
- We maintain a positive and professional attitude.
- We respect individuals and their unique contributions.

Introduction

Florida Statute 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 Statute 191.013(2). Bayshore Fire Control and Rescue Service District (the District) is a distinctive entity in territory, diversity, and philosophy. Therefore, a history and background of the District is included.

The District is located in Northern Lee County, Florida and is considered an independent special District as established in 1976 under Florida Statute Law, Chapter 29240. The District is governed by an elected five-member Board of Commissioners serving varying four-year terms and is comprised of 11 paid, and 25 volunteer highly skilled and dedicated personnel providing essential life safety, prevention, administrative, safety, education and emergency mitigation services.

A modern fire rescue District must function as a business while being paramilitary in nature. This allows for the efficient and effective use of time, resources and funds. To expand, business style management is used in the administration of the organization, while a paramilitary management style is used in emergency mitigation.

The District recognizes the importance of long-term planning, and this revised 5-year plan will provide objectives and guidelines that will ensure the ever changing needs of the District and community are met. The plan establishes a foundation for the District to follow and creates a baseline by which to monitor and evaluate the success of the organization. The plan contains the following sections:

- District Revenues
- District Community Profile
- District Growth and Development
 - Automatic and Mutual Aid
 - Insurance Services Offices (ISO)
 - Facilities
 - Personnel
 - Equipment
 - Communications
 - Information Technology
- Division Objectives
 - Protection and Suppression
 - Prevention
 - Public Education
 - Training
- Appendixes (including maps, charts, policies, specific comprehensive plans and various data relevant to the District's needs).

Community Profile

The District is located in Northern Lee County, Florida and covers approximately 33.3 square miles of land and .93 square miles of water. (see appendix B for District map details) In 2020, the total population of the District was estimated at 5502, with 2792 Housing Units. With the projected development that is underway within the District, a 6.74% annual population growth is projected. Below, Figure 1, and Figure 2 provides historical data for the District. All data use below was provided from Esri and Census and projections.

Figure 1.

	Population	Housing Units	Household Size
2000	5,123	2,284	2.61
2010	5,097	2,624	2.52
2020	5,502	2,792	2.54
2025 (Projection)	7,623	3,560	2.62

Note: Population data is based on occupied housing units. The District currently has around 22% vacant housing units with the majority of those that are only occupied on a seasonal basis.

Figure 2.

	Household Income	Median Home Value	Median Age
2020	93,244	287,331	51.3
2025 (Projection)	103,707	306,393	51.0

The District is largely a bedroom community with single family residential properties throughout. 21% of the population is located inside urbanized areas whereas 78% of the population is located in rural areas. The Districts 2020 employment data shows that 92.4 percent are employed, with a 7.6 unemployment.

Note: The unemployment rate for the district is unusually high with the probable cause being in the middle of the Covid-19 pandemic

District Revenues

The District's revenues come from 4 main sources, ad valorem taxes, grants, impact fees, and inspection fees. Each source is discussed:

1. Ad Valorem Taxes

At present, the District has a millage rate of 3.50 mills, the Commissioners have the ability to lower this rate, however in order to raise this rate above the voted cap of 3.50 mills, a referendum of the District would require voter approval. The maximum rate that may be assessed by a Florida Special District is 3.75 mills.

The revenues are controlled by the County Property Appraisers Office. They govern the Fair Market Value, and the Assessed Value. New construction that comes on the Tax Roll is also assessed, and placed on the tax rolls for the next year's tax distribution cycle.

Figure 1 indicates that the District has suffered a marked decrease in ad valorem revenue since the 2008-2009 budget year. The District was so overwhelmingly affected by this decrease in property value driven revenue, that a budget loss of over 43.7% was realized. It took the District 9 years to recover back to the funds received during the 2008-2009 budget year. However, the cost to operate have continued to sharply rise every year since including the down years.

Figure 3.

Below is the economic revenue based upon taxable value, the revenue generated, and the millage rate for the preceding 10 years. (NOTE: 95%)

Fiscal Year	Taxable Value	Ad Val-Revenue	Millage Rate
2020-2021	461,698,899	1,535,149	3.50
2019-2020	430,559,049	1,431,609	3.50
2018-2019	404,302,619	1,344,306	3.50
2017-2018	380,315,522	1,264,549	3.50
2016-2017	356,169,626	1,226,791	3.50
2015-2016	343,966,587	1,143,689	3.50
2014-2015	324,544,039	1,079,109	3.50
2013-2014	309,621,280	1,029,490	3.50
2012-2013	312,593,404	1,039,373	3.50
2011-2012	303,841,722	1,063,446	3.50
2010-2011	331,329,987	1,159,655	3.50
2009-2010	333,099,611	1,165,849	3.50
2008-2009	367,529,666	1,296,544	3.45

Figure 4.

Below are the incidents that were responded to by Bayshore Fire Rescue and the year the incidents occurred. In 2017 the District had over 29% increase in call volume. This trend has remained nearly the same and the District sees no change in this in the coming years. This increase call volume increase is attributed to the growth in neighboring Districts, increase in outside fires and Medical responses.

YEAR	TOTAL INCIDENTS	Fire	EMS	MVC	Haz.	Serv.	Good Int.	False Alarms	Severe Weather
2011	817	103	374	90	11	48	169	20	2
2012	717	68	329	75	9	48	177	11	1
2013	704	52	368	66	6	48	150	13	0
2014	760	61	337	88	7	57	190	17	3
2015	777	63	337	76	7	30	241	22	1
2016	808	55	328	107	18	62	225	10	3
2017	1046	113	407	100	17	73	326	7	3
2018	1008	94	357	111	6	71	342	25	2
2019	988	92	408	107	10	66	292	12	1
2020	980	102	394	97	13	75	294	4	1

Figure 5.

Below is the estimated property loss over the last 5 years that was reported to FFIRS and NFIRS. Note this is an estimate based of the Districts calculations on scene. Actual loss may differ from claims through insurance companies and other parties involved in property loss calculations. It also does not include losses from Mutual Aid Responses outside the District

Year	2015	2016	2017	2018	2019
Fire Responses	63	55	113	94	92
Est Property Loss	\$270,750	\$76,268	\$436,930	\$572,902	\$150,704

2. Impact Fees

Impact fees are derived from new construction. The county impact fee schedule was revised and reduced on July 1, 2012. The latest revision reduced all of the current impact fees collected by the District for new construction. The latest use of impact fees has been for the payment of a new water tanker purchased in September of 2008, and a new pumper in May of 2012. The impact fund currently owes the District \$244,250. The District has seen an increase in impact fee collection over the 2019-2020 budget and will continue to see an increase. This is largely attributed to development from Brightwater residential community.

Figure 6.

Land Use	Unit	Current Fee
Single Family	Dwelling	\$766
Multi-Family	Dwelling	\$582
Mobile Hm/RV	Space	\$559
Hotel/Motel	Room	\$368
Retail	1,000 sq. ft.	\$820
Office	1,000 sq. ft.	\$398
Public/INST.	1,000 sq. ft.	\$237
Industrial	1,000 sq. ft.	\$146
Warehouse	1,000 sq. ft.	\$84

3. Inspection Fees

The District charges inspection fees for certain types of fire prevention and inspection activities. This fee schedule was adopted county wide as a way to standardized fee schedule through the county. Many fire districts in the south part of the county have update their fee schedules over the past five years. A study was conducted with neighboring fire districts Inspections fees in 2020. Current inspection fees are in line with sounding districts. Provided below is a chart indicating revenues from inspection fees. (See Appendix A for a detailed inspection fee schedule).

4. Federal / State / Local Grants

The District has continually and effectively secured grant funding assistance from several various agencies. These grants have been utilized to fund capital equipment purchases, wild-land firefighting equipment and supplies, and full time firefighter staffing. The District has successfully secured close to 3 million dollars in grant revenue since 2002. This includes Local, State, and Federal grants for equipment and personnel cost. These grants have been instrumental in maintaining low

operational costs and off-setting the revenue loss in ad valorem revenue. They have helped maintain sufficient operational personnel for daily staffing needs, and provided operating equipment the District wouldn't have been able to afford otherwise.

5. Purchasing

The District being a small Independent Taxing District compared to neighboring district understands that volume buying helps reduce prices. The District will follow all purchasing laws, and policies when making purchases. The District will use state bids as well as work with surrounding districts, and multiple vendors to ensure the lowest cost is achieved for the District.

The District recognizes the importance of providing adequate fire protection, rescue services and prevention to the community. In order to ensure adequate funds are available to meet organizational needs both now, and in the future for capital improvement, fire prevention, emergency services, training and education, the District has established the following objectives.

Objectives:

1. The District has maintained minimum funds in its reserve accounts. The District's Auditors have stressed the importance of strengthening and maintaining our Operating Reserve Account. Their recommendation is to maintain a minimum of 3 months operating reserves with a goal of 5 to 6 months' worth. The District will strive to accomplish a higher reserve over the next 5 years. Current reserves are maintained at 3 months of our annual operating expenses.
2. The District has and will continue to spend its money wisely and uses the state bid process to save funds wherever possible. The District has its funds in money market accounts and to produce the most interest possible.

The District has a money market account for reserves, a checking account for payroll and accounts payable, and a money market for impact fees at Synovus Bank. We also have a Visa with Synovus bank for purchases. Impact fee money is invested in a money market account and tracked as a separate fund according to state statutes. Additionally, beginning in 2010, the District carries a \$250,000.00 line of credit that can be utilized to meet approved budgeted expenses while awaiting revenue from property taxes. This line of credit was established so that reserve funds can be maintained.

3. The District will continue to review the impact fee structure and provide all the information requested by county consultants to make impact fees fair and equitable for all.

4. The District continues to have many investment policies in place, as well as inventory control policies, accounting policies, and capitalization procedures to maintain accurate records and manage the District's resources. The District also works very closely with its auditors to keep up to date on any procedures or policies that the auditor might recommend.
5. The District is constantly pursuing grants to fund special projects, equipment and manpower and will continue to do so.
6. The District will continue to educate the public on the financial status of the District, as well as inform them of the future goals of the fire District.

Key Performance Indicators

- Maintain the cut in utility expenses the district achieved past five years and look continue to look for additional cuts in energy saving fixtures.
- Develop and maintain a yearly budget without impacting reserve funds.
- Conserve on purchasing and procurement to streamline acquisition 100% of the time.
- Maintain a timely return for public and personnel request of public records within the guidelines identified in Florida Statue.
- Maintain a continued effort for the retention and disposal of District records as outlined by Florida Statue.

District Growth and Development

Since 2001, Lee County has experienced a population boom. There have been numerous large developments created in southern Lee County and developers have moved east to the Highway 80 and 82 corridors with even more development. Lehigh Acres doubled its taxable value in 2 years and Cape Coral also experienced substantial increases.

The Bayshore Fire District's growth remained minimal. Unfortunately, in 2006 the building boom came to an abrupt end. The housing market fell, and most all construction plans came to a halt.

The district has seen a slow increase in development over the past two years with the largest one under construction being Brightwater. These developments will assist in bring in the revenues and impact fees needed to support the District in the coming years.

Provided below is a summary of development orders in the District that are still active and those that have been put on hold.

PROJECT	STATUS
• Pritchett Parkway (Brightwater)	Approved- Under construction
• Bayshore Towne Center (I-75-Bayshore)	Approved - Unknown status
• North River Road & Highway 31	In Land use Development
• Owl Creek (Residential Development)	In Land use Development
• Babcock Ranch (Lee County Portion)	In Land Use Development
• Rich Rd (200+ homesite)	In Land Use Development

At the present time, the area of the District contains just less than 33.02 square miles. All boundaries have remained the same over the years.

Other significant details pertaining to the District include:

- Majority of the District is comprised of single family residential homes and ranches.
- A small amount of multi-family condominiums reside on the south side of Bayshore Road along the river.
- The District experiences a small influx of season residence in two trailer parks, and a condominium complex within the District.
- The District currently has one small industrial park west of I-75 north of Bayshore Road.
- The District has a Railroad line, a divided highway and state highway within its boundaries.
- The District is serviced with about 30% paved streets, and 70% dirt unimproved roads.
- County water and sewer only service about 30% of the population, and there are 105 fire hydrants within the District.
- The entire area is serviced by one fire station facility located on Nalle Road.
- Bayshore Fire District has a very large amount of land dedicated to Conservation 2020. This means that this land will not be developed but will remain as green spaces.

The District recognizes the importance of long-term planning for future growth and development and has established the following general objectives in order to meet the demands of a changing District.

Objectives:

1. To ensure that new growth and development within the District is coordinated through the District and that provisions for additional resources and facilities are available to meet the needs of this growth, and that the integrity and autonomy of the District is preserved and protected.
2. The District shall maintain the independent integrity of the District, monitor activities related to incorporation and/or annexation, and become an active participant in all proceedings for the benefit of residents within the District.
3. The District shall continue to coordinate with Lee County's Growth Management Plan and its adopted Fire Protection Plan.
4. The District shall monitor the provision of services by adjacent jurisdictions and seek to offer its services in adjacent areas, as needed.
5. The District shall plan for future expansion of existing District facilities, establish standards for manpower, equipment and resources for new stations, provide new facilities based on growth patterns within the District, as the need arises, and coordinate site location criteria with adjacent jurisdictions.
6. New District substations shall be located within the District in areas that have been identified where service delivery requirement needs are enhanced due to current and projected call volumes.
7. District growth has demanded change in personnel, equipment, communications and information technology. External organizational environment factors, such as local automatic mutual aid procedures, State Emergency Response Committee (SERC) requirements; Insurance Services Office (ISO), National Fire Protection Administration (NFPA), etc. have also required the organization to adjust. The District will address these important issues in this report.
8. The District will plan to implement an Advanced Life Support Non-Transport Program (Paramedic). This program will be developed with a target time frame of 48-96 month. This program is intended to enhance the Advanced Life Support Programs currently provided by Lee County EMS. This initiative would provide for one paramedic per shift, and would provide for Advanced Care within the District in a quicker time frame. Initial start-up costs including training would equate between 75 and 100 thousand dollars.

Automatic and Mutual Aid

Growth and development in Lee County has encouraged area Districts to work together in a collaborative effort to provide better services to the public of Lee County. The District recognizes the importance of establishing procedures within the organization to meet the needs of this county-wide goal and has established the following objectives. Mutual aid

agreements were reviewed in 2020 with neighboring Districts. It was discussed that with new administration at several Districts and Charlotte County, the automatic mutual aid agreements would be looked at again in 2021. This includes enhancing closest unit responses.

Objectives:

1. Ensure that the District enters into both automatic and mutual aid agreements with parties of like interest to provide the best possible service to our citizens and those neighboring us.
2. The District shall continue to support existing, and enter into any needed additional inter-local Agreements with other units of local government including, but not limited to, independent special Districts, municipalities, counties, the State and other jurisdictions as created. To facilitate the provision of services, coordinate the County's overall emergency plan for the community and to ensure that efficiencies are met, duplication of effort is reduced and adequate coverage is maintained for the maximum population at the lowest possible cost.
3. The District will continually monitor and update all agreements stated within to ensure the District and its stakeholders are receiving, and providing appropriate responses that is the best interest all of parties involved with the communities being top priority. This would include closes unit response with neighboring district.
4. The District has entered into many inter-local agreements with other fire agencies, Lee County EMS, Lee County Emergency Management, and Florida Forest Service. The District has also entered into agreements with the State of Florida in respect to their State Emergency Response Plan (SERP).
5. The District has worked very closely with Alva Fire Rescue, Fort Myers Shores Fire District, Tice Fire District, Charlotte County Fire and EMS, and the North Fort Myers Fire District to provide non boundary responses, and rely on closest unit responses. These agreements are provided in the following appendixes.
6. The District is also aware of the subject of consolidation. The District will take part in any consolidation study it is asked to participate in. At present, this District is not pursuing or being pursued for any consolidation efforts. Furthermore, several bills have been introduced into state legislation to facilitate consolidation of special taxing districts. At this time, no bills have been passed by legislators.

The District continues to search for ways to improve its service to the public and has examined functional consolidation issues, and will continue to search for items that can be shared by multiple like agencies. Examples of this would be group purchasing of medical supplies, firefighting equipment, and specialized services in both education and prevention.

Insurance Services Office (ISO)

The District strives to comply with the Insurance Services Office (ISO) requirements in an effort to provide better insurance rates to the community. The District's previous ISO rating was a 3/5. In November of 2015, the District received an ISO evaluation, through hard work and collaborate effort by all staff, the District was able to reduce the ISO rating to a 2. This new rating took effect in March, 2016. In 2014, ISO updated the rating criteria and scoring methodology regarding community protection class ratings. With this change in criteria the District's area that previously rated an ISO 5 was reduced to ISO 3. This provided the District with a single rating of a 3 until reevaluation on November of 2015. The Districts ISO rating 2 is District wide with the exception of our far eastern residents that have a greater than 5 mile travel distance from any fire station. Moreover, based upon the fact that the District was rated an ISO 2, and that it's extremely difficult to achieve, identifies that the District's current staffing levels and operations, are right sized for the community.

The District plans to continue to improve by a using a good record keeping management program with regard to training, hydrant maintenance and proper apparatus purchases and vehicle maintenance. In October of 2020, the District purchased a state-of-the-art record management system that utilizes the latest technology available. The District has established objectives pertaining to ISO.

Objectives:

1. Maintain the District's ISO rating of 2 District wide through 2026.
2. The District shall continue to update and purchase the necessary equipment and apparatus to maintain the current ISO rating.
3. The District will continue to maintain the proper training programs to maintain a lower ISO rating with both inhouse, and outside trainings.
4. The District shall endeavor to employ the sufficient amount of manpower required to achieve the mission of the District and a lower ISO rating. This includes maintaining the volunteer program with established schedules to augment career personnel.
5. The District shall continue to use state of the art communications systems sufficient to achieve a lower ISO rating.
6. The District shall plan for the addition of a second fire station located on Highway 31 near North River Road. This station will provide an increased level of service, and a reduction in response times, for the eastern end of the District.

Facilities

The District continues to seek and examine feasible methods in which to build, expand and improve facilities.

The District operates 1 facility throughout a 33 square mile area contained in Bayshore Fire District. Provided below is the existing/current capacity, demand, and location of the building.

A. Main Fire Station #1

Location: 17350 Nalle Road.

Current demands: Fire, medical, rescue and Senior Administrative Offices

Additional Storage: A metal four bay storage building is located behind the fire station to provide covered parking, and equipment storage.

The District is proactively moving forward with facility project projection goals and is strategically planning to complete a major facility projects over the next 5-year period. At the present time, it is difficult to determine definitive dates of completion pertaining to these future facility projects. This is due to insufficient financial data and uncertainties in terms of what revenues the department may or may not receive in the future. Despite these uncertainties and based on existing and futuristic organizational and community growth forecasting, the District will strive to meet the following facility replacement and improvements:

Objectives:

1. Construct a second fire station on highway 31 near North River Road. This project is in conjunction with a proposed development of Babcock Ranch in the Lee County portion of the project.
 - a. This facility will drastically reduce response times for over 40% of the District, and provide services to the South End of Babcock Ranch that will be constructed within the District in the coming years.
 - b. Construct a facility that meets all applicable codes for a category 3 hurricane.

Apparatus

The Bayshore Fire District has an adequate fleet to meet the current needs of the District for Day to Day operations. The District aggressively replaced old worn out and outdated apparatus, and took advantage of various financing programs to modernize the apparatus fleet. The District has a distinct history of enhancing used apparatus, and construction of apparatus to meet service delivery needs with minimal District revenue. To maintain a modern Fire Apparatus fleet the District will strive to meet the following objectives:

1. Continue to maintain all vehicles in a functional and reliable status utilizing District personnel and South Florida Emergency Vehicles, LLC for service and repair.
2. Develop a fleet replacement plan for current vehicles
3. Identify District needs and purchase apparatus that meets those needs.
4. Perform service testing that meets NFPA requirements to insure that all apparatus covered meets the standard, and rectify any short comings found during testing.

Vehicle Replacement and Procurement

Figure 6.

Budget Year	Admin/Rescue	Engines	Tankers	Brush Units
2020-2021	0	0	0	0
2021-2022	1	0	0	0
2022-2023	0	0	0	0
2023-2024	1	0	0	0
2024-2025	0	1	0	0

Note: This plan may need to be adjusted due to unforeseen events, and or the construction of Station 2. Additionally, there may be apparatus that need to be added due to service delivery demands and or changes.

Current inventory of apparatus includes:

Figure 8.

<p>Engine 131 Manufacturer: E-One Year: 2008 Pump Capacity (G.P.M.): 1500 Tank Capacity (Gallons): 1000</p>	<p>Engine 132 (4X4) Manufacturer: Pierce Year: 2012 Pump Capacity (G.P.M.): 1250 Tank Capacity (Gallons): 1000</p>
<p>Tender 131 Manufacturer: Fout's Brothers Year: 2008 Pump Capacity (G.P.M.): 500 Tank Capacity (Gallons): 3000</p>	<p>Brush 132 (4X4) Manufacturer: Ford Year: 2005 Pump Capacity (G.P.M.): 300 Tank Capacity (Gallons): 250</p>
<p>Brush 131 (6X6) Manufacturer: Military Year: 1976 Pump Capacity (G.P.M.): 650 Tank Capacity (Gallons): 800 Note: FFS loaned</p>	<p>Brush 133 (6X6) Manufacturer: Military Year: 1986 Pump Capacity (G.P.M.): 250 Tank Capacity (Gallons): 500 Note: FFS loaned</p>
<p>B-1 Manufacturer: Chevrolet Year: 2016</p>	<p>S-131 Manufacturer: Ford Year: 2004</p>

Personnel

Since 2009, in an effort to comply with OSHA and NFPA 1710/1720 requirements and maintain fire suppression staffing, the District was awarded four (4) federal Staffing for Adequate Fire and Emergency Response (SAFER) grants. The latest grant awarded in 2018 had provided the district with 3 full-time firefighters (one per shift), keeping the staffing levels at 3 full time personnel on each shift. Receiving these grants is a great accomplishment. The current grant is set to expire in January of 2022. This District will strive to maintain those personnel at the end of the grant cycle.

The District will strive to maintain the following staffing levels without additional grants. Each shift will maintain 3 members, 1 Captain, 1 Engineer, and 1 firefighter. Additionally, the District is supported by 25 Volunteer Firefighting personnel. Additionally, the District will continue to seek out SAFER grants to obtain 3 additional firefighters to comply with OSHA and NFPA 1710/1720 recommendations of 4 firefighters on an engine company. Administration is comprised of a Chief, and an Office Manager. The prevention division is staffed by on-duty full time personnel currently assigned to shift duty.

Provided below are the District's objectives as they pertain to personnel:

Objectives:

1. The District shall maintain its equal opportunity hiring practices to ensure the most qualified candidates are chosen to serve the District.
2. The District will maintain its minimum standard requirements for employment as stated in our job descriptions.
3. The District will strive to ensure that our hiring practices maintain adequate personnel for the safety of our employees and the changing needs of the community.
4. The District will strive to retain personnel, and to create educational requirements that allow for succession from within the District.
5. The District shall maintain a minimum manning for engine, rescue and minimum response levels. This includes daily suppression staffing (Currently minimum staffing is 2).
6. The District will continue to upgrade its job description to ensure that individuals are qualified for the positions they hold and that the District meets the demands of State and Federal guidelines.
7. Continue the current practice of a combination department with the utilization of volunteer staff to enhance response capabilities.

8. Continue a cooperative working agreement with the local labor union to provide for open communications, and planning on future personnel benefits.
9. Provide and update District policies, procedure, and guidelines routinely

Hiring Plan

Figure 9.

Budget Year	Administrative	Captain	Engineer	Firefighter
2020-2021	1	1	1	1
2021-2022	0	0	0	0
2022-2023	0	0	0	0
2023-2024	1	0	0	0
2024-2025	0	0	0	3

Note: Due to the potential of growth, the personnel needs may need to be adjusted to fit service and District operational needs. Future SAFER grants that may be awarded will also adjust the hiring plan.

Key Performance Indicators

- Maintain a minimum combination on-duty staffing level of 4 personnel 80% of the time, 3 personnel 90% of the time, and 2 personnel 99% of the time.
- Seek new funding for hiring and retention
- Maintain a positive proactive appearance and attitude 100% of the time.
- Maintain a proactive approach towards education and personnel advancement.

Information Technology

Information Technology plays a vital role in the daily operations within the District. The District has its own network with both hardwire and wireless connections at Station 1. All internet connections are provided by Comcast High Speed; the District has explored other connections but feels at this time, Comcast delivers the best product.

Other accomplishments include:

1. The District is committed to participate in NFIRS and FFIRS. These are the national and State of Florida Incident Reporting Systems.

2. The District has upgraded all MDC's with the latest technology to receive real time call data and updates from Lee Control. This data is received by a Sierra wireless router that receives its signal through Verizon Wireless cell towers. Units upgraded to this new technology include: B-1, E-131, E-132, B-132
3. The District will continue to monitor and seek out upgraded and new technology systems, and develop plans to implement that are achievable and financially attainable.
4. The District will seek out and upgrade to the latest technology to assist in report writing and reporting required call data to NFIRS and FFIRS. Our current Firehouse software is outdated technology that is being discontinued in 2021. In October of 2020, the District signed a contract to purchase a state-of-the-art record management system that utilizes the latest technology available.
5. The district will work towards the latest technology in cloud-based storage for storing all non-sensitive electronic documents.

Objectives

1. To provide the District with the proper Information Technology tools to transfer and share information electronically with acceptable speeds and privacy in mind.
2. To provide the District with up to date hardware and software to meet the needs of governmental information technology.
3. To continue to participate in both NFIRS and FFIRS.
4. To use electronic communications (e-mail) and Internet applications to share information in a timely manner.

Protection and Suppression

The District will continue to provide the best protection and suppression services possible to the customers of Bayshore Fire District by achieving the following objectives:

Objectives:

1. To ensure District employs the most advanced and sophisticated techniques available in order to protect and suppress fire activity within the District.
2. Endeavor to comply with NFPA 1710/1720, Standard for the Organization and Deployment of Fire Suppression Operations response times and manning.

3. Maintaining accepted levels of service for the provision of fire suppression, identifying areas of needed improvement and create a plan detailing the method and means to finance these improvements.
4. The District shall continue with its own Training Plan to ensure it meets the needs of ISO and of State and Federal mandated renewals such as State licensed Paramedics and EMT. The Training Plan will be proactive with regard to officer training and locally adopted SOG's. The Training Plan will ensure the minimum requirements are met for our personnel and mandated Homeland Security requirements for the I-100 through I-900 incident management courses. The Training Plan will also ensure the mandated Forestry Training continues.
5. The District will develop an Advanced Life Support Program (ALS) and strive to provide a minimum of One-ALS unit by the 2025-2026 budget year.

Key Performance Indicators

- Meet an out the door response time of 60 seconds or less 90% of the time, and a 90 second response time 99% of the time.
- Provide for an incident response of 7 minutes or less within a 5 mile radius of the District's station, and a 10 minute response time throughout the District 90% of the time.
- Volunteer Staff will complete 48 hours of on station stand-by time 6 out 12 months, and 24 hours of on station stand-by time 12 out of 12 months.
- Volunteer Staff will report to the station for 25% of the total calls per month that would require a Volunteer response.

Prevention Division

The District through interagency cooperation, will work with the county to enforce the adopted fire codes. The District continues to work with the Lee County Fire Marshal's Association in conjunction with the Chief's Association to maintain uniform enforcement and interpretation of the codes. The District works with the hearing examiner in an effort to resolve compliance issues when all other avenues fail. All inspections are done annually, requests for certification of occupancy, flow test and construction inspections are addressed as soon as possible. At this time, all new electronic gates are required to be installed with the EVAC system. Existing gates must be retrofitted.

In 2020, the District entered into an agreement with KNOX lock box system in coordination with the Lee County Fire Marshalls Association and all the Fire Districts in Lee County. This agreement provided the District electronic Secure 6 lock boxes for each of our apparatus at no cost. This will provide a secure electronic access box to house the District Knox key. This agreement will require all new buildings to install electronic lock

boxes to house buildings keys needed for access. This electronic access will provide the district a secure system that provides detail data on users who access the key.

To ensure the consistent and uniform enforcement of Lee County Fire Codes the Fire Prevention Division shall:

Objectives:

1. The District shall continue to coordinate with the Lee County Division of Code Enforcement and enforce its adopted standards for fire prevention, providing for its uniform and consistent interpretation and effective enforcement.
2. The District shall coordinate with, and participate with Lee County Fire Marshalls association and the Florida State Fire Marshalls Association to ensure it up to date on all the latest laws, local and state ordinances, and issues surrounding the prevention division.
3. The District shall coordinate with County fire officials to ensure enforcement of the fire code and interpretation of fire code matters and testify as needed at code enforcement board and board of adjustment and appeals hearings.
4. The District shall enforce required fire flow and pressure standards for water facilities as contained in the Lee County Land Development code and Florida Fire Prevention Code.
5. The District shall be represented as a part of the zoning and development review process within Lee County and will make comments and provide recommendations on proposed developments to coordinate growth and development within the District and ensure maximum amount of safety measures are followed as required by law.
6. The District shall establish and maintain accepted levels of service for the division of fire prevention, identifying areas of needed improvement and creating a plan detailing the methods and means to finance these improvements.
7. The District shall require that all electronic gates will be equipped the (EVAC) system throughout the District that is use throughout Lee County by our public safety partners.
8. The District shall conduct fire investigations and post blast as required by Florida State Law for all fire incidents throughout the District. The District Investigator will coordinate with the appropriate Local, State, and Federal officials as required.
9. The District will participate in the Lee County Arson Task Force as a coordinating effort for investigator to work together on fire investigations through the county.

10. The District investigator will maintain a high level of education in the field of investigations and be an active member in appropriate organizations that provide contentious education to enhance the investigation division.
11. The District shall maintain a database to track all business information, inspections, and fire investigations.

Key Performance Indicators

- Complete an annual fire safety inspection of commercial occupancies within the District 99% of the time.
- Conduct an annual Pre-Fire Plan of all commercial occupancies identified as a Target Hazard yearly 99% of the time.

Public Education

The District is developing a public education and community relations program to teach its residents about fire prevention as well as health and safety. The programs are concentrated mostly for daycare and elementary school children providing education on fire prevention, escape drills, smoke detectors, poison prevention, water safety, disaster preparation, and other life safety initiatives. Additionally, the District intends to provide public education on manufactured home safety, fire extinguisher use, safety for seniors, community emergency response team training, and customized programs upon request.

To ensure the public education and community relations program teaches the residents fire prevention techniques for the health, safety and welfare of the community.

Objectives:

1. Increase fire prevention and public education contacts with residents, businesses and seasonal guests.
2. Tracking public contacts within the district record keeping system.
3. Expanding community outreach to include neighborhoods not currently participating in safety initiatives.
4. Developing fire & life safety curriculum to address high-risk (low income, homeless, non-English speaking) populations and hazard trends (open burning, hazardous material storage, etc).
5. Increasing partnerships with community groups.
6. Improve upon the existing childhood education programs to provide an enhanced learning experience.

7. Adding more hands-on or experiential learning opportunities for community members.
8. Use of higher technology training equipment.
9. Implementation of national or regional “best practice” public education strategies.
10. Designing training material as needed to address trend-specific behavior (Drug and Alcohol, self-injury, juvenile fire setting, etc.).
11. Updating existing programs to better meet the needs of the educational community.
12. Developing new curriculum to expand fire and life safety instruction.
13. Seek new opportunities to reach the community virtually

Key Performance Indicator

- Complete one public relation and or a public education event monthly 12 out of 12 months annually.
- Complete weekly public social media post on training topics for community.
- Collaborate with sounding Fire Districts in the county on public education.

Training

The District shall maintain and continually seek to improve an educational training program for all firefighting and related personnel consistent with the standards set by Florida law and Florida State Fire College. The District has established the following objectives for the Training:

Objectives:

1. The District shall follow accepted standards of training and education to bring all personnel up to recognized local, state and national levels.
2. The District shall maintain a record keeping system designed to track all training completed by personnel with capabilities of tracking ISO training requirements.

3. The district shall provide an online training platform for personnel to complete required CEU's for licensures required for employment.
4. The District shall create, maintain and update specialty areas or teams for personnel with the potential for advancement.
5. The District shall strive to motivate personnel to seek the highest level possible and help establish career goals for every individual.
6. The District shall maintain a training plan to continually meet the changing needs of the fire service and District.
7. The District shall continue to work with all countywide training programs in an effort to avoid duplication and ensure a functional consolidation of resources and personnel.
8. The District will seek out grant possibilities for the construction of a three story training building behind the current fire station. This facility would provide a more realistic approach to day to day operations, and provide a location for controlled live fire exercises to enhance personnel capabilities and confidence.
9. The District will identify training needs for succession planning. These programs will provide the future leaders of the District the tools needed to perform in a higher position within the organization. It is the intent of the District to provide every opportunity for promotion from within.
10. Add all volunteers to the online training platform to increase training and consistency of training

Key Performance Indicators

- Full-Time Operational Personnel will complete a minimum of 20 hours of In-service training 11 out of 12 months annually.
- Volunteer Operational Personnel will complete a minimum of 8 hours of In-Service training 10 out of 12 months annually.
- Full-Time Operational Personnel will conduct daily fitness training 8 out of 10 shifts monthly.
- Volunteer Operational Personnel will participate in fitness training 90% of their on-station shifts worked.
- Full-Time Operational Personnel will attend 3 County Wide Facility trainings annually.
- Full-Time and Volunteer Personnel will attend 1 Live fire training annually

APPENDICES

**APENDIX A
COUNTY WIDE INSPECTION FEES**

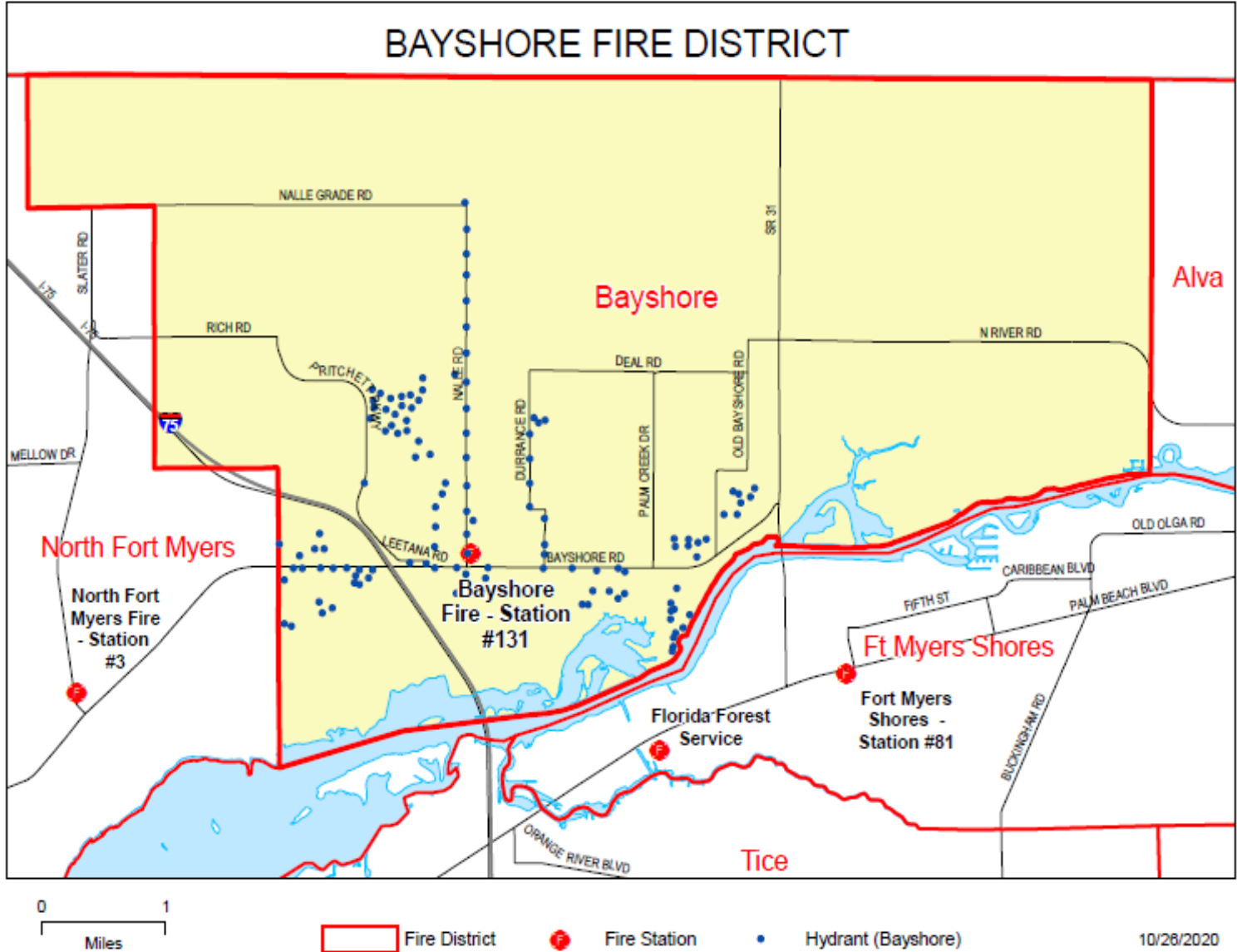
Burn Site Inspection (3 Day Permit)	\$75.00
Fireflow Test	\$75.00
Dry Hydrant Acceptance Test (Includes Plans Review & Inspection)	\$150.00
Fireworks Display (Includes Plans Review and Site Inspection)	\$100.00
New Building Shell (Includes Plans Review & Shell Inspection)	\$.03 Sq.Ft.
Tenant Renovation Improvement (Includes Plans Review & Inspection)	\$100.00
Tent w/o Fireworks (Includes Plans Review & Inspection)	\$75.00
Tent With Fireworks (Includes Plans Review & Inspection)	\$150.00
Underground Flammable Liquids Tank(s) (Includes Plans Review & Inspection)	\$150.00
Aboveground Flammable Liquids Tank(s) (Includes Plans Review & Inspection)	\$75.00
Flammable Liquids Dispensing (Per Dispenser) (Includes Plans Review & Inspection)	\$10.00
Underground LP Fuel Tank(s) & Piping (Includes Plans Review & Inspection)	\$150.00
Aboveground LP Fuel Tank(s) & Piping (Includes Plans Review & Inspection)	\$75.00
Underground Pressure Test & Flush (Includes Plans Review & Inspection)	\$150.00
Fire Pump Acceptance Test (Includes Plans Review & Inspection)	\$150.00
Standpipe System (Per Riser) (Includes Plans Review & Inspection)	\$75.00
Fire Sprinkler (Base Fee) (Includes Plans Review & Inspection)	\$50.00
Fire Sprinkler (Per Head) (Includes Plans Review & Inspection)	\$0.40
Fire Alarm System (Base Fee) (Includes Plans Review & Inspection)	\$50.00
Fire Alarm System (Per Device) (Includes Plans Review & Inspection)	\$1.00
Central Station Acceptance Test	\$25.00
Fixed Fire Suppression System (Includes Plans Review & Inspection)	\$75.00
Commercial Hood (Includes Plans Review & Inspection)	\$75.00

Flammable Liquid Spray Booth (Includes Plans Review & Inspection)	\$75.00
Emergency Generator Test & Acceptance (Includes Plans Review & Inspection)	\$100.00
Engine Standby (Per Hour)	\$70.00
Brush Truck Standby (Per Hour)	\$30.00
Fire Crew Standby (Hourly Rate + Administration Fee)	Actual + \$50.00
Smoke Control System Test (Includes Plans Review & Inspection)	\$150.00
Requested Inspection (After Normal Hours)	\$200.00
Occupancy Inspection < 3,000 Sq. Ft.	\$60.00
Occupancy Inspection 3,000 to 9,999 Sq. Ft.	\$75.00
Occupancy Inspection 10,000 to 19,999 Sq. Ft.	\$100.00
Occupancy Inspection 20,000 Sq. Ft. and Up	\$150.00
Required Annual Licensing Hospital	\$250.00
Required Annual Licensing Nursing Home	\$200.00
Required Annual Licensing ACLF	\$100.00
Required Annual Licensing Day Care <25 Children	\$50.00
Required Annual Licensing Day Care 25 + Children	\$75.00
Special Event Inspection/Permit (Includes Plans Review & Inspection)	\$100.00
Review of Facility Evacuation Plan	\$100.00
2nd Re-Inspection (First = No Charge)	\$50.00

APENDIX B

BAYSHORE FIRE PROTECTION AND RESCUE SERVICE DISTRICT MAP

Total Area 33.02 sq. mi (red boundary)
 Total Land 32.09 sq. mi (green)
 Total Water 0.93 sq. mi (blue)



Map includes major roads, District fire hydrant locations, and surrounding fire districts.

**APENDIX C
AUTOMATIC MUTUAL AID AGREEMENTS**

AUTOMATIC MUTUAL AID RESPONSE GUIDELINE
BAYSHORE FIRE PROTECTION AND RESCUE SERVICE DISTRICT
ALVA FIRE PROTECTION AND RESCUE SERVICE DISTRICT
AND
FORT MYERS SHORES FIRE PROTECTION AND RESCUE SERVICE DISTRICT

STRUCTURE FIRES:

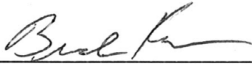
1. Bayshore Fire Protection and Rescue Service District will respond automatic mutual aid to all reported structure fires on North River Road in the Alva Fire Protection and Rescue Service District from North Olga Road to the Caloosahatchee Regional Park.
2. Fort Myers Shores Fire Protection and Rescue Service District will respond automatic mutual aid to all reported structure fires from Palm Creek, and east on North River Road to North Olga Road including Dukes Highway. Alva Fire Protection and Rescue Service District will automatically respond a tender on North River Road.
3. Bayshore Fire Protection and Rescue Service District will respond an engine to all structure fires within Fort Myers Shores Fire Protection and Rescue Service District. Bayshore Fire Protection and Rescue Service District will respond to all structure fires east of South Olga Drive with an engine and a tender.

ALL OTHER CALLS FOR SERVICE:

4. If Alva Fire Protection and Rescue Service District is unavailable to respond to calls for service, Bayshore Fire Protection and Rescue Service District will respond to their calls for service up to the Caloosahatchee Regional Park. If it is a report of a fire, Fort Myers Shores Fire Protection and Rescue Service District will also respond as well.
5. If Bayshore Fire Protection and Rescue Service District is unavailable to respond to calls for service, Fort Myers Shores Fire Protection and Rescue Service District will respond to their calls up to Palm Creek Drive and east to North River Road to North Olga Road. If it is a reported fire, Alva Fire Protection and Rescue Service District will respond as well.

COMMAND STAFF:

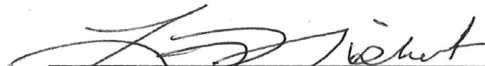
6. If available, a Chief Officer from one of the responding automatic mutual aid Districts will respond with the automatic mutual aid units to assist with Command and Control.



Alva Fire Protection and Rescue Service District
Chief Kuhn

4.23.2020

Date



Bayshore Fire Protection and Rescue Service District
Chief Nisbet

4/23/20

Date



Fort Myers Shores Fire Protection and Rescue Service District
Chief Dowaliby

4.23.2020

Date

Automatic and Mutual Aid Response North Fort Myers Fire Control and Bayshore Fire Districts

- 1. North Engine 3 will respond with Bayshore to all structure fires in Bayshore's district to Highway 31. If further assistance is needed, Bayshore Command will contact Lee Control for additional resources from North.**
- 2. A Bayshore engine will automatically respond with North on all structural fires in North's District West to Brewer Road, and all roads both north and south of Bayshore Road to the District lines.**
- 3. Due to inadequate water supply in certain areas of North Fort Myers Fire Control District, an automatic response of Bayshore's tender will be required for all structural fires in the following areas:**
 - a. Slater Road north of Del Prado Extension up to Nalle Grade Road**
 - b. West of Slater Road/Nalle Grade (Huber Road and Lan Shell Drive)**
 - c. Donald Road, east of Jones Road (Yacht Club Colony)**
- 4. If a commercial structure fire is involved, Bayshore will respond to any area east of Business 41.**
- 5. Bayshore will automatically respond to all fire related incidents within the I-75 industrial park with North Fort Myers, and will handle any medical incidents when North Station 3 units are not available.**
- 6. Bayshore will stand by at North's Station 3 for any other structure fires within the district. It will be North Command's responsibility to request the stand-by unit respond to the incident if needed.**

Unavailable Situations

- 1. If North Station 3 is unavailable for calls in their district east of Brewer Road and including Slater Road to the north of Bayshore Road, and Coon Road to the south of Bayshore Road, there will be a dual response from Bayshore Fire and North Fort Myers.**
- 2. If Bayshore Fire is unavailable for calls within their district, North Station 3 will respond up to Highway 31.**

**Bayshore Fire Control and Rescue Service
District, Chief Larry Nisbet**

Date

**North Fort Myers Fire Control and Rescue
District, Chief Ron Becroft**

Date

**AUTOMATIC & MUTUAL AID RESPONSES WITH
BAYSHORE FIRE RESUCE, AND CHARLOTTE COUNTY FIRE AND EMS**

- Bayshore Fire Rescue and Charlotte County Fire and EMS have maintained a professional cooperative relationship in handling emergencies. Both Agencies wish to continue this tradition in the most cost effective and efficient means possible.
- Both agencies will respond as requested to incidents needing assistance.
- Bayshore Fire Rescue will respond an Engine and a Tanker Automatically to structures fires within Charlotte County east and west off of Highway 31.
- Bayshore Fire Rescue will respond a Brush Truck automatically to reported Brush Fires east and west off of Highway 31.
- Granville Rd., Huffmaster Rd., and Williams Rd., south of the Power line grade are accessed off of Nalle Grade Road in the Bayshore Fire District. Bayshore Fire Rescue will respond to Emergencies within the areas as the primary response agency based upon the initial response guidelines established with Lee Control.
- Request for Emergency Medical Services for Granville Rd., Huffmaster Rd., and Williams Rd. south of the Power line grade where Lee County EMS is requested, Bayshore Fire Rescue will also respond a BLS non-transport rescue for first response.
- Charlotte County Station 9 will respond automatically to structure fires within the Bayshore Fire District east and west off of Highway 31 south to North River Rd.

COMMAND STAFF

1. If available, a Chief Officer from a neighboring department will respond with the automatic-aid units to assist with Command and Control.

Charlotte County Fire EMS
Chief Van Helden

Date

Bayshore Fire Control and Rescue
Service District, Chief Nisbet

Date