

# Post-Pandemic Plan

# FY 2022-26



## Pompano Beach Fire Rescue

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Each year the Pompano Beach Fire Rescue updates its strategic plan, presenting its analysis of latest events and trends impacting fire-rescue operations and beach safety. This **2022-2026 Post-Pandemic Plan** is the latest in the series





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**Always here. Always ready.**

## Executive Summary

With the COVID-19 pandemic, the deepest recession since the Great Depression, and the eruption of protests across the country<sup>1</sup>, the US experienced [1918](#), [1929](#), and [1968](#) in a single year. In the same year record-breaking [drought](#) in the American Southwest, wildfires in [Australia](#) and the western United States also joined to cause serious unease against the risks posed by climate change.<sup>2</sup>

Alongside the tragedy, the sadness and sorrow, 2020 was a year of immense progress with the development of a vaccine at [warp speed](#).<sup>3</sup> First responders and essential workers rose to the COVID challenge to help fellow humans in their times of *trials and tribulations*. That experience served as a vivid reminder that competent government in the 21<sup>st</sup> Century remains our last and only line of defense against [black swans](#).<sup>4</sup> Having therefore the organizational capability to withstand those unpredictable changes and emerge stronger on the other side is key to long-term success.

**Pompano Beach Fire Rescue Context** - Our plan has been revised to improve readiness for SARS-COV-3 based on the experience of SARS-COV-2. In the process, the working group felt it was critical that our initiatives be aligned closely with City priorities. This 2022-26 Post-Pandemic Plan communicates our impressions of the pandemic's implication for the department around eleven goals:

- 1. Ensure funds availability and sound management of Fire Department budget**
- 2. Improve time-based performance for emergency responses**
- 3. Maintain international fire accredited agency status**
- 4. Preserve the ISO Class 1 rating**
- 5. Foster the professional development of officers**
- 6. Improve City resiliency to respond and recover from disasters**
- 7. Improve equipment and facility maintenance**
- 8. Enforce fire safety codes**
- 9. Ensure that all sworn personnel complete required training**
- 10. Become a fully credentialed fire academy agency by year 2022**
- 11. Maintain ambulance accreditation (CAAS)**

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<sup>1</sup> Triggered in part by the killing of George Floyd, May 25.

<sup>2</sup> Based on a NASA's [Goddard Institute for Space Studies](#) report, 2020 is [tied with 2016](#) as the warmest year on record. An [independent study](#) sponsored by NOAA however concluded that 2020 was the second-warmest year on record.

<sup>3</sup> The previous record for developing a vaccine from viral sampling to approval was four years for mumps in the 1960s. Nature Magazine: December 18, 2020 <https://www.nature.com/articles/d41586-020-03626-1>

<sup>4</sup> Low probability events, impossible to predict and that carry the greatest consequences – idea popularized by Nassim N. Taleb in his 2007 best seller, [The Black Swan](#).

**Planning, bias mitigation, and resource management form the department's core strategy to convert our goals into targeted outcomes.**

- **Principle I. Long-Range Planning**

Prior to 2001, there was no long-range planning document in the Fire Department; no coherent systems to communicate priorities; no performance program to evaluate service effectiveness. Procedures were non-consolidated and insufficiently developed. This unfortunate state of affairs was addressed in the *2001 DMG-Maximus Study*, observing that Pompano Beach Fire Rescue had been “somewhat informally managed,” that it made little use of data, that the facilities were not OSHA-compliant, and that few staff meetings were conducted.<sup>5</sup> Our challenge? Moving the organization from an “informal” management system to a more modern decision-making body. A lot has happened since.

Following the study, the management team was redefined; a participative management style was embraced; advisory committees were created; fiscal oversight became a priority; operational and legal compliance has since been closely monitored. Today, not a month goes by without a staff meeting. Reports are made available regularly, and the strategic plan is routinely updated. This process has become an essential component of our performance program.

Though our approach has had to change from time to time to fit changing conditions - a means to identify where outcomes are meeting objectives and where they are not has evolved over the years. Pompano Beach Fire Rescue has made remarkable progress in the direction of every one of its initial goals, thanks to that feedback mechanism. Today, we are a fully accredited entity; Class I ISO; a two-battalion system; a fully-integrated logistics operations; and more diverse: A reality expressed via a feedback survey of Fire Department personnel: 66% of [survey respondents](#) indicated that “management attitude toward diversity and inclusion” was superior or above average.

- **Principle II. Cognitive Bias Mitigation**

Organizations make decisions and face their own version of performance problems. Unlike organizations, humans are informed by opinions, ideas and beliefs we have learned from others. Relying on [heuristics](#) to find quick answers to questions can be useful and at times effective, but too often they lead to mental errors that lead to bad outcomes.<sup>6</sup> It's all due to our aversion to statistics.

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<sup>5</sup> The firm DMG-Maximus was selected by the City to conduct a management study of the fire department.

<sup>6</sup> Speaking of heuristics and biases, see <https://yourbias.is/>

Despite all the hard work through the years to understand what it takes to improve decision making, mitigating the challenge of mental errors remain difficult and elusive. We are all prone to [overconfidence](#) or excessive optimism when making investment decisions, the [halo effect](#) when interviewing job applicants, the [planning fallacy](#) when estimating how long a project will take for completion. We underestimate the unpredictability of cataclysmic events when assessing risk. Too often there is total disregard for the possibility of [regression to the mean](#). No appreciation for the difference between correlation and causation.<sup>7</sup> Humans are more likely to jump to conclusion by surrendering to eloquence or succumbing to beautiful images, story-telling and anecdotes rather than facts or data. [Groupthink](#), the [availability cascade](#), [the framing effect](#), and [sunk cost](#) are all biases that get in the way of good decision making. Mitigating those cognitive biases and [noise](#) is the challenge of our time.

As the country grapples with the recent surge in political unrests. As we contend with economic inequities and health disparities exposed by COVID-19. As Pompano Beach Fire Rescue transitions into a new phase with a new generation of leaders, we have a unique opportunity to improve *how we think* about certain questions in this post-COVID world.

- **How can our directives and procedures be made more rational?**
- **How do we create a work environment that is inclusive?**
- **How do we nurture a culture with a sensitivity to human flourishing?**
- **How can our service to the business owner feel less threatening?**
- **How can every patient benefit not just from our assistance but from our deep sense of kindness?**
- **How can we achieve lasting organizational performance?**

These are questions that only a more [rational approach](#) to decision making can ease over time.<sup>8</sup> As we continue to learn to spot flawed reasoning in our collective judgment, we'll continue to invest in employee training, to learn from our mistakes, and to be less averse to probabilistic estimate when assessing different outcomes of decisions.<sup>9</sup>

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<sup>7</sup> Because the mind is always in search of a cause for every observation.

<sup>8</sup> Via a webinar, Harvard Professor [Cass Sunstein](#) discusses his 2015 bestseller [Wiser: Getting Beyond Groupthink to Make Groups Smarter](#). The presentation sheds light on why group decisions often go wrong and what can be done to improve group decision-making.

<sup>9</sup> Kahneman, D. (2011). [Thinking, Fast and Slow](#)

**Other sources**

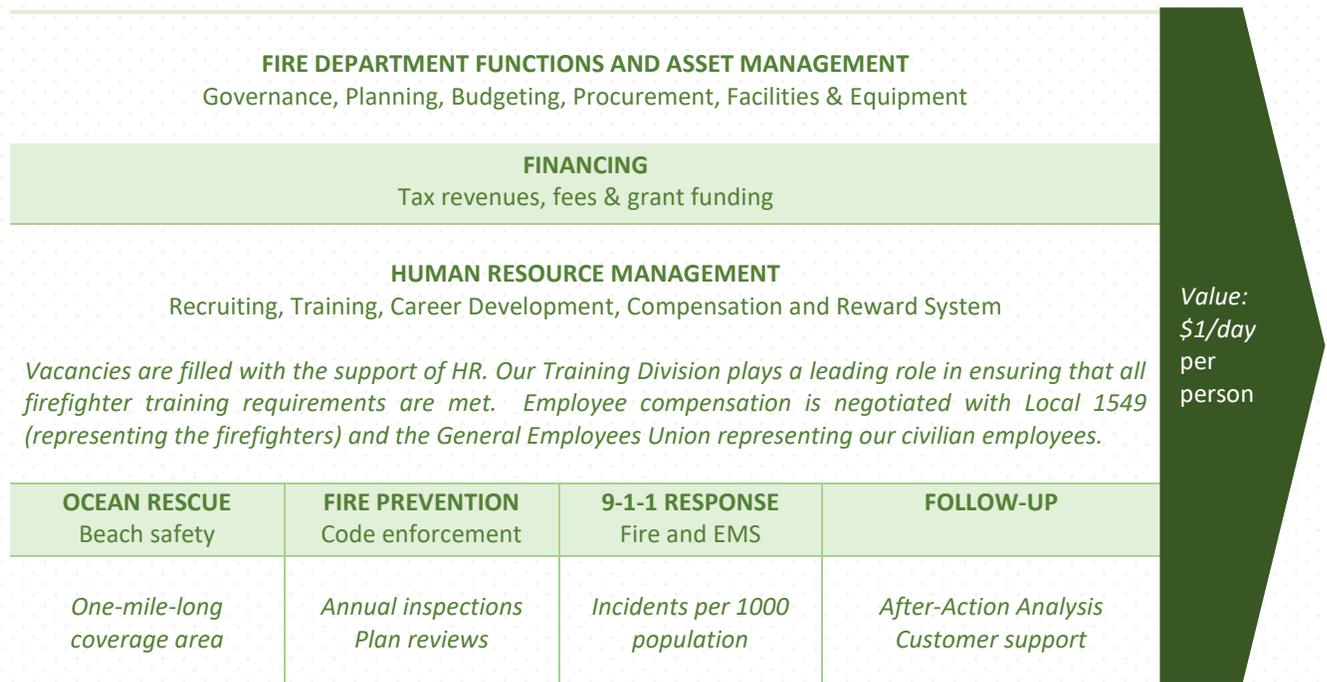
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- **Principle III. Resource Management**

The Fire Department carries out its mission through the efforts of 252 people working across seven divisions with direct support from Fleet Services, IT, Finance, Engineering, Grounds and Maintenance, and Purchasing. The apportionment of our \$45 million funding lies in the hands of the [six members](#) of the City Commission based on the City Manager’s recommendations. Resource optimization across the organization to build competitive advantage in a fair and balanced way rests however with the Fire Department staff – while every firefighter and lifeguard, every sworn and civilian personnel is expected to handle assigned city-owned assets with care and responsibly.

We live our mission by recognizing best practices (e.g., earning CFAI and CAAS accreditation, and receiving the highest ISO rating possible) and keeping a close eye on quality of life patterns against which to benchmark - not necessarily to find solutions to every problem the City or the Fire Department comes across, but as a way to monitor leading indicators that correlate with the 2035 City Vision.<sup>10</sup>

**Chart 1 / Pompano Beach Fire Rescue, Value Chain Framework**



<sup>10</sup> The City Vision was developed in 2013 and released in the 2014 Strategic Plan: [Original document](#), page 10; [latest version](#), page 4. The vision was based on four questions examined by the planning team: *Where are we now as a community? Where could we be in the future? Where do we want to be? How will we get there?*

We have come a long way since the summer days of the DMG Maximus report - on the move for two decades, non-stop despite three recessions. Our response capacity has been enhanced in measure after measure, including the service cost<sup>11</sup>.

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<sup>11</sup> This value chain model is an adaptation of [Michael Porter's](#) ground breaking work on strategy: Competitive Strategy: Techniques for Analyzing Industries and Competitors

*"Nothing we do, however virtuous, can be accomplished alone..."*  
[Reinhold Niebuhr](#)



## Introduction

This plan assumes an operating budget growing at a rate of 3.5% a year from FY 2022 through FY 2026. This covers merit-pay, debt service obligations, regulatory or statutory requirements, and fire station operating costs. The plan also reflects our collective understanding that the art and science of governance beyond 2020 has entered a new reality; one that will demand a more thoughtful approach to dealing with the risks associated with the biggest crisis humans have experienced thus far this century.

A small microscopic parasite ended the [longest economic expansion](#) in U.S. history and triggered the deepest downturn in output since the Great Depression.<sup>12</sup> The global tragedy that ensued served a blow to the City of Pompano Beach's redevelopment efforts which began a decade ago on the heels of the Great Recession. At the same time the catastrophe has given decision makers an opportunity to rethink preparedness and to re-imagine risk in ways they have never before. The significance of COVID-19 is that it is going to reinforce what were already profound structural changes in the global economy and what we like and don't like about the way we live, work, and interact with others.

At the macro level, COVID-19 will end the dominant economic thought which for the better part of half a century has privileged efficiency over resilience. There will most likely be a growing shift towards less support for vastly popular market-driven solutions which have been dominant in the last 50 years and a growing reliance on government levers to protect constituents - all constituents. Equally significant, at the micro level, we will continue to see an acceleration of trends associated with information technology. The practice of primary care medicine and education delivery for instance will be transformed. This means, at both the macro and micro level, there will be a strong push to put more emphasis on *just-in-case* (i.e., preparedness<sup>13</sup>) decisions and less emphasis on the kind of *lean* practices or

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<sup>12</sup> An analysis by Robert Shiller sheds light on the popular narratives of the last economic expansion <https://www.nber.org/papers/w26857>

<sup>13</sup> Due to the unprecedented disruption of its supply chain, the bicycle manufacturer Trek was not able to respond to the sudden increase in demand for bicycles during lockdowns. Here is the [full story](#).

*just-in-time* choices that have dominated business school cases and the practice of management for decades.

As the pandemic *dust* settles, the role of first responders will also need to be reimagined. The fire service – indeed the country in general – [was not ready for 911](#); nor were we ready for SARS-COV-2. Will we be ready for SARS-COV-3 when (not if) it happens? Will we be ready for a different kind of threat? Major disruptions are becoming more frequent, according to the [IMF World Uncertainty Index](#)<sup>14</sup>. We are experiencing about two hundred natural disasters per year since 1980.<sup>15</sup> The COVID-19 emergency is giving us a chance to achieve greater success by performing certain activities faster and simpler, and to collaborate better across silos and agencies. How can we build on that?

Through the **2022-26 Post-Pandemic Plan**, Pompano Beach Fire Rescue is sharing its views of the pandemic’s implication for the service we provide. This document lays out the path we will travel around eleven goals:

- 1. Ensure funds availability and sound management of the Fire Department budget**
- 2. Improve time-based performance for emergency responses**
- 3. Maintain international fire accredited agency status**
- 4. Preserve the ISO Class 1 rating**
- 5. Foster the professional development of officers**
- 6. Improve City resiliency to respond and recover from disasters**
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- 8. Enforce fire safety codes**
- 9. Ensure that all sworn personnel complete required training**
- 10. Become a fully credentialed fire academy agency by year 2022**
- 11. Maintain ambulance accreditation (CAAS)**

These goals are deliberate choices made by our staff; they are linked directly to the City of Pompano Beach Vision in the context of a post-pandemic world. The way we will pursue our aims will be guided by **three** key principles (*planning, cognitive bias mitigation, and resource management*<sup>16</sup>) which form the department’s core strategy to convert our goals into targeted outcomes.

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<sup>14</sup> Sixty Years of Uncertainty: <https://www.imf.org/external/pubs/ft/fandd/2020/03/imf-launches-world-uncertainty-index-wui-furceri.htm>.

<sup>15</sup> Our World in Data: <https://ourworldindata.org/grapher/number-of-natural-disaster-events>

<sup>16</sup> See Executive Summary, page 5 – 9. The major benefit of this framework is that it provides the foundations for a Fire Department strategy that cuts across our seven divisions.

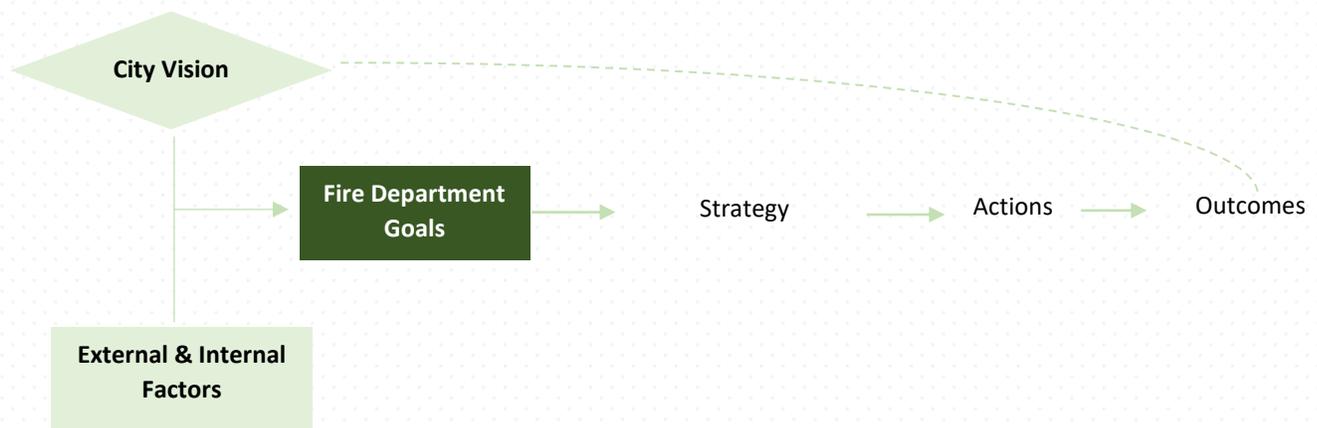
To develop this 120-page volume, we have pulled information from Fire Department emails, memoranda, employee surveys, government reports, books, research papers, insights from collaborators in close proximity to the department. It summarizes our first impressions of the crisis and its implication for the work we do here in Pompano.<sup>17</sup>

Some of our conclusions will seem obvious, border line common sense depending on the reader’s perspective or proximity to our agency. Other comments may appear unwise and even controversial at first glance. Rest assured that our intent is never to offend or cause unnecessary discomfort.

Our aim was to construct an approach that can help the city weather the covid disruption as we try to strengthen readiness capacity for the next catastrophe. Our focus was on developing a plan based on the values to which we aspire as public servants with the full understanding that the future is unpredictable in more ways than one.

In section one, the document identifies the PBFR’s early reaction to the crisis, following the news by the World Health Organization that seven billion people were experiencing a pandemic.<sup>18</sup> The trends that will impact emergency response and beach safety are reviewed in section two. The final part underlines a strategy organized around **eleven** goal areas supported by **twenty** performance indicators.

Chart 2 / Fire Department Planning Framework



<sup>17</sup> It is also PBFR’s 8<sup>th</sup> long-range planning document since 2001, when we released our [first organizational plan](#) in response to the DMG-Maximus 2001 Study.

<sup>18</sup> COVID-19 was declared a pandemic on March 11, 2020 by the World Health Organization. Archive of events: <https://www.who.int/news/item/27-04-2020-who-timeline---covid-19>



SECTION I

**The COVID-19 Shock**



On the last day of 2019, billions around the world joined in on New Year’s Eve festivities, welcoming the start of a new decade, anticipating a good year ahead for the vast majority of the seven billion of us. In less than three months, a global pandemic hit. Economic activities halted as people were ordered to stay home, causing a sudden recession that put twelve million people out of work in the United States. In a struggle to beat the virus, major urban centers and mid-sized cities ordered residents to take refuge in private space, “to shelter in place.” Universities and schools turned to Zoom for dispensing education. Government agencies announced service closures, Pompano Beach included. Hospitals in Barcelona, Rome, Tel Aviv, New York, and New Jersey to name a few cities were overwhelmed by COVID-19 patients. Economies crumbled while stock markets crashed. The streets and highways were empty. It felt as though Planet Earth [was closed](#) for business, boasted the cover of the Economist magazine on March 21, 2020.



Writing in a New England Journal of Medicine article on April 30, Bill Gates branded COVID-19 as “a [one-in-a-century](#) pandemic” whose cost will be socially broad, fiscally enormous and lasting.<sup>19</sup>

*There are two reasons that Covid-19 is such a threat. First, it can kill healthy adults in addition to elderly people with existing health problems. The data so far suggest that the virus has a case fatality risk around 1%; this rate would make it many times more severe than typical seasonal influenza, putting it somewhere between the 1957 influenza pandemic (0.6%) and the 1918 influenza pandemic (2%).*

*Second, Covid-19 is transmitted quite efficiently. The average infected person spreads the disease to two or three others – an exponential rate of increase. There is also strong evidence that it can be transmitted by people who are just mildly ill or even pre-symptomatic. That means Covid-19 will be much harder to contain than the Middle East respiratory syndrome or severe acute respiratory syndrome (SARS), which were spread much less efficiently and only by symptomatic people*

On April 29, one day before Gates’ concerns were published by the NEJM, the Federal Reserve acknowledged that the global economic situation was dire, noting in a statement by the bank’s Federal Open Market Committee that the bank authorities were in an uncharted territory, in other words this time was different:

*The coronavirus outbreak is causing tremendous human and economic hardship across the United States and around the world. The virus and the measures taken to protect public health are inducing sharp declines in economic activity and a surge in job losses. Weaker demand and significantly lower oil prices are holding down consumer price inflation. The disruptions to economic activity here and abroad have significantly affected financial conditions and have impaired the flow of credit to U.S. households and businesses.*

*The ongoing public health crisis will weigh heavily on economic activity, employment, and inflation in the near term, and poses considerable risks to the economic outlook over the medium term. In light of these developments, the Committee decided to maintain the target range for the federal funds rate at 0 to 1/4 percent. The Committee expects to maintain this target range until it is confident that the economy has weathered recent events and is on track to achieve its maximum employment and price stability goals.*

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<sup>19</sup> Six years earlier, in [his now famous TED Talk](#), Gates had warned about the threat of a “highly infectious virus”, and that the world was unfortunately unprepared.

By any measure, the pandemic has been a human [catastrophe](#) - 179 million confirmed cases and 3.9 million global deaths, including six hundred thousand Americans, as of June 2021.

COVID-19 is considered the greatest threat to prosperity the world has ever encountered. The cost of the pandemic in the US, based on a JAMA study<sup>20</sup>, is estimated at [\\$16 trillion](#) or 90% of the US gross domestic product.<sup>21</sup> Lower output is not the only cost of COVID-19 noted the study:

*... death and reduced quality of life also can be measured in economic terms.*

*There is a lengthy economic literature assessing the value of a statistical life; for example, in environmental and health regulation. Although no single number is universally accepted, ranges are often used. In environmental and health policy, for example, a statistical life is assumed to be worth \$10 million. With a more conservative value of \$7 million per life, the economic cost of premature deaths expected through the next year is estimated at \$4.4 trillion.*

*Some individuals who survive COVID-19 are likely to have significant long-term complications, including respiratory, cardiac, and mental health disorders, and may have an increased risk of premature death. Data from survivors of COVID-19 suggest that long-term impairment occurs for approximately one-third of survivors with severe or critical disease. Because there are approximately 7 times as many survivors from severe or critical COVID-19 disease as there are COVID-19 deaths, long-term impairment might affect more than twice as many people as the number of people who die.*

The crisis brought with it a downturn that was different in many ways. The recession's first unusual feature was its cause. [Reportedly](#), COVID-19 was spreading in the streets and school yards of [Wuhan](#), Hubei Province (China) during the latter part of 2019. The first U.S. case was reported on January 21, 2020 in the [state of Washington](#). The patient had traveled from Wuhan to Washington on January 15.

To slow the virus spread, the Centers for Disease Control advised citizens to avoid close interactions with others. Authorities ordered large segments of the economy to be closed. Parking lots were transformed into drive-in worship places. Gifts from grand-parents were opened from live video streams. At its peak, the pandemic forced an [estimated](#) or 2.6 billion people or one-third of the world population into some form of lockdown.

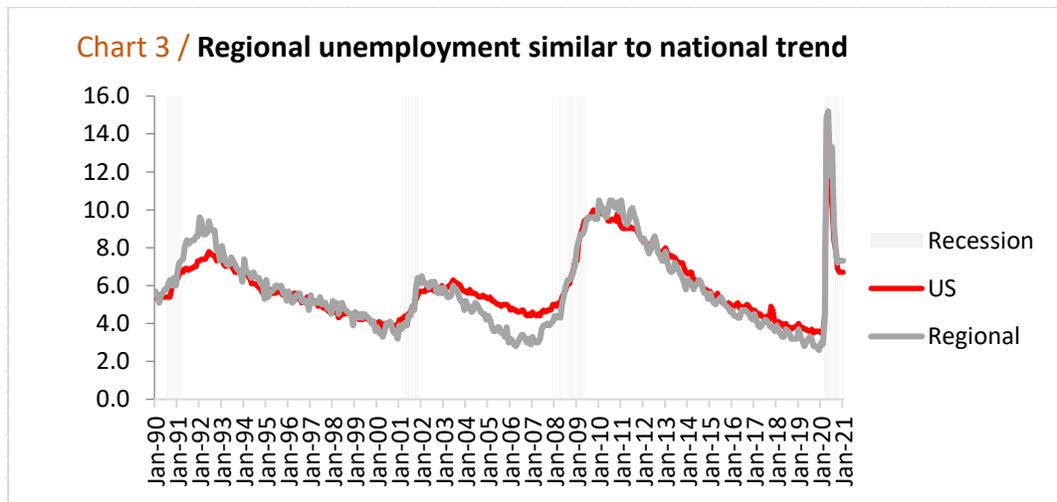
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<sup>20</sup> Cutler, D. and Summers, L. (2020) The COVID-19 Pandemic and the \$16 Trillion Virus <https://jamanetwork.com/journals/jama/fullarticle/2771764>

<sup>21</sup> Half of the \$16 trillion estimate is the cumulative value of lost GDP estimated by the [CBO](#).

The second unusual feature of the recession was its speed, depth, and scope. From February to April 2020, employment in the United States fell from 61.1 percent of the adult population to 51.3 percent, by far the largest two-month drop ever recorded in the country’s history. The unemployment rate in April 2020 was 14.7 percent, the highest level since the Great Depression, when the unemployment rate reached 25 percent in 1933. The rate was 9.6 percent during the Great Recession in 2010. The effect of the downturn on small businesses has been wide and spread, but particularly devastating to minority-owned businesses as was reported in a study last August by the Federal Bank of New York.

*The effects of the pandemic on small businesses amid forced closings, modified re-openings, and weakened demand, are well documented. Nationally representative data on small businesses indicate that the number of active business owners fell by 22 percent from February to April 2020<sup>22</sup> – the largest drop on record. While the overall decline is noteworthy, differences among closure rates across racial and ethnic groups are even more striking. Black businesses experienced the most acute decline, with a 41 percent drop.<sup>23</sup> Latinx business owners fell by 32 percent and Asian business owners dropped by 26 percent. In contrast, the number of white business owners fell by 17 percent*



**Note:** Regional = Fort Lauderdale-Pompano Beach-Deerfield Beach

<sup>22</sup> Rob Fairlie, 2020. The Impact of Covid-19 on Small Business Owners: Evidence of Early Stage Losses from the April 2020 Current Population Survey. NBER Working Paper No. 27309. Available at: <https://www.nber.org/papers/w27309>.

<sup>23</sup> U.S. black-owned small businesses are highly concentrated in retail, restaurants, and other service industries most affected by shutdowns and social distancing. See <https://www.reuters.com/article/us-usa-economy-blackbusiness/why-some-black-owned-u-s-businesses-are-hardest-hit-by-coronavirus-shutdowns-idUSKBN23N34A>

The third peculiar characteristic of the recession was that it was in many ways intentional, unlike previous recessions in the modern era. The 2020 downturn was self-induced because there was [no other safe way](#) to save the world economy from the ravages of the coronavirus.

But a year into the crisis, the state of the economy seems to be surprisingly improving, thanks to the vaccination campaign, expected to drastically reduce the number of new cases. Consider the Congressional Budget Office outlook: The economy (real GDP) is expected to revert to its pre-pandemic level in mid-2021. The not-so-good news: job losses are concentrated among lower-wage workers, and unemployment is not expected to return to its pre-pandemic level until 2025. Inflation, based on CBO’s estimates, is projected to gradually rise over the next few years and exceed 2.0 percent after 2023, as the Federal Reserve maintains low interest rates. In the end, the path of the economy will depend on the course of the virus, including progress on vaccinations.

**Table 1 / US Economic Outlook**

	2020	2021	2022	2023	2024	2025
<b>Real GDP</b>	-3.5	4.6	2.9	2.2	2.3	2.3
<b>Unemployment Rate</b>	8.1	5.7	5.0	4.7	4.2	4.2
<b>Inflation (%)</b>	1.3	1.9	2.1	2.3	2.3	2.3

Source: The Congressional Budget Office: <https://www.cbo.gov/topics/economy>

**Nine Lessons learned**

- I. Covid-19 has demonstrated that great damage may be done to the world economy by a pandemic in a relatively short time, days.
- II. Incredibly, the economic recovery from the pandemic is happening much faster than most people had anticipated. We’ve also learned that with the right combination of fiscal and monetary policy remedies, the US and other advanced economies have the capacity to withstand major shocks. The quick rebound accompanied by mass vaccination is good news for Pompano Beach.
- III. The crisis has exposed the country’s social vulnerabilities and its economic weakness far greater than experts had imagined. What can be done about them?

- IV. Though severe flaws in the nation’s health care system have been revealed, the pandemic has occasioned a resurgence in the importance of “essential workers” who have risked their lives to save an untold number of people in every corner of the planet. This revelation could lead to landmark reforms in the United States similar to the events of September 11 which brought major transformations.
- V. In addition to regulatory reforms, Covid-19 is also set to start a demographic shift in the country that will potentially impact fire-rescue operations and beach safety as more people seek to make low-density localities their retirement destinations.
- VI. The City’s disaster preparedness program has served us well in the last twenty years. But we’ll never know what would have happened if Broward County had run out of hospital beds during the peak weeks of the crisis. The pandemic confirms more and more that we need a more robust emergency response structure that can both identify weak-system links and have the resources to respond to challenges quickly as they arise.
- VII. We have learned that organizational practices (e.g., working remotely) that were slow to change could be sped up by a cataclysmic event and be suddenly and massively embraced by society. The pandemic has erased the stigma that was associated with working from home. All other practices are subject to change.
- VIII. The Fire Department digital-service system has made us more responsive and efficient both before and during COVID-19. Unfortunately, that same information system cannot be relied upon to leverage deep learning, perform simulation or scenario planning during an unexpected catastrophic event.
- IX. The crisis was a vivid reminder of the importance of resilience for an organization like Pompano Beach Fire Rescue. Lead time and allocations were two critical points of weakness identified in our supply chain and supplier network that were not obvious until they were stressed by the COVID-19 pandemic. There are probably a few more critical points waiting to be identified.<sup>24</sup>

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<sup>24</sup> We have transitioned from acquiring single items to purchasing certain items in bulk.

## HOW POMPANO BEACH FIRE RESCUE RESPONDED

Rather than going back to the way things were, grinding to the shock and horror of lockdown, the world of commerce, government and civil society have been forced to accept COVID’S implications. To tackle the challenge, schools, places of worship, the entertainment community, and government agencies have had to look for smarter ways to operate, to restart the world and reopen it for business - so did Pompano Beach Fire Rescue.

Several changes both at the operational and administrative level were made at the outset to ensure continuity of services by leveraging technology across the organization. Luckily, we had a seasoned management team who was able to effortlessly transition to the home office. Every one of our main functions was forced to face the emerging new reality early in the crisis:

- Budgeting** - On March 11, while the Fire Department staff was putting the final touches on the fiscal year 2021 budget recommendations, the World Health Organization declared the coronavirus outbreak a pandemic. We certainly didn’t know it then, but the country was about to experience the most significant recession since the Great Depression. To remain financially sound, City Manager Greg Harrison asked every department in the City to forgo significant portions of their budget requests for the upcoming year. We complied; only 54% (\$920,315) of our initial request (\$1,709,273) was adopted by the City Commission in the final budget.

**Table 2 / FY 2021 Fire Department Budget Requests Summary**

	<i>FY 2021 Request</i>	<i>Approved</i>
Administration	10,452	10,452
Operations	666,740	296,240
Logistics	84,464	35,791
Prevention	184,121	-
Training	27,191	21,191
Ocean Rescue	116,306	11,642
EMS	619,999	544,999
<b>Total</b>	<b>1,709,273</b>	<b>920,315</b>

**Table 3 / FY 2021 Budget Recommendations**

Personal Serv	Operating	Capital	
\$8,700			Assignment pay
		\$1,752	replace laptop
\$99,624	\$22,600		1 FT Battalion chief
\$174,500	\$25,300		2 FT Fire Captains (one was approved)
		\$98,000	1 FT Driver engineer
	\$20,000		(21) Satellite phones
	\$16,631		Hoseline
		\$4,435	CO2 Monitors
		\$20,400	EOC Equip
	\$590		TV set
		\$23,283	Oxygen bottle filling station
		\$8,149	Beds
		\$2,217	Refrigerators
		\$1,885	Laptop
		\$2,439	(1) Treadmill
		\$1,552	(1) Printer
		\$44,349	(1) SUV
		\$11,642	Vessel Exclusion Buoys
		\$1,441	(1) Headset
		\$4,140	Paddleboard
		\$2,772	(1) Surfski
		\$11,475	(1) ATV
		\$36,836	(1) Pickup
		\$48,000	(2) UTVs
\$73,078			FT Fire inspector I
		\$1,885	computer replacement
		\$70,958	2 SUVs
		\$1,200	furniture and fixtures inspector
		\$37,000	motor vehicle fire inspector
	\$12,000		Live Fire Training expenses
		\$6,000	enhancement for a canopy
		\$6,500	enhancement for 3 Conex boxes
		\$2,691	to replace (2) CPR mannequins
		\$75,000	EMS Study
		\$400,433	(1) Rescue
		\$77,610	(2) 12-Lead defibrillators
		\$6,930	(5) AEDs
		\$38,805	(2) CPR Lucas Devices
		\$21,221	(2) Toughbook computers

All amounts in black-font were not approved.

Requests in blue-font were acquired through budget adjustments with FY 2020 funds.

All requests in green-font were approved. With one exception, they were all acquired through the lease-purchase program.

**Table 4 / Budget requests associated directly with COVID-19 response were reimbursed through the CARES Act**

	PPE	Sanitizing & Disinfectant	Partitions	Communications	
<b>FY2020</b>	Total Cost	Total Cost	Total Cost	Amount	TOTAL
MAR	38,929	4,316	0	144	<b>43,389</b>
APRIL	69,517	50,398	0	995	<b>120,910</b>
MAY	33,647	5,673	0	995	<b>40,315</b>
JUNE	43,340	3,383	0	0	<b>46,723</b>
JULY	95,181	1,153	0	0	<b>96,334</b>
AUGUST	34,811	7,790	0	0	<b>42,601</b>
SEPTEMBER	9,949	551	31,975	0	<b>42,475</b>
<b>TOTAL</b>	<b>325,373</b>	<b>73,264</b>	<b>31,975</b>	<b>2,134</b>	<b>432,746</b>

**Note:**

The Partitions were purchased for Fire Stations 63, 52, and 61 to isolate Fire Rescue personnel in their individual bunk areas for social distancing purposes.  
 Communications – Two satellite phones and GOTOMEETING professional conferencing software purchase to accommodate more virtual meetings and limit COVID-19 exposure with less face to face meetings.

- Logistics** – In recent years, logistics has become one of the focal points of PBFRR’s operations, moving from playing a behind-the-scene role to being a primary force in the daily operations of the department. Logistics has not experienced any interruptions to its daily operations since the start of the Covid-19 pandemic. Supply and demand requirements have been met in spite of the limited availability of fast-moving medical supplies, PPE or disinfectants. The safety protocols that were put in place at Logistics have helped to protect staff which have prevented them from being absent due to any symptoms/illnesses associated with Covid-19.

It didn’t all go smoothly. Covid-19 has impacted the staff assigned to Logistics due to the need to social distance and the possibility of individuals becoming sick. This resulted in the development of a Personnel Contingency Plan for the division. The plan outlines how the logistics operations will be maintained during the pandemic or a similar event. The pandemic also exposed some of the system supply-chain vulnerabilities. Unexpected disruptions forced staff to rethink how to order and store supplies/equipment due to high

dependence on selective vendors to fulfill most needs. The crisis has also made us fully aware of the importance of needing to establish accounts with multiple companies for like items.

**Table 5 / Timeline of Logistics Response to COVID-19**

<b>React</b>	<b>Restart</b>	<b>Refocus</b>	<b>Scenario planning</b>
<i>March to May</i>	<i>June to September</i>	<i>FY 2021 - Year of transition</i>	<i>FY 2022-26</i>
<ol style="list-style-type: none"> <li>1. Stockpiled PPE to ensure the safety of personnel.</li> <li>2. Staggered work schedules to accommodate social distancing.</li> <li>3. Deliveries dropped and signed for outside the front door.</li> <li>4. Temperature taken when entering the logistics building.</li> <li>5. Personnel COVID-19 infection contingency plan implemented. Employees designated to perform specific functions in case other personnel are infected.</li> </ol>	<ol style="list-style-type: none"> <li>1. Hurricane preparedness supplies were verified. Nine spare trauma bags, 9 spare airway bags, 2 hurricane shelter carts stocked as emergency supplies.</li> <li>2. Cameras added to the outside of the logistics building to ensure the security of personnel and inventory.</li> <li>3. Determined funds needed to order supplies to maintain sufficient inventory levels for the remainder of the fiscal year. The necessary funds were added to purchase orders where required.</li> <li>4. Temp employee with Fire Logistics experience requested as backup in contingency plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Part time Logistics Specialist position added to help meet the demands of an expanding fire department. This new specialist was trained to perform various functions as part of the contingency plan in case any personnel are infected with COVID-19.</li> <li>2. Verified levels of PPE stock and ordered supplies where required. Secondary suppliers of medical gloves were found to augment our inventory levels.</li> <li>3. Purchase orders opened with vendors to acquire PPE supplies.</li> </ol>	<i>See page 67-71</i>

- **Training** - COVID 19 has affected the Training Division in several different ways. First, because of the CDC rules and regulations regarding social distancing, the division has been unable to hold regular class sizes. In keeping with the guidelines, class attendance is smaller which forces staff to hold more classes.

Second, in the beginning of this pandemic all of the outside academies and schools were not operating. Because we currently do not have the capabilities to perform live fire training at our facility, we rely solely on these outside sources to fulfill that deficit. Unfortunately, with the closing of these facilities it made it impossible for us to train our employees using live-fire scenarios.

- **Fire & EMS Operations** - Fire Rescue has adapted to providing life-saving measures throughout the pandemic. Beginning with the unknown severity of the virus to assisting with public health inoculations. Our frontline personnel have dealt with COVID-19 on two fronts, at work and from home. Social distancing and isolation from family members and coworkers has proven to be quite the challenge, not to mention the untold psychological effects to everyone.

Responding to each and every call is a potential COVID-19 exposure, so crews must wear proper personal protective equipment (PPE) on all calls. This includes gloves, masks, and eye glasses. If a suspected COVID-19 case is recognized, other layers of PPE are added; e.g., gowns, foot coverings, and face shields. Each transport vehicle is thoroughly decontaminated after each call, hence leading to increased overall duration of the incident.

Since the COVID-19 outbreak, Pompano Beach Fire Rescue took the lead in developing policies and procedures to reduce employee exposure and illness. The EMS Division assisted the Human Resources and Risk Management in developing their own citywide COVID-19 disinfection practices and recommendations to provide HEPA-air filtration systems in all city operated buildings. Citywide education and test policies and procedures was also introduced which accommodated test sites for symptomatic and asymptomatic employees. Through Fire Rescue relationships, specific hospital groups and DOH test sites were obtained to secure PCR test results in fast turnaround times for employee health purposes and return to duty requirements.

Key pandemic-response initiatives:

- **Rapid testing.** Over 592 employee exposure cases were handled from March to December of 2020. Fire Rescue and City employee test results were processed with 1-3 day turnaround times.
  - **Training.** Multiple (virtual) citywide education courses were created and conducted by Fire Rescue.
  - **Patient response.** Six respiratory protocols were developed to prevent patient cross contamination during patient care.
  - **Shelter in Place.** An EOC pandemic guideline was created to safely staff city facilities in the event of Level 1 or Level 2 EOC activation. (a) Serological test kits were purchased to be included as an employee screening and monitoring tool for preventing the spread of COVID-19. (b) A test procedure, and checkpoint was developed for members of EOC activation who would be stationed at each city (activated) site.
  - **Dispatch.** Countywide dispatch procures used for 911 patient handling
  - **Dedicated City Test site.** A citizen test site was initiated at Markham Park.
- 
- **Ocean Rescue** - Overall, there was a 29 percent decrease in beach attendance and Ocean Rescue activities in 2020. This was directly related to the COVID-19 pandemic, which caused the beach to be closed for 73 days and severely reduced attendance on other days due to beach restrictions. During the beach closure, part time lifeguards were asked to stay home, while full time lifeguards patrolled the beach to ensure the beach remained closed. Ocean Rescue lifeguards maintained social distancing throughout the pandemic in 2020. In addition, a full decontamination of Ocean Rescue headquarters was completed daily. Ocean Rescue personnel were evaluated on a daily basis to ensure lifeguards remained COVID-19 free. If there was a suspected exposure to COVID-19, the lifeguard was isolated at home until cleared by the Department Infection Control Officer. Due to the nature of surf lifesaving, the use of PPE is not possible. However, PPE continues to be used while administering emergency medical care.



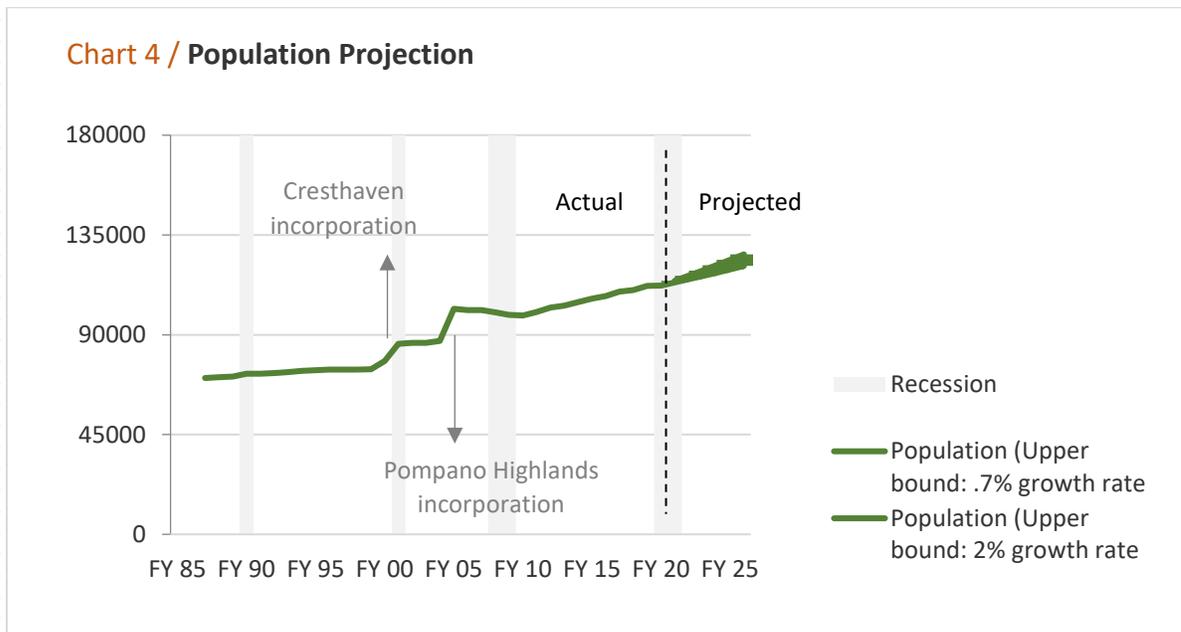
SECTION II

**Trends & Outlook**

## POPULATION PROJECTION

The City of Pompano Beach recent history has been marked by a 35-year period of steady population growth enhanced by a couple of annexation episodes in the early and mid-2000s when the residents of the unincorporated areas of Cresthaven, Pompano Beach Highlands, and Crystal Lake agreed to join Pompano Beach via a voter-approved referendum. As a result, our population grew from 70,000 in 1985 to 110,000 in 2020, an average of 1.5 percent annually. This level of growth in the last two decades allowed the underlying Pompano Beach economy to grow and City functions to expand with the capacity to serve the larger population base year after year.

Chart 4 shows population trend and projected growth for 1985 through 2026. In terms of a forecast, at the lower bound, the growth rate is projected to average .7% between year 2021 and 2026. At the upper bound, the projected growth rate is projected to average 2.0 percent, reaching an additional 15,000 people by year 2026.<sup>25</sup>



**Note** - Several reports, including this [Lambert Affordable Housing Study](#), blame the Great Recession for the temporary population drop in 2009.

<sup>25</sup> Covid-19 makes these projections less certain (see Appendix IV)

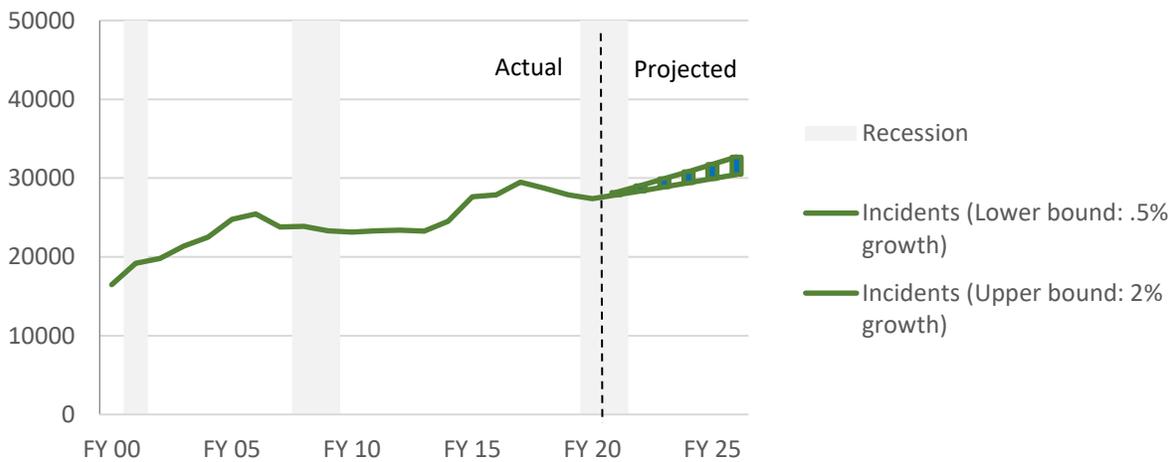
The above estimates don't fall far from the Broward County [Planning and Management Division](#) projections, which assume a growth rate of 1.45% annually. Pompano Beach Development Services is projecting an annual population growth rate of only 1% over the next five-year period.

The impact of the Covid-19 pandemic shock is far-reaching, and thus will likely cause a complete revision of the above outlook. For the time being, population growth is projected to fall within the range illustrated in the following chart, between .7% and 2% annual growth.

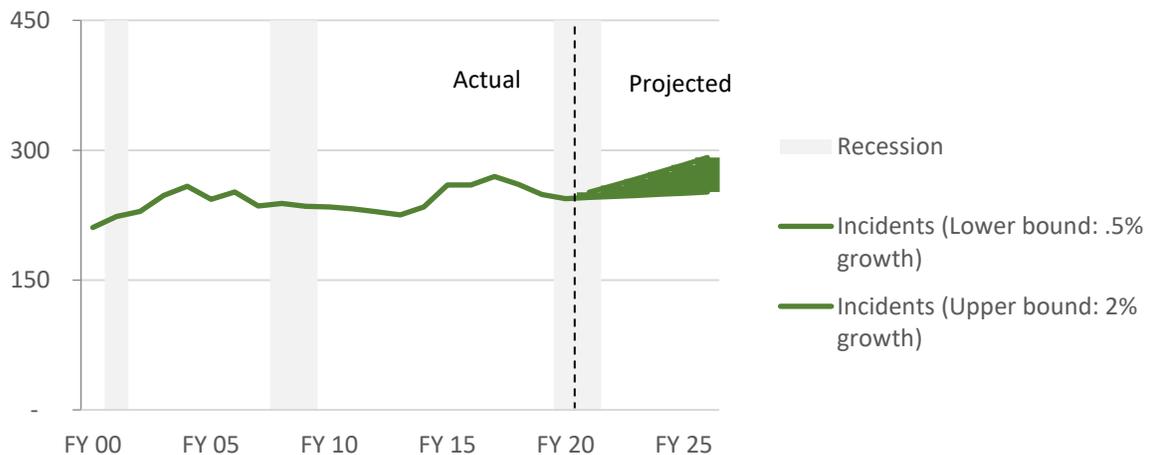
## SERVICE DEMAND

Chart 5(a) and Chart 5(b) show incident trend and projected increase from 2020 through 2026. As the city continues to experience growth over the next decade, Pompano Beach Fire Rescue will need to prepare to respond to the corresponding increase in request for emergency services. It is estimated that call volume will increase between .5% and 2% a year over the next five years. While the direct path of the increase is impossible to predict, we know it will likely be affected by population density, household income trends, and the state of the economy.

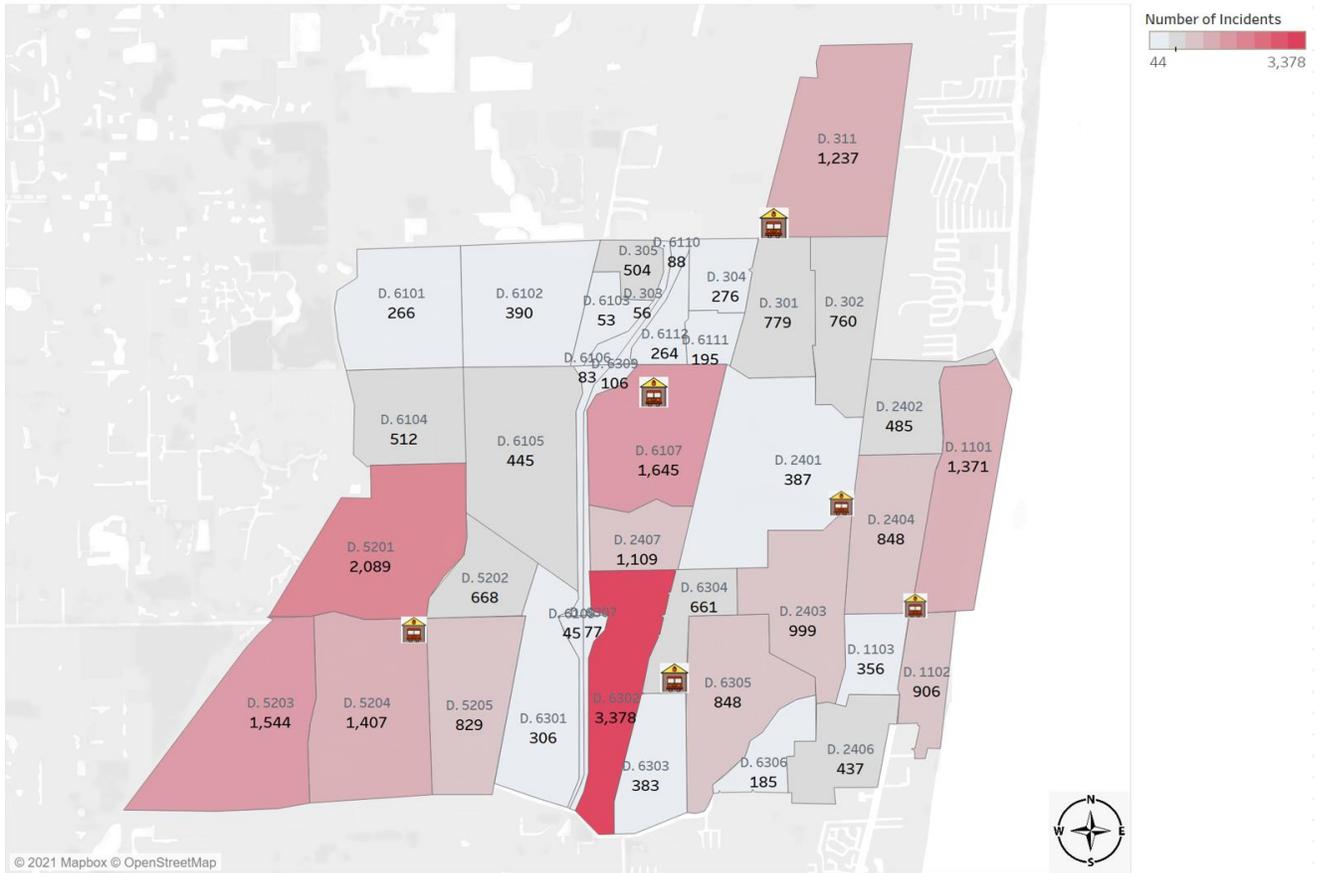
**Chart 5(a) / Call Volume**



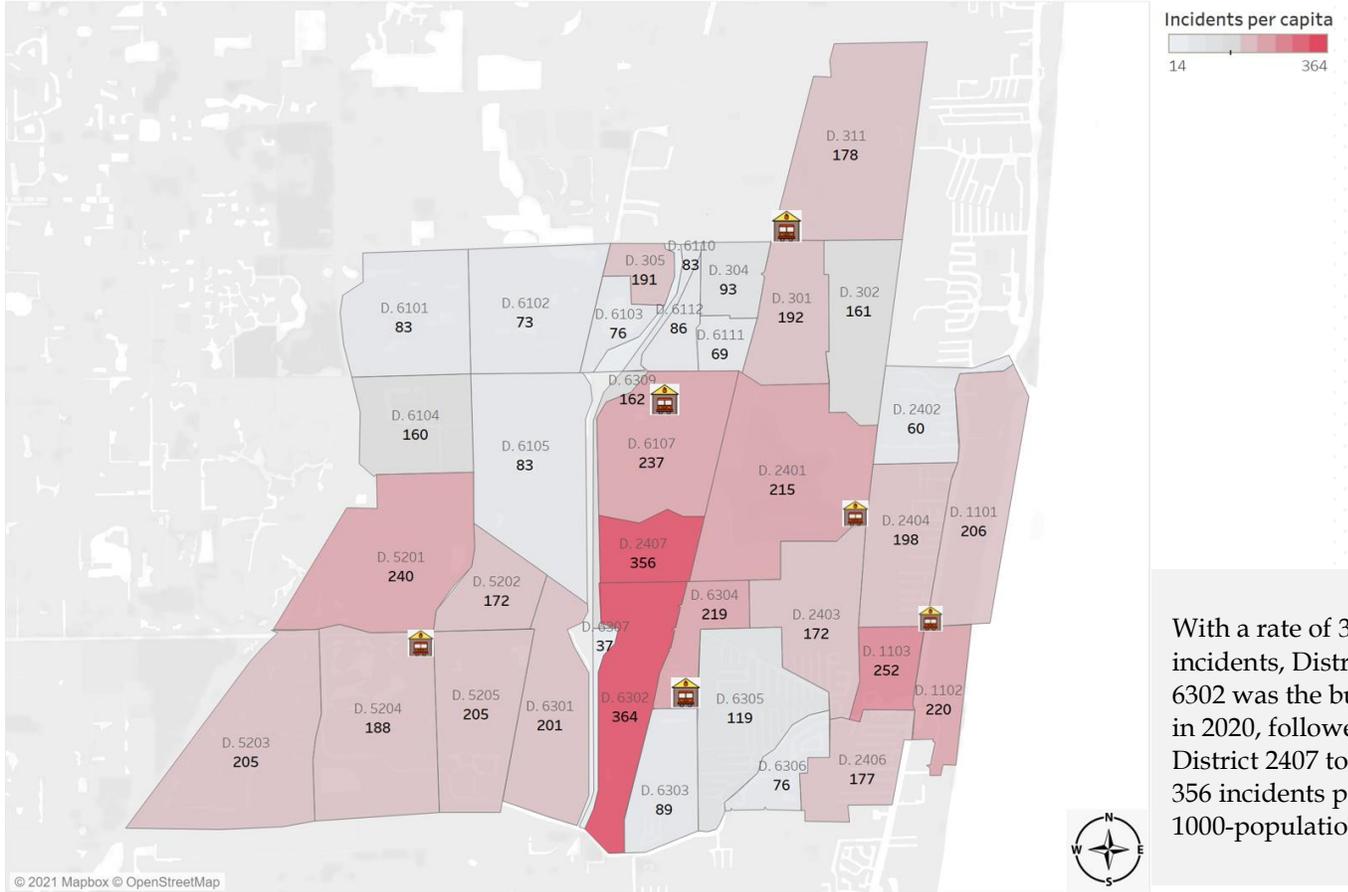
**Chart 5(b) / Calls per 1000-Population**



**Chart 6 / Map of the City of Pompano Beach, Fire Rescue Incidents**



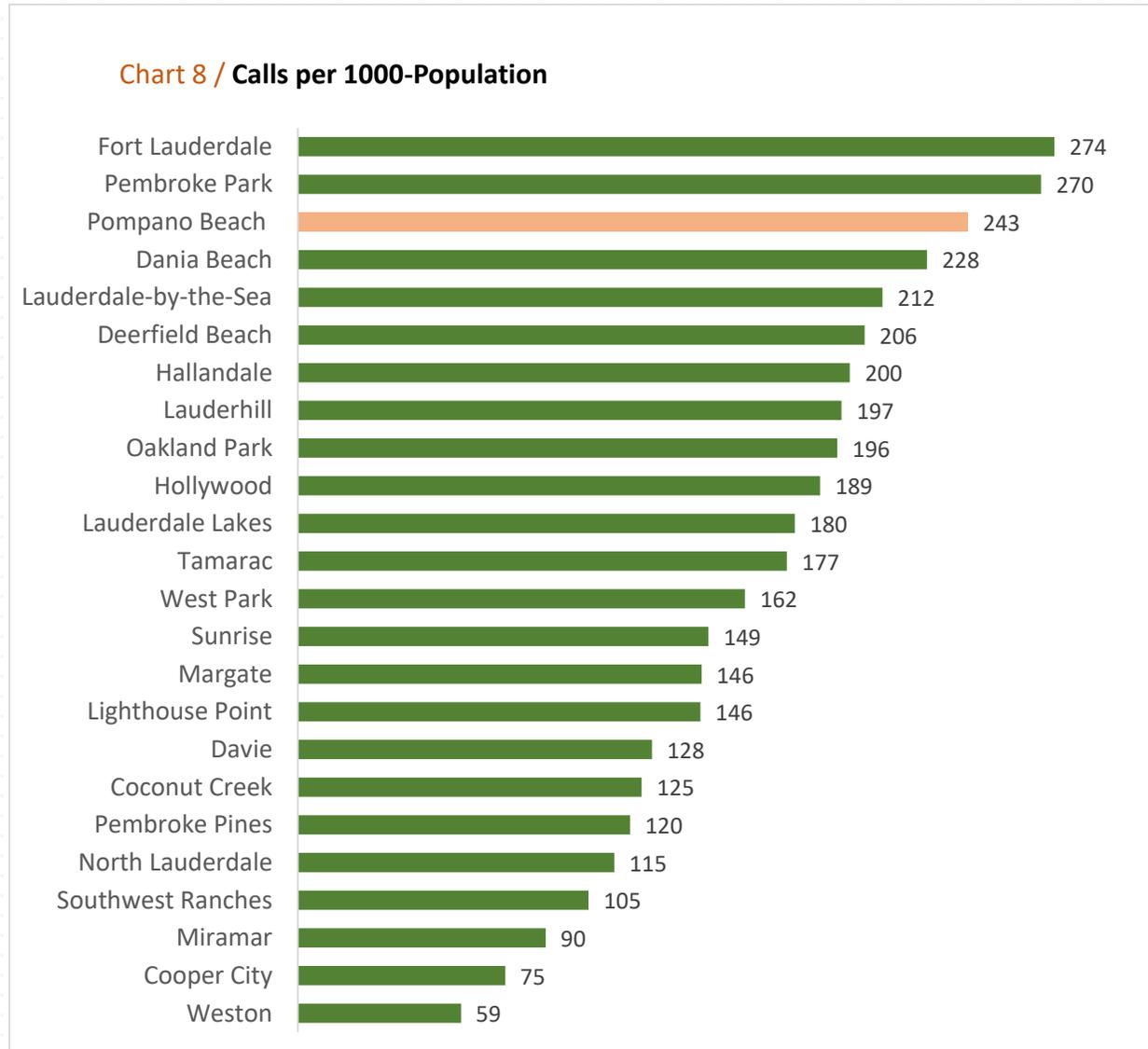
**Chart 7 / Map of the City Pompano Beach, Fire Rescue Incidents per 1000 Population**



With a rate of 364 incidents, District 6302 was the busiest in 2020, followed by District 2407 totaling 356 incidents per 1000-population.



When compared to its counterparts, the City of Pompano Beach had the third highest call volume in fiscal year 2020, with a total of 243 calls per 1000 population. The City of Fort Lauderdale topped the chart, registering 274. Weston had the lowest level, with only 59 calls.



**Note** – Call volume per population reflects community-wide activity. It says little in terms of the workload measured per emergency vehicle or relative workload per firefighter. What is clearly illustrated in the above is that residents of Fort-Lauderdale, Pompano Beach or Pembroke Park rely more on their fire-rescue system than those of - say - Weston or Cooper City.

## RESPONSE TIME

The primary purpose of any fire-rescue system is to help prevent life-threatening incidents and at the same time be able to respond quickly in the event of an emergency. Response time – the speed with which firefighters respond to a request for assistance – is generally recognized as a reliable leading metric of a system’s capacity to protect property and save lives.<sup>26</sup>

The fire department responds when we are called and the response time is driven mostly by distance travelled, population density, and time of day. If firefighters are called several times a day to the same neighborhood during peak hours, response time to other parts of the city may be affected negatively. The following chart summarizes percent of incidents where the first unit arrived on the scene within 7 minutes of becoming aware of an emergency.<sup>27</sup>

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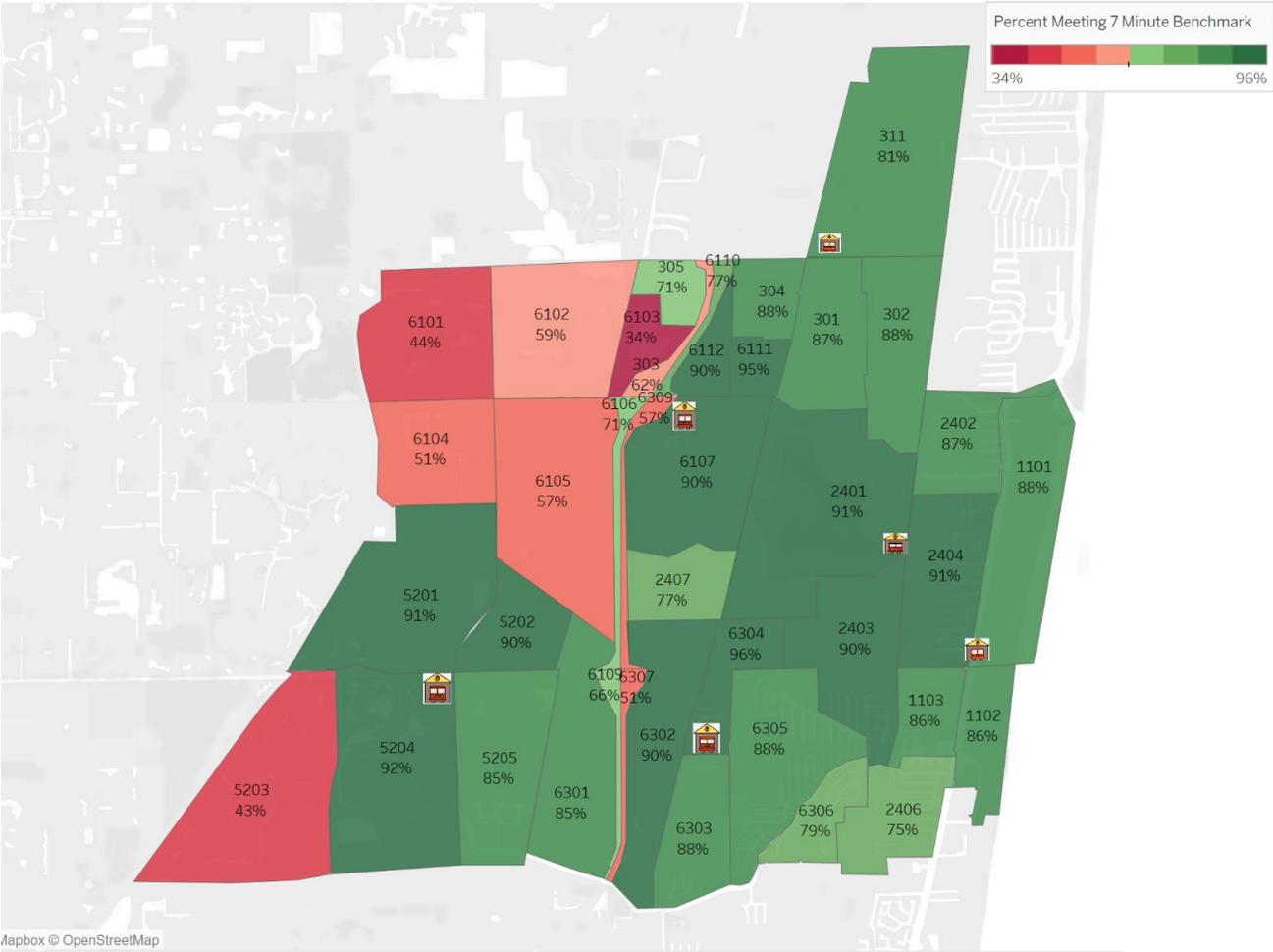
<sup>26</sup> Evaluating the performance of any EMS system in the world is challenging due to the complexity of all the internal and external independent variables that determine performance, response time being one of them. EMS performance measurements are often divided into leading (i.e., input and process) measures and outcome measures. Input measures are metrics that gauge the capabilities of the system such as the number of rescue trucks per capita. Process measurements are typically related to employee training or medical protocols implemented for patient care. Another process measure of performance is of course response time. The mortality rate of cardiac arrest patients is one of many outcome indicators closely monitored.

<sup>27</sup> In 2001, subsequently revised in 2004, the National Fire Protection Association (NFPA) established standards for fire and emergency medical responses known as NFPA Standard 1710 (“NFPA 1710”). Among others, NFPA 1710 includes response time goals for various stages of response to an emergency incident. See National Fire Protection Association. (2004). *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, 2004 Ed. (Standard 1710) Quincy, MA: Author.

This is however not a legal mandate. These are recommended guidelines that the National Fire Protection Association is encouraging municipalities to follow based on volume of studies from reputable institutions.

The decision to determine where best to allocate resources is in large part based on response data movements. Service delivery to areas west of Interstate-95, where there is one fire station, has been a priority to us. Though the numbers have improved in recent years with the addition of one full-time rescue vehicle (Rescue 252 in FY 2018), one special operations vehicle (Squad 52 in FY 2017), response time to those districts continue to lag behind our targets. Holding everything else constant, the addition of a new/seventh fire station (projected to open in 2022) is expected to positively affect response time beyond 2022.

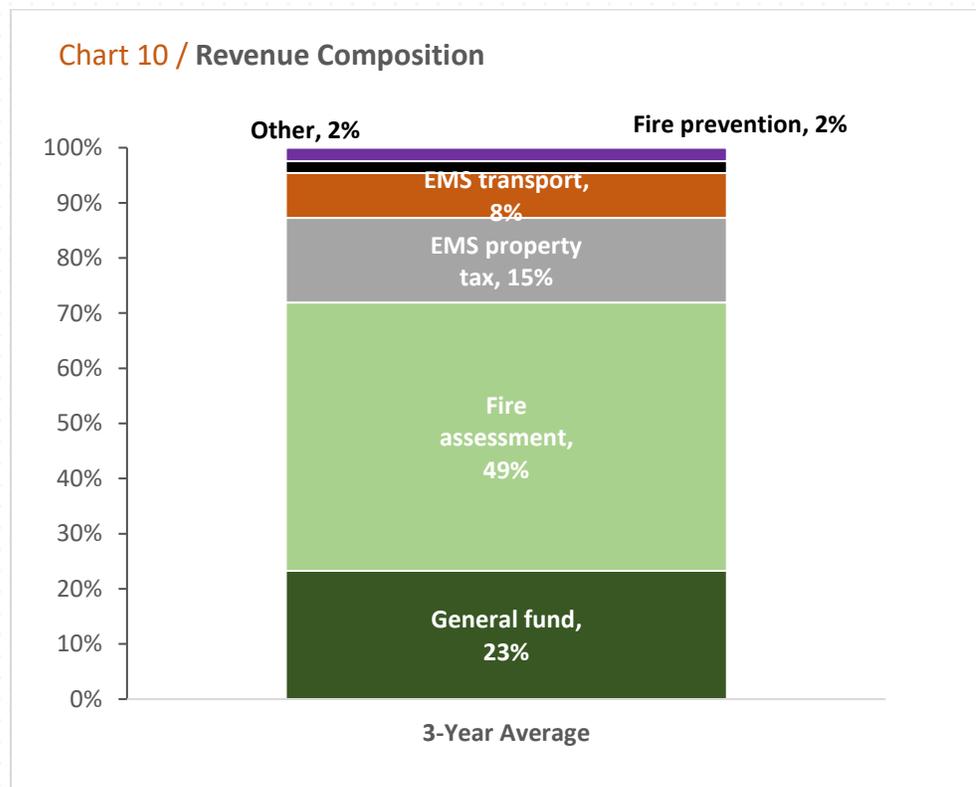
**Chart 9 / Map of the City of Pompano Beach, Response Time**  
*% of calls within 7 minutes*



## REVENUE COMPOSITION

Similar to the vast majority of fire agencies in South Florida, Pompano Beach Fire Rescue resources are provided by both voter-approved taxes and through internally developed mechanisms such as fees and grants. Illustrated below is a summary of the major funds supporting the department programs/functions. They comprise four main revenue sources, including

- the General Fund (whose share accounts for 23% of the total)
- the Fire Assessment Fee (49%)
- the EMS Property Tax (15%)
- the EMS Transport fee (8%)



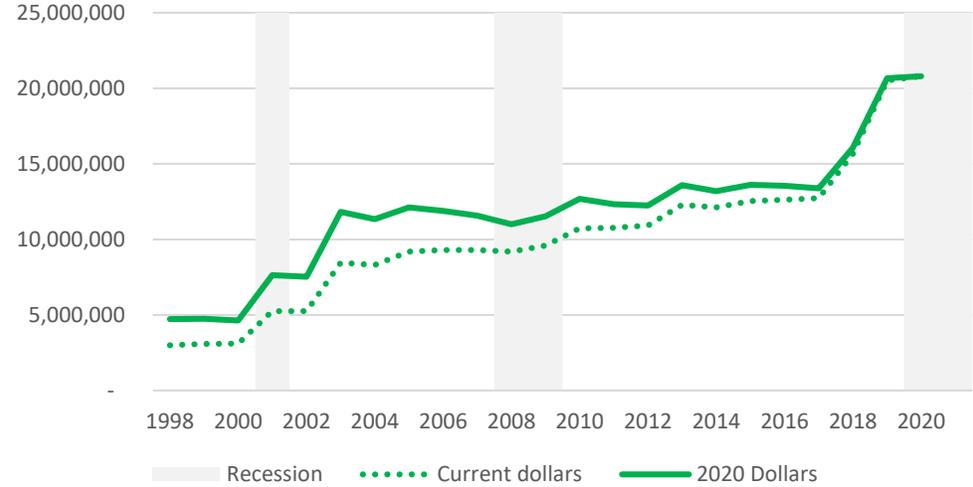
While current revenue distribution is projected to remain unchanged, revenue levels are expected to rise *marginally* in 2022 because of the economic effects of the pandemic on the business community. Federal legislation enacted in response to the crisis has and will continue to help generate grant funding to plug resulting budget holes. Beyond 2022,

revenues are expected to revert back to their pre-crisis trajectory. That will be driven mainly by growth in new construction. The following charts show how major revenue categories have changed in recent years

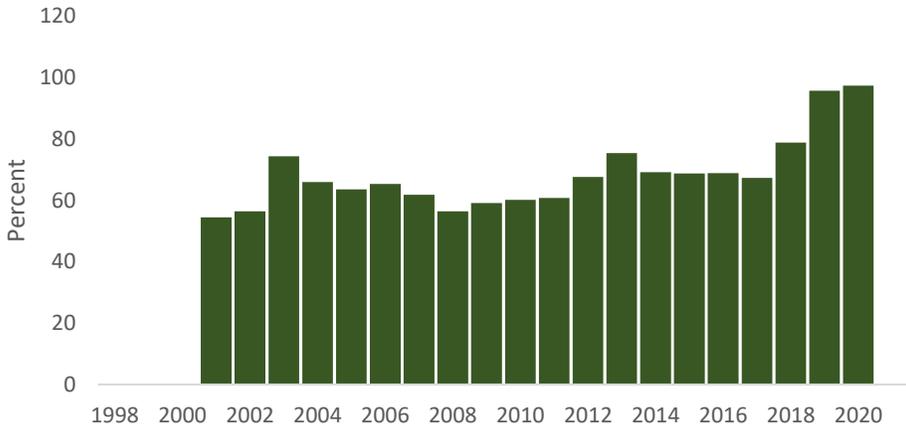


The fire assessment program is recognized as a *fair* and stabilizing funding mechanism for fire-rescue coverage and a reliable approach to revenue diversification. Property owners pay the fee once a year no matter how many times the fire department is called to their home or property for assistance.

**Chart 11(a) / Fire Assessment Fee**



**Chart 11(b) / Fire Assessment Fee as a share of the Fire Budget**



**Table 6 / Fire Assessment Rate History: 1998 to Current**

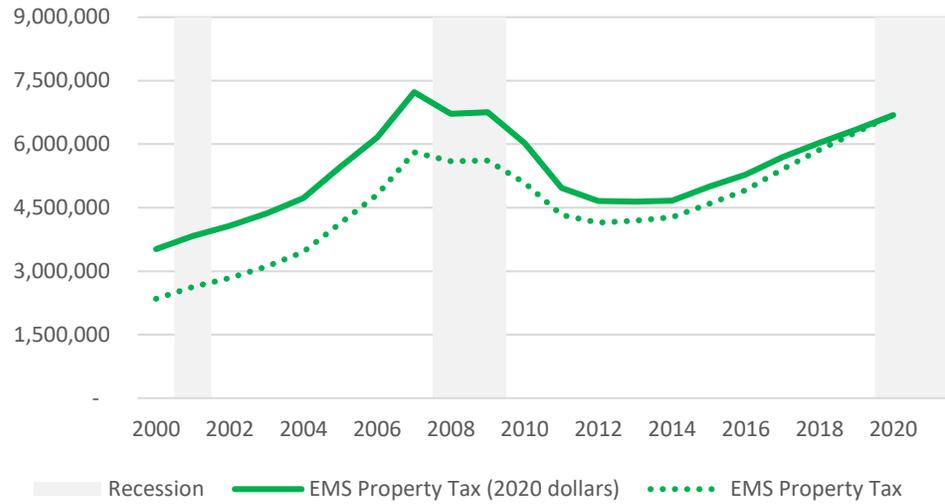
FY	Current Dollars				2020 Dollars			
	Residential Rate	Commercial	Industrial /Warehouse	Institutional	Residential Rate	Commercial	Industrial /Warehouse	Institutional
1998	52				82			
1999	52				80			
2000	52				78			
2001	61				89			
2002	61				87			
2003	75	0.19	0.07	0.21	105	0.25	0.13	0.29
2004	75	0.19	0.07	0.21	102	0.25	0.12	0.26
2005	75	0.19	0.07	0.21	99	0.21	0.10	0.24
2006	75	0.19	0.07	0.21	96	0.21	0.11	0.25
2007	75	0.19	0.07	0.21	93	0.21	0.10	0.24
2008	75	0.19	0.07	0.21	90	0.22	0.09	0.23
2009	75	0.19	0.07	0.21	90	0.22	0.09	0.23
2010	111	0.21	0.09	0.25	131	0.24	0.11	0.26
2011	111	0.21	0.09	0.25	127	0.24	0.11	0.27
2012	111	0.21	0.09	0.25	125	0.23	0.12	0.30
2013	122	0.23	0.10	0.27	135	0.25	0.13	0.32
2014	134	0.19	0.10	0.22	146	0.21	0.12	0.25
2015	134	0.19	0.10	0.22	146	0.20	0.12	0.24
2016	134	0.19	0.10	0.22	144	0.20	0.12	0.24
2017	134	0.19	0.10	0.22	141	0.20	0.11	0.24
2018	163	0.23	0.12	0.27	167	0.24	0.13	0.29
2019	210	0.30	0.16	0.37	212	0.30	0.16	0.37
2020	220	0.31	0.16	0.38	220	0.31	0.16	0.38
2021	220	0.31	0.16	0.38	220	0.31	0.16	0.38
2022	220	0.31	0.16	0.38	220	0.31	0.16	0.38

**Notes** - The City of Pompano Beach Fire Assessment program history goes back to 1996 when the City turned to an outside firm - Government Services Group, Inc. (GSG) and the law firm of Nabors, Giblin & Nickerson, P.A. (NGN) - to study and subsequently help implement a non-ad valorem fire-rescue assessment option to provide a reliable new revenue stream to support fire-service operations, which include fire prevention and suppression, hazmat response, fire safety education, as well as emergency disaster preparedness and response.

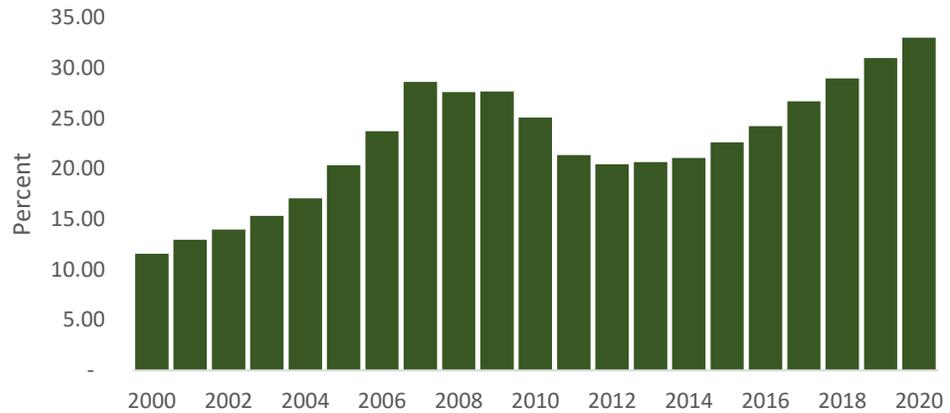
1. No change in the assessment fee since 2019.
2. Since 1998 the program has been updated four times while the rates have been raised eight times.
3. From 1998-2003, Non-Residential rates were set based on a square-foot range system.
4. Since 2004 actual square footage of each unit has been used to calculate Non-Residential rates.
5. Rates for Non-Residential properties (i.e., Commercial, Industrial/Warehouse, and Institutional) are based on the first 150,000 square feet per building.

The EMS Property Tax is a dedicated revenue source that was established in 1975 via a referendum to fund EMS functions in Pompano Beach. Receipts totaled \$6,690,829 in 2020

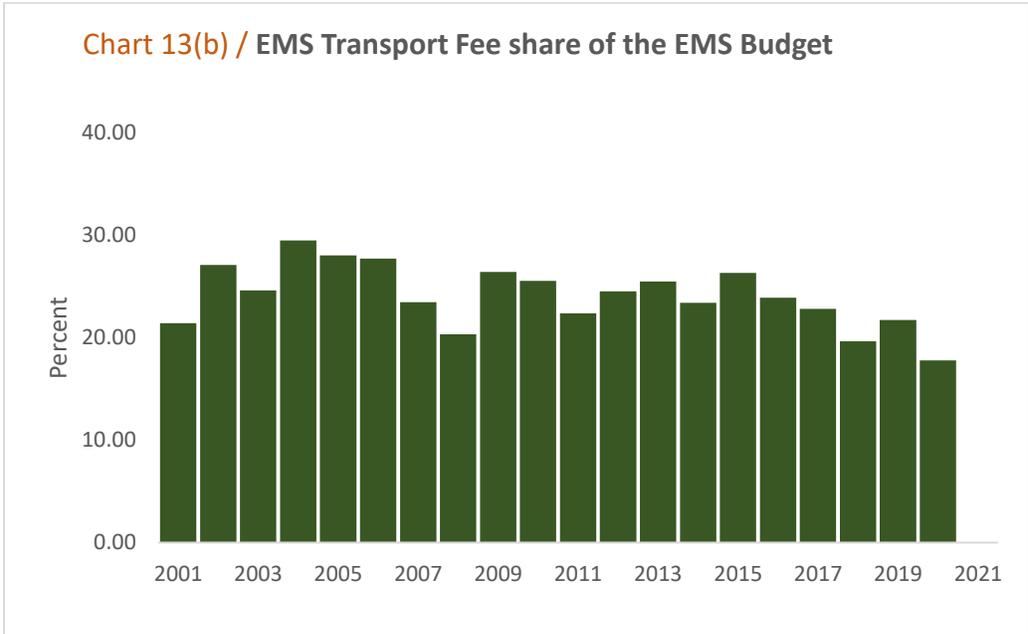
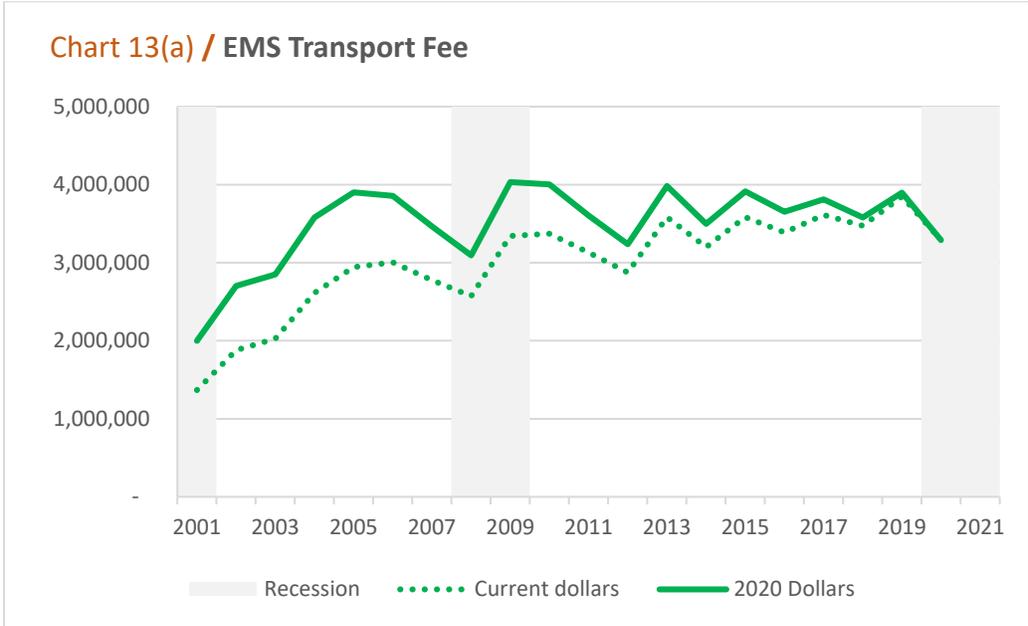
**Chart 12(a) / EMS Property Tax**



**Chart 12(b) / EMS Property Tax as a share of the EMS Budget**



EMS Transport Fee averages \$3.5 million annually. Forces beyond the fire department control limit growth capacity.



**Table 7(a) / Fire Revenue Detail Table**

	Actual					Adopted	Preliminary
	2016	2017	2018	2019	2020	2021	2022
<b>FEES, LICENCES &amp; PERMITS</b>							
325 17-00 Spec Assessment Fire Fee	12,621,450	12,730,371	15,654,144	20,522,501	20,799,227	22,419,361	22,419,361
325 18-00 Tax Discount Fire Fee	-446,570	-451,432	-560,619	-727,605	-83,196	-1,120,968	-1,120,968
325 20-00 Delinq Spec Assess Fee	341,324	310,817	329,289	484,209	562,959	65,000	65,000
325 21-00 Tax Penalties Fee	20,322	18,813	19,431	26,919	27,458	18,000	18,000
329 20-00 Fire Construction Plan Rev	47,100	49,053	88,383	48,850	32,757	20,000	20,000
329 25-00 Sea Ranch Fire Const. Plan Rev	150	0	0	150	0	-	-
329 40-00 Fire User Permits	73,455	73,355	20,770	1,795	1,610	10,000	10,000
Total	12,657,231	12,730,977	15,551,398	20,356,820	21,340,814	21,411,393	21,411,393
<b>CHARGES FOR SERVICES</b>							
342 20-00 Fire Annual Inspection	554,518	493,969	715,792	608,359	343,890	500,000	500,000
Total	554,518	493,969	715,792	608,359	343,890	500,000	500,000
<b>FINES &amp; FORFEITURES</b>							
354 50-00 False Alarms	107,343	76,969	83,060	89,239	56,640	91,000	91,000
Total	107,343	76,969	83,060	89,239	56,640	91,000	91,000
<b>MISCELLANEOUS REVENUES</b>							
363 15-00 Special Assessment Interim Fee	80,441	98,884	232,796	234,299	141,985.97	150,000	150,000
363 19-00 Interest on Delinq Special Assess. Fee	9,120	36,954	-6,211	5,007	6,857.09	3,000	3,000
367 20-00 Fire Construction Plan Rev	273,617	268,106	449,566	476,696	380,120.07	350,000	350,000
367 30-00 Hydrant Flow Test	8,100	7,950	7,350	12,450	6,900	6,000	6,000
367 40-00 Fire User Permits	4,500	3,825	2,100	600	600	5,000	5,000
369 08-00 Fire Incentive Pay	84,244	87,921	99,788	99,409	92,372.42	80,000	80,000
Total	460,022	503,640	785,389	828,461	628,836	594,000	594,000
<b>INTERGOVERNMENTAL REVENUE</b>							
338.60-00 Village of Sea ranch Lakes	93,960	98,658	103,589	108,250	111,704	113,663	111,663
Total	93,960	98,658	103,589	108,250	111,704	113,663	111,663
	<b>13,748,034</b>	<b>13,873,074</b>	<b>13,904,213</b>	<b>17,239,228</b>	<b>21,991,129</b>	<b>22,481,885</b>	<b>22,596,393</b>

**Table 7(b) / EMS Revenue Detail Table**

	Actual					Adopted	Preliminary
	2016	2017	2018	2019	2020	2021	2022
<b>TAXES</b>							
311.30-00 Property Tax EMS	4,911,199	5,409,714	5,870,756	6,266,777	6,570,666	7,135,872	7,543,293
311.40-00 Tax Discount EMS	-148,785	-192,010	-210,198	-223,807	-235,045	-249,756	-264,015
311.60-00 Delinq Property Tax EMS	128,756	120,184	121,079	143,335	165,184	83,000	83,000
311.80-00 Tax Penalty EMS	11,838	15,446	13,961	13,060	20,905	10,000	10,000
Total	4,903,008	5,353,334	5,795,597	6,199,365	6,521,711	6,979,116	7,372,278
<b>CHARGES FOR SERVICES</b>							
342.45-00 EMS Transport	3,387,506	3,610,666	3,474,395	3,848,604	3,290,336	3,500,000	3,500,000
Total	3,387,506	3,610,666	3,474,395	3,848,604	3,290,336	3,500,000	3,500,000
<b>INTERGOVERNMENTAL REVENUE</b>							
338.60-00 Village of Sea ranch Lakes	93,960	98,658	103,589	108,250	111,704	113,664	113,664
331.20-96 Medicaid Managed Care	-	-	-	-	-	752,945	1,012,707
331.20-97 AFG Grant 2018 SCBA Units	-	-	-	-	54,318	-	-
331.49-00 PEMT Supplement	-	137,952	276,624	355,733	407,281	370,000	370,000
Total	93,960	236,610	380,213	463,983	573,304	1,236,609	1,496,371
<b>MISCELLANEOUS REVENUES</b>							
361.10-00 Interest Earnings	45,680	49,117	53,553	99,691	129,527	46,957	46,957
361.11-00 Int. Earnings Net Inc	310	-5,565	-3,211	27,140	22,829	22,829	0
361.35-00 Interest Realized Gain (Loss)	-6,842	-12,820	-37,167	-47,461	15,005	1,800	1,800
361.50-00 Interest Earnings Tax Collection	2,652	6,408	8,462	5,799	3,592	-	-
366.26-00 EMS Donations – Child Seat	10	-	-	-	-	-	-
369.92-00 Other Revenues	1,895	-	600	-	-	-	-
Total	43,705	37,140	22,237	85,170	170,953	71,586	48,757
<b>OTHER SOURCES</b>							
381.10-01 General fund	5,107,425	6,497,084	7,438,012	8,040,018	8,089,991	7,549,901	7,390,938
392.10-00 Budgetary Fund Balance	-	-	-	-	-	852,448	650,000
Total	5,107,425	6,497,084	7,438,012	8,040,018	8,089,991	8,402,349	8,080,007
	<b>13,535,603</b>	<b>15,734,834</b>	<b>17,110,454</b>	<b>18,637,141</b>	<b>18,646,293</b>	<b>20,189,660</b>	<b>20,458,344</b>

## SERVICE COST

As a public agency, the fire department's success cannot be based on profit or its capacity to raise private capital from shareholders. Our success hinges on the organization's *production function* (i.e. output) and the extent to which value is created for the \$45 million service cost.

In addition to supporting an infrastructure that responds to emergency incidents round the clock, the fire department work contributes directly to the creation of **social capital** - the amount of trust, harmony, civic participation that a community has gluing it together. Good governance, healthy neighborhoods, safe public spaces, improved physical safety, wealth creation capacity, and well-being are all elements of the City Vision to make Pompano Beach a city of great places with greater opportunities.

Chart 14(a) / Budget History

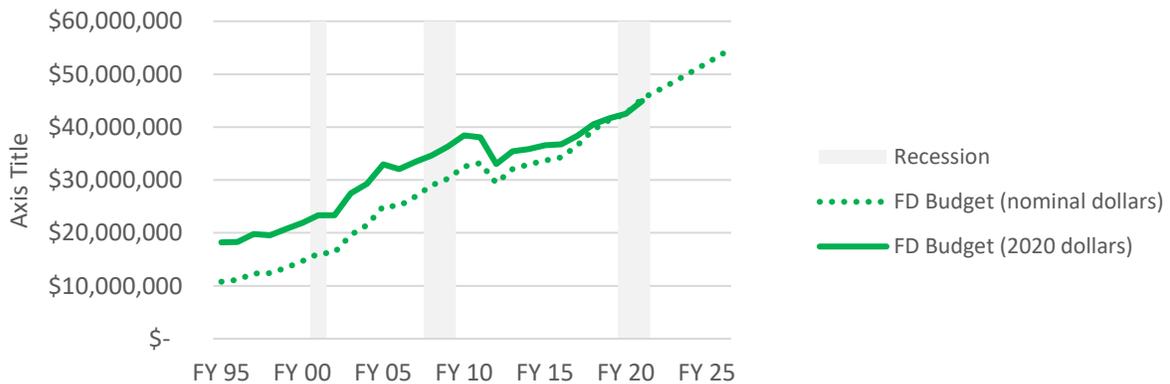
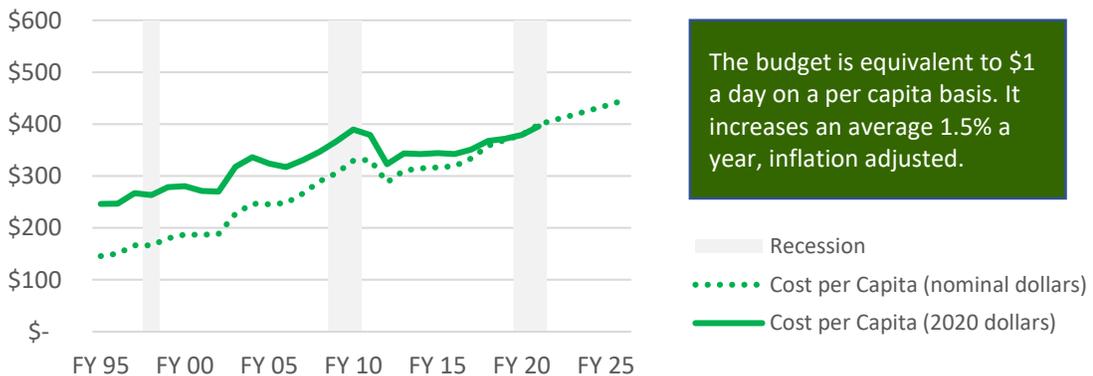


Chart 14(b) / Cost per capita



The budget is equivalent to \$1 a day on a per capita basis. It increases an average 1.5% a year, inflation adjusted.



SECTION III

**Planning for a Post-Pandemic Environment**

## SURVEY

Several weeks prior to the planning sessions, a survey was sent to all department employees (full- and part-time) to obtain feedback on issues ranging from communication and leadership to workplace conditions and resource level. The fifteen questions that were sent took approximately three minutes to answer. Of the 245 surveys that were distributed, ninety-eight were returned, generating a response rate of 40%. The results and findings are summarized below.

### STRENGTHS

- 66% of [survey respondents](#) indicated that “management attitude toward diversity and inclusion” was superior or above average.
- 20 years of steady capacity-building while maintaining [\\$1/day per capita service cost](#).

### WEAKNESSES/ THREATS/ LIMITATIONS

- [63% of the respondents](#) indicated that the conditions of the department facilities were either “average” or “below average.”
- [55% of the respondents](#) rated the quality of support staff to be either average or below average.
- The City is [99% built out](#) and is undergoing redevelopment that is more urban than suburban.
- Officer development program rated average by 72% of survey respondents.
- By 2026 Pompano population is projected to increase by [15,000](#)

### POINTS FOR CONSIDERATION

- Democratic control of Congress and the Executive Branch offers more flexible grant funding opportunities for first responders.
- Further expand outreach strategy through the Commiunity Emergency Resonse Team (CERT).

<b>Table 8 / Survey Summary Results</b>		Superior	Above average	Average	Below average	Very poor
1.	Clarity of fire department goals	16%	40%	35%	5%	4%
2.	Clarity of fire department strategic direction	22%	37%	26%	11%	4%
3.	General condition of facilities is	8%	28%	41%	18%	5%
4.	Quality of frontline fire-rescue personnel	22%	37%	26%	11%	4%
5.	Quality of beach-safety operations	16%	38%	37%	5%	4%
6.	Quality of support staff	11%	33%	36%	13%	7%
7.	Quality of fire department management team	14%	35%	38%	7%	6%
8.	Our officer development program is	9%	19%	33%	29%	10%
9.	Management attitude toward diversity and inclusion is	29%	39%	19%	6%	7%
10.	Condition of frontline engines and rescue vehicles is	19%	40%	31%	6%	4%
11.	Condition of safety equipment is	24%	46%	20%	6%	4%
12.	The fire department recruiting strategy is	7%	15%	44%	18%	16%
13.	Clarity of policies and procedures	17%	37%	30%	12%	4%
14.	My supervisor’s competency level is	39%	33%	19%	5%	4%
15.	Management attitude toward employee safety is	30%	35%	19%	10%	6%

## Box 1.

### How Others Shaped the Plan

We couldn't develop a plan based solely on the perception of ninety-eight respondents. For more wide-ranging views, we relied on two other committees that were assigned the responsibility to reach out to others in the City and other stakeholders. The Context Committee was charged to examine the following six questions during their deliberation.

1. *What external trends might have important implications for the department's future?*
2. *Other than adding resources, what can PBFR do to stave off threats posed by such changes/trends?*
3. *What opportunities could the department take advantage of in the next 2 to 5 years?*
4. *How might city resident's preferences evolve in the near future?*
5. *Will the local tax base be strong enough to withstand Fire Department growth?*
6. *Are there any new industry standards or community norms that might negatively impact the Fire Department?*

The Stakeholders Committee was responsible to conduct round-table type discussions with representatives from within and outside of the organization whose work and jurisdictions influence Pompano Beach Fire Rescue; e.g., Local 1549/FD Employees, City Officials, city residents, the local business community, partner-agencies, local hospital representatives, and others.

1. *List three assumptions that are currently held in the fire service that will likely be proven wrong in the near future? Please explain.*
2. *Discuss two specific areas in which Pompano Beach Fire Rescue needs to improve.*
3. *What happened in the last two years in the City or the Fire Department that was totally unexpected - COVID-19 not included?*
4. *What existing policies, programs, projects or activities should the fire department cancel or suspend? Why?*
5. *What would the fire department look like if you could redesign it from scratch?*
6. *What unique form(s) of value do we add when providing the service?*

The questions were designed to collect data on others' perception on how we operate and service outlook. The participants represented a diversity of knowledge, culture, skills, and interests. They shared opinions on City growth trends, the implications of the pandemic, and the role of first responders in the crisis.

## In their own words

### **OPPORTUNITIES (Discuss two specific areas in which Pompano Beach Fire Rescue needs to improve)**

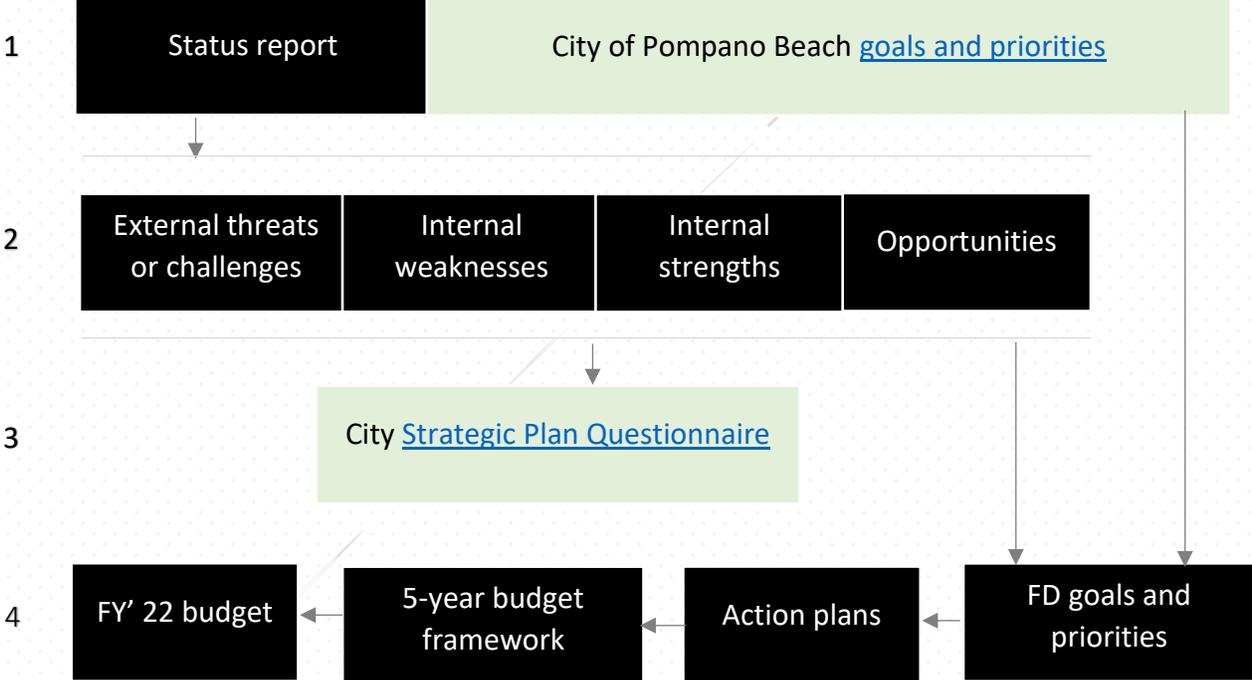
- *Improve all fire station visibility to citizens, message boards with PSA, seasonal messages, and community events near the station*
- *Collaborate with city management staff to seek funding for pedestrian friendly infrastructure to reduce vehicles on roadways and future innovations*
- *Look for ways to promote the department and share stories about its accomplishments. Maximize public events and educational opportunities showcasing Fire/Rescue, especially targeted to vulnerable communities that depend on the service.*

### **OPPORTUNITIES (What would the fire department look like if we could redesign it from scratch?)**

- *Put emphasis on what we do the most which is EMS. Have more rescues on the road. Mentoring through all ranks seems to be something that would be imperative to ensure the long-lasting growth within.*
- *Different levels of response apparatus based on nature of calls*
- *Fully integrated [organization] with all aspects of public safety and public health. The silos that exist between Fire/Rescue, law enforcement, hospitals, and the health department would be removed. I think the ideal EMS service would have access to full-time social workers that could help coordinate services for vulnerable residents. Too often Fire and LEO are called on to solve social issues that are outside of their skill set and ability to find a long-term solution.*

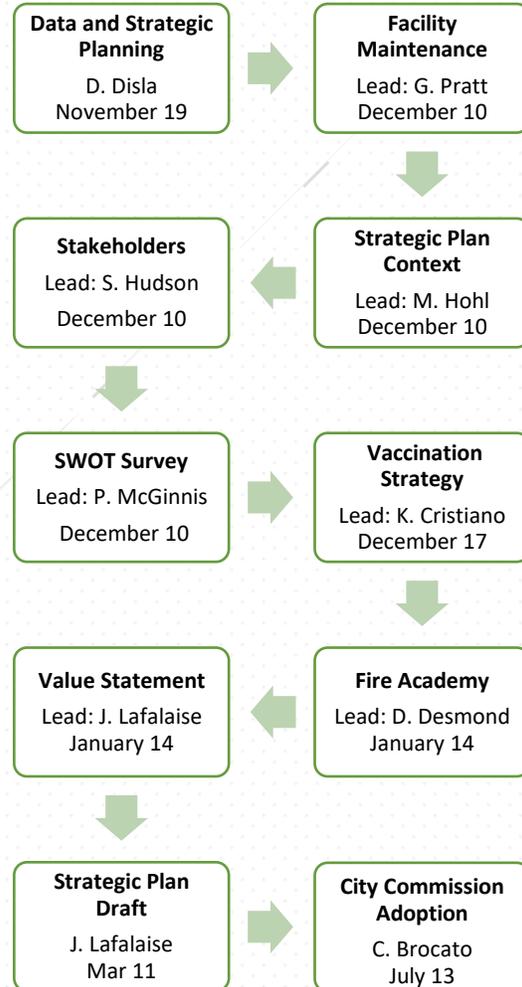
# PLANNING PROCESS

FY 2022-26 STRATEGIC PLAN PARTICIPANTS



## Presentations

Ed Beecher, Human Resource Director  
 Chad Brocato, Fire Chief  
 Erjeta Diamanti, Budget Manager  
 Kimberly Spill-Cristiano, Emergency Manager  
 Denise Disla, Data Analyst  
 Donald Desmond, Training Commander  
 Frank Galgano, Assistant Fire Chief  
 Greg Harrison, Pompano Beach City Manager  
 Steve Hudson, Assistant Fire Chief  
 Michael Hohl, Assistant Fire Chief  
 Jean-Rony Lafalaise, Admin. Servs. Manager  
 Steven Mair, Logistics Analyst  
 Pete McGinnis, Fire Marshal  
 George Pratt, Logistics Manager  
 Kadem Ramirez, Budget Analyst  
 Ernesto Reyes, Strategic Manager  
 Suzette Sibble, Assistant City Manager



## PERCEIVED CHALLENGES

THE FIRE DEPARTMENT MUST CONFRONT SIX CHALLENGES AS IT TRANSITIONS TO THE POST-PANDEMIC ENVIRONMENT

1. This time is different
2. Limited training classroom space
3. Training tower limitations
4. Category-5 hurricane
5. Non-transport patients
6. Data integration

Past + Current + Future

### Challenges

Population growth	Population density	Population density
Response time	Response time	Response time
Fire-safety billing system	Training classroom space	Post-pandemic environment
Fire integration and EMS	Training Infrastructure	Training classroom
Planning	Data/Digital infrastructure	Cat-5 hurricane
Customer satisfaction	Cat-5 hurricane	Training infrastructure
	Non-integrated data system	Non-transport patient needs

## THIS TIME IS DIFFERENT

When staff met in January 2020 at Fire Station 11 to update the strategic plan the world was a different place. In a few weeks, a novel coronavirus was about to change how and where the Fire Department support staff work. The virus was going to cause us to alter our behavior at home and to change the way we interact with co-workers and customers. Never in the history of the world has so much changed so quickly. Government authorities decided to stop economic engines in order to save humanity from the virus which has brought hardship, despair, and disruption to nearly every aspect of our lives. But the surprisingly rapid recovery that followed the collapse has vanished for an uncomfortably significant portion of the population, leaving the US with the so-called [k-shaped rather than a v-shaped recovery](#). A year later, as conditions improve, the pandemic continues to weigh on businesses, schools, workers, children in low-income families, and places of worship. As the nature of our post-pandemic environment changes, staff wonders if this time is different:

1. How much lasting damage has been done to the local economy and the next generation of workers since lockdown?
2. Will Fire Department staff currently working remotely ever move back to the office full time? And how does working remotely affect employee productivity?<sup>28</sup>
3. For our employees, work and home lives have been complicated. While a significant number of them will come out of this experience better human beings (because of it), some could experience post-traumatic stress disorder. What challenge will that pose?
4. Will COVID-19 further increase the bargaining power of top Fire Department suppliers?
5. Call volume edged down 1.8% in FY 2020, from 247 to a rate of 243 calls per 1000-population.<sup>29</sup> This is equivalent to an average of 75 incidents per day or a total of 27,235 incidents. More than half (56.2%) of the calls were transported to the hospital. Will call volume continue to drop or revert back to its mean?

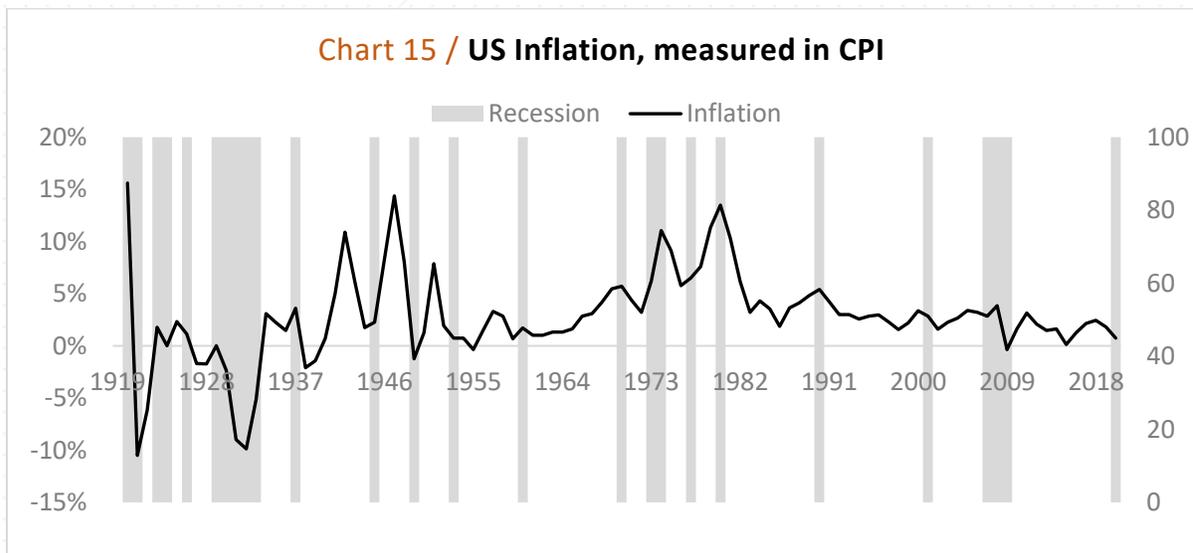
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<sup>28</sup> This matter is examined in [this working paper](#): Why Working from Home will Stick. The study was based on 15,000 survey responses from working age Americans between May and October 2020.

<sup>29</sup> Based on [US Census population estimate](#) for Pompano Beach: 112,118

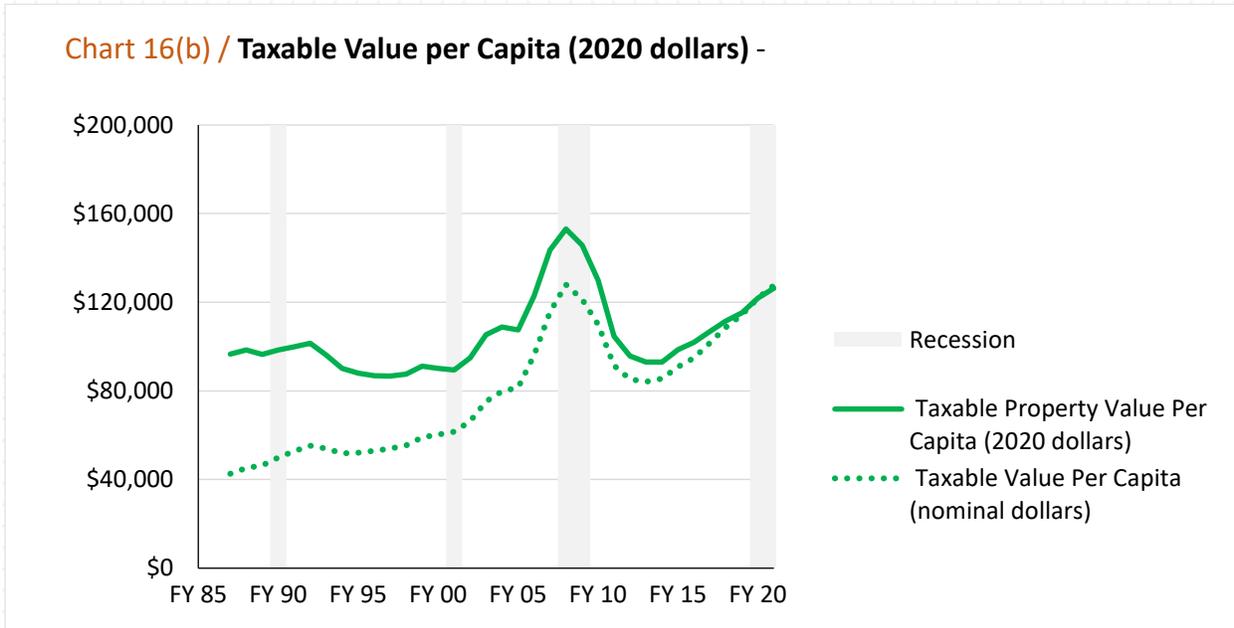
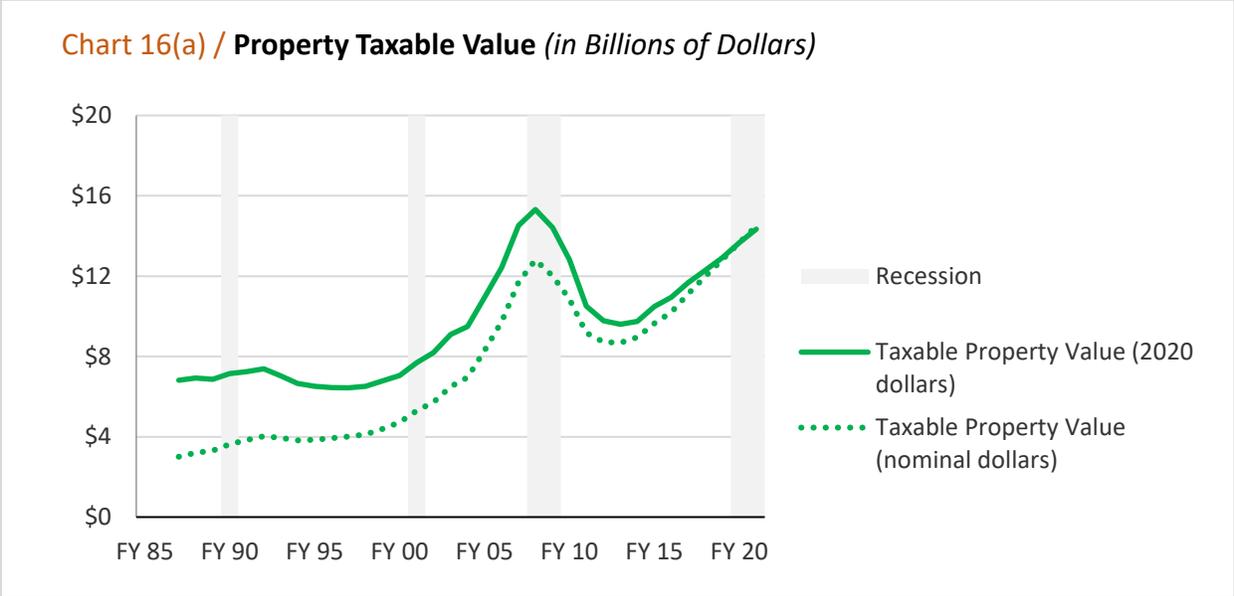
6. Telehealth will most likely never switch back to a pre-pandemic scenario. How will it transform the emergency response industry, operationally and financially?
7. Racial disparities in income and other outcomes (e.g. education) are among the most visible and persistent features of American society. How do we ensure a Fire Department workforce that truly reflects the collective make-up of Pompano Beach?
8. The exceptional speed, complexity and depth of the recession, combined with a collapse in oil prices, triggered a decline in already historic low inflation in 2020. The percent change in all the major price indices (e.g., CPI) has been anchored below 5 percent since the early 1980s. In recent years inflation has been running persistently below 2 percent. Although inflation normally stabilizes following a recession (see graph), the situation may be a little different this time around.

The continuing costs (*externalities*) of operating during COVID and the likelihood of a post-pandemic spending surge might all combine to put upward pressure on prices, particularly in sectors with inelastic short-term supply. What does that mean to the City? Inflation fear creates uncertainty in revenue collection and expenditure forecasts. When the cost of living increases more rapidly than normal, pressure is put on wages to keep up with inflation.<sup>30</sup>



<sup>30</sup> The rise in [global money supply](#) supported by the Federal Reserve’s commitment to help save the economy cannot be overlooked. The Federal Reserve Chairman, [Jerome Powell](#), has reiterated the board strategy for fighting the recession many times. Saving the economy is *their* priority this time, fighting inflation is not.

9. Though the City has recovered from the Great Recession, assessed taxable value on a per capita inflation-adjusted basis is still below its 2009 peak. Will the 2020 pandemic recession be a repeat of the Great Recession in its length and depth? How will funding be affected?<sup>31</sup>



<sup>31</sup> [Going back to 1857](#), twenty-one of the last thirty-four recessions lasted a year or more.

Making decisions with incomplete information in an irregular or unprecedented time in history is our underlying challenge. How do we perform an analysis on the above issues from both a national and regional perspective and competently assess their implications for the City? This time is different.

## Challenge # 2

### LIMITED TRAINING CLASSROOM SPACE

The Fire Department Training Division currently has one classroom that holds only 45 students. Given the recent growth of the department, and future plans to start a Fire Academy, a larger classroom will be necessary. This current classroom also limits us from promoting and hosting large scale training. If the facility was able to host these types of training opportunities, other departments would be able to attend. Unfortunately, without a larger classroom, any chance of the city generating potential revenue is diminished.

## Challenge # 3

### TRAINING TOWER LIMITATIONS

Although Pompano Beach Fire Rescue is fortunate to have a training tower, it is very limited in its uses. Unfortunately, the square footage on each floor is inadequate and hinders the ability to provide crews with real life training scenarios. Furthermore, Pompano Beach Fire Rescue is in the planning phases of forming an accredited fire academy. Based on the required dimensions that are set for state compliance, our tower falls short in every aspect. For example, within Florida Firefighters Standards and Training, section 69A-37.060, Certification as an Approved Firefighter Recruit Training Facility it states that each floor has to be at least 400 net square feet (exclusive of hallways, stairways, balconies or vestibule areas). Our current tower has each floor measuring at 100 square feet. Under the same section it states that all floors with window openings with sill height at least 42 inches above the top finished floor. The tower windows measure at 37 inches from the floor to the sill. It also calls for an exterior stairway of metal or masonry construction extending from first floor level and connecting all of the floors above the first floor. The tower is seven stories to the roof and does not have this requirement in place. Finally, under the same section of requirements, the state requires at the roof level that the entire perimeter of the roof shall be provided with a guard-rail or parapet wall or a combination parapet wall and guard rail and not less than 42 inches high measured vertically to the top of the wall or rail from the finished roof surface. Although the tower has a parapet, it only measures 37 inches from

the ground to the top of the parapet. With these extreme discrepancies between our existing tower and the state requirements, it is evident that it is not feasible or fiscally responsible to make the necessary changes to the current structure.

#### Challenge # 4

### LOGISTICS IN THE AFTERMATH OF A CATEGORY 5 HURRICANE

The current logistics facility was built in 1990 and was therefore not subject to the revamped Florida building codes that were adopted in response to the destruction caused by the Category 5 <sup>32</sup> Hurricane Andrew in 1992. As a result of Hurricane Andrew, more than 250,000 people were left homeless and 82,000 businesses were destroyed or damaged.<sup>33</sup> The new building codes that were implemented following the storm included new standards for roofing, thorough inspection processes and required that products used in construction meet approved hurricane standards. These changes began to be applied in homes built after 1994 and were tested in hurricanes Charley, Ivan, Frances and Jeanne, all of which came ashore in Florida in 2004. In 2005, University of Florida researchers studied the differences in damage between older and newer homes, comparing 200 randomly selected homes that were in the path of the highest wind zones generated by the hurricanes. The study concluded that homes built under the 2002 Florida Building Code sustained less damage on average than homes built between 1994 and 2001 under the Standard Building Code. Homes built before 1994 also fared worse than those built after that year.<sup>34</sup> It is reasonable to assume there would be significant structural damage to the Logistics Facility if it was impacted by a Category 5 Hurricane since it was constructed under less stringent building codes in 1990. The damage would make the current Logistics Facility no longer a viable site. An effective action plan needs to be in place to respond to such a scenario; preventing the interruption of logistics operations and the flow of required EMS Supplies and Equipment to fire rescue personnel.

#### Challenge # 5

### NON-TRANSPORT PATIENT NEEDS

During the past 3 years EMS has experienced an average of 823 patients per year who call EMS more than 5 times a year. The frequent users of the 911 system are in various stages of medical need or health, seek 911 transport

<sup>32</sup> Category 5 Hurricanes have wind speeds of 157 mph or greater. [National Weather Service](#)

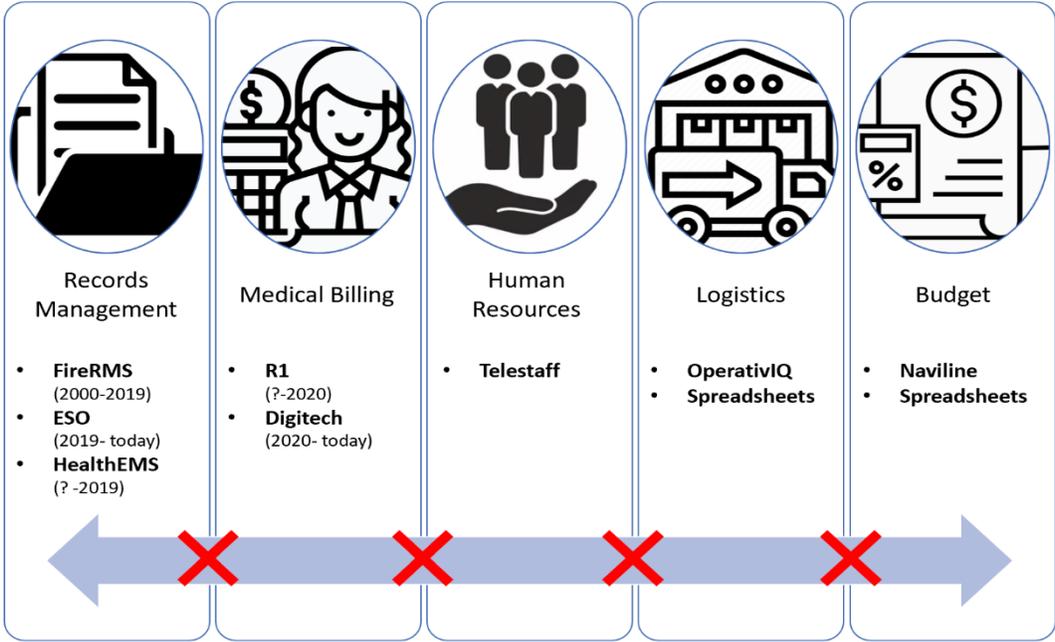
<sup>33</sup> The damage caused by Hurricane Andrew was examined in an article by the [National Park Service](#)

<sup>34</sup> The effect of Hurricane Andrew on the revamped Florida Building Codes is discussed in the [Insurance Journal](#) on May 18, 2007.

to care for long term illness, do not benefit from transport and rapid hospital discharge. EMS has developed an unfunded community referral program whereby EMS attempts voluntary program placement for residents specific to their needs.

Challenge # 6

**DATA INTEGRATION**



The Fire Department has data across various unintegrated silos and systems, making it challenging to perform data analysis, from the basics to the more advanced machine learning. This situation can lead to decisions being made without complete information.

Integrating data sources cannot be done unilaterally. It’s a task that depends on collaboration across the City and between the Fire Department and outside agencies/vendors. This reliance on other vendors introduces two vulnerabilities to establishing a strong data infrastructure: we are limited not only by our own shortcomings/handicaps, but also those of the vendor.

We have begun to integrate our previous records management system data (FireRMS) with our current records management system data (ESO) with the goal of reaching a real-time view of performance. Moving forward, we will consult with our vendors to find a safe way to have reliable access to data across departments and vendors, and integrate across silos.

## GOALS AND ACTION PLAN

Our two-decade long planning tradition is another indicator of our determination to prioritize a responsible to-do list based on anticipated needs. As the City continues to move forward with its revitalization program, projected to add millions of square feet of new construction to the local tax roll, we intend to take full advantage of organizational capital to leverage the department's capacity to respond competently, adapt and recover from difficulties, internal crises, and emergencies that will come our way. To help accomplish this, we have identified eleven goals worth pursuing in the next few years, prioritizing revenue and cost optimization, capacity building, hiring and personnel development.

- ❖ Ensure funds availability and sound management of fire department budget
- ❖ Improve time-based performance for emergency responses
- ❖ Maintain international fire accredited agency status
- ❖ Preserve the ISO Class 1 rating
- ❖ Foster the professional development of officers
- ❖ Improve City resiliency to respond and recover from disasters
- ❖ Improve facility and equipment maintenance
- ❖ Enforce fire safety codes
- ❖ Ensure that all sworn personnel complete all required training to maintain competency
- ❖ Become a fully credentialed fire academy agency by FY 2022
- ❖ Maintain ambulance accreditation (CAAS)

## ADMINISTRATION

### Goal 1.1. Ensure funds availability and sound management of Fire Department budget

Outcome/Performance Indicator 1.1a	Cost per capita			
Target 1.1a	3% operating budget rate of increase			
Outcome/Performance Indicator 1.1b	General Fund (as a % of the Fire Department Operating Budget)			
Target 1.1b(i)	By 2023, Increase Fire Assessment to 95% as a % of the Fire budget			
Target 1.1b(ii)	By 2023, increase Fire Inspection fee by 60% [Baseline: FY 2020]			
Target 1.1b(iii)	By 2023, Increase Transport fee by 20% [Baseline: FY 2020]			
Outcome/Performance Indicator 1.1c	Overtime (as a % of the department operating budget)			
Target 1.1c	By 2023, reduce overtime to less than 5% of operating budget			
Action	Lead	Funds	Due Date	Status
1.1a. Add one driver, one fire captain, and one fire inspector position.	J. Lafalaise	\$433,000	FY 2022	
1.1b. Update Fire Department plan and align with the City Plan	J. Lafalaise	None	March	<span style="color: green; font-weight: bold;">3</span>
1.1c. Prepare 5-Year Fire Department Operating Budget	J. Lafalaise	None	February	<span style="color: green; font-weight: bold;">3</span>
<p>Project Status</p> <ul style="list-style-type: none"> <li><span style="color: blue; font-weight: bold;">4</span> <b>SKY BLUE</b> <i>if the project has been fully implemented or the milestone is met.</i></li> <li><span style="color: green; font-weight: bold;">3</span> <b>GREEN</b> <i>if the action plan is on track to be achieved according to schedule or target date.</i></li> <li><span style="color: orange; font-weight: bold;">2</span> <b>ORANGE</b> <i>if no evidence of any progress forward by choice or due to factors beyond our control.</i></li> <li><span style="color: black; font-weight: bold;">1</span> <b>BLACK</b> <i>if the task has been delayed, put on hold or will be achieved through a different strategy.</i></li> <li><span style="color: red; font-weight: bold;">0</span> <b>RED</b> <i>if the project has been cancelled or removed from the plan.</i></li> </ul>				

## City Strategic Plan / GOAL 5: QUALITY AND AFFORDABLE CITY SERVICES

Management in Progress 2021 – 2022	<i><u>DUE</u></i>
5.3.39 Fire Prevention Fees: Update <sup>35</sup>	4/21
5.3.46 Fire Identification of Eligible Project for Potential Grant Funding <sup>36</sup>	10/21
5.3.48 Fire Department Strategic Plan: Update <sup>37</sup>	3/21
5.3.49 Fire CARES Act Initiatives – Phase 3: Attainment <sup>38</sup>	4/21
5.3.51 New EMS Billing Partner and Link EMS Billing to City Accounts Receivable Onboard: Completion <sup>39</sup>	3/21
5.4.54 Fire Frozen Positions: Direction <sup>40</sup>	10/21

<sup>35</sup> City Strategic Plan - Action Agenda, [Page 49](#)

<sup>36</sup> City Strategic Plan - Action Agenda, [Page 49](#)

<sup>37</sup> City Strategic Plan - Action Agenda, [Page 49](#)

<sup>38</sup> City Strategic Plan - Action Agenda, [Page 49](#)

<sup>39</sup> City Strategic Plan - Action Agenda, [Page 49](#)

<sup>40</sup> City Strategic Plan - Action Agenda, [Page 50](#)

## OPERATIONS

### Goal 2.1. Improve time-based performance for emergency responses

Outcome/Performance Indicator 2.1a	Calls per 1000-persons
Outcome/Performance Indicator 2.1b	Response time
Target 2.1b(i)	Call processing time at or below sixty (60) seconds, ≥ 90%
Target 2.1b(ii)	Turnout time at or below ninety (90) seconds, ≥ 90%
Target 2.1b(iii)	Travel time at or below 5 minutes 30 seconds. (5:30), ≥ 90%

Action	Lead	Funds	Due Date	Status
2.1a. Add seventh station	S. Hudson	GO Bond	9/2021	3
2.1b. Implement closest-unit response program	S. Hudson	None	1/2021	3
2.1c. Install new fire alerting systems for every fire station	M. Hohl	Budgeted	4/2020	4
2.1d. Analysis of regional dispatch system	S. Hudson	TBD	11/2021	
2.1e. Identify intersections for future traffic pre-emption device	S. Hudson	None	9/2021	

#### Project Status

- 4 **SKY BLUE** *if the project has been fully implemented or the milestone is met.*
- 3 **GREEN** *if the action plan is on track to be achieved according to schedule or target date.*
- 2 **ORANGE** *if no evidence of any progress forward by choice or due to factors beyond our control.*
- 1 **BLACK** *if the task been delayed put on hold or will be achieved through a different strategy.*
- 0 **RED** *if the project has been cancelled or removed from the plan.*

# City Strategic Plan / GOAL 1: Preferred Place to Live

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<b>ACTION: 9-1-1 Dispatch Services: Local Delivered Dispatch/</b>		<b>PRIORITY</b>
<b>1.1.9 Regional Delivered Dispatch</b>		<i>Mgmt - Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Services</li> <li>• Service Level</li> <li>• Current Performance</li> <li>• Best Practices</li> <li>• Options</li> <li>• Facilities</li> <li>• Equipment</li> <li>• Partners</li> <li>• Cost</li> <li>• Funding Mechanism</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete analysis including current services/services level, options, facilities/equipment, costs and funding mechanisms</li> <li>2. Finalize a Report</li> <li>3. City Manager Review</li> </ol>	<p>11/21</p> <p>12/21</p> <p>1/22</p>
<p>Responsibility: City Manager's Office/Fire Rescue/Broward Sheriff's Office</p>		

## OPERATIONS

**Goal 2.2.** Maintain international fire accredited agency status to ensure effective and efficient emergency services delivery through validated accreditation model

Outcome/Performance Indicator 2.2a	Fire Department staff work collaboratively to preserve its status as an internationally accredited agency through CFAI
Target 2.2a	Hold Fire Accreditation Committee meetings quarterly

Action	Lead	Funds	Due Date	Status
2.2a. Conduct an annual community hazards and risk Assessment	P. McGinnis	None	Annually	3
2.2b. Update the Community Risk and Standards of Cover document for compliance	S. Hudson	None	Annually	3
2.2c. Prepare compliance report	S. Hudson	None	Annually	3
2.2d. Perform program appraisals that are documented and signed by the Fire Chief	S. Hudson	None	Annually	3

### Project Status

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- 2 **ORANGE** *if no evidence of any progress forward by choice or due to factors beyond our control.*
- 1 **BLACK** *if the task been delayed, put on hold or will be achieved through a different strategy.*
- 0 **RED** *if the project has been cancelled or removed from the plan.*

### City Strategic Plan / GOAL 5: QUALITY AND AFFORDABLE CITY SERVICES

#### Management in Progress 2021 – 2022

- 5.3.41 Fire Rescue Accreditation Annual Compliance Reporting<sup>41</sup>
- 5.3.42 Fire Rescue Re-Accreditation in Three Years: Preparation<sup>42</sup>

DUE  
7/21  
Ongoing

<sup>41</sup> City Strategic Plan - Action Agenda, [Page 49](#)

<sup>42</sup> City Strategic Plan - Action Agenda, [Page 49](#)

## OPERATIONS

**Goal 2.3.** Preserve the ISO Class 1 rating to ensure compliance with ISO standards and to facilitate a measurably effective and efficient fire response model

Outcome/Performance Indicator 2.3a	Fire Department staff work collaboratively to preserve its status as an ISO Class 1 rated agency
Target 2.3a	Hold quarterly meetings to review needs and plan for future issues

Action	Lead	Funds	Due Date	Status
2.3a. Review the PPC rating criteria	S. Hudson	None	Annually	3
2.3b. Review the scoring for each section in the existing rating structure to identify areas of opportunity	S. Hudson	None	Annually	3
2.3c. Prepare an action plan for any rating areas that have changed or otherwise may change prior to the next rating cycle	S. Hudson	None	Annually	3
2.3d. Report on progress for any action items to the FD executive staff to ensure ongoing communications prior to the next rating cycle	S. Hudson	None	Annually	3

### Project Status

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- 3 **GREEN** *if the action plan is on track to be achieved according to schedule or target date.*
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- 1 **BLACK** *if the task been delayed, put on hold or will be achieved through a different strategy.*
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## City Strategic Plan / GOAL 5: QUALITY AND AFFORDABLE CITY SERVICES

Management in Progress 2021 – 2022

5.4.47 Fire Rescue ISO Rating 1 Maintaining: Staffing, Training, Apparatus, Equipment, Prevention, Communications and Water Supply<sup>43</sup>

DUE

6/22

<sup>43</sup> City Strategic Plan - Action Agenda, [Page 49](#)

## OPERATIONS

### Goal 2.4. Foster the professional development of officers through application and designation of Chief Fire Officer through CPSE/CFAI

Outcome/Performance Indicator 2.4a	Command staff awarded the Chief Fire Officer (CFO) designation
Target 2.4a	All command staff to complete application to earn credentials under the Center for Public Safety Excellence (CPSE) programs by year 2021

Action	Lead	Funds	Due Date	Status
2.4a. Department staff work to facilitate the credentialing process for multiple levels of personnel	S. Hudson	n/a	Ongoing	3
2.4b. Foster the development of fire credentialed personnel in senior staff	S. Hudson	\$1,500	Ongoing	3

#### Project Status

- 4 **SKY BLUE** *if the project has been fully implemented or the milestone is met.*
- 3 **GREEN** *if the action plan is on track to be achieved according to schedule or target date.*
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## OPERATIONS

### Goal 2.5 Improve City resiliency to respond and recover from the impacts of a natural or man-made disaster

Outcome/Performance Indicator 2.5a	National Incident Management System (NIMS) federal compliance
Target 2.5a(i)	90% EOC personnel are NIMS compliant
Target 2.5a(ii)	90% EOC personnel have met City training and exercise requirements

Action	Lead	Funds	Due Date	Status
2.5a. Update Comprehensive Emergency Operations Plan	K. Cristiano	–	July 2020	4
2.5b. Provide instruction for departmental plan requirements including roles and responsibilities utilizing a template	K. Cristiano	–	March 2020	4
2.5c. Develop Emergency Management training strategy	K. Cristiano	–	Dec 2019	4
2.5d. Properly equip new Fire Adm./Emergency Operations Center	K. Cristiano	\$150,000	Sep 2024	3
2.5e. Update and standardize the Continuity of Operations Plan (COOP)	K. Cristiano	–	Dec 2021	3
2.5f. Enhance CERT team training (vehicle and train-the-trainer)	K. Cristiano	–	Oct 2020	4
2.5g. Establish metrics by which to measure training compliance citywide.	K. Cristiano	–	Oct 2020	4
2.5h. Train 25 residents	K. Cristiano	–	Annually	2

#### Project Status

- 4 **SKY BLUE** *if the project has been fully implemented or the milestone is met.*
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- 0 **RED** *if the project has been cancelled or removed from the plan.*

City Strategic Plan / GOAL 5: Quality and Affordable Services<sup>44</sup>

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ACTION 5.3.2	COVID-19 Response Plan: Short Term and Long Term	PRIORITY <i>Mgmt – Top</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Testing</li> <li>• Vaccinations</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. COVID-19 Testing Sites</li> <li>2. Vaccination POD</li> <li>3. Prepare After Action Report</li> <li>4. Vulnerable Populations Vaccination Register</li> <li>5. Capture dollars</li> </ol>	<p><u>Time</u></p> <p>Ongoing TBD TBD 2/21 Ongoing</p>
<p>Responsibility: Fire Rescue</p>		

<sup>44</sup> City Strategic Plan - Action Agenda, [Page 44](#)

## LOGISTICS

### Goal 3.1 Improve facility and equipment maintenance by reducing downtime and minimizing repair cost

Outcome /Performance Indicator 3.1a	Facility and equipment in-house repair requests			
Target 3.1a	All minor maintenance projects completed within 30 days			
Outcome /Performance Indicator 3.1a	Par requests accurately processed by logistics staff			
Target 3.1a	All par requests 100% processed/completed			
Action	Lead	Funds	Fiscal year	Status
3.1a. Develop scenario planning document	J. Lafalaise	-	Oct 2021	3
3.1b. Inventory all mechanical and support equipment at each station/facility.	M. Callahan	-	May 2021	3
3.1c. Identify all items required to be tracked via RFID	M. Callahan	-	June 2021	3
3.1d. Identify hardware and software needs for equipment tracking	S. Mair	-	Aug 2021	3
3.1e. Compare various tracking systems in the industry	G. Pratt	-	Dec 2021	2
3.1f. Develop budget justification for RFID	J. Lafalaise	-	Feb 2022	2
3.1g. Implement RFID inventory tracking system for fire equipment	G. Pratt	\$42,000	Oct 2022	2
3.1h. Reclassify part-time General Trades Mechanic position to full-time	G. Pratt	\$70,000	Oct2024	1

#### Project Status

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City Strategic Plan / GOAL 1: PREFERRED PLACE TO LIVE

Management in Progress 2021 – 2022		<u>DUE</u>
1.1.39	Ocean Rescue Management and Operations Study: Completion <sup>45</sup>	10/21
1.1.40	Fire Rescue Facilities Security through CPTED Improvements: Implementation <sup>46</sup>	12/22
1.1.74	Ocean Rescue Building (G.O. Bond): Construction <sup>47</sup>	2/22
5.1.40	Develop RFID Inventory Tracking System for Fire Equipment <sup>48</sup>	3/22
5.1.43	Fire Inventory Tracking System for Supplies, Narcotics and Equipment: Development <sup>49</sup>	9/21
5.6.120	Ocean Rescue Headquarters Building: Design and Construction <sup>50</sup>	4/22
5.6.122	Fire Stations: Construction <sup>51</sup>	
	a. Fire Station 114: Construction	12/21
	b. Fire Station 61: Construction	11/21
	c. Fire Station 52: Construction	12/22
5.6.123	Fire Administration/EOC Building: Construction <sup>52</sup>	12/22
5.6.124	Public/Fire Safety Complex (G.O. Bond)/Fire Station 63 <sup>53</sup>	
	a. Design	12/21
	b. Construction	12/23

<sup>45</sup> City Strategic Plan - Action Agenda, [Page 29](#)

<sup>46</sup> City Strategic Plan - Action Agenda, [Page 29](#)

<sup>47</sup> City Strategic Plan - Action Agenda, [Page 30](#)

<sup>48</sup> City Strategic Plan - Action Agenda, [Page 49](#)

<sup>49</sup> City Strategic Plan - Action Agenda, [Page 49](#)

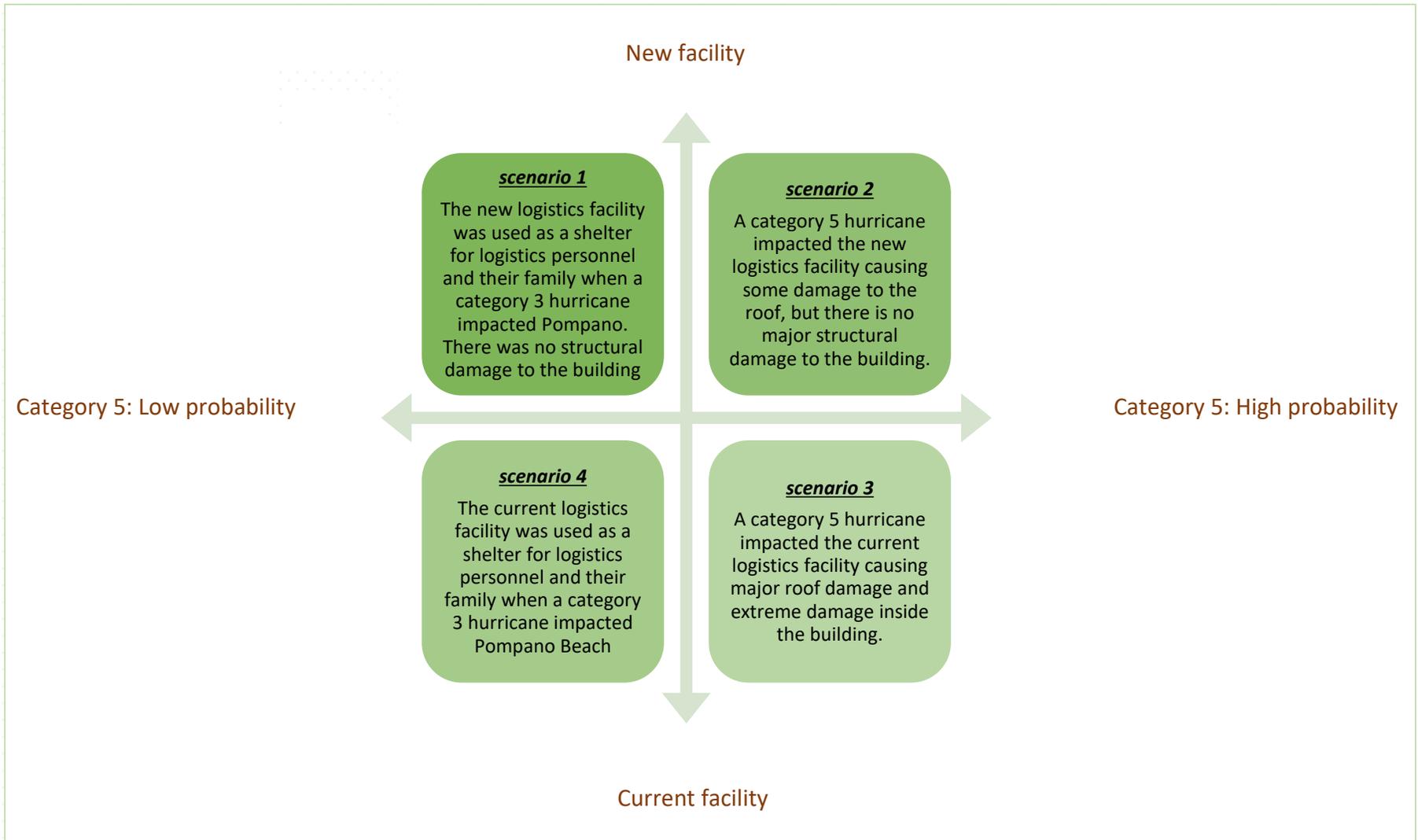
<sup>50</sup> City Strategic Plan - Action Agenda, [Page 53](#)

<sup>51</sup> City Strategic Plan - Action Agenda, [Page 53](#)

<sup>52</sup> City Strategic Plan - Action Agenda, [Page 53](#)

<sup>53</sup> City Strategic Plan - Action Agenda, [Page 53](#)

Chart 17 / Category-5 hurricane: logistics scenario plan

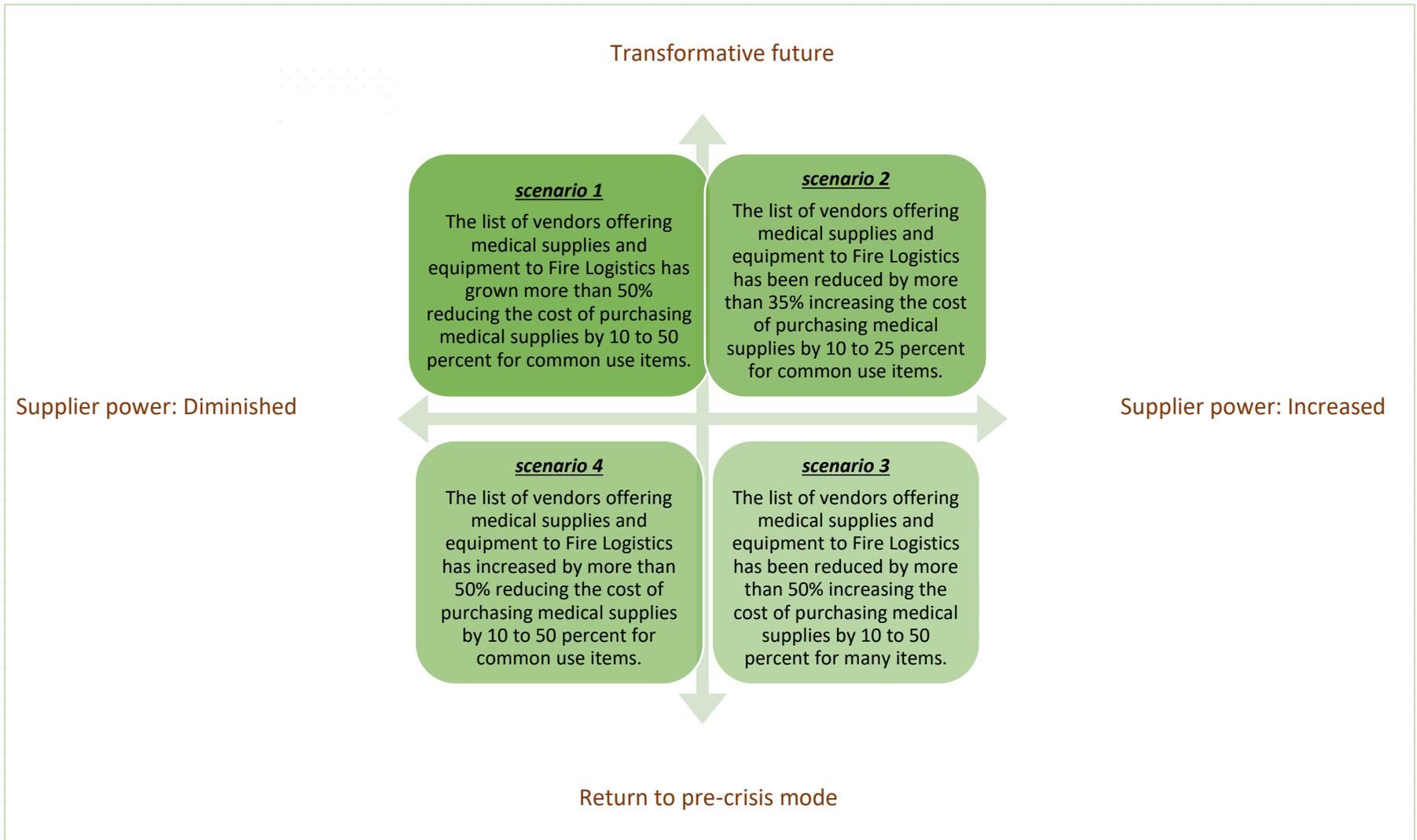


**Table 9 / Hurricane response under four different scenarios**

	Implications	Options/Actions/Strategies
<b>Scenario 1</b>		
<p>The new logistics facility was used as a shelter for logistics personnel and their family when a category 3 hurricane impacted Pompano Beach. There was no structural damage to the building.</p>	<p>The new logistics facility proved to be a viable site to shelter from category 3 hurricanes.</p>	<p>Preparations were made prior to the arrival of the hurricane.</p> <ol style="list-style-type: none"> <li>1. Enough food and water on hand to sustain assigned building occupants for up to 4 days.</li> <li>2. Ensure phones and radios are charged.</li> <li>3. Vehicles are fueled and placed in the new complex parking garage.</li> <li>4. The generator and transfer switch have been serviced and inspected.</li> <li>5. EMS carts prepared for shelters</li> </ol>
<b>Scenario 2</b>		
<p>A category 5 hurricane impacted the new logistics facility causing some damage to the roof, but there is no major structural damage to the building.</p>	<p>The facility was able to withstand a category 5 hurricane without incurring any major structural damage.</p>	<p>The damage to the building is assessed.</p> <ol style="list-style-type: none"> <li>1. Photos were taken of the damages sustained to the building and grounds.</li> <li>2. Damage assessment report was sent to the EOC and Building Services.</li> <li>3. Work orders were submitted for all necessary repairs.</li> </ol>
<b>Scenario 3</b>		
<p>A category 5 hurricane impacted the current logistics facility causing major roof damage and extreme damage inside the building.</p>	<p>The facility proved to not be able to withstand a category 5 hurricane without sustaining major structural damage.</p>	<p>The damage to the facility and fire rescue supplies is assessed and a plan is put into place to prevent any interruption in the flow of ems supplies to fire rescue personnel.</p> <ol style="list-style-type: none"> <li>1. Photos were taken of the damages sustained to the building and grounds.</li> <li>2. Damage assessment report was sent to the EOC and Building Services.</li> <li>3. The cleanup of debris inside and outside the logistics building was started.</li> <li>4. EMS supplies were covered with tarps to protect them from water damage.</li> <li>5. Storage containers with lights and climate control were rented and placed behind the building.</li> <li>6. The logistics vans were each stocked with unit EMS PAR and Station Supplies.</li> <li>7. The condition of the ems supplies, bunker gear, and equipment were assessed and those in good condition were moved to the storage containers.</li> <li>8. Unusable supplies were removed from the facility.</li> </ol>

		9. A suitable city owned/leased property was found to relocate logistics operations.
		10. A moving company was hired to relocate the logistics operations.
<b>Scenario 4</b>		
The current logistics facility was used as a shelter for logistics personnel and their family when a category 3 hurricane impacted Pompano Beach.	The current logistics facility proved to be a viable site to shelter from category 3 hurricanes.	Preparations were made prior to the arrival of the hurricane.
		1. Enough food and water were on hand to sustain 12 individuals for up to 5 days.
		2. Phones and radios were charged.
		3. Vehicles were topped off with fuel and placed in the parking garage.
		4. The generator and transfer switch were inspected.
		5. All shutters were secured as required.

Chart 18 / Supplier-power impact: Logistics scenario plan



**Table 10 / Logistics operations under four scenarios associated with supplier power**

	<b>Implications</b>	<b>Options/Actions/Strategies</b>
<b>Scenario 1</b>		
The list of vendors offering medical supplies and equipment to Fire Logistics has grown more than 50% reducing the cost of purchasing medical supplies by 10 to 50 percent for common use items.	Vendors are being forced to offer lower pricing	Logistics will purchase items in larger quantities. (Downside: expiration dates, commodity change)
	Logistics may be in the position to demand higher quality of supplies and services.	Identify all of the major firms with regular dealers in the medical industry.
	Logistics can readily be able to easily switch vendors based upon lower prices.	
<b>Scenario 2</b>		
The list of vendors offering medical supplies and equipment to Fire Logistics has been reduced by more than 35% increasing the cost of purchasing medical supplies by 10 to 25% for common use items.	Vendors will be increasing the price of common use items by 10 to 25 percent.	logistics will be forced to utilizing multiple vendor to meet requirements and must evaluate every item being ordered to ensure we are getting the best pricing.
		Logistics will be purchasing smaller quantities of common use items
		Identify all of the major firms with regular dealers in the medical industry
<b>Scenario 3</b>		
The list of vendors offering medical supplies and equipment to Fire Logistics has been reduced by more than 50% increasing the cost of purchasing medical supplies by 10 to 50 percent for many items.	Vendors are increasing the cost of common used items resulting in the need for budget adjustments to sustain the current level operations.	Logistics will purchase items in smaller quantities
		Identify all of the major firms that regular dealers in the medical industry.
		Seek out coop-type purchasing opportunities
		Piggyback others' contracts
		Consider similar products under other brands
<b>Scenario 4</b>		
The list of vendors offering medical supplies and equipment to Fire Logistics has increased by more than 50% reducing the cost of purchasing medical supplies by 10 to 50 percent for common use items.	Vendors will be increasing the price of common use items by 10 to 25 percent.	Logistics will purchase items in larger quantities.
		Identify all of the major firms with regular dealers in the medical industry

## PREVENTION

### Goal 4.1. Enforce Fire Safety codes

Outcome/Performance Indicator 4.1a	Dollar loss per capita			
Outcome/Performance Indicator 4.1b	Fire deaths per 100,000 population			
Outcome/Performance Indicator 4.1c	Fire code violations			
Target 4.1c(i)	Conduct 5,500 fire safety inspections in FY 2022			
Target 4.1c(ii)	Perform 150 pre-incident planning surveys in FY 2022			
Outcome/Performance Indicator 4.1d	Fire inspectors' competency attainment			
Target 4.1d(i)	ISO specific training (26 hours annually)			
Target 4.1d(ii)	Fire Investigation Trends (Minimum 5 hours)			
Target 4.1d(iii)	Conference FIABC and/or FFMIA (minimum 8 hours)			
Action	Lead	Funds	Due Date	Status
4.1a. Hire one fire inspector position	P. McGinnis	\$164,000	10/2021	2
4.1b. Hire frozen life safety educator position	P. McGinnis	\$73,000	10/2021	2
4.1c. Update high-risk analysis to lower high-risk incidents throughout Pompano Beach	P. McGinnis	\$0.00	10/2021	3
4.1d. Complete fire prevention study to determine fee schedule and resource needs	P. McGinnis	\$6,300	4/2021	3
4.1e. Create pre-incident planning calendar	P. McGinnis	\$0.00	7/2022	3
4.1f. Develop orientation program for newly created life-safety educator	P. McGinnis	\$0.00	9/2021	3
4.1g. Learn new software and provide appropriate documents to assure we maintain and monitor data	P. McGinnis	\$0.00	6/2021	3

#### Project Status

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- 0 **RED** *if the project has been cancelled or removed from the plan.*

City Strategic Plan / GOAL 5: QUALITY AND AFFORDABLE SERVICES

Management in Progress 2021 – 2022

5.3.50 Fire Department Website Redesign: Completion<sup>54</sup>

5.2.56 Fire Electronic Field Inspection to Platform ESO<sup>55</sup>

DUE

7/21

9/21

City Strategic Plan / GOAL 6: BUILDING CONFIDENCE IN CITY GOVERNMENT

Management in Progress 2021 – 2022

6.2.7 Fire Public Outreach and Engagement through Life Safety Educator Improvements: Completion<sup>56</sup>

DUE

10/21

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<sup>54</sup> City Strategic Plan - Action Agenda, [Page 49](#)

<sup>55</sup> City Strategic Plan - Action Agenda, [Page 50](#)

<sup>56</sup> City Strategic Plan - Action Agenda, [Page 57](#)

## TRAINING

### Goal 5.1. Ensure that all sworn personnel complete all required training to maintain competency

Outcome/Performance Indicator 5.1a	Fire training hours per ISO standards			
Target 5.1a(i)	12 hours of Officer Training per year per officer <sup>57</sup>			
Target 5.1a(ii)	12 hours of Driver Engineer Training/year per Driver <sup>58</sup>			
Target 5.1a(iii)	240 hours of Development Training per new firefighter <sup>59</sup>			
Target 5.1a(iv)	80 hours of EMS Training per new firefighter			
Target 5.1a(v)	192 hours of Company Fire Training per year for all combat personnel <sup>60</sup>			
Target 5.1a(vi)	8 hours of Haz-Mat Training per year for all combat personnel <sup>61</sup>			
Outcome/Performance Indicator 5.1b	EMS Training hours			
Target 5.1b(i)	24 hours of online EMS CEUs per employee <sup>62</sup>			
Target 5.1b(ii)	16 Hours of hands-on training			
Actions	Lead	Funds	Due Date	Status
Detailed reports will be accessed to monitor progress.	D. Desmond	_	Ongoing	3
<p>Project Status</p> <ul style="list-style-type: none"> <li><span style="color: blue; font-weight: bold;">4</span> <b>SKY BLUE</b> <i>if the project has been fully implemented or the milestone is met.</i></li> <li><span style="color: green; font-weight: bold;">3</span> <b>GREEN</b> <i>if the action plan is on track to be achieved according to schedule or target date.</i></li> <li><span style="color: orange; font-weight: bold;">2</span> <b>ORANGE</b> <i>if no evidence of any progress forward by choice or due to factors beyond our control.</i></li> <li><span style="color: black; font-weight: bold;">1</span> <b>BLACK</b> <i>if the task been delayed, put on hold or will be achieved through a different strategy.</i></li> <li><span style="color: red; font-weight: bold;">0</span> <b>RED</b> <i>if the project has been cancelled or removed from the plan.</i></li> </ul>				

<sup>57</sup> Fire Officer Training is assigned through Target Solutions however, individual training on shift is also required. Any shift training is recorded into Target Solutions and progress will be monitored through reports.

<sup>58</sup> Driver Engineer Training is assigned through Target Solutions; however, individual training on shift is also required. Any shift training is recorded into Target Solutions and progress will be monitored through reports.

<sup>59</sup> New firefighters are initially assigned to Training for 8 weeks. This training is broken down to 80 hours of EMS and 240 hours of basic fire skills. These hours are logged through Target Solutions and will be monitored through reports.

<sup>60</sup> Firefighters are required to perform 192 hours of Company Training. This is done on the shift level under the supervision of the company officer. Once training is performed, officers are responsible to log the hours into Target Solutions and record the specific training that was performed. Reports will be accessed to ensure that these hours are completed prior to the end of the year.

<sup>61</sup> 8 hours of Haz-Mat are required for all combat personnel annually. HAZWOPER module located in Target Solutions has been assigned to all combat personnel to ensure that these hours are met. Additional 2 hours have been assigned to assist in achieving compliance. Finally, off site locations are also utilized to obtain Haz-Mat hours. Detailed reports in Target Solutions are accessed throughout the year to monitor compliance.

<sup>62</sup> EMS providers are required to complete 30 hours of continuing education (inclusive of at least 2 hours of pediatric education) every two years. In addition, paramedic personnel must successfully complete an Advanced Cardiac Life Support (ACLS) course, and Emergency Medical Technician (EMT) personnel must successfully complete a Basic Life Support (BLS) course. Our agency schedules the online courses as 24 continuing education hours in odd years, and 12 continuing education hours in even years in preparation for each recertification cycle.

## City Strategic Plan / GOAL 5: QUALITY AND AFFORDABLE CITY SERVICES

Management in Progress 2021 – 2022

5.4.44 Fire Department-Wide Physical Agility Test: Development<sup>63</sup>

5.4.45 Firefighter Injuries Risk Reduction Initiatives (with Fire Union, Fire Administration and Safety Committee)<sup>64</sup>

DUE

6/21

7/21

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<sup>63</sup> City Strategic Plan - Action Agenda, [Page 49](#)

<sup>64</sup> City Strategic Plan - Action Agenda, [Page 49](#)

## TRAINING

### Goal 5.2 Become a fully credentialed fire academy agency by year 2022

Outcome/Performance Indicator 5.2a	Graduation rate				
Target 5.2a	50% graduation class from Pompano Beach				
Outcome/Performance Indicator 5.2b	Diversity of graduation class				
Target 5.2b	50% minority				
<b>Actions</b>					
	<b>Lead</b>	<b>Funds</b>	<b>Due Date</b>	<b>Status</b>	
Phase I					
• Part-time office assistant	D. Desmond	\$25,000	Oct 2021	3	
• Ground preparation for Conex placement	D. Desmond	\$50,000	April 2021	3	
• Place Conex boxes into pre-designed configuration	D. Desmond	N/A	May 2021	3	
• Build out the boxes to satisfy 69A-37.060 requirements	D. Desmond	\$10,000	Nov 2021		
• Place minimum of 250-gal propane gas tank (fixed structure) on site	D. Desmond	\$10,000	Nov 2021		
• Purchase and place any remaining props needed	D. Desmond	TBD	N/A		
Phase II					
• Contact and schedule a state inspector to come out and certify the training facility	D. Desmond	TBD	N/A		
• Obtain state clearance for each instructor that is planning to teach Minimum Standards classes	D. Desmond	TBD	N/A		
• Submit a curriculum for Minimum Standards to the state for approval	D. Desmond	TBD	N/A		
• Submit any other class curriculum that the academy is looking to provide to the state for approval	D. Desmond	TBD	July 2021		
Phase III					
• Partner with local high schools	D. Desmond	TBD	N/A		
Project Status					
<p> <span style="color: blue;">4</span> <b>SKY BLUE</b> <i>if the project has been fully implemented or the milestone is met.</i>  <span style="color: green;">3</span> <b>GREEN</b> <i>if the action plan is on track to be achieved according to schedule or target date.</i>  <span style="color: orange;">2</span> <b>ORANGE</b> <i>if no evidence of any progress forward by choice or due to factors beyond our control.</i>  <span style="color: black;">1</span> <b>BLACK</b> <i>if the task been delayed, put on hold or will be achieved through a different strategy.</i>  <span style="color: red;">0</span> <b>RED</b> <i>if the project has been cancelled or removed from the plan.</i> </p>					

City Strategic Plan / GOAL 5: QUALITY AND AFFORDABLE CITY SERVICES

Management in Progress 2021 – 2022  
5.6.119 Conex Training Facility: Completion<sup>65</sup>

DUE  
8/21

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<sup>65</sup> City Strategic Plan - Action Agenda, [Page 53](#)

EMS

**Goal 6.1. Achieve and maintain ambulance accreditation (CAAS)**

Outcome/Performance Indicator 6.1a	CAAS accreditation approval				
Target 6.1a	CAAS accreditation accomplished by 2020				
Actions	Lead	Funds	Due Date	Status	
6.1a. Attend CAAS Compliance seminar	F. Galgano	\$500	6/2020	4	
6.1b. Prepare a self-study of Emergency Medical Service (EMS) System	F. Galgano		7/2019	4	
6.1c. Submitted self-study of EMS system	F. Galgano	\$7,500	12/2019	4	
6.1d. Prepare for peer-team site visit ( <i>delayed due to Covid-19</i> )	F. Galgano	\$3,500	3/2020	4	
6.1e. Virtual site visit scheduled for Dec 13-14 2020	F. Galgano	0	12/2020	4	
6.1f. Virtual site visit accomplished, no deficiencies found.	F. Galgano	0	12/2020	4	
6.1g. New Medical Director	F. Galgano	\$1,000	2/2021	4	
6.1h. Inside rescue unit; open shelf enclosures updated to plexiglass windows. ECG monitors bracket installation.	F. Galgano	\$4,800	11/2021	2	
6.1i. EMS equipment/medication list: Bodily Fluid resistant EMS equipment bags	F. Galgano	\$8,800	2/2021	3	
6.1j. Revised protocols (every 3 years)	F. Galgano	0	5/2021	3	
6.1k. Internal monitoring of CAAS documents; Policies, Procedures, Licensure. CAAS Application Renewal due 12/2024.	F. Galgano	0	ongoing	3	
<p>Project Status</p> <ul style="list-style-type: none"> <li><b>4 SKY BLUE</b> <i>if the project has been fully implemented or the milestone is met.</i></li> <li><b>3 GREEN</b> <i>if the action plan is on track to be achieved according to schedule or target date.</i></li> <li><b>2 ORANGE</b> <i>if no evidence of any progress forward by choice or due to factors beyond our control.</i></li> <li><b>1 BLACK</b> <i>if the task been delayed, put on hold or will be achieved through a different strategy.</i></li> <li><b>0 RED</b> <i>if the project has been cancelled or removed from the plan.</i></li> </ul>					

City Strategic Plan / GOAL 5: QUALITY AND AFFORDABLE CITY SERVICES

Management in Progress 2021 – 2022

5.3.52	New Safety Transport and CAAS Accreditation Standards <sup>66</sup>	<u>DUE</u>
5.3.53	EMS Protocols: Update <sup>67</sup>	4/21
5.3.55	CMSD Annual Compliance Report/Managed Care Program Audit <sup>68</sup>	5/21
		2/22

<sup>66</sup> City Strategic Plan - Action Agenda, [Page 50](#)

<sup>67</sup> City Strategic Plan - Action Agenda, [Page 50](#)

<sup>68</sup> City Strategic Plan - Action Agenda, [Page 50](#)



# Appendix

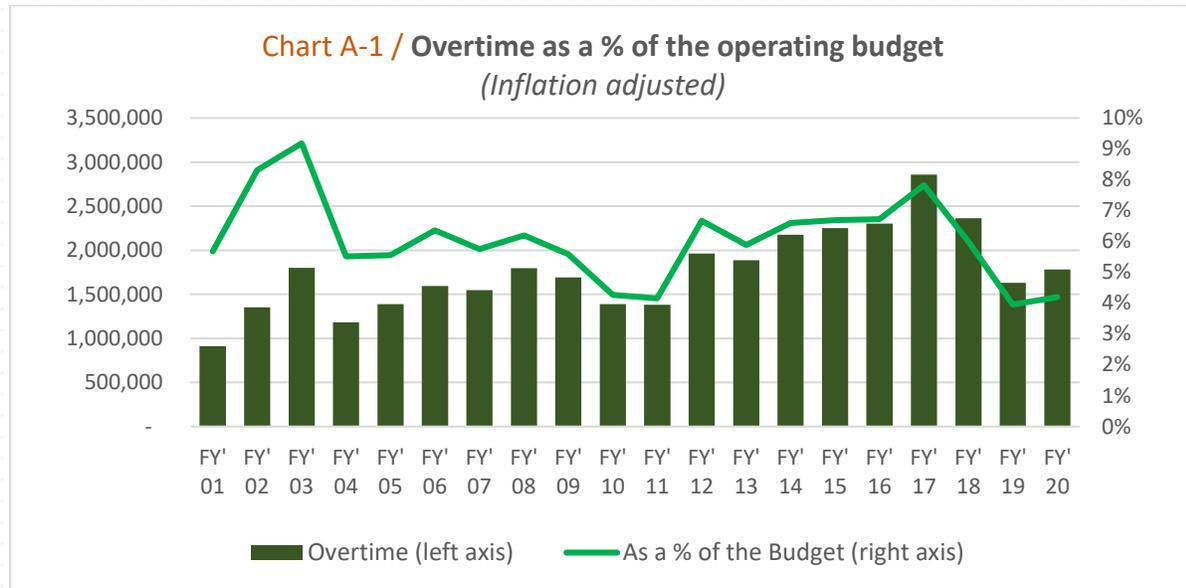
## Appendix A

### FY 2022 Operating Budget

**Table A-1 / Budget Summary by Division (nominal dollars)**

	FY 2019	FY 2020	FY 2021 Adopted	FY 2022 Preliminary	Change	Percent
Fire Administration	1,004,272	1,118,699	1,191,358	1,191,662	304	0.0%
Fire Operations	17,381,991	17,286,535	18,550,390	19,297,974	747,584	4.0%
Fire Logistics	555,245	682,559	579,151	667,549	88,398	15.3%
Ocean Rescue	2,081,583	2,214,800	2,312,281	2,340,993	28,712	1.2%
Fire Prevention	1,829,518	1,859,818	2,070,483	2,170,742	100,259	4.8%
Fire Training	692,588	716,314	807,849	901,422	93,573	11.6%
EMS	17,662,164	18,608,832	19,578,075	20,063,691	485,616	2.5%
MCO Program			286,420	394,653	108,233	37.8%
<b>TOTALS =</b>	<b>41,207,361</b>	<b>42,487,557</b>	<b>45,089,587</b>	<b>46,634,033</b>	<b>1,544,446</b>	<b>3.4%</b>

## ENHANCEMENTS AND NORMAL REPLACEMENTS



**\$281,601** in new funding to add one Fire Captain (Operations) and one Driver Engineer position (EMS). This request concludes the multi-year commitment (1) to strengthen frontline operations in order to control overtime expense<sup>69</sup> and (2) to staff two emergency vehicles for the new fire station under construction in Palm Aire. For the time being, the two units will continue to run out of Fire Station 52 until the completion of the new facility.

### Staffing timeline

- FY 2017: (15) firefighters were hired to staff three full-time positions on Rescue 252. (Formerly Rescue 352, put in service 12 hours a day from 2006 to 2017).
- FY 2019: (1) Battalion Chief (PG 32), (2) Fire Captains (PG 29), (2) Driver engineers (PG 27) were added. One Lifeguard (PG 19) position was also created.
- FY 2020: (1) Battalion Chief, (2) Fire Captains, (2) Drivers and (1) Lifeguard.
- FY 2021: (1) Battalion Chief and (1) Fire Captain.
- FY 2022: (1) Fire Captain and (1) Driver Engineer. Cost includes personal service (\$269,494) and operating expense (\$12,100). (These positions were included in the FY 2021 budget proposal, but postponed due to the pandemic.)

<sup>69</sup> Overtime as a share of the budget has been cut in half in the last three years.

**\$170,150** enhancement in Fire Prevention to add one Fire Inspector position.<sup>70</sup> The initial plan called for the addition of one Fire Inspector (PG 29) position and one Life Safety Educator (PG 23) position in the Fire Prevention Division. The Life Safety Educator was approved in the FY 2020 budget, but frozen due to COVID-19.

	<b>Total</b>
<i>Personal Services Expenses</i>	124,900
<i>Operating Expenses</i>	5,750
<i>Capital Expenses</i>	39,500
<b>Total Cost</b>	<b>170,150</b>

**\$71,500** enhancement in Training to fund all expenses associated with the formation of a new fire academy program in Pompano Beach, including \$25,000 for an administrative staff (P/T); \$46,500 in operating and capital expenses.<sup>71</sup> (Note: An additional \$67,000 in startup costs will be acquired via a budget adjustment, using FY 2021 dollars.)

	<i>Personal Service</i>	<i>Operating Expense</i>	<i>Capital Expense</i>	
<i>Office Assist (P/T)</i>	\$25,000			Recurring
<i>Conex box</i>			\$17,000	One-time
<i>Inspection</i>		\$1,500		One-time
<i>Fabrication</i>			\$25,000	One-time
<i>Other/Tools</i>		\$3,000		One-time

**\$74,500** investment in technology or software across all programs and divisions

001-2205-522.52-25 Software Service in the amount of \$2,700

001-2260-522.52-25 Software Service (ESRI Software for Fire Prevention): \$8,250

001-2210-522.52-25 Software Service in the amount of \$64,500

- \$6,000 Target Solutions (*for training and administrative record-keeping*)
- \$51,000 ESO (*System integrates EMS and fire reporting within a single platform*)
- \$4,000 FireRMS (Zoll)
- \$3,000 Telestaff
- \$500 Stats FD

**\$23,000** enhancement in the Communications account 001-2231-522.43-10 [Price increase]

**\$3,000** enhancement in Other Prof. 140-2231-522.31-60; associated with background check

**\$35,000** enhancement in personal service expense to reclass two positions.

**\$20,000** enhancement in personal service (Logistics) associated with an existing part-time position.

<sup>70</sup> One fire inspector position was added in 2003 due to the annexation of Cresthaven and Pompano Highlands.

<sup>71</sup> Cost of protective gear, background check and instruction service expenses are not included in these estimates.

**\$36,800** enhancement for equipment and facility maintenance

- 140-2210-522.46-40 Maintenance Contracts: \$800 [Hose testing price increase]
- 140-2231-522.46-40 Maintenance Contracts: \$16,000 [Price increase]
- 001-2220-522.46-10 Land Build. Improv; \$20,000 related to Station 114 operations

**Table A-2 / \$2.0 million** increase in normal vehicle/equipment replacement

	<b>\$2,203,798</b>		<b>\$1,971,875</b>
	<b>Current</b>	<b>Equipment</b>	<b>Proposed</b>
<b>Operations</b>	n/a	(1) Quint (fire apparatus)	\$1,150,338
	\$851,315	(1) Engine	n/a
	\$127,375	(1) Battalion vehicle	n/a
	\$40,783	SUV (assigned to Steve Hudson)	n/a
	\$22,950	Extrication equipment	n/a
	\$17,213	Hose lines	\$17,130
	\$20,604	A/V Equipment for the EOC center	\$20,604
<b>Prevention</b>	\$1,951	(1) Laptop	\$1,769
	\$146,883	(2) SUVs	\$72,033
<b>EMS</b>	\$414,448	(1) Rescue truck	\$414,448
	\$80,327	(2) 12-Lead defibrillators	n/a
	\$21,221	Toughbook computers	\$21,869
	\$131,965	(1) Battalion vehicle	\$93,654
	\$7,172	(5) AEDs	\$7,137
	\$40,163	CPR Lucas Devices	\$40,163
<b>Ocean Rescue</b>	\$100,982	(2) UTVs	\$41,624
	\$23,754	(2) ATVs	\$21,649
	\$5,710	Surf ski	\$5,710
	\$12,049	Vessel Exclusion Buoys	\$12,049
	\$1,485	Helmet with radio headset	\$1,485
	\$8,570	Paddleboards	\$8,570
<b>Logistics</b>	\$45,901	(1) SUV (assigned to G. Pratt)	\$41,644
	\$55,082	(1) Cargo van	n/a
	\$1,951	(1) Laptop	n/a
	\$6,000	(1) Whiteboard	n/a
	\$2,525	Treadmill	n/a
	\$8,434	Beds	n/a
	\$2,295	Refrigerators	n/a
<b>Training</b>	\$1,951	(1) Laptop	n/a

**Notes-**

- Rescue vehicle** - For 25 years it has been our policy to extend the use of a rescue ambulance beyond seven years as long as the vehicle is considered safe to operate.
- EOC A/V Equipment** - Existing equipment was acquired through a grant several years ago. Current replacement program is projected to last several years, costing an estimated \$125,000.

## COST-SAVING ACTIONS AND OUTLOOK

Given the degree of uncertainty associated with the economy, we have been asked by the City Manager to submit cost-reduction options to his office. Since the Fire Department budget is primarily comprised of personnel costs, we think it unwise to propose considerations that would reduce the staffing level, if implemented.

We know, placing an engine out of service or reducing staffing levels on rescue vehicles would increase response times, potentially up to 2-3 minutes in some scenarios, particularly during peak hours of the day. Depending on the nature of the calls, the outcome would range from uneventful to being disastrous: A fire doubles in size every minute. Regarding beach safety, part-time employees are utilized twenty-five percent of the time, an approach that has yielded significant savings (overtime, benefits, etc.) over the years while maintaining safe coverage on the protected area of the beach. We have therefore opted to avoid recommending the elimination of positions or layoffs because such actions would adversely affect service outcomes for both fire rescue and beach safety. As an alternative, we are advancing a set of recommendations that will generate additional savings over time, some of which have already been put in motion.

1. Changes have been made to the replacement schedule that will result in **\$498,000** in savings from FY 2022-26, an average of \$100k/year.

Table A-3	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Average
Cost Estimate (Current)	2,203,798	1,033,904	1,821,588	2,563,481	1,808,708	1,886,296
Cost estimate (Revised)	1,971,875	1,242,544	1,746,458	2,077,897	1,894,800	1,786,715
<b>Projected savings</b>	<b>231,923</b>	<b>(208,640)</b>	<b>75,130</b>	<b>485,583</b>	<b>(86,092)</b>	<b>99,581</b>

All fire engines, quints and ladder trucks have been placed on a 7 or 9-year replacement cycle. We may be able to generate **\$300,000 in savings** if we leased the fire trucks, turning-in the vehicle after seven or nine years of service. A 5.0% *nominal discount rate* and a \$50,000 *residual value* at the end of a nine-year cycle would lower cost by \$300k based on a net present value analysis comparing a lease to the purchase of a \$1.1 million vehicle. Under such a scenario the lease payment would be \$120,000/yr. Debt service estimates:

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
	Debt Serv (1) Truck	Debt Serv (1) Truck	Debt Serv (2) Trucks	Debt Serv (3) Trucks	Debt Serv (4) Trucks
<i>Lease</i>	122,145	122,145	275,802	411,226	575,827

*Budget Office suggested cost-saving method: Item 4 (Better CRP Distribution)*

2. The renegotiation of the Digitech contract is projected to yield **\$150,000** in savings due to a reduction in consulting fees for PMT in collection rates.

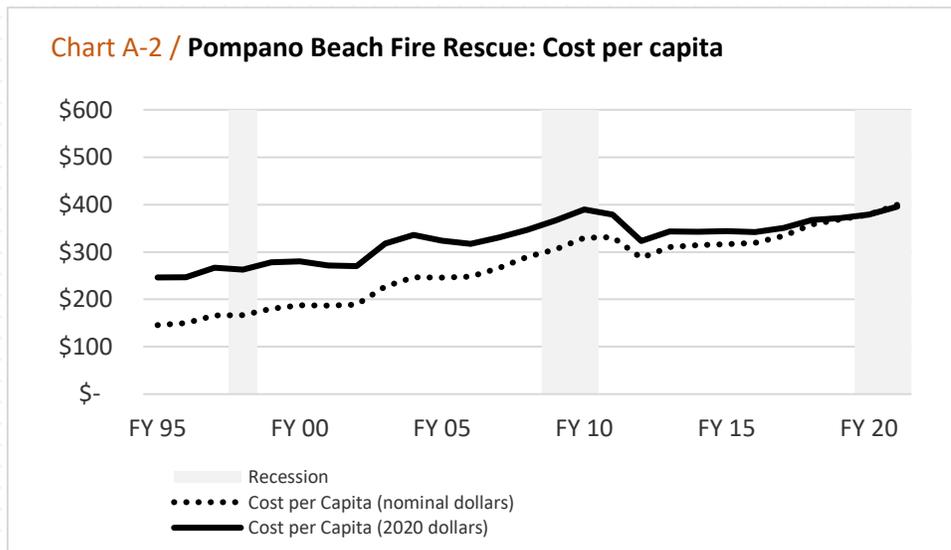
*Budget Office suggested cost-saving method: Item 9 (Best Practice)*

3. Negotiation efforts to renew the logistics facility lease agreement have yielded \$3,750 in saving or a total of **\$7,500** over the next two years. The square-foot price under the recent 3-year agreement was negotiated down to the current agreement, which the City Commission approved on Feb. 23, from \$9.25 to \$8.75.<sup>72</sup>

*Budget Office suggested cost-saving method: Item 9 (Best Practice)*

4. **Cost per capita** - Renewed focus on productivity will help us control cost. The fire service remains today a labor-intensive sector, less productive than capital-intensive sectors like telecommunications or automobile manufacturing. [William Baumol's](#) ground-breaking work on the [cost disease of personal services](#) warned the world about this phenomenon back in the 1960s.<sup>73</sup> The [cost-disease theory](#) is the idea that labor-intensive occupations will experience faster than average cost increases due to the limitations in leveraging technology. In industries that rely on personal interaction (i.e., fire/ems, arts & entertainment), higher costs are not due to distortions or waste, he argued. Their stagnation is due to something more fundamental that can be avoided only with service reduction and/or the introduction of better technology as service consumption increases over time.<sup>74</sup>

Without service reduction or tax subsidy, the cost disease can be offset by investing in cost-saving technology. As long as cost per capita is anchored (see chart) or accounts for a smaller share of income in the city this *disease* is not incurable. The share of income for beach safety and fire rescue is less than one percent in Pompano Beach.



<sup>72</sup> It's worth noting that the review of seven (7) warehouse locations available for lease in Pompano Beach similar in size to Fire Logistics (7,500 SF) revealed \$12.43 to be the average SF price for warehouse space.

<sup>73</sup> William Baumol and w. Bowen, "On the Performing Arts: The Anatomy of Economic Problems. American Economic Review" Vol. 55(1); P 495-502. <https://www.jstor.org/stable/1816292>

<sup>74</sup> Fire and EMS, police, the performing arts, education, and medicine are just a few examples.

As we transition into a post-COVID environment, investing in technology will be a top priority. In 2010 the department launched the greatest infrastructure projects in its history when the City approved plans to invest over \$55.0 million in construction projects for public safety.<sup>75</sup> We have also invested in human capital. 79 positions since 2001. The benefit? Improved emergency response capacity and enhanced beach safety.

Today, investment in technology and our digital infrastructure is crucial to ensuring staff has the tools necessary to improve decisions that will impact service delivery and curb the cost line.

- We will start by incorporating radio-frequency ID (RFID) technology into logistics operations in 2023 to improve supply chain reliability. The Fire Department supply chain will be examined end to end to spot areas where RFID data can increase information quality for better decision making. Having electronic tags that contain product data on all items will minimize waste and improve preparedness. All combat and support level employees will be trained in the skills required to make the most of the technology.

*Budget Office suggested cost-saving method: Item 8 (New Technology)*

5. **Data and Analytics** - Analytics are becoming ubiquitous (both easier to use and more powerful). Despite this advancement, Pompano Beach Fire Rescue is several miles behind. Physical barriers make data inaccessible, because it resides across silos and agencies we interact or do business with. We struggle in our quest to transform into a data-driving mindset. Currently, we 're not able to combine data with analytics in decision making to improve understanding of phenomena that we deal with in a regular basis. This appears to be an industry-wide problem. The Center for Public Safety Excellence has made note of it their recent [21<sup>st</sup> Century Fire and EMS Services](#) paper:

*... the amount of data available to the profession will transform the way the service operates, not only in emergencies, but in all the services provided. Smart cities, smart buildings, medical biometrics, artificial intelligence, predictive analytics, and real-time streaming insights into data are all on the horizon along with many others not yet imagined. Just think of where data use was 30 years ago and where it is today. We can only imagine what it will be like in 30 years. However, if the fire and emergency services hope to harness the true power of data, there has to be a transformation of mindset and culture to leverage data for effective decision making.*

We will continue to invest in training and analytics to develop predictive models that will require a fair amount of past data and the expertise to use it.

*Budget Office suggested cost-saving method: Item 2 (Lean Six Sigma)*

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<sup>75</sup> Three fire stations have been rebuilt. Three more and a public safety complex are scheduled to be built by 2023.

6. **Working from Home** - Allowing the administrative staff to work remotely until the opening of the new EOC/Public Safety Complex (and in some instances beyond its opening for a couple of days a week) will likely produce positive outcomes. Remote work that accounts for the *selection effect* tends to correlate with productivity: the results of an impressive pre-pandemic [randomized experiment](#) on working from home, conducted in a 16,000-employee, NASDAQ-listed Chinese firm, shows a 13% increase in employee performance.<sup>76</sup> Other studies show similar results. With COVID-19, the early signs are the working-from-home paradigm shift is here to stay based on several factors: reluctance of firms to return to pre-pandemic routine or activities, diminished stigma associated with the practice, and the opportunity for organizations to invest less in physical assets.

*Budget Office suggested cost-saving method: Item 9 (Best Practice)*

7. **Grant Funding** - The fire department is committed to continuing our pursuit of alternative funding opportunities to further reduce the impact on the budget. This includes seeking federal and state grants for capital and operating expenditures. These outside funds can help differ the overall cost of providing fire, EMS and emergency management services.

*Budget Office suggested cost-saving method: Item 9 (Best Practice)*

Uncertainty has been an ever-present fact for the world since the early months of 2020. Federal Reserve Chairman Jerome Powell aptly summarized the situation in a speech last year: “We are now experiencing a whole new level of uncertainty, as questions only the virus can answer complicate the outlook.” Conditions have been different for the world and for us in Pompano. Though the extent of the uncertainties has recently changed/subsided with the creation of the vaccine and the passing of three economic stimulus bills (a total injection of \$5 trillion in the US economy), the Fire Department is aware that we still have to remain concerned about external events that might abruptly alter business/economic outlook. It’s a reality we have had to grapple with in forming this budget plan and the recommendations therein.

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<sup>76</sup> The uncertainty surrounding the effects of working from home in the economics literature as well as in practice has dissipated.

**Table A-4(a) / Revised Replacement Plan (OPTION A: Fire Apparatus Purchase)**

<b>Operations 2210</b>	2022	2023	2024	2025	2026
Fire Engine			928,581		994,719
Quint	1,150,338			1,275,400	
Batt S. SUV		94,591			97,457
SUV		42,210		44,781	
Extrication Equip		23,411	24,113		25,582
Hoseline	17,130	17,644			19,280
CO Monitors for Life Packs		4,705	4,846		
MSA Altair 5 Multi gas det.		11,998			
Trailer		8,587			9,383
ATV Cart		36,463			
Laptop		1,787			
EOC A/V equip	20,604	20,810	21,018		21,441
<b>EMS 2231</b>					
Rescue	414,448	428,954	443,968	459,506	475,589
Batt N. SUV	93,654				
AED	7,137	7,351			8,151
12-Lead Defibrillator		82,337	84,807	87,351	89,972
Toughbook Computers	21,869	22,525		23,897	
Laptop		1,787			1,841
CPR (Lucas device)	40,163	41,569	43,024	44,530	46,088
<b>Prevention 2260</b>					
SUV	72,033	37,097	38,210		
Laptop	1,769				1,841
<b>Training 2270</b>					
SUV		32,153	32,153		

CPR Mannequins					
3 G Simulator Mannequin					
Laptop					1,933
Rescue Randy Dummy		1,405			1,535
White board		13,663			
Conex Shipping Containers					3,745
Forcible Entry Prop					11,568
24' Aluminum Extension Ladder					2,436
adult/pedi intubation head				3,690	
Classroom Chairs				2,252	
Smoke Machine		1,366			
Air Trailer		118,769			
<b>Logistics 2220</b>					
SUV	41,644				
Passenger Van			38,735		
Cargo Van		57,010			
Laptop		1,787	1,805		
Whiteboard		6,000			
Cascade		24,941			
Beds		8,729		9,351	
<b>2210 Admin</b>					
SUV				44,530	
Laptop				1,823	
<b>2250 Ocean Rescue</b>					
SUV		39,460	40,841		43,750
UTV	41,624	21,020	21,230	21,443	
ATV	21,649	11,041	5,631	2,872	1,465
PWC (waverunner)				17,470	17,994

Trailer				5,054	5,205
Jet Ski				17,470	
Surf Ski	5,710	2,941		3,120	
Paddleboard	8,570	4,435	4,590		
Vessel Exclusion Buoys	12,049	12,471	12,907	13,359	13,826
Helmet with radio headset	1,485	1,529			

**Table A-4(b) / Revised Replacement Plan (OPTION B: Fire Apparatus Lease)**

<b>Operations 2210</b>	2022	2023	2024	2025	2026	
Fire Engine			153,657		164,601	Debt service
Quint	122,145			135,424		Debt service
Batt S. SUV		94,591			97,457	
SUV		42,210		44,781		
Extrication Equip		23,411	24,113		25,582	
Hoseline	17,130	17,644			19,280	
CO Monitors for Life Packs		4,705	4,846			
MSA Altair 5 Multi gas det.		11,998				
Trailer		8,587			9,383	
ATV Cart		36,463				
Laptop		1,787				
EOC A/V equip	20,604	20,810	21,018		21,441	
<b>EMS 2231</b>						
Rescue	414,448	428,954	443,968	459,506	475,589	
Batt N. SUV	93,654					
AED	7,137	7,351			8,151	
12-Lead Defibrillator		82,337	84,807	87,351	89,972	
Toughbook Computers	21,869	22,525		23,897		
Laptop		1,787			1,841	
CPR (Lucas device)	40,163	41,569	43,024	44,530	46,088	
<b>Prevention 2260</b>						
SUV	72,033	37,097	38,210			
Laptop	1,769				1,841	
<b>Training 2270</b>						
SUV		32,153	32,153			

Laptop					1,933	
Rescue Randy Dummy		1,405			1,535	
White board		13,663				
Conex Shipping Containers					3,745	
Forcible Entry Prop					11,568	
24' Aluminum Extension Ladder					2,436	
adult/pedi intubation head				3,690		
Classroom Chairs				2,252		
Smoke Machine		1,366				
Air Trailer		118,769				
<b>Logistics 2220</b>						
SUV	41,644					
Passenger Van			38,735			
Cargo Van		57,010				
Laptop		1,787	1,805			
Whiteboard		6,000				
Cascade		24,941				
Beds		8,729		9,351		
<b>Administration 2210</b>						
SUV				44,530		
Laptop				1,823		
<b>Ocean Rescue 2250</b>						
SUV		39,460	40,841		43,750	
UTV	41,624	21,020	21,230	21,443		
ATV	21,649	11,041	5,631	2,872	1,465	
PWC (waverunner)				17,470	17,994	
Trailer				5,054	5,205	
Jet Ski				17,470		

Surf Ski	5,710	2,941		3,120		
Paddleboard	8,570	4,435	4,590			
Vessel Exclusion Buoys	12,049	12,471	12,907	13,359	13,826	
Helmet with radio headset	1,485	1,529				



## Appendix B

# Accomplishments

### 2001

- Addition of 25 firefighters to staff the fire engine and the rescue truck at Station 103 following the annexation of Cresthaven and Pompano Highlands.
- Implementation of disaster management program, calling for the Fire Department to serve as the lead on disaster preparedness, recovery, and the coordination of all federal and state reimbursement paperwork after disaster.

### 2004

- Addition of 13 firefighters to staff the 3rd position on Rescue 63, Rescue 52, and Rescue 61.
- Creation of the Logistics Division - Warehouse capacity was expanded in 2017 through the relocation to a more centralized area. To lower cost the Fire Department and the City Clerk's Office agreed to share storage space at the logistics facility.

### 2007

- Creation of one emergency manager position and four firefighter positions to staff the 3rd position on Rescue 24.
- Inter-local agreement between the City and the Village of Sea-Ranch Lakes, generating \$250,000 annually. Revenue source offsets overtime expenses for the third position on Rescue 11.

### 2009

- Merger with Ocean Rescue - This move has helped to lower administrative costs as redundant processes have been streamlined. In inflation adjusted dollars, it also generates \$132,000 a year in direct savings due to the elimination of a full-time supervisor position.
- Addition of one Logistics Manager to replace two "non-exempt combat" personnel who were assigned full-time to Logistics. Estimated saving: \$60,000 annually.

### 2010

- Automatic-Aid agreement with the City of Lighthouse Point, calling for Lighthouse Point Fire Rescue to automatically commit their aerial ladder truck to all Pompano Beach commercial fires and for Pompano Beach Fire Rescue to respond to all of Lighthouse Point's structure fires. No monetary obligation for either party.

### 2012

- Fire Station 11 reconstruction.

### 2016

- Implementation of a two-battalion chief model.
- Construction of Fire Station 103.
- Reclassification of 35 paramedics to the Lieutenant position.

- ISO Class 1 rating - The Insurance Service Office (ISO) is a for-profit corporation that provides information on fire risk for communities and fire districts. They assign a Public Protection Classification score between 1 and 10 to the agency, with Class 1 representing "superior property fire protection" and Class 10 indicating that an area doesn't meet the minimum criteria set by the ISO.

## 2017

- Addition of a 7<sup>th</sup> rescue truck to boost response capacity. Fifteen new firefighters were hired to staff three positions on Rescue 252. The unit had been deployed 12hrs a day from 2006 to 2017.

## 2018

- Approval of a \$40 million GO bond in 2018 for the
  - Construction of a new public safety complex to include fire administration, an emergency operations center, and a logistics facility with storage space for emergency apparatus. This safety complex will have office space to accommodate all support staff.
  - Reconstruction of the Ocean Rescue Headquarters building.
  - Reconstruction of Fire Station 52 and Fire Station 61.
  - Construction of a new fire station to be located in Palm Aire.
  - Renovation of interior space of the Public Safety Complex located at 100 SW 3rd Street and 120 SW 3rd Street. This building houses Station 63 and provides space for Fire Administration personnel
  - Replacement of eight lifeguard towers on the beach. **(Completed)**

## 2019

- Fire Station 24 reconstruction.  
CFAI accreditation - Earned the designation of an accredited agency with the Center for Public Safety Excellence / Commission for Fire Accreditation International. This ensures that the department meets established standards for all aspects of performance, ranging from emergency incident response to having effective conflict resolution practices in place. The process also helps foster transparency to ensure that any gaps in performance are noted, evaluated, and actions taken to ensure long-term success.
- Addition of one battalion chief position, two fire captains, two driver engineers, one logistics analyst, one emergency management coordinator, and one lifeguard.
- Pursued and received grant and cost-recovery funds from several federal and state programs, totaling \$1.7 million.

**Despite the pandemic, in 2020 we were able to help the City make measurable progress toward its vision. Among many accomplishments, Pompano Beach Fire Rescue**

- ☞ **Maintained cost of fire-rescue and beach safety cost to \$1/day per capita** - Providing a bad service at a low cost is nothing special; a great service offered at an unbearable expense is not sustainable anywhere. The Fire Department's success is determined by how well and at what cost the service is provided. The question is, does paying \$1 per day for the level of fire-rescue and beach safety offered in Pompano (an amount equivalent to a cup of coffee at McDonald) constitute value to local residents?

- **Added seven full-time personnel** - including one battalion chief, two fire captains, two driver engineers, one data analyst and one life safety educator<sup>77</sup>
- **Installed sixteen traffic pre-emption devices** in an effort to improve travel times related to emergency response. These devices function only when the lights and sirens are activated during an emergency response. They cause a red traffic signal to change to green in their direction of travel for each signal site that has an installed receiver. Their effect will be measured over the coming years.
- **Pursued and received \$1.3 million** in grant and cost-recovery funds from federal and state programs.
- **Achieved CAAS accreditation** - A virtual site visit was conducted over a two-day period. Only 1.4% of international EMS agencies are awarded this designation.
- **Maintained the designation of an accredited agency** with the Center for Public Safety Excellence (CPSE) / Commission for Fire Accreditation International (CFAI). Our first annual compliance report was accepted with no recommended changes.
- **Performed public education virtually due to Covid-19.** The department provided educational opportunities to the public via online programs to ensure higher risk planning zones were provided safety information needed to keep their families and/or businesses safe during the pandemic.
- **Kept overtime cost under control.** Overtime expenses totaled \$1,781,746 during fiscal year 2020, equivalent to an estimated 4 percent of the operating budget. A substantial share [\$794,000] was the result of overtime associated with COVID-19 impact on staffing availability.
- **Converted all station alerting systems to the digital P-25 communications platform.** The prior alerting system was over 20 years old with outdated technology. The newer system has enhanced reliability, a faster alerting system, multiple alerting features (audible, lights, and message boards), and features an application that is loaded onto the cell phones for each fire officer and apparatus.
- **Completed design phase for the reconstruction of existing Fire Station 61.** As of February 2021, underground plumbing and utilities had been installed. First floor tie beams had been formed and poured. The building is on schedule for completion by September 2021.
- **Completed design phase for the construction of the new Fire Station 114** (3601 McNab Road). Building permit was issued. Digging and forming footers, drainage of land development and installation of underground utilities – underway as of February 2021.
- **Officer Development** - All command staff and battalion chiefs have completed or began the credentialing process to obtain Chief Fire Officer (CFO) from CPSE. Task books were created for all promoted ranks to aid in development of each respective rank.
- **Performed State mandated fire training** - One of the challenges the Training Division was facing in 2020 was the inability to practice certain fire ground operations, causing the City to pay for the use of either Coral Springs Fire Academy or Broward Fire Academy. Because of the lack of structures needed

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<sup>77</sup> The life safety educator position has been frozen due to COVID-19. One part-time general trades mechanic to perform in-house repairs was also added.

on our training grounds we have had to utilize these outside sources numerous times a year which costs thousands of dollars each time. As a result, the department was able to budget and purchase several Conex boxes to help alleviate this dilemma. These boxes are inexpensive, easily obtained and can be replaced quickly. Finally, the configuration for training scenarios is limited to the imagination.

- **Completed State mandated EMS training** – The State of Florida EMS Department of Health requires 30 hours of EMS training in addition to completing ACLS (paramedic) and CPR (EMT) classes over this biannual licensure period. Due to the pandemic, the State of EMS Department extended the mandatory CEU requirement through June of 2021. In good standing, all combat personnel were able to achieve the minimum CEU requirement, or have exceeded the CEU requirement by completing their assigned online, and live classes during this biannual renewal year.
- **Maintained EOC Activation for COVID-19** – Maintained an EOC activation in response to the COVID-19 pandemic. The City’s EOC staff has maintained a partial activation remotely in order to support the City and the public throughout every phase of the pandemic. In partnership with the Florida Department of Health, Broward County, the City was the first in the State to initiate a daily walk-up test site in April of 2020 and the site remains open today. Additionally, the City supports a bi-weekly food point of distribution in collaboration with the Department of Health and Feeding South Florida. Maintaining this situational awareness has been a key part of our communication strategy in order for the City’s leadership to make critical decisions. In November of 2020, the Vaccination Planning Team was created to meet this next phase of the response. Through this team, the City initiated multiple vaccination points of dispensing (PODs) to meet the needs of the public. Multiple sites were created to provide vaccinations utilizing the department’s own paramedics in addition to supporting a State site.
- **Registered no drownings on the beach when the lifeguards were on-duty.** Beach safety is a priority, as statistics for guarded areas are well below the national average in Pompano Beach.
- **Eight new lifeguard towers were placed in service.** These towers offer an iconic esthetic that is unique to Pompano, further adding to the effort to make Pompano Beach a destination. They also provide better lifeguard surveillance capabilities, space for two lifeguards during peak attendance events and are expected to last 20 years.



## Appendix C

# Logistics Continuity Operations Plan During Covid-19

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Since Pompano Beach Fire Rescue has a leading role in prehospital emergency care in the city, it must always be ready to provide this essential service and fill the many emergency response roles round-the-clock. The logistics facility is the department's storage center for personnel uniform, fire-rescue equipment, and medical supplies – all managed on-site until they are ready for distribution throughout the organization on a daily or on an as-needed basis. These activities constitute a critical part of our operation. During a pandemic, the workload is expected to grow with not only increased risk of supply chain disruptions, but staff size could diminish as our employees and their families become ill or are quarantined.<sup>78</sup>

The spread of the Covid-19 coronavirus has imposed a need for social distancing and thus a major change in our daily routine or practices since March 2020. When COVID-19 was declared a pandemic, our Logistics Division rapidly put in place process changes to help ensure our staff and the people they interacted with stay safe and healthy while at work. We enhanced cleaning practices, and staggered shift times between certain staff members to maintain social distancing as our personnel entered and exited the building. Masks have been issued; we have conducted thermal screenings and temperature checks so all individuals are screened before entering our buildings, and more. We also piloted new efforts, like targeted disinfectant spraying, to supplement the enhanced cleaning measures already in place.

No one knows when life will ever get back to pre-pandemic *normal*. In the absence of a vaccine, or if immunity isn't lasting, Covid-19 could be an extended health crisis, lasting many years according to health experts. For this reason, Logistics has

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<sup>78</sup> Covid-19 has not destroyed the supply chains for the vast majority of our inventoried items. This doesn't mean that the structure of our supply chains will never be dismantled. By their nature, supply chains do not fall apart slowly, since each link of the chain relies upon other parts to add its value. It does not help much to have the chassis of a rescue van readily available in Wisconsin if you cannot also produce its transmission components in the United States. In this way, the supply chain for a rescue van is less robust under conditions that one day could be worse than a pandemic.

decided to prepare this document to ensure continuity of operations during the course of the plague. Our goal is to reduce or mitigate disruptions to daily operations in the event of staff reduction due to absenteeism. Staff members may have to stay home because they are sick; they are caregivers for sick family members;<sup>79</sup> they are caregivers for children if schools or day care centers are closed; they have at-risk people at home, such as immunocompromised family members; or are afraid to come to work because of fear of possible exposure. Some may even be concerned about the stigma associated with the virus.

This document provides an outline of the work each logistics staff member performs frequently.<sup>80</sup> In conjunction with Fire Department guidelines on employee safety, the document is also intended to provide guidance to Logistics personnel and their potential replacement on how to mitigate the risk of Covid-19. It establishes the procedures associated with losing Fire Logistics personnel to the virus based on two scenarios:

- 30 percent reduction in personnel; and
- 50 percent reduction in personnel

**Table C-1 / Logistics Division Positions**

Full Time	Part Time	Temporary Assignment
Logistics Manager		
Logistics Analyst	Material Handling Specialist (2)	
Material Handling Specialist	General Trades Mechanic	Temp worker

<sup>79</sup> We recognize that some members of our staff may need to stay home to care for a sick family member.

<sup>80</sup> For instance, in addition to providing leadership to staff, the logistics manager is expected to run the warehouse, work closely with the Fleet Services and the General Services Department, and be involved in the day-to-day acquisition, distribution, and management of all personnel uniform, protective gear, medical supplies and safety equipment. These activities make him an *essential* worker. If he were to become incapacitated the Logistics Specialist who is the second in command would have to step in immediately to perform those duties

**Table C-2 / Logistics Personnel Assignment**

	If at full strength	if one person is out	if two are out
<b>Essential tasks</b>			
1. Enter requisitions request into Naviline.	3	2	1
2. Enter purchase orders that require insurance into the Bid System.	2	1	1
3. Enter Station Supplies, EMS Supplies, equipment into Operative IQ.	2	1	1
4. Enter invoice payments into Naviline	3	1	1
5. Receive supplies and equipment in Operative IQ.	2	1	1
6. Verify account balances	3	1	1
7. Contact outside vendors for needed repairs.	3	1	1
8. Prepare bunker gear for pick-up by the cleaning company.	1	1	.5
9. Receive, store, and issue equipment/supplies.	2	1	.5
10. Utilize the Logistics facility cascade system to fill O2 oxygen bottles.	2	1	.5

### Logistics Staff Protection

A common security concept used in military or preparedness operations is that of [layered defense](#) or layered protection. Our strategy at Logistics during the pandemic is to maintain multiple layers of protective measures against exposure to the virus for everyone assigned to the division on a full- or part-time basis. The more layers of protection, the better protected our personnel will be. Our goal is also to protect the firefighters and other City employees we come in contact with on a daily basis. Basic prevention measures from [CDC](#), state and local public health officials are generally followed.<sup>81</sup> Explicitly:

1. Everyone’s temperature is taken on the way in and on the way out at the end of the day;
2. Mask wearing inside the facility is strictly enforced, except when in individual work space/office area;
3. Frequent and thorough hand washing is the policy;
4. Respiratory etiquette, including covering coughs and sneezes, is promoted;
5. All Logistics staff members are encouraged to take a shower and change clothes before leaving work;
6. Sick employees are required to stay home. Emergency contact information is on-file at Logistics;
7. Work surfaces and equipment are disinfected every day;

<sup>81</sup> Sources: CDC [https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/how-covid-spreads.html?CDC\\_AA\\_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fprepare%2Ftransmission.html](https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/how-covid-spreads.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fprepare%2Ftransmission.html) John Hopkins University <https://coronavirus.jhu.edu/us-map>

8. No family visits allowed;
9. No combat fire personnel are allowed in the building, except the battalion chiefs;
10. Only outside-the-premise delivery of packages is allowed; palletized equipment may be off-loaded in the warehouse as long as the operator is wearing a face mask;
11. Members of the staff are discouraged from using other workers' phones, desks, offices, or other work tools and equipment, when possible;
12. Everyone is encouraged to self-monitor for signs and symptoms of Covid-19 if they suspect possible exposure;
13. High-efficiency air filters are installed in the facility;
14. Nonessential travel to fire stations or other locations in the city is highly discouraged.

The health and safety of our staff is our number one priority, and has been of major significance since March 2020. We'll continue to improve processes, evolve our procedures, follow public health expert advice and collaborate with others to minimize the spread of the virus.

### Personnel Support

Potential replacements that can come and immediately make a difference have been identified through the Human Resources.

- 
- ❖ A temp worker with extensive supply chain and logistics management credentials shall be assigned the following duties and responsibilities.
  - ❖ A temp worker with fire firefighting/EMS credentials shall be assigned the following duties and responsibilities.
  - ❖ A temp worker with warehouse management experience shall be assigned the following duties and responsibilities
  - ❖ A temp worker with general trades mechanic experience shall be assigned the following duties and responsibilities

**Table C-3 / Contact information for activities within the City of Pompano Beach**

<b>PURCHASING DEPARTMENT</b>			
English, Jeffrey	Purchasing Agent	954-786-4099	
Lee, Michael	Office Assistant	954-786-4098	
Press, Jill	Purchasing Supr.	954-786-4166	
Rodriguez, Judy	Buyer	954-786-5503	
Stewart, Steve	Director	954-786-4167	
Thompson, Tammy	Purchasing Agent	954-786-5502	
<b>FINANCE &amp; ACCOUNTING DEPARTMENT</b>			
Godfrey, Cynthia	Acct. Clerk	954-786-4688	Vendors (A-I)
Newell, Sherri	Acct. Clerk	954-786-4683	Vendors (J-L)
Bynes, Carla	Acct. Clerk	954-786-4685	Vendors (M-Z)
Post, Jayne	System Analyst	954-786-4545	
Harris, Donna	Acct. Clerk	954-786-4684	Property Control
Bryan, Joan	Acct. Supr.	954-786-4686	Property Control
Strawberry, Kelvin	Accountant	954-786-4642	
Jean Pierre, Andrew	Director	954-786-4680	
<b>FLEET SERVICES</b>			
Alston, Brett	Fleet Supervisor	954-786-4163	
Hall, Forrest	Fleet Manager	954-786-4033	
McBryde, Kathryn	Office Assistant	954-786-4109	
<b>BUILDING SERVICES</b>			
Buenaventura, George	Manager	954-786-4108	
Rodriguez, Francisco			
<b>PUBLIC WORKS</b>			
Beard, Harold	Asst. PWD	954-786-4031	
Bhagwandeem, Allen	G. Maint. Supr.	954-786-4026	Facility Dudes System
McCaughan, Robert	PW Director	954-786-4097	

## POMPANO BEACH FIRE RESCUE VENDOR/SUPPLIER LIST

The Pompano Beach supplier list details our top vendors based on spend. It outlines the vendor contact information and location which provide the services to the Fire Department supply chain.<sup>82</sup>

While purchasing rules and principles are always respected, from time to time changes are made to the list to reflect safety standards that vendors must meet.

**Table C-4 / Contact information for medical supply vendors**

VENDOR NAME	TELEPHONE	
Bound Tree Medical	800-533-0523	EMS Supplies
BSO Logistics	954-327-8715	EMS Supplies
ChairCare Mobile Cot	800-768-9021	Stretcher Straps
Henry Schein Medical	800-845-3550	EMS Supplies
Laerdal Medical	845-264-5148	CPR Masks
Lowe's		
Malleys Safety Supply	541-946-1664	EMS Supplies
MedTech	541-954-6769	EMS Supplies
Public Safety	541-636-9801	EMS Supplies
Quadmed	904-514-8134	EMS Supplies
Stryker		EMS Equipment
Teleflex	866-246-6990	EZ-IO Needles W/Stabilizers
<b>FIRE EQUIPMENT VENDORS</b>		
All Star Engraving, Inc	954-972-8180	Name Tags
Argo Uniform Co.	305-949-3291	Uniform
Boat Owners	954-946-6930	Marine supplies
City Mattress	561-689-5507	Bed
Culinary Concepts	954-781-5163	Grill Parts
Design Lab Inc.	561-841-0835	Clothing/apparel
EMS Technology	877-217-3707	Operative IQ
Fire Hood Unlimited	732-280-777	Hydro Ram System
Grainger	954-524-4374	Hardware/Equipment
Home Depot		
Hollywood Janitorial	954-921-7546	Janitorial Supplies
Monograms USA	954-933-0404	T-Shirts, Sweat Shirts, Gym
Motorola South, FL	954-427-9830	Radio Equipment
Municipal Emergency Svc.	754-224-1995	Foam
Municipal Emergency Co.	954-650-2083	Boots

<sup>82</sup> For simplicity sake, this list does not differentiate between a supplier, who is technically a business or person that make goods available to another business or service, and a vendor who is by contrast a business or person who purchases products from a company, then sells them to someone else or another company. Another notable difference is that vendors provide items that can be inventoried, while suppliers traditionally deal more in raw materials that will be turned into something else. As a result, vendors focus on price competition, while suppliers tend to focus on product quality.

National Test Center	844-682-8378	Ladder Testing
Office depot		
Office furniture	954-968-4700	Office Furniture
Restaurant Depot	954-972-0212	Kitchen Supplies
Strobes-R-Us	954-946-9955	Vehicle Lights/
Ten-8	941-713-1110	Fire Equipment
Vital solutions	954-914-4579	Vital Oxide

#### REPAIR/SERVICE VENDORS

A-Excellent Service	954-946-9494	A/C Systems, Icemaker
Alfa J. Services	561-883-6584	Pest Control
Armer Protection	954-979-0991	Alarm System
AmeriGas	954-942-5300	Propane Gas
Channel Innovation	954-829-6081	Cascade System Station 52
Circle Generator	954-767-8331	Generator Repairs
City Fire Equipment	954-987-1338	Chemical Extinguisher Systems
Clean Air Concepts	513-702-3988	Magnet Grip/Air-Hawk System
Comp-Air Service	305-687-8787	Air Compressors
County Welding	954-978-9494	O2 Bottles
Deerfield Fire	954-428-7778	Extinguisher Refill
Door Systems	954-935-7000	Station 11, 24, & 103
Electronic Door Lift	954-972-9300	Station 52,61, & 63 overhead doors (all gates in department)
EMS Technology	877-217-3707	Operative IQ
Flagcraft, Inc.	561-395-441	Flagpole repairs
Heritage Svc Group	954-971-0456	Stoves, ovens
Hydro-Stat	954-428-7677	Hydro Bottles
Pro-Am Safety	813-382-7217	Air-Pack services
Stryker EMS	561-644-0298	Stretcher Repairs
Top Dog Electric	954-533-5005	Electrical, Air Hawk repairs

**Table C-5 / Stryker Stretcher Inventory**

Unit Number	Model Number	Serial Number	Condition	Transferred from 2014
R11 (424)	6500 Power Pro XT	141139814	Excellent	came from R24
R24 (442)	6500 Power Pro XT	131241537	Excellent	came from R63
R52 (455)	6500 Power Pro XT	131241536	Excellent	came from R52
Logistics (434)	6500 Power Pro XT	80840164	Very Good	came from Spare 321
R61 (405)	6500 Power Pro XT	141139815	Excellent	came from R11
R63 (450)	6500 Power Pro XT	161039245	Excellent	New on 8/2017
R103 (421)	6500 Power Pro XT	80840154	Very Good	Came from Spare 308
R-Spare 103 (103)	6500 Power Pro XT	80840165	Very Good	came from Spare 320
R-263 (401)	6500 Power Pro XT	80840153	Very Good	came from R-263 (307)
R-Spare 103 (404)	6500 Power Pro XT	80840167	Very Good	came from R61
R-252	6506 Power Pro XT	171040647	Very Good	
EMS Cart (331)	6500 Power Pro XT	81239345	Very Good	same
Logistics (Pharmacy)	6500 Power Pro XT	91141304	Very Good	same
Fire Training	6500 Power Pro XT	80840166	Very Good	same
Logistics (Spare)	6500 Power Pro XT	101140250	Very Good	same
Logistics	6506 Power Pro XT	171040649	New in Box	



## Consumer's Certificate of Exemption

DR-14  
R. 10/15

Issued Pursuant to Chapter 212, Florida Statutes

85-8012621672C-6	07/31/2017	07/31/2022	MUNICIPAL GOVERNMENT
Certificate Number	Effective Date	Expiration Date	Exemption Category

This certifies that

CITY OF POMPANO BEACH  
100 W ATLANTIC BLVD  
POMPANO BEACH FL 33060-6099

is exempt from the payment of Florida sales and use tax on real property rented, transient rental property rented, tangible personal property purchased or rented, or services purchased.



## Important Information for Exempt Organizations

DR-14  
R. 10/15

1. You must provide all vendors and suppliers with an exemption certificate before making tax-exempt purchases. See Rule 12A-1.038, Florida Administrative Code (F.A.C.).
2. Your *Consumer's Certificate of Exemption* is to be used solely by your organization for your organization's customary nonprofit activities.
3. Purchases made by an individual on behalf of the organization are taxable, even if the individual will be reimbursed by the organization.
4. This exemption applies only to purchases your organization makes. The sale or lease to others of tangible personal property, sleeping accommodations, or other real property is taxable. Your organization must register, and collect and remit sales and use tax on such taxable transactions. Note: Churches are exempt from this requirement except when they are the lessor of real property (Rule 12A-1.070, F.A.C.).
5. It is a criminal offense to fraudulently present this certificate to evade the payment of sales tax. Under no circumstances should this certificate be used for the personal benefit of any individual. Violators will be liable for payment of the sales tax plus a penalty of 200% of the tax, and may be subject to conviction of a third-degree felony. Any violation will require the revocation of this certificate.
6. If you have questions regarding your exemption certificate, please contact the Exemption Unit of Account Management at 800-352-3671. From the available options, select "Registration of Taxes," then "Registration Information," and finally "Exemption Certificates and Nonprofit Entities." The mailing address is PO Box 6480, Tallahassee, FL 32314-6480.

## Appendix D

# Fire Academy Project

Pompano Beach Fire Rescue (PBFR) has recently achieved three respected accreditations benchmarked the organization readiness against industry best-practice standards. Achieving these three accreditations distinguishes PBFR by currently being ranked in the top one percent of all fire departments throughout the world. With these achievements comes a responsibility to hire and train our personnel to the highest standard possible. To fulfill this obligation, our department will require extensive and realistic training (e.g., search and rescue, live fire training, HAZMAT, FLUSAR (Florida Urban Search and Rescue) and NIMS.

Training is a cornerstone to the success of a fire department and we owe it to Pompano Beach residents to be the best that we can be. We are unfortunately challenged in our opportunities for training given our current inadequately configured facility.

Table D-1 / Training Facility Challenges

Tower Issues	Lack of interior space	Outside space... training
Current tower interior rooms are extremely small and do not meet state requirements of 400sq ft a floor.	extremely small and unable to provide realistic training scenarios for our crews	Logistics deliveries will be utilizing the training grounds, impeding training operations
Current tower window heights do not meet state standards	classroom holds a maximum of 45 people	EOC building will shrink available training grounds
Current tower roof parapet wall is too short and does not meet the state requirements		

## **Space Constraints**

The facility was built over thirty years ago when the city population was 52,000. In 1990, the facility was adequate for the population and the size of the department. However, as city population has more than doubled to approximately 112,000, PBFR has also doubled in size. As a result, the Training Facility is unable to be utilized for required training. Although the tower is six stories tall, all of the interior rooms are small and unable to provide realistic training scenarios for our crews. The classroom holds a maximum of forty-five people with only two bathrooms, a large portion that our current facility utilizes for training is the future home of the new EOC building. This building will not only absorb a high percentage of our current training area, but will also house the Logistics Division which will increase the traffic flow through this area. As a result, the training grounds will be substantially reduced.

## **The Use of Conex Box as a Temporary Option**

Pompano Beach is currently in the beginning phases of becoming a State Certified Training Facility and has future plans of becoming an accredited fire academy. In order to become certified, the state has a strict set of guidelines and requirements that must be met. In addition to the issues mentioned above, our current facility falls short of every state requirement. It has been determined that it is not cost effective to bring the facility up to the necessary state requirements. Therefore, as a temporary solution to this problem we are purchasing Conex containers and will erect them in a state accepted configuration. Although this is cost effective, it is only a temporary fix.

Having these boxes in place will not only permit us to become state certified but will also provide us with multiple training opportunities. First, we will be able to perform controlled live burns inside the boxes in order to provide our crews with the most realistic scenarios possible. Currently, we are forced to utilize outside sources for this experience and it costs about fifteen hundred dollars for a one-day remote live burn. Having these boxes on site will allow us to provide unlimited training time for our crews throughout the year with minimal costs for materials. It will also allow us to have crews train and be back in service immediately following their scenario, as opposed to having the crews drive back from another city. Unfortunately, we currently are having to do this approximately three times a year. With the cost of fuel and the wear and tear on the vehicles, it becomes a costly expense. In addition, the Conex boxes will allow multiple crews to perform training evolutions in a single day, instead of one crew at a time which is all that we can currently accommodate due to cost and distance.

The second opportunity that these Conex boxes provide us is the ability to become state certified and host state accredited classes. As mentioned earlier, our goal is to become a State Certified Training Facility, and also become a recognized fire academy. We are currently in the planning phase of this project. In order to complete our goal, we have broken the project down into a total of four phases...

**Phase I** - In this phase, the goal is to accomplish the following:

- Finalize the Conex box configuration including:
  - ✓ Having plans drawn up for the footer placement and beginning the permitting process
  - ✓ Identifying site deficiencies based on 69A-37.060
  - ✓ Obtaining a city business plan and structure
- Identifying required paperwork for state
- Purchase additional Conex boxes
- Purchase required classroom materials
- Identifying future academy staffing needs (current employees and non-city employees)
- Proceed with permitting plans for fixed gas propane prop

**Phase II** -

- Ground preparation for Conex placement
- Place Conex boxes into pre-designed configuration
- Build out the boxes to satisfy 69A-37.060 requirements
- Place minimum of 250-gal propane gas tank (fixed structure) on site per state requirements (including the piping needed for fixed tank and props)
- Purchase and place of any remaining props needed

**Phase III** –

- Contact and schedule a state inspector to come out and certify our training facility
- Obtain state clearance for each instructor that is planning to teach Minimum Standards classes
- Submit a curriculum for Minimum Standards to the state for approval
- Submit any other class curriculum that the academy is looking to provide to the state for approval

**Phase IV** - Partner with Local High Schools

One of the *strategies* of phase IV is to partner with local schools (Pompano High, Ely High and upcoming charter school) and start a high school cadet program. This will allow ~~our~~ Pompano Beach students the opportunity to participate in our cadet program beginning in the ninth grade and progresses through graduation. We will partner with the upcoming charter school as our centralized high school training ground. It is our long-term goal to use this location to build a training ground with classrooms so that students can participate in this cadet program during their scheduled class hours. While the student is in high school, they will be utilizing the OJT (On the Job Training) schedule and earn credit hours toward their graduation. In addition to graduating high school, this program will allow a student to graduate with a

Firefighter I certificate. Once the student has the Firefighter I certificate, he/she will be able to be placed into our future fire academy to complete their Firefighter II certificate. This certificate will then satisfy state requirements and allow an individual to sit for their state fire exam and become a firefighter. For those students that are unable to drive, we plan to work with the city to provide transportation to and from this location. We plan to reach out to county and state representatives, as well as school board officials, to provide guidance with alternative forms of funding that will assist in alleviating some costs. In addition, we will recommend a sponsorship program that will help local under privileged students achieve their goals of becoming a firefighter.

Once we have established our fire cadet program, we also plan to further expand this program and provide cadets with the opportunity to dual-enroll in the Emergency Medical Technician (EMT) program. Because this course is required prior to becoming a state certified firefighter, providing this option to the students will further solidify the student's opportunity to invest in their future, and potentially being employed with Pompano Beach Fire Rescue.

Furthermore, unlike other local facilities, we intend to provide high level classes including FLUSAR, HAZMAT, Fire Officer I-IV, Fire Prevention Classes, Multi-Jurisdictional Classes and finally NIMS courses. Because some of these specialty classes require hands on, or classroom attendance, it is sometimes a problem for fire service personnel in our area to find a course locally. Therefore, the individual may have to attend the course at the state fire college. We feel that this facility will be able to alleviate some of these dilemmas.

### **Other Programs and Activities**

**CERT** - One of the most influential classes that our department provides is CERT (Citizen Emergency Response Team) Training. Our department has been teaching this course for over twenty years to our citizens and currently offer multiple classes a year (pre COVID). This is an eight-week course that is nationally recognized and its focus is to teaches our local communities how to help their community in a disaster situation. With a new facility, we would be able to provide a more modern and realistic training course for our classes. Providing a more effective training program to our citizens will assist local communities in their preparation in the event of a disaster.

**Training Site for Partner Agencies** - Another opportunity to set us apart with this training facility is the ability to have surrounding fire departments utilize our facility for all of their training needs. This could include other departments hiring our facility to provide live fire training for their personnel or hire us to host their department's recruit training classes.

In addition to these classes we also envision hosting nationally recognized speakers. This key aspect attracts fire service personnel around the state and country to attend. This will provide

invaluable training opportunities for our personnel and for others around the state. This opportunity will also allow the facility to generate income for the city.

We hope to eventually build a dorm-like structure that will allow students to come from all over the country and have a place to stay on campus. Other than the Florida State Fire College, there is not another facility that offers this opportunity. These dorm-like structures will be able to host students who want to come to our academy from around the state. This also allows for career fire service personnel around the country to utilize our dorms for our specialty classes that typically run for forty to eighty hours in duration. This housing would provide a great opportunity to house national speakers and students in a cost-effective manner.

With the way that the fire service is progressing, we are looking to find additional opportunities that would help promote our training facility. We realize that the Florida State Fire Academy is the only facility in the state that has a virtual simulator. We would aim to bring in a type of simulator that could provide virtual scenarios that are complex and dynamic. This simulator would be a state-of-the-art simulator that can provide realistic scenario training. Our simulator will provide an all hazards approach to training, which includes fires, natural disasters, pandemics, debris management, multi-causality incidents and countless other NIMS training opportunities. The simulator utilizes audio visual equipment that allows you to simulate whatever type of scenario you choose. It has the ability to have any type of disaster scene play out in real time, is voice activated and will provide realistic effects for actions or decisions made by the user in the scenario.

Currently, Pompano Beach is in the process of building an area to temporarily provide adequate training for our personnel and also meet the requirements for 69A-37.060. This will allow us to have our site certified by the state which then allows us to start teaching classes. As mentioned previously, this process is going to take approximately ten months. We believe that a partnership with our local high schools, the ability to mentor students and finally have them graduate from our academy is an absolutely gratifying and an outstanding achievement. The other opportunities, including the chance to partner with other departments, providing a full complement of fire related courses including NIMS, hosting nationally recognized speakers and eventually providing the opportunity to purchase a virtual simulator, will set us apart from the rest. However, although we will be able to get our project up and running quickly with the Conex build out, it must be mentioned that this appears to be a temporary fix to our problem. Once the EOC project is completed it is going to create an extreme issue with space for upcoming training opportunities. With the future vision and direction that our department is looking toward we need to look at alternative options for our Training Complex.

## **Future Construction of a Training Complex?**

Because the Conex boxes are a temporary fix, the training tower does not meet any state requirements, and the cost of retro-fitting the facility is not cost effective, one option is to tear the facility down and build it to the specifications required. This would allow us to fulfil all requirements for the tower and also allow us to build multiple classrooms, bathrooms, showers etc. Having multiple classrooms allows for us to provide multiple classes at the same time. If the current site is utilized for this option, it would have to be coordinated and planned for the placement. Because the EOC facility will absorb much of the current land, it is unknown how the remaining space can be planned out properly for a functioning fire academy and training facility. As mentioned earlier, not only the size of this project is an issue, but our Logistics Division is going to be operating out of this building creating issues with daily deliveries.

An alternative is to purchase land and to build a modern training facility. Although this option may be costly up front, we feel that it will pay for itself in the long run. With all of the different classes, speakers, and partnerships that are available, this facility will be able to generate income annually. Also, with a remote facility, the possibility of providing housing or dorm like structures for all of the different student coming into town for classes is another fund generating idea to alleviate initial costs.

Pompano Beach is currently on an incredible track to provide many opportunities for its citizens, businesses and the city. Our personnel are highly trained professionals that are working at peak skill levels and are providing our citizens with the most skilled and professional care. We realize the extreme measures that some of these options offer. However, we truly feel that providing a modern, state of the art training facility will provide us endless opportunities. This forward thinking will allow the Training Division the ability to grow and adapt to the ever-changing environment that embodies emergency services. With the three most prestigious accreditations earned it is evident that our department has been measured to the highest standards in the world. In order to maintain our current training expectations, yet strive to increase our future skill levels, it is necessary to make bold moves like this that will set us apart from the rest.

**Table D-2 / Fire Academy Program Budget**

	Personal Service	Operating Expense	Capital Expense	Total
<b>FY 2021</b>				
Conex box			\$17,000	
Concrete			\$40,000	
Office Assist (P/T)	\$10,000			
<b>FY 2022</b>				
Office Assistant	\$25,000			
Conex box			\$17,000	
Inspection			\$1,500	
Fabrication			\$25,000	
Tools		\$3,000		
<b>FY 2023</b>				
Admin support	\$50,000			
<b>FY 2024</b>				
Spare quint repair			70,000	
Training Officer	\$120,000	25,000		

- FY 2021 - All expenses [\$67,000] to be funded through the budget adjustment option



## Appendix E

# Culture and Values

Our mission - ***to provide care with respect, integrity and compassion*** - is self-evident when you work here. By becoming a part of this experience, you have the opportunity to take part in a culture that you will directly help to shape for generations to come through your interaction with hundreds of co-workers, 110,000 residents, and collaborators across a spectrum of partner agencies.

### What are our values and aspirations?

Few value questions are easy to answer. The vast majority of the big ethical questions cannot be sufficiently answered on a bumper sticker. Ask people if they feel obligated to give away one-third of their hard-earned income, they will likely say no – although [Peter Singer](#), the eminent moral philosopher who specializes in applied ethics, believes that we have a moral obligation to do so. Ask 252 fire department employees from different backgrounds if it's ok to lie, the range of answers will be sufficient to write a 200-page manuscript on philosophy or human psychology. Intuitively, we all recognize however that there are some natural laws and ethical principles that must guide our actions as human beings if we want to live in harmony during our short stay on this planet. Philosophers and ethicists have tried to tackle such issues for millennia; they often call these “truths” **core** human values: minimum ethical standards for humans to abide by.

Defining our values and organizational culture is challenging. This statement is an attempt to share with you what we're striving to be as an organization in a post-pandemic environment. We have identified four core values – ideals that all members of the PBF family can adhere to: *civility, inclusion, leadership, and partnership*.

**Civility** matters. [Studies](#) show that incivility negatively affects labor productivity, commitment to work, as well as [patient safety](#). Whether we're helping a patient, rescuing a beachgoer or performing a fire inspection our job is to serve others – and to do it not just competently but also kindly without rancor. Committing to civility is not a submissive pact; it's the simplest way to DO GOOD, to maintain professional relationships, confront fanaticism, and temper cynicism.

If you work here

- You make decisions without being mean and condescending to others.
- You intervene if someone is being marginalized, defamed, humiliated, or unfairly attacked.
- You listen attentively, speak your mind, and treat others respectfully.
- You don't work here to be blindly loyal to anyone. You do your job in a way consistent with our values and always in the best interest of the customer. Be Good and Do Good!

**Inclusion** – Diversity, it has been said, is good for the psyche and the soul. Equally important, diversity of background, thought, beliefs, and ideas have always been an engine for [progress](#) all over the world. Pompano Beach attracts people from across the nation and the rest of the world, making it a city of many cultures, languages, and religions, the majority (58%) of whom is non-White. Our neighborhoods form the pattern of a mosaic, a mixture of cultural landscape. The department’s ability to operate effectively and to serve all our residents depends also on the diversity of our workforce. At 252 strong, we are small enough for everyone to get to know everyone, but big enough to feel isolated from each other during this pandemic. Cultivating an atmosphere that encourages interaction, social flexibility and openness is fundamental and must be a priority to everyone who works here. Diversity alone is not enough however. We need both diversity and inclusion. An inclusive approach to decision making nurtures creativity and an innovative spirit as it brings different perspectives to bear. Our department is a place where everyone can convey their whole selves to work. As long as you are respectful to others’ beliefs, lifestyles, family composition and education level, you will feel valued here.

If you work here

- You celebrate the multitude of local cultures, religions, beliefs, voices and people we are privileged to work with and serve.
- You recognize that humans have biases - that we are prone to jumping to the wrong conclusion about others.
- You take steps to grow intellectually past your biases and detrimental attitude.
- You make your peers feel welcome around you.

**Leadership** – We want people across the department to take responsibility for living our mission and values. Our success rests in part on our collective ability to allocate funds responsibly, to attract and retain high-performing talents who will celebrate the diversity of our community. In living our mission, we don't just help people deal with unpleasant events. Here, we lead by creating opportunities for professional growth so employees can earn a sense of accomplishment. We want this esteem to spill over during community outreach across the city. We hope to be a source of inspiration for boys and girls thinking about a career in the public sector beyond high school. We create social capital by contributing to community well-being in general.

If you work here

- You inspire others with your passion for life-long learning and your sense of curiosity.
- You are a reference for staying calm in the face of stressful situations, disaster or ambiguity.

**Partnership** - Everything we do requires the support or collaboration of others. We believe in partnership. Our fire department family would not be able to perform its functions – e.g., respond to 30,000 emergency incidents, provide beach safety to thousands annually, and serve approximately 10,000 business owners - without the support of tax payers. We rely on other agencies (FEMA) and private institutions for support and cooperation during storm recoveries and the pandemic. We repeatedly strengthen community ties and open communication lines between the department and community establishments. In the words of the 20th Century ethicist Reinhold Niebuhr “nothing we do, however virtuous, can be accomplished alone ...”We will continue to foster opportunities for interaction in as many places as possible to enable greater participation in community life.

If you work here

- Your success is partly a function of your colleagues’ talent and dedication.
- Your efforts add more value when you seek feedback.
- You serve on committees



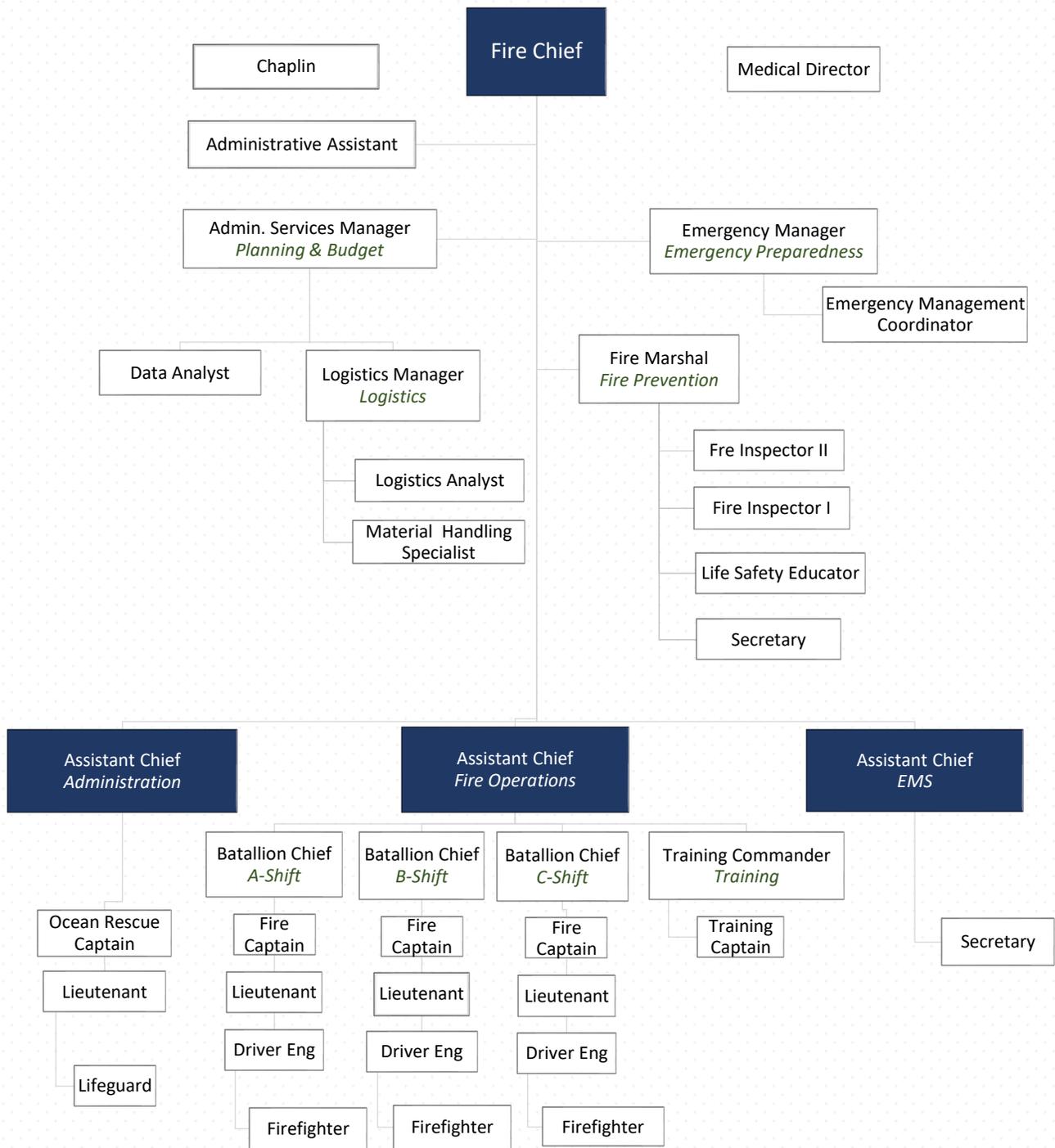
Appendix F

**Organization Chart**

**FULL TIME = 252 (FY' 22 Recommended)**

<b>ADMINISTRATIVE / SUPPORT</b>					<b>FRONTLINE</b>				
	<b>FY'19</b>	<b>FY'20</b>	<b>FY'21</b>	<b>FY'22</b>		<b>FY'19</b>	<b>FY'20</b>	<b>FY'21</b>	<b>FY'22</b>
<b>FIRE ADMINISTRATION</b>				<b>Rec</b>	<b>OPERATIONS</b>				<b>Rec</b>
Fire Chief	1	1	1	1	Battalion Chief	4	5	6	6
Assistant Fire Chief	1	1	1	1	Fire Captain	15	17	18	19
Admin. Services Manager	1	1	1	1	Driver Engineer	20	20	20	20
Data Analyst	0	1	1	1	Firefighter	57	57	57	57
Department Head Secretary	1	1	1	1					
					<b>EMS</b>				
<b>OPERATIONS</b>					Battalion Chief	3	3	3	3
Assistant Fire Chief	1	1	1	1	Fire Captain	16	16	16	16
Emergency Manager	1	1	1	1	Fire Rescue Lieutenant	35	35	35	35
Emergency Mgmt. Coordinator	1	1	1	1	Driver Engineer	12	14	14	15
					Firefighter	34	34	34	34
					<b>OCEAN RESCUE</b>				
<b>EMS</b>					Ocean Rescue Captain	1	1	1	1
Assistant Fire Chief	1	1	1	1	Ocean Rescue Lieutenant	2	2	2	2
Secretary I	1	1	1	1	Ocean Rescue Lifeguard	15	16	16	16
Material Handling Specialist	0	0	0	0					
Office Assistant II	0	0	0	0					
<b>FIRE LOGISTICS</b>									
Logistics Manager	1	1	1	1					
Logistics Analyst	1	1	1	1					
Material Handling Specialist	1	1	1	1					
<b>FIRE TRAINING</b>									
Training Commander	1	1	1	1					
Training Captain	2	2	2	2					
<b>FIRE PREVENTION</b>									
Fire Marshal	1	1	1	1					
Fire Inspector	8	8	8	9					
Life Safety Educator	0	1	1	1					
Office Assistant	1	1	1	1					

Not shown here are five Fire Department part-time positions and 19 Ocean Rescue part-time positions



**Special Note:**

*The Firefighters on the rescue ambulance work under the supervision of the Lieutenants who then report to the Fire Captains.*

