

SUNRISE BEACH FIRE PROTECTION DISTRICT



**Five Year Plan
2022 - 2027**

Introduction
Fire Chief Joseph R. LaPlant

As the Fire Chief of the District, I serve as Chief Firefighter, Administrator and Chief Financial Officer. I have only short tenure with the Sunrise Beach Fire Protection District; however, my optimism is high, my expectations are higher, and I am confident that we have a strong foundation to build off, now and into the future. The District has many challenges and obstacles which are unique to the area we serve.

The onset of the COVID-19 pandemic and its effects are yet to truly be felt and measured. It is important to note, that the plan laid out hereafter is based on trends through the past few years up to the pandemic. The annual budget, starting with the 2020 budget year is based off the average income of the previous three years and predictions for growth.

Budgeting based on tax revenue can be tricky as unpredictable economic downturns, such as the pandemic, directly impacts the amount of revenue collected during the year. Tax based budgets are set for the coming year; however, the taxes are collected the previous year and begin being dispersed in January of the year budgeted. Small tax checks continue to filter in throughout the year as penalties, late fees and other funds are collected through the tax codes. The bulk of the District's budget for a given year is always received in that first payment from the collecting county or counties, in the case of Sunrise Beach Fire Protection District, revenues are collected from Camden and Morgan Counties.

To formulate a budget, the District has, in the past, based the annual budget on 98% collection of our assessed revenues. Beginning with the 2020 budget, I looked at the average collection over the three previous years. Revenues from Camden County average 98% collection, while revenues from Morgan County average 94% collection by doing this the budget was based on 96% collection, overall, for the coming year. This allows the budget to be more fluid and rise and fall with the economic outlook of the area as we move forward.

Throughout this document I have highlighted the needs of the District and options in paying for them while sustaining a good financial footing. I would like to note, there is no plan for a new bond issue. I am not a fan of bond issues. Bonds take an extremely long amount of time to pay off and, as in our case, most of what the bond paid for has already been removed from service, yet we still carry the debt. Bonds are great for future needs, such as firehouses, but are a burden for long term planning. I believe in paying cash or, for large expenditures such as fire trucks, a lease/purchase is the better alternative. There are more options to pay those debts and we have the ability to shop rates and terms utilizing the lease/purchase option.

In the case of the former Squad 12 for example, that unit had outlived its service life and was replaced, yet our residents are still paying off what we borrowed to buy it. I believe we can purchase or upgrade what we need and be competitive in the job market through planning rather than borrowing, thereby achieving our goals and paying off real property sooner.

Contained in this plan, is a guideline for where, I envision, we want to be and a path by which to get there. The dates by which the capital improvements are planned to be made are by no means locked in and may change as the economy, the budget and the District's needs change.

Executive Summary

The Sunrise Beach Fire Protection District operates on a 1.9-million-dollar annual budget that is derived from our General Fund. The District also maintains a Reserve Fund and a Debt Service, which pays for the Bond Issue. The District responds out of five stations, four of which are owned by the District, with the fifth being an ambulance base that allows for the housing of one fire engine on the Camdenton side of our district.

Formed under Missouri State Statute, RsMO 321, we are a Fire Protection District whose power is derived from this statute and enforced under the laws and Constitution of the State of Missouri.

Our staff consists of 22 full-time positions: twelve firefighters, three Lieutenants, three Captains, the Fire Chief, an Assistant Fire Chief, a Deputy Chief / Fire Marshal, and an Office Manager. The District also employs a part-time dock inspector.

The District operates three engines, three tankers, a rescue engine, a ladder truck, a brush unit, a utility vehicle and a reserve ladder truck. In addition, the District also has three command vehicles and one spare utility/command vehicle.

The District carries an ISO Class 4/10 rating.

Tax Rate Calculation

The District's General Revenue tax rate is .4905 cents per \$100 dollars of assessed valuation. The counties and state provide documentation that gives us the total assessed valuation for the area we cover for the coming year. Going in to 2022, the total assessed valuation for the Sunrise Beach Fire Protection District was \$380,385,582.00.

For the purposes of this document, this example will be based on 100% tax collection.

$$\$380,385,582.00 / \$100 = \$3,803,855.82$$

You then multiply the answer above by our tax rate of .4905 cents.

$$3,803,855.82 \times .4905 = \$1,865,791.28 \quad \leftarrow \text{This is what 100\% collection of taxes should be.}$$

We then add in what we project to take in on additional fees, such as permit fees, to arrive at our final projected budget income for the next year.

The first draft of the next year's budget is presented to the Board of Directors at the annual tax hearing at the August meeting of the Board of Directors.

Board of Directors

The Board of Directors is a five-person body of officials, elected from the people, who reside within the boundaries of the Sunrise Beach Fire Protection District.

Board members shall meet the following criteria:

- A resident and voter of the district for at least one year
- Shall be over the age of 24 years old
- Must not be delinquent on taxes.

The Board of Directors elections are held on a rotating cycle every two years. Director terms are for six (6) years. As there are five seats on the Board, the cycle of elections are as follows on even years: two seats, two seats, one seat.

The Board of Directors elects, amongst themselves, three officer positions:

- President
- Secretary
- Treasurer

The other two members, not holding office, are referred to simply as Directors.

Under the statute, some of the powers of the board include:

- the power of perpetual existence
- have and use a corporate seal
- sue and be sued, to enter contracts
- borrow money with voter approval (bonds)
- acquire, maintain, and dispose of real property
- have management control and supervision of all business affairs
- hire and retain agents, employees, and volunteers
- have an exercise the power of eminent domain
- provide health, accident, disability, and pension benefits

The Board of Directors appoints the Fire Chief and oversees all business-related aspects of District finances, purchases, policies, contracts, agreements, assets, and personnel issues.

Core Values

Courage

Mental, Moral and Physical Strength that enables one to do what is right and necessary regardless of the dangers or outcome

Commitment

A spirit of unrelenting determination and dedication that drives one to achieve a standard of excellence in every endeavor

Honor

The inner force that drives one to exemplify the ultimate in ethical and moral behavior and to hold one's colleagues to the same standard

Motto

Service Above Self

History

There is some debate over when firefighters began serving the people of Sunrise Beach. Many believe the Sunrise Beach Volunteer Firefighter Association started in 1959, however this is when the first station was built on Highway TT. There's a story that a local resident started providing fire protection around the time the Bagnel Dam was constructed or finished. The story goes that the resident bought a used fire truck, said "I'll be the Chief" and began providing fire protection services.

Regardless of the actual timing, the Sunrise Beach Volunteer Firefighter's Association was formed and for many years provided fire protection, funding the service through the sale of fire tags. These tags were paid for annually and were affixed to the structure to show the fee had been paid. Regardless of payment status, the firefighters would always respond and provide the service, settling any fees after the suppression operations were complete.

In 1982, a measure was placed on the ballot to form a tax supported fire protection district. The measure passed and the Sunrise Beach Fire Protection District began operations as a local government entity in 1983.

Strategic Challenges & Solutions

The Sunrise Beach Fire Protection District has a proud history that serves as a foundation of strength for its future development. This development will take place by addressing strategic challenges with innovative and effective solutions.

The District has experienced significant growth over the past few decades and continues to enjoy steady, albeit small, economic increases. This growth has contributed to a steady increase in the emergency response call volume, which culminated in a record of 1,020 calls for 2021. These responses include emergency medical, wildland and structure fires, technical rescues, hazardous material incidents, boating incidents and public service calls.

In addition, today's firefighters are required to have the knowledge and training necessary to mitigate the hazards associated with nuclear, biological, explosive, and chemical incidents. These types of incidents may require mass casualty decontamination and medical treatment for a large amount of people at a single incident.

The District has seen an increase in number of homes built in the area considered to be "wildland urban interface" areas where the community intermingles with trees, brush and grassland fuels. Wildland fires in these areas or other large-scale incidents caused by natural disasters pose a significant threat to our community and our citizens.

As this document has been developed, there are several factors influencing the future direction of our organization. Thus, they have been laid out below and designated as key issues the District must face.

The key issues are Demographics, Organizational Outlooks – Economic & Financial, Legal & Regulatory, Technology, and Political. These key issues have given us the parameters to ensure that we are providing for our community’s needs for the next five years and beyond.

Key Issues

Demographic Shifts

Sunrise Beach Fire District continues to enjoy increases in population and building activity. Our current population is approximately 6,000 with a seasonal increase up to 70,000.

Trends in population show three specific increases:

Elderly Population

There is a greater need for services for citizens over 60 years old. As the District is primarily a “bedroom community”, retirees find the west side of the Lake of the Ozarks to be quiet, yet still accessible to the services and entertainment the Lake Area has to offer. Many elderly people have limited mobility, making it necessary to have additional fire resources on scene more quickly for rescue and rapid fire-suppression.

Also, there is an increased need for emergency response to medical emergencies. As our stations, geographically, are closer to our residents than the area’s ambulance district, our firefighters can be on scene faster than an Advanced Life Support Unit and provide initial Basic Life Support for people with emergencies such as cardiac issues, traumas, and strokes.

Middle Age / Families

Since the onset of COVID-19, the area has become an example of society without mandates and restrictions. The housing market has seen a boom of sales and development, despite a spiraling inflation in the nation’s economy. This has led to an increase in population that includes families with children under the age of 16 years old. This increase will most certainly lead to a demand for more services and place an increased demand on the fire district.

Seasonal Increases

During peak seasonal months, the District sees a sharp rise in the population as tourists and summer residents visit the area to enjoy all the Lake Area has to offer. These sharp increases in population bring with it increases in calls for Emergency Medical Service, boating related incidents and traumas.

Economic

As with all public services, citizen expectations and outside influences require anticipating future needs, developing a plan and identifying the funding of programs to meet these expectations.

The District, at one point, had determined the need and locations of fire stations that best suited the population and maximized ISO credit. Based on requests for service, current needs defined by this document include the minimum manning of current stations at three firefighters per shift, the staffing of Station #4, and an additional fire boat.

Increases in Call Volume

Each year, the District has had residential growth. Given the current economic climate, this growth should continue for the foreseeable future. In addition, commercial growth potential is encouraging with the eventual removal of the toll booths on the Community Bridge and the installation of upgraded water and sewer infrastructure, the west side of the lake, particularly Sunrise Beach Fire Protection District, must anticipate and plan for an increase in commercial construction and the volume that accompanies that potential.

Economic & Financial Factors

Economic challenges are an important factor in providing services.

Economic challenges facing the District include:

1. Maintaining a revenue stream to adequately fund the level of services that meets the expectations of our citizens.
2. Achieving a competitive pay and benefits package for employees that will ensure retention of trained and experienced staff.
3. Aging equipment in need of upgrading or replacement
4. Aging apparatus in need of upgrade or replacement

The District continues to seek out diverse revenue streams to augment the annual budget. Some of those sources of revenue outside of the General Fund are:

- Local, State and Federal grants including Anti-Terrorism grants, Homeland Security Assistance to Firefighter Grants and Hazard Mitigation Grants.
- State Reimbursement for Mutual Aid Responses and Disaster Declarations.
- Fee funded programs such as the District's Fire Prevention Office

In addition to the General Fund, which is funded by tax revenues collected each year under the District's current tax rate of .4905 cents per 100 dollars of assessed valuation, the District also has a debt service which pays for a bond issue obtained by the District at .1358 cents per 100 dollars of assessed valuation and is due to be paid off by 2027.

In order to maintain our current service level and accommodate the increasing call volume and population, the District will need to look to staff one, if not two, additional stations and promoting Battalion Chiefs to manage the shifts and assist in administration.

The District attempted a 9 cent per 100 dollars assessed valuation increase that failed in 2017. While valuation trends continue to increase, with the current tax levy, those increases will not be sufficient to meet the future needs of the District and its residents.

The Bond has a "no early payoff" clause which means in order to satisfy the bond, the District must continue to pay off the debt until the end date or pay off the principal and all interest that would have been accrued for the life of the bond.

In February of 2022, the District purchased a used 2017 Pierce Ascendant Aerial ladder at a price of \$749,000. This purchase was made possible by trading in a 2008 Rosenbauer engine and an initial down payment of \$200,000 from the Vehicle Replacement Fund and General Revenue. The remaining \$475,000 was financed through a lease/purchase agreement with Central Bank Lake of the Ozarks. The annual payment is \$37,739.64. This agreement terms out in 2036, however there is no penalty for early payoff.

Legal & Regulatory

There are several laws, regulations, and standards that determine the minimum training, regulatory reporting, staffing and enforcement requirements the District must maintain in operations, training, administration, and prevention. Some examples include the following.

Federal Laws and Agencies

- OSHA 29 CFR Section 1910: contains regulations on training and responses to hazardous material incidents.
- Office of Homeland Security: Training requirements for all first responders and reporting requirements.
- Environmental Protection Agency: Regulates how contaminants are contained, cleaned up, and disposed of
- Sara Title III: Community Right-To-Know Act.
- Title VII - Part of the Civil Rights Act of 1964: requires employers not to discriminate and to eliminate the presence of past discrimination.

- American with Disabilities Act: Requirements of reasonable accommodation.

State Laws and Agencies

- Title XXI Public Safety and Morals, Chapter 320 Fire Protection
- Title XXI Public Safety and Morals, Chapter 321 Fire Protection Districts
- Title XXXIX Conduct of Public Business, Government Bodies and Records
- Title XII Public Health & Welfare, Chapter 190 Emergency Services
- Missouri Division of Fire Safety
- Missouri Bureau of Emergency Medical Services
- Missouri Ethics Commission

Additional Impacts

Insurance Services Office (ISO)

This organization sets insurance rates for residences and businesses based on a complex formula that includes fire agency personnel, apparatus, water systems, training, response times, and equipment.

In May of 2020, the District was advised it received a Class 4 ISO rating with a specific rating of 4/10. This means that anything within five (5) road miles of Stations 1, 2 and 3 fall under the ISO 4 classification. ISO de-certified Stations 4 and 5 under their criteria, as these are unmanned stations showing no responses from them. These station's locals are covered by Station 2. Therefore, areas such as the end of State Road F and Sellers Rd are in the ISO 10 classification.

The District would need to man these stations or show regular responses out of them in order to have them recertified.

NFPA (National Fire Protection Association)

This organization sets national standards for fire agencies on many fire related topics.

Some examples are:

- NFPA 1001 Firefighter Professional Qualifications
- NFPA 1021 Fire Officer Professional Qualifications
- NFPA 1500 Fire Department Occupational Safety and Health Program
- NFPA 1581 Fire Department Infection Control Program

- NFPA 1901 Standard for Automotive Fire Apparatus
- NFPA 471 Responding to Hazardous Material Incidents

ANSI (American National Standards Institute)

Standards from the institute relate to Self-Contained Breathing Apparatus, reflective vests and protective eye wear, as well as other such personal protective equipment.

National Fire Incident Reporting System (NFIRS)

A nationwide computerized data collected system for all types of incidents. Reporting using this system is required in order to obtain Federal Grants.

National Incident Management System (NIMS)

All emergency agencies in the United States are required to use an Emergency Incident Management System that conforms with this nationally developed system. The ability to obtain Federal Grants is directly related to adopting and utilizing an Emergency Management System that conforms to NIMS.

Technology Outlook

Emerging technology has increased efficiency of the District and the safety of our members.

Communication Interoperability/Dispatching

Emergency dispatching and communications is handled by the Camden County Sherriff's Department out of their 911 center in Camdenton. District communications experienced poor communications due to topography and infrastructure. Crews were required on incidents to remain with the apparatus or stage a Chief officer in an area that allowed for the dispatch center to be reached.

To quell this issue, the District installed a repeater and extended the radio tower at Station #2 from 60 ft to 120 ft. The repeater operates in the VHF spectrum on the 136 - 174 MHz band. This system is adequate but will become antiquated with the advent of the digital radio bands and systems. This system is anticipated to support current needs for the next 20 years. However, after 9/11, the broadcast bands were restructured so that public safety entities could operate in the 700 MHz band. The initial goal by the Federal Government was to have all First Responders on this band, however this has proven difficult for agencies with smaller budgets such as ours.

The State of Missouri has established the Missouri Statewide Wireless Interoperable Network (MOSWIN). The MOSWIN system utilizes the 700 MHz public safety band on a system of radio towers throughout the state to communicate statewide. This system is maintained by the Missouri Department of Public Safety.

The system is still being added on to and currently only guarantees service on state highways in the area. This means that side roads and areas on the water have limited or no service on the MOSWIN system. However, the state is working to install additional antenna sites to alleviate this issue. The District has committed to phasing out single band radios for dual band radios that will allow us to access the MOSWIN system and eventually have our own Sunrise Beach FPD talk group (a group of specifically designated frequencies exclusive to SBFPD) assigned to us by the state.

As more and more communications requirements and radio systems move toward data and digital transfer of information, the need to utilize this system will become greater. The District will need to ensure that future equipment purchases can accommodate dual band communications, allowing the District to utilize the MOSWIN system when needed.

As of February 2022, the District has dual band radio installed in the first out engine, the recently purchased ladder truck and the Chief and Deputy Chief vehicles. Two additional radios will be purchased for Marine 1229 and the replacement Assistant Chief vehicle.

MDC (Mobile Data Computer) and AVL (Advanced Vehicle Locator)

The District currently employs only one AVL in Staff Vehicle 1206. This technology notifies the dispatch center if certain emergency features, such as lights and sirens, are activated in the vehicle and also allows dispatch to know where the vehicle is located, through GPS tracking. This system, if installed in every District vehicle, will provide real time locations of the units and assist with choosing the closest equipment for a response.

SCBA (Self Contained Breathing Apparatus)

The current SCBAs utilized by the District are in their final cycle for hydrostatic testing of the bottles. While simply buying new bottles for these packs would be an option, the packs themselves are in need of replacement and have been used extensively on the training ground and in the field. Technology and standards have also been upgraded since their purchase.

The District will need to replace all of the SCBAs in its inventory within the next two years. The most recent quote, which included a new fill station, came to approx. \$389,000 dollars.

The District applied for an Assistance to Firefighters Grant (AFG) in December 2021 from the Federal Government to avoid absorbing the full cost of the SCBA replacement. Should the grant be denied, the District has the funds to cover most of this cost, but these funds could be used elsewhere if a grant is obtained in Fiscal Year (FY) 2022.

Thermal Imaging Cameras (TIC)

Cameras that use infrared technology in smoky or dark conditions or atmospheres that are immediately dangerous to life and health to find heat sources such as victims or fires in confined walls. The cameras used by the District were replaced in 2021. Two NFPA compliant cameras were purchased and placed on Squad 12 and Truck 12. The District also purchased three

smaller cameras that were assigned to the staff vehicles. These cameras have a 10-year life expectancy.

The District's two old cameras that are at the end of their service life were assigned to Engine 1232 and Engine 1242 and will be utilized in a reserve capacity until they are no longer serviceable.

Reporting

Automation for Inspection Programs, implementation of the ESO software has decreased the workload on Inspectors, operations personnel, and administrative personnel by providing better:

- Data collection
- Field Input
- Electronic Input

This software is also how we report data to NFIRS and provide needed statistics for grant applications.

Looking to the future, the ESO software is expanding into training and inventory tracking. Once the software is fully functional, many of the District's software needs will be handled by this software suite. The District currently pays approximately \$9,000 per year for this software which can and will be subject to price increases for updates and additional services. However, by utilizing and upgrading this system as necessary, the District will have a single point of access to these databases.

Accountability Software

The District currently employs a passport tracking system to ensure every person on an emergency scene is accounted for. However, as incidents become more complex, they are hindered by geographic obstacles and manpower requirements. The District will need to look ahead to a more robust and user-friendly method of accountability that can not only track responders in real time, but also free up a member of the Command Staff for other assignments.

A recent joint grant application with Gravois FPD and Rocky Mount FPD was denied under the AFG Grant, the District included tracking software by Motorola that utilizes portable radios as a tracking beacon and communications tool, which links directly to a computer or iPad. The cost of the software is approximately \$5,500, not including the radio upgrades, with an additional annual fee for use and software upgrades. The District will re-apply for such grants when able.

Regardless of the system chosen, the District will need to acquire a system to better track it's on-scene resources for the safety of its members and the better utilization of staff charged with managing an incident.

Drone Technology

The District currently employs a drone that cost approximately \$2,200 at the time of purchase. Being one of the few drones in operation in the lake area, the technology and application is still new to the area and has yet to meet its full potential. The current drone operated by the District, designated Air 12, is an entry level platform and is assigned to 1201.

NFPA standards and other government requirements, such as licensing of the pilots, is becoming more prevalent. Therefore, training and flight time will need to be documented and maintained as we move into the future. The current unit, being entry level, is only outfitted with a camera which is limited to daytime operations. Moving forward, this unit will be removed from frontline service and used as a training platform.

The purchase of a new drone with thermal imaging technology would be the next step in maintaining drone operations at Sunrise Beach. A newer unit will also provide the means to communicate or broadcast a pre-recorded message to anyone within listening distance. Some of the uses for such a unit include, but are not limited to, outdoor search both over water and land, overviews of large-scale incidents and two-way communications with those in need.

Battery Powered Hydraulic Tools

As vehicle manufacturers explore lighter and stronger materials in the production of cars, SUVs, pick-up trucks, and commercial vehicles, to improve safety and fuel milage, this presents a greater challenge in extrication of victims. A popular material used in today's vehicles, for example, is Boron. Alloys using this material are much stronger than aluminum and steel alloys previously used and are resistant to being cut by older hydraulic/gasoline powered rescue tools, such as those currently utilized by the District.

The 2022 Budget includes funds to purchase new battery powered hydraulic tools, or E-tools, that are designed to defeat the latest materials in auto manufacturing, while doing so in lighter and hose free platforms that allow for greater mobility as well.

The new E-tools, when purchased, will be assigned to Squad 12 and Truck 12 and the current older units will be re-assigned to tankers to live out their service life.

Political Considerations

Emergency Response

The Sunrise Beach Fire Protection District works with three political entities within our District boundaries: Camden County, Morgan County and the City of Sunrise Beach. The District will continue to work with representatives of these bodies to ensure a strong working relationship and integration into Local, State and National Response Plans.

Examples of this integration would include responses to natural disasters, pandemics (such as COVID-19), and large-scale emergency incidents such as terrorist events or hazmat incidents. In 2021, our Chiefs participated in the updating of the Camden County Local Emergency Response Plan, a required plan at the county level for large scale incidents and disasters.

The final plan was approved by Camden County and released in early 2022.

Code Enforcement

The District is solely responsible for new residential and commercial building inspections as well as dock inspections in conjunction with requirements set by Ameren UE. The City of Sunrise Beach and Camden County both employ a Planning and Zoning Division, however, these agencies simply review building plans for setbacks and overall development planning. They perform no onsite inspections unless specifically requested to enforce their ordinances.

In 2020 the District adopted an updated ordinance that included occupancy inspections of existing commercial structures and multi-family structures containing three (3) or more units. The District also approved the hiring of a part-time Fire Inspector in FY2020 which was delayed due to the COVID-19 pandemic.

The Fire Prevention Office was budgeted to take in \$80,000 in permit fees for 2021, which included inspection of approximately 475 floating structures. As the area grows, the need for a full-time inspector will become more prevalent. The District will look to fund this position through the permit fees and work to make the Fire Prevention Office fiscally independent.

Administration

The current Administrative Staff includes the Fire Chief, the Assistant Fire Chief, the Deputy Chief / Fire Marshal and one Administrative Officer. The District's Administrative staff provides overall support and direction for management, operations, and prevention. Listed below is a summary of tasks completed by the administrative staff. This is not a complete list, as many tasks and duties the administrative staff performs, overlap or may not be specific to any one person.

Fire Chief

- The Chief Firefighter, Financial Officer and Administrator of the District
- Public and agency liaison to community groups, law enforcement and emergency response agencies; including county, state and federal levels
- Responsible for setting, maintaining and monitoring District budget
- Facilitates and assists with training and training requirements
- Responsible for maintaining, updating, and writing policies and guidelines. Including disciplinary actions
- Investigates code enforcement complaints to ensure compliance in the absence of the Fire Marshal
- Performs fire investigations and works with law enforcement entities for criminal investigations related to fires
- Assists the Fire Marshal, when needed, with code enforcement, plan reviews, inspections and ordinance updates.
- Reports monthly to the Board of Directors, ensures annual requirements at the state, local and federal levels are met
- Plans for the future of the District and is proactive in making decisions that will affect the overall direction of the District
- Facilitates public education programs
- Processes subpoena and legal document requests, workers' compensation, and accident reporting.
- Works with the multiple committees to ensure operations and safety of the District's members; including safety, policy and apparatus committees.

- Maintains all District records, structures equipment and apparatus
- Works with the District Counsel to ensure compliance with all applicable laws, ordinances, and requirements
- Negotiates in good faith and ensures working relationship with the collective bargaining body, IAFF Local 3987
- Provides on-scene incident command as part of the Duty Chief rotation

Assistant Chief

- Second in Command of the District
- Oversees Training Division and Operations
- Obtains background checks, physicals and drug testing as required
- Audits incident reports for quality assurance
- Develops reporting procedures
- Attends regional Training Officer Meetings and community meetings when needed in place of the Fire Chief
- Maintains website, email, and social media accounts
- Maintains annual training requirements, including the District's physical fitness program
- Oversees all IT and building related maintenance
- Provide system help desk support for databases and apparatus maintenance
- Maintains work schedules
- Provide statistical information for internal and external requests
- Gathers and sends NFIRS incident reports to the State Fire Marshal's Office
- Research technology for District needs
- Serves on the apparatus purchasing committee
- Assumes Command of the District in the absence of the Fire Chief
- Provides on-scene incident command as part of the Duty Chief rotation

Deputy Chief / Fire Marshal

- Third in Command of the District
- Processes permits code requirements. These permits include residential and commercial construction, occupancy inspections, plan reviews, dock inspections and annual pre-incident planning
- Investigates code enforcement complaints to ensure compliance
- Provides assistance with correspondence, billings, statistical reports and other fire prevention related requests and activities
- Oversees inspector assigned to Fire Prevention Office
- Reviews and updates Fire Prevention Ordinance every six years and as needed during the interim
- Performs fire investigations and works with law enforcement entities for criminal investigations related to fires
- Schedules and facilitates public education programs
- Serves on the apparatus purchasing committee
- Attends regional Code Enforcement Meetings and community meetings, when needed, in place of the Fire Chief
- Assists with the fleet maintenance program
- Assists with the apparatus purchasing committee
- Assumes Command of the District in the absence of the Fire Chief and Assistant Chief
- Provides on-scene incident command as part of the Duty Chief rotation

Administrative Officer

- Receives and handles public inquiries; provides District counter and phone support each business day at Headquarters
- Processes human resource records, new employee documents, provides application packages to candidates, screen applications
- Maintains records of all contracts and agreements with the District, outside agencies and professional services

- Oversees revenue processing and billing
- Processes payment requests, requests for billing as requested by staff
- Provides administrative support for District Administration including setting up meetings, calendars, correspondence, letters, Board agenda items and a variety of miscellaneous functions
- Processes credit card approvals, new and expired cards, and monthly purchases review
- Reviews timecards and interfaces with payroll
- Processes ID cards for all District employees
- Records and processes minutes of Board of Directors Meetings

Budget Planning & Goals

The goals listed in this section are a guideline for year-by-year upgrades and improvements to better serve the community. These goals are not exclusive to the year listed as this is a living document and circumstances may be such that any one of these goals may be moved up or pushed back in the timeline for the good of the District.

Some of the items listed denoted by a ** will be dependent on the passing of a levy increase. Items listed in the later part of this five-year plan will also be heavily dependent on the growth of the assessment and revenues increases at that time.

FY 2020

- Negotiate, update, and facilitate collective bargaining agreement (completed)
- Installation of communications repeater to improve District radio communications (completed)
- Purchase of ballistic armor for members (completed)
- New Squad 12 placed in service (completed)
- Update and replace uniforms (completed)
- Replace District computers (completed) - Re-imburement from CARES Act grant

FY 2021

- Replace mobile and portable radios (in progress)
- Replace iPads (completed)
- Replace Truck 12 utilizing funds from Old Squad 12 sale – lease/purchase (in progress)
- Replace 1200 staff vehicle (completed)
- Replace 1202 staff vehicle (completed)
- Upgrade and replacement of EMS equipment (completed)
- Begin replacement of all lighting systems to LED at all District facilities (in progress)
- Replace thermal imaging cameras (completed)
- Replace Automatic External Defibrillators (completed)
- Purchase new supply hose to replace what has failed testing and been remove from service (completed)
- Repair driveway entrance to Headquarters facility (in progress)
- Install commercial ice makers at Headquarters & Station #3 (completed)
- Purchase of a Skyjack lift platform (completed)

FY 2022

- Increase LAGERS retirement benefit to Level 6 **
- Replace self-contained breathing apparatus (AFG grant application – in progress)
- Negotiate, update and facilitate collective bargaining agreement
 - Minimum manning of three firefighters at Station #2 and Station #3
 - Options to increase LAGERS retirement
 - Options for pay raises
- Continue purchasing replacement of 6-8 sets of turnout gear per year
- Continue replacement of all lighting systems to LED at all District facilities
- Replace 1201 staff vehicle

- Replace hydraulic rescue tools– old hydraulic tools to remain in service on other existing apparatus
- Investigate updating HVAC system at Headquarters building
- Upgrade emergency lighting on older apparatus (in progress)
- Begin refurbishment of District tankers starting with Tanker 1214 (in progress)
 - Braking system
 - Cab components
 - Lighting package
- Replace fuel station at Headquarters Campus
- Add Diesel fuel tank at Station #2 (in progress)
- Begin hosting certified technician level rescue classes for all members (Rope, Trench, Confined Space, Vehicle Extrication, Ice Rescue, Structural Collapse, Boat)
- Station #3 Remodel
- Repair heat tiles in training tower burn room
- Purchase of off-road utility vehicle
- Purchase of a tractor for headquarters campus
- Purchase and distribution of current and newer lawn care equipment to each station
- Replace sonar equipment on Marine 1229
- Construct dumpster enclosures at all facilities

FY 2023

- Complete replacement of all lighting systems to LED at all District facilities
- Continue refurbishment of District tankers
- Develop outdoor classroom and additional training props
- On-going turnout gear replacement program
- Upgrade and replacement of EMS equipment

- Station #4 remodel **
- Hiring of firefighters, two per shift, to staff Station #4 **
- Purchase of NFPA thermal imager for Station #4 **

FY 2024

- On-going turnout gear replacement program
- Purchase battery powered hydraulic tools for Station #4 **
- Installation of source capture system for Station #2
- Purchase of additional Fire Boat
 - This will be an additional unit, current Marine 1229 to remain in service
 - Secure dock and/or slip and lift for additional boat

FY 2025

- On-going turnout gear replacement program
- Hiring of two firefighters to staff Station #1
- Purchase of NFPA Thermal Imager for Station #1
- Purchase of battery powered hydraulic tools for Station #1

FY 2026

- On-going turnout gear replacement program
- Promoting of three Battalion Chiefs
 - Assigned to Station #1
 - Will occupy and office at Headquarters during business hours
- Purchase of Battalion Chief staff vehicle
- Replacement of Squad 12 – current Squad 12 (in-service 2020) reassigned to Engine 42

FY 2027

- Begin replacement of tankers
 - Engine / Tanker to be purchased for Station #4
 - Engine 42 reassigned to Station #1
- Station #1 remodel
- Research and release updated five-year plan
- Payoff of bond, ballot measure for rolling bond collection into general revenue
- Complete design and plans for new Station #5

Divisions and Resources

The Sunrise Beach Fire Protection District can be divided into two divisions: Operations and Prevention. The District is comprised of 23 total personnel - the Fire Chief, the Assistant Chief, the Deputy Chief, the Office Manager, a part-time Fire Inspector, three Captains, three Lieutenants and twelve Firefighters.

The Operations Division is overseen by the Assistant Chief, with the Assistant Chief and Office Manager reporting directly to the Fire Chief. The division encompasses administration, human resources, emergency response, EMS, special operations (such as hazmat and dive team members) and training.

The Prevention Division is overseen by the Deputy Chief/Fire Marshal. The division encompasses all facets of prevention and code enforcement such as public education, plan reviews, residential and commercial new construction, commercial occupancies, and floating structure inspections. The division has one Fire Inspector who reports directly to the Fire Marshal.

Operations Division

The Operations Division maintains five fire stations within the District. Stations #2 and #3 are staffed full time. Station #2 is staffed with a minimum three firefighters, 24 hours a day. Station #3 is staffed with three firefighters, 24 hours a day, however the minimum staffing at that station is two firefighters. Vacation, sick and holidays are only covered by overtime if more than one firefighter is off during a shift. Therefore, if a firefighter has scheduled off or calls in sick, Station #3 will be staffed at two firefighters.

The firefighters are divided into three separate platoons, each supervised by a Captain and staffed with one third (1/3) of the suppression personnel. Each platoon consists of a maximum of six and a minimum of five on duty firefighters who work a 48-hour shift schedule. When combined, provides continuous emergency response staffing 365 days per year.

Listed here are the station locations and apparatus assigned to those stations:

Headquarters - 30 Porter Mill Spring Rd, Sunrise Beach, MO. 65079

Command 1200 – 2021 Chevrolet Silverado 2500 – Assigned to the Fire Chief

This unit carries an SCBA, an AED, EMS equipment, inspection/investigation tools, hand tools, a thermal imager, and a Command Box for incident management.

Command 1201 – 2022 Chevrolet Silverado 2500 – Assigned to the Assistant Chief

This unit carries an SCBA, Air 12 (District drone), an AED, EMS equipment, a thermal imager, and a Command Box for incident management.

Command 1202 – 2022 Chevrolet Silverado 1500 – Assigned to the Deputy Chief

This unit carries an SCBA, an AED, EMS equipment, inspection/investigation tools, a thermal imager, and a Command Box for incident management.

Station 1 - 16593 State Highway 5, Sunrise Beach, MO. 65079

Ladder 1217 – 1999 E-Once Cyclone II with 75 ft aerial ladder

This is the District's reserve aerial apparatus carrying 500 gallons of water and a 1,500 gallon per minute pump. This unit also carries EMS equipment and AED.

Tanker 1214 – 1997 Freightliner

This unit carries 1,800 gallons of water and has a 1,250 gallon per minute pump. This unit brings water to non-hydranted areas and can be used as a reserve apparatus. The unit also carries EMS equipment and an AED.

Utility 1206 – 2017 Ford Explorer

This unit is used as a reserve command vehicle and to transport firefighters to classes and conferences that are out of the area. This vehicle is also utilized by the Fire Inspector.

Station 2 - 190 State Road TT, Sunrise Beach, MO. 65079

Squad 12 – 2020 Pierce Enforcer Engine

This unit is the primary response unit of the District. Being at Station #2, which is centrally located, this unit is first out for the areas covered by Stations #2, #1, #4 and #5. Squad 12 carries 750 gallons of water and has a 1,500 gallon per minute pump. It also carries a full set of hydraulic rescue tools, rope rescue equipment, stabilization struts and various other tools and equipment.

Brush 26 - 2015 Precision/Dodge Ram Brush Unit

Brush 26 carries 300 gallons of water and has a 250 gallon per minute pump. This unit is used for natural cover fires and, when manpower permits, emergency medical responses.

Tanker 1224 – 1997 Freightliner

This unit carries 1,800 gallons of water and has a 1,250 gallon per minute pump. This unit brings water to non-hydranted areas and can be used as a reserve apparatus. The unit also carries EMS equipment and an AED.

Utility 1249 – 1997 Dodge Ram “Farm Truck”

This unit is a flatbed pick-up truck used to pick up supplies, plow the District’s parking areas, haul the District’s trailers and perform any other duties as required. This unit is not typically used for emergency responses, but could be utilized as an EMS unit, should the need arise.

Station 3 - 94 Spruce Ln, Sunrise Beach, MO. 65079

Truck 12 – 2017 Pierce Enforcer with 107 ft Ascendant Aerial Ladder

This is the District’s front line aerial apparatus carrying 500 gallons of water and a 2,000 gallon per minute pump. The unit features a Compressed Air Foam (CAFS) system and a Husky 12 foam distribution system. This unit also carries a hydraulic combo tool and power unit, rope rescue equipment, EMS equipment, an AED. Truck 12 responds to all structure fires, technical rescues and mutual aid when requested.

Engine 1232 – 2001 Pierce Contender

This unit is one of three Pierce Engines owned by the District. The unit features a 1,250 gallon per minute pump and carries 1,000 gallons of water. The unit carries EMS equipment and a hydraulic combo tool and power unit. Engine 1232 handles natural cover fires and EMS calls out of Station #3 due to its small size and maneuverability.

Tanker 1234 – 1997 Freightliner

This unit carries 1,800 gallons of water and has a 1,250 gallon per minute pump. This unit brings water to non-hydranted areas and can be used as a reserve apparatus. The unit also carries EMS equipment and an AED.

Station 4 - 2617 State Road F, Sunrise Beach, MO. 65079

Engine 1242 – 2000 Pierce Saber

This unit is one of three Pierce Engines owned by the District. The unit features a 1,500 gallon per minute pump and carries 1,000 gallons of water. The unit carries EMS equipment and is an in-service reserve engine that fills in for Squad 12 when the first out unit is out of service.

Station 5 (Lake West EMS South Base) - 65 Sellers Rd, Camdenton, MO. 65020

Engine 1252 – 1998 Pierce Saber

This unit is one of three Pierce Engines owned by the District. The unit features a 1,500 gallon per minute pump and carries 1,000 gallons of water. The unit carries EMS equipment and is an in-service reserve engine, able to fill in for any truck that may be out of service.

Fleet Management

Reliable and serviceable apparatus and equipment is a cornerstone to the ability of the District to deliver effective emergency response. The fleet and the equipment carried on those units is designed in accordance with national standards at the time of manufacture. The District maintains their readiness by checking the front-line units and equipment at the start of each shift. Apparatus quartered at Stations 1, 4 & 5 are checked each week by the on-duty crews.

Each apparatus is DOT Inspected annually. The staff vehicles and light duty units, such as Brush 26 are safety inspected during preventative maintenance appointments. The aerial ladder and ground ladders for every apparatus are inspected annually by certified technicians per NFPA standards. The fire pumps in each of the fire apparatus are also inspected annually per NFPA standards. Supply and attack hoses are inspected and tested in house by our firefighters and issues are documented for repair or the hose is removed from service.

The apparatus fleet is aging, with the newest units being the new Squad 12 being placed in service June of 2020, Brush 26 which was delivered in 2015 and Truck 12 which will be placed in service early 2022. A fleet replacement program will ensure that the oldest front-line apparatus will be no more than 10 years old. This program will also ensure that the oldest reserve apparatus will be no more than 20 years old.

Training

The Training Officer is responsible for entry-level probation training and continuous in-service education and certification maintenance programs. The Division oversees, the Health & Safety Program, Communicable Disease, Special Operations, Fitness Program, EMS Training, Fire Training Center, is the liaison to the Lake Area Training Officer's Association. The Training Division facilitates the Academy, Promotional Exams and Employee Development.

Training Resources

The Training Division consists of the Assistant Chief and a Fire Captain. In order to facilitate the various training needs of the District a Fire Training Center was developed at the Headquarters Campus at 30 Porter Mill Spring Rd in Sunrise Beach. The Fire Training Center is a resource of the Training Division.

The Fire Training Center has been in almost continuous use since it's construction; hosting daily crew trainings, regional trainings, and the Revolutionary Fire Tactics Conference. The drill grounds including a five (5) story tower with two burn rooms. There are numerous props including confined space, ventilation and an SCBA mazes and props. The recruit academy, classroom training and most major drills are conducted at the training center and on the drill grounds.

The Assistant Chief and the firefighters maintain all the props and ensure they are in working order. The purchase of props and the funding for maintaining them come from the Training Line Item in our budget.

Probationary Training

The probationary period for a new firefighter in the Sunrise Beach Fire Protection District is 12 months. The probationary training program is designed to allow for consistency across all three shifts. Each firefighter is given a skills book with a set of objectives that must be met each quarter. At the end of the year, the book is to be completed and signed off.

At the end of their probationary period, the probationary firefighters are sworn in as full members of the District and awarded their apparatus specific leather helmet fronts, or furnace pieces as sometimes referred, as well as their uniform chore coat.

Recruit Academy

A Recruit Academy is conducted for entry level employees. Included in this academy is new employee orientation, labor relations, expectations, safety, respirator fit test, engine, truck and rescue company evolutions, driver's training, classroom lectures and physical fitness training. The new recruits ride out with an engine company during the Academy to see operations and procedures in person.

Each new employee must possess the required certifications at time of hire and an EMT license within one year.

- Missouri Division of Fire Safety – Firefighter I & II
- Missouri Division of Fire Safety – Hazardous Materials: Operations Level
- National Incident Management System (NIMS) – 700, 100 & 800
- Missouri Emergency Medical Technician-Basic Licensure
- Current CPR card
- Highschool Diploma or GED
- Valid Missouri Driver's License

Candidates must also pass a physical fitness test and a general aptitude test.

Due to the training levels of those who apply for employment or volunteer positions within the District, Emergency Medical Technician Licensure is not required for employment but is required to maintain employment.

In Service Education

The firefighters complete monthly training assignments that range from fire suppression and emergency medical training to technical rescue skills. The crews regularly train in pump operations and water shuttles to ensure their skills remain sharp and the newer firefighters have the opportunity to practice and hone their skills.

Certification/Consensus Standards

The Fire District is guided by industry or consensus standards and federal, state, and local mandates that are overseen by various governmental agencies and trade organizations.

The following are examples:

- DFS – Missouri Division of Fire Safety, Office of the State Fire Marshal; oversees training and certification of firefighters, fire officers, inspectors, investigators, hazardous materials, and technical rescue
- FEMA – Federal Emergency Management Agency, National Incident Management Training
- MBEMS – Missouri Bureau of EMS; A division of the Department of Health and Senior Services, oversees EMS training and recertification.
- NFPA –National Fire Protection Association; all District training meets or exceeds NFPA standards and recommendations
- IFSTA –International Fire Service Training Association; publisher of training manuals as the basis for training assignments.

EMS Training

The District provides Basic Life Support services and requires all firefighters to be licensed Emergency Medical Technicians (EMTs). The District does not provide in-house training to become an EMT but does pay up to \$1,000 for classes to obtain this certification. The District provides online Continuing Education Units (CEU) and refresher courses for firefighters to maintain their EMT licensures.

During initial licensure training, firefighters receive National Registry and Missouri Licensure, the District requires only that employees maintain Missouri Licensure. This licensure requires 100 CEUs every five (5) years to be completed.

Safety

The District follows and meets safety standards from not only NFPA, but also OSHA, the Occupational Safety and Health Administration. Guidelines and standards set forth by OSHA affect topics such as SCBA requirements, Hazardous Materials training and mitigation and even grooming standards for face piece seals.

The District has instituted a Safety Committee, which reviews accidents and identifies potential safety issues within the District. The Committee works with the Fire Chief and the Training Division to determine solutions to issues and makes recommendations on how to prevent future incidents.

Monthly training assignments are issued to fire companies on various physical training topics and each fire station is outfitted with physical fitness equipment. Many of the fitness items used at the stations has been purchased by the staff. If we are to be successful in maintaining fitness levels, preventing injuries and replacing and repairing worn or outdated equipment, funds will need to be maintained and increased to meet the District's needs.

Special Operations

Special Operations are those disciplines which require highly trained individuals with technical certification that responds to incidents beyond the capability of the first responder engine company. Management and oversight of these areas is the responsibility of the Division of Training. This includes budget and expenditures, personal protective equipment, apparatus and equipment specification and both the initial and refresher training.

Covered under Special Operations are Hazardous Materials, Confined Space Technical Rescue, Urban Search and Rescue, Marine Rescue, Trench Rescue, Ice Rescue and Rope Rescue. Although the Training Division assigns scenarios and covers the required skills in ongoing shift trainings and the Academy, very few of the firefighters are certified in these rescue disciplines.

The District will begin hosting and prioritizing funds to attend these classes and become certified in these disciplines. Priority will be given to those firefighters assigned to Squad 12; however, all staff will have the opportunity to be trained to the technician level in each of these disciplines.

Emergency Medical Services

The majority of the District's calls for service involve emergency medical responses. These services are provided through the response of fire companies equipped with a wide array of specialized medical equipment and staffed with firefighting personnel who are cross trained to deliver medical care. This includes traumas, chest pains, strokes and other medical emergencies experienced by our residents and visitors. The District provides high quality Basic Life Support services to our community because often we are closer to the incident and can be on scene faster than our EMS partner, Lake West Ambulance.

A tax supported District of its own, Lake West EMS covers Sunrise Beach, Camdenton, and Gravois Mills. Due to our locations, the District can have apparatus and manpower at a medical incident sooner than the Ambulance District and initiate care such as oxygen therapy, Narcan delivery, bleeding control and splinting of fractured bones. Cardiopulmonary Resuscitation (CPR) and early defibrillation are scientifically proven to save lives. By providing these services, the District improves the survival rate of those we serve. All District vehicles are equipped with an EMS bag and Automatic External Defibrillator (AED).

The EMS Division is overseen by an EMS Project Manager. The EMS Project Manager is a firefighter who volunteers or is assigned to this division as a secondary duty. The EMS Manager reports directly to the Assistant Chief and is responsible for representing the District at all local and regional medically related committees, assisting the Fire Chief and Assistant Chief in creating and enforcing medical policies and protocols, and managing all of the day-to-day program needs.

Fire Prevention Division

The Prevention Office recognizes that stopping every unintended fire from starting is an impossible task. Therefore, the District strives to manage risk associated with fire and environmental emergencies. The Prevention Program focuses on controlling risk factors in the existing physical environment through commercial and residential construction inspections, site inspections, plan reviews, special event inspections, commercial re-occupancies, dock inspections and code compliance of existing structures.

The District reviews and approves building plans and inspects all new construction. The District added, in the 2020 Ordinance, requirements for existing commercial buildings to obtain an Occupancy Permit when a change of occupancy occurs and occupancy inspections of multi-family structures containing three (3) or more units such as condominiums and apartments.

The Prevention Office also ensures that sprinkler and fire alarm systems, fire extinguishers, paths of egress, exit signs and emergency lighting are in place and able to operate as they are intended in public buildings and seasonal businesses such as resorts.

The Prevention Office verifies that building addresses, exterior lighting, fire hydrants and emergency access roads are available for the quickest possible response by fire personnel in the event of an emergency.

The Fire Prevention Office facilitates these inspections through a permitting program for occupancies and hazardous processes as provided for in the Prevention Ordinance and the international building codes. The Prevention Office also oversees the pre-incident planning (pre-plans) of high hazard buildings and businesses. Once the initial pre-plan is completed, the plans are updated annually by firefighters assigned to the area those structures are in.

Public Assembly Events such as events with large tents or canopies, fireworks displays are inspected to maintain the safety of our citizens and vendors.

The overall goal of conducting fire inspections is to gain voluntary compliance of fire and life safety code requirements and to maintain the safety of the occupancies. Fire Inspectors evaluate each violation to determine why compliance has not been achieved, then contact the responsible party (business, owner, operator, management company or individual) to find a solution and to gain compliance. Inspectors work with the operators to ensure they understand the deficiency, the reason for the requirement and the steps necessary to abate the hazard. This is the resolution to most violations.

When violations are not corrected in a timely manner, Fire Marshal or Inspector will issue a notice to tenants and owners. This is a formal notification of non-compliance and that the issue is to be corrected. Should an owner or tenant not mitigate the violations, the District, by ordinance and statute, has the power to issue Stop Work Orders or post the building as an unsafe structure and have the utilities disconnected until the violation is fixed.

Fire Investigation

The Fire Prevention Office is responsible for conducting fire scene investigations to determine origin and cause. Investigators trained in fire and arson investigation are responsible for identifying if a fire cause is accidental or incendiary. An incendiary fire is a fire caused intentionally, arson is a crime and not a cause. Investigators thoroughly examine fire scenes, interview victims and suspects and collect evidence to determine fire cause.

Investigators work with the Camden County Sheriff's Department, the Sunrise Beach Police Department, and the Missouri Fire Marshal's Office in the prosecution of arson cases. They are required to prepare reports, present evidence, and testify in court in fire cause cases if called upon. Training for this task includes State Fire Marshal Accredited Fire Investigator Certification and continuing education courses to maintain the Investigator Certification.

Medical Control

The District is required to maintain a Medical Control Physician, known as a Medical Director and protocols by which to follow when responding to medical calls. In 2021 the Medical Protocols were updated to the most recent standards and adopted regionally with Gravois FPD, Rocky Mount FPD and Northwest FPD. The District's Medical Director is Dr. Campbell at Lake Regional Hospital. This ensured continuity of care among the agencies who respond with Lake West Ambulance.

In addition to writing and maintaining protocols, the Medical Director also provides quality control and recommendations for improvement to an agency. The Medical Director also signs off on an agency's ability and protocols for delivering drugs to patients on scene, in the District's case, that would include oxygen, Narcan and Oral Glucose.

The Medical Director also has the power to audit emergency medical reports for quality control purposes.

Emergency Management

The Fire Chief is ultimately responsible for Emergency Management within the District. This includes working with Local, State and Federal agencies to ensure cohesion within the National Response Plans and ensuring equipment, apparatus and personnel are ready to meet required needs. The District must also ensure a strong working relationship with Mutual Aid Partners and private industry as the District alone cannot mitigate every situation on its own.

Some examples of the agencies the District works with to meet its needs are:

- Camden County EMA – Emergency Management Agency of Camden County
- SEMA – State Emergency Management Agency (Missouri)
- FEMA – Federal Emergency Management Agency
- Co-Mo Electric – Electric co-op utility providing service to all of Sunrise Beach FPD
- Spire Gas Company – The primary natural gas supplier to the area
- Ameren UE – Electric company that owns Bagnel Dam and Lake of the Ozarks

Closing

The plan contained herein is bold and will ensure the District will remain strong, as well as an example of what the Lake Area is capable of, while providing the best possible services to those we serve.

We must never forget that we are a government agency whose soul mission is to serve the public by protecting life, property, and the environment.

Adopted this, 21st day of March, 2022.



Denise Dill, President



Laurie Preator, Secretary



Rick Butler, Treasurer

Robert Hemen, Director



John Suellentrop, Director



