



19 March 2025

Brett Stevens
Fire Chief
City of LaBelle
290 South Main Street
LaBelle, FL 33935

Dear Chief Stevens:

Thank you for your inquiry and considering Fitch & Associates for providing strategic planning and supplemental services to the City of LaBelle Fire Department. The following sections provide a breakdown of requested services with associated costs.

Scope of Work:

At a high level, the scope of work will provide for the following requests:

- Support continued socialization of recently completed Standards of Cover (SOC) documents.
- Gather new data and provide analyses to inform the City of potential impact fee strategies for future growth.
- Facilitate the development of a three-year Community Based Strategic Plan for the City of LaBelle Fire Department (LFD).

Request 1: Support expanded socialization of recently completed Standards of Cover documents.

- Provide two site visits to support presentation and discussion of LFD SOC:
 - Site visit #1: One (1) full day to meet with County Staff to present findings from the LFD SOC.
 - Site visit #2: Two (2) days to brief County Commissioners on LFD SOC and present SOC in an open County Commission Board Meeting.
- FITCH will utilize previously provided SOC, supporting reports, and final presentation slide deck.
- Cost: \$2,200/day x 3 days = \$6,600

Request 2: Analyze and develop potential impact fee strategies to help meet future demands.

- FITCH will work with LFD to gather the following data elements:
 - Planned growth and development for the next ten years.
 - Projected road, community, units by type, infrastructure networks, and layouts.

- Planned LFD capital needs for the next ten years
- Utilize GIS analysis to project geographical impact of planned development.
 - Analysis will be contingent on available data and shapefiles related to planned development.
- Identify potential impact fee strategies in accordance with State and Local government regulations.
 - Strategies will be synchronized with LFD's current level of performance.
- Provide a summary analysis of potential impact fee strategies to include revenue projections in alignment with capital plans.
 - Summary analysis will be delivered in an electronic format with virtual conferencing for discussion if requested.
- Cost: \$6,900

Request 3: Facilitate the development of a three-year Community Based Strategic Plan for the City of Labelle Fire Department (LFD).

- Provide services for planning, preparation, and facilitation of a Community Based Strategic Planning (SP) workshop.
- FITCH will work with LFD to prepare for strategic planning workshop, to include:
 - Launch call to initiate planning process.
 - Regular virtual meetings with LFD leadership to:
 - Develop and deploy surveys for internal stakeholders.
 - Prepare documents for document review in workshop.
 - Prepare Fire Chief and leadership for SP process.
 - Develop and support community member invitation process.
 - Set task list and workflows for Agency to prepare for workshop.
 - Gather and prepare documents, instructions, supplies, and guidance for workshop facilitation.
- FITCH will facilitate a three-day on-site SP workshop to include:
 - Development of: Mission, Vision, Values, Strategic Goals, Objectives, and Tasks.
 - Strategic Plan document
 - Operational Plan documents to guide execution of SP.
 - Community stakeholder luncheon with presentation and solicitation of feedback.
- Deliverables will include: Three-year Strategic Plan document, Operational Plan document, and Strategic Plan Report
- Agency will be responsible for cost of supplies, food, drinks, and facility.
- FITCH will provide labor for planning, facilitation, final work product documents and reports.
- Cost: \$25,000

The total professional services fee will be \$38,500.

The completion time for each request will be:

- **Request 1:** As coordinated with at least four-weeks lead time.
- **Request 2:** Three to four months beginning from the time that we receive the requested data at project kickoff.
- **Request 3:** By October 1, 2025, if project is initiated by May 1, 2025.

We hope this information is helpful to you in considering Fitch & Associates as a continued partner in the development and planning of your community's Public Safety services.

Thank you again for allowing us to present this proposal for your consideration.

Sincerely,

A handwritten signature in blue ink that reads "Steven Knight". The signature is written in a cursive, flowing style.

Steven Knight, PhD
Partner
816-500-7481
sknight@fitchassoc.com

Proposed Project Staff

Steven Knight, PhD – Partner: Dr. Knight leads the firm's fire service practice. In that role, he has led numerous assessments of major cities and in smaller communities. These often include standards of cover reviews and providing strategic planning services. Dr. Knight brings to the firm over 25 years fire/EMS experience. He retired as the Assistant Fire Chief for the City of St. Petersburg, Florida. He has been a subject matter expert for both the National Fire Academy and the Center for Public Safety Excellence. He also served as team leader and assessor for the Commission on Fire Accreditation International and has held multiple faculty appointments in Fire Science and EMS. Dr. Knight joined the firm after serving as the Senior Manager for Fire and EMS at the International City/County Management Association (ICMA).

Steve earned a Bachelor of Science degree summa cum laude in Fire & Safety Engineering Technology, from the University of Cincinnati and an MPA in Public Administration from Troy State University. He earned a PhD in Curriculum and Instruction for Adult Education from the University of South Florida. Dr. Knight is a nationally recognized speaker and author. He completed the Executive Fire Officer (EFO) program at the National Fire Academy, earning the A. Don Manno Award for Excellence in Research from the National Society of Executive Fire Officers and the 2007 Outstanding Research Award from the National Fire Academy and United States Fire Administration.

Michael Arena –Consultant. Michael Arena had 31 years of fire and emergency service experience and is a credentialed Chief Fire Officer. He is a graduate of FEMA's Executive Fire Officer Program and has a Bachelor's degree in Fire and Emergency Services from St. Thomas University in Miami Florida and a Masters in Public Administration from Barry University. He is a team leader, annual compliance reviewer, and mentor for the Commission on Fire Accreditation International (CFAI) having assisted with the accreditation, mentoring, and compliance review of over 40 agencies and military facilities throughout the world, serving and leading more than 25 site-visit teams. He served in the military for 20 years with The United States Coast Guard Reserve enlisting in 1985 and retired as a commissioned officer as a Lieutenant.

Michael has worked in virtually area of fire and emergency services including the coordination of the merging of three fire departments in western Palm Beach County which included all aspects from training, human resources, deployment strategy, risk assessment, and station infrastructure. This resulted in a consolidation of the Fire Departments from the cities of, South Bay, Belle Glade, and Pahokee and subsequent merging with Palm Beach County Fire Rescue. He was the Aircraft Rescue and Firefighting (ARFF) Chief at PBIA. He is an adjunct professor for Barry University. He served as the liaison for over 10 municipalities within Palm Beach County and retired as a District Fire Chief where he managed 225 personnel in 9 fire stations and as liaison for 3 municipalities, the Village of Wellington, Royal Palm Beach, and Loxahatchee Groves.

Ian Womack – Senior Consultant. Chief Womack has over 25 years of experience in the fire and emergency services and is currently serving as a Division Chief for a metropolitan fire rescue department where he serves as the agency's Fire Marshal. Ian has served in multiple roles within the profession where he has successfully managed innovative program development. These programs blended fiscal challenges with increased responder safety and operational efficiencies that improved performance. His detailed knowledge and implementation experience in this complex field has led to many national speaking engagements in addition to serving as a delegate to the TAMPA2 event. Ian has also helped multiple agencies develop standards of cover, strategic plans, and deployment strategies that employed cutting edge best practice.

Ian holds Bachelor's Degree in Public Safety Administration from St. Petersburg College and a Master's Degree in Management/Leadership from Troy University. He is also a graduate of the Eckerd College Management Development Institute's Leadership Development program and the St. Petersburg Chamber of Commerce Leadership St. Pete program.

Gang Wang – Senior Consultant. Dr. Wang is an expert in analyzing fire department, emergency medical service (EMS) agency, and private ambulance service workload, deployment, and response time. Dr. Wang has completed more than seventy fire and EMS studies in thirty states. He specializes in managing large-scale data sets and applying advanced mathematical models to design the most efficient system to provide fire and EMS services.

Dr. Wang holds a Ph.D. degree in industrial engineering from Wayne State University. Dr. Wang has conducted research in areas of cross-cultural decision making, supply chain management, and revenue management. He has presented at national and international conferences and has published several peer-reviewed journal articles and a book chapter.

Brian McGrath – Senior Consultant. Brian McGrath serves as President of CAD North Inc. His responsibilities include Administration, Marketing, Software Development and Business Analysis/Requirements Documentation. He brings over 18 years' experience in Information Systems management and development in the public safety industry including 10+ years Business and Systems Analysis in public safety software development. He has exceptional ability at requirements capture, analysis and documentation and is fully conversant with all aspects of the software product development and implementation life cycle. He is an experienced software developer of public safety dispatch applications including software development using TriTech's RAPTOR API. He possesses excellent communications and interpersonal skills, is comfortable at all organizational levels and has a solid base of operational experience in public safety communications.