



Welcome to

LABELLE

The City Under the Oaks

FITCH

& ASSOCIATES

COMMUNITY RISK ASSESSMENT AND STANDARDS OF COVER

City of LaBelle, FL Commission Briefing

February 13, 2025

A background image showing a person in a blue blazer and white shirt, holding a white pen and writing on a tablet. The image is overlaid with a dark blue gradient.

Today's Agenda

- 1** About Fitch & Associates

- 2** Top Five Priorities

- 3** Executive Summary

- 4** Findings and Recommendations

- 5** Questions and Next Steps

About Fitch & Associates

We've designed, developed, and managed some of the world's most innovative Fire/EMS systems, and we bring the energy, focus, and experience that drive decision-making and action.



We seek to partner with communities willing to ask the tough questions, that seek transparency and public input, and are interested in planning for the future in a sustainable manner aligned with community expectations.



Forty years of experience implementing innovative, customized solutions in the public safety and healthcare arenas, providing consulting services in thousands of communities in all 50 states, every Canadian province, and 12 other countries.



Top Five Priorities



Improving Dispatch Time and
Total Response Time



Update interlocal agreement to
account for current and future
community needs.



Codify Agency planning and
operations with formalized
Policies, Procedures, and Plans.



Execute automatic or mutual aid
agreements to provide for
improved readiness and response
throughout community growth.



Improve data quality and capture
to introduce Outcome Measures
and Performance Management
strategies.



Project Deliverables

Phase 1
Quantitative Data
Analyses

Phase 2
Comprehensive GIS
and Station
Location Analyses

Phase 3
Community Risk
Assessment

Phase 4
Standards of Cover
and Findings and
Recommendations

2023 90th Percentile Response Time Performance

Metric	Call Processing Interval	Turnout & Travel Interval	Total Response Interval
Average	00:02:35	00:06:42	00:08:48
90th Percentile	00:04:59	00:12:55	00:16:25
Count	895	668	796

Note: CAD data limited analysis

Improving Response Time

Best Practice Performance:

- Dispatch ~ 2-minutes
- Turnout ~ 1.5-minutes
- Travel ~ 10-12-minutes

Recommendations:

1. Work in collaboration with the 911 communications center to improve the level of incident detail and data capture within the CAD system.
2. Work with the communications center to identify opportunities for improvement of call processing times.

Fire Station Location and Response Time Capabilities

- Within the LaBelle Fire Zone boundary:
 - **89% of ALL calls could be responded to within a 10-minute travel time.** This validates the modeling as actual travel time performance is ~10.9-minutes at the 90th percentile.
 - **95% of ALL calls could be responded to within 8/14-minute or less travel time**
 - Tiered approach allows the Agency to address the challenges of providing service within an urban, suburban, and rural jurisdictional mix.

Figure 1: Current LFR Station Bleed Map for 10-Minute Travel Time– All Calls LaBelle Fire Zone

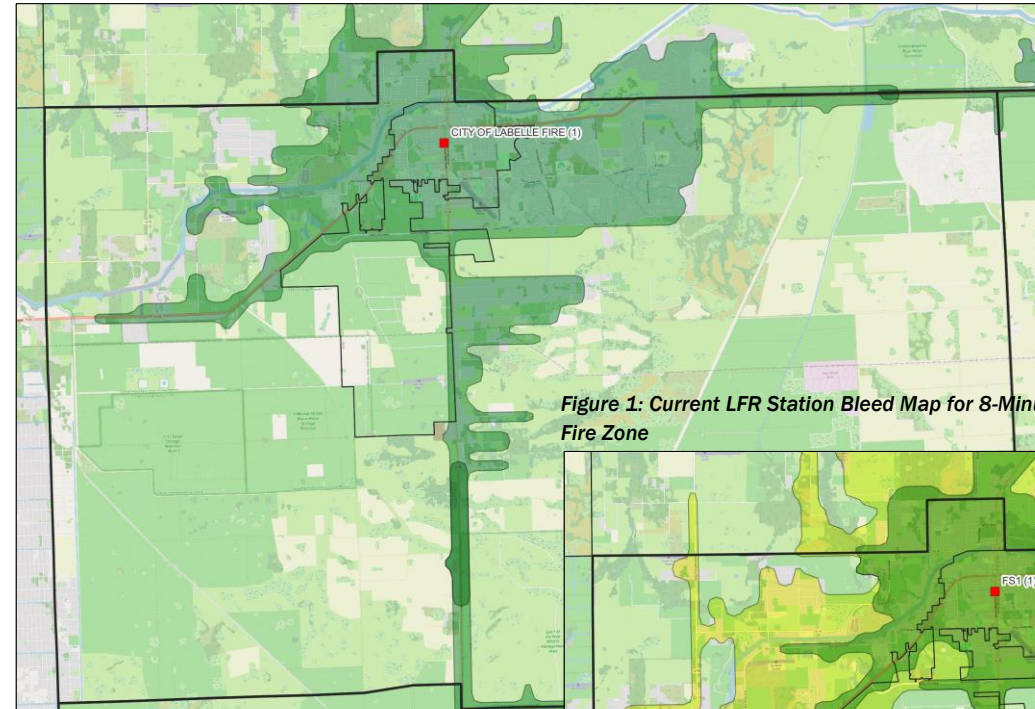
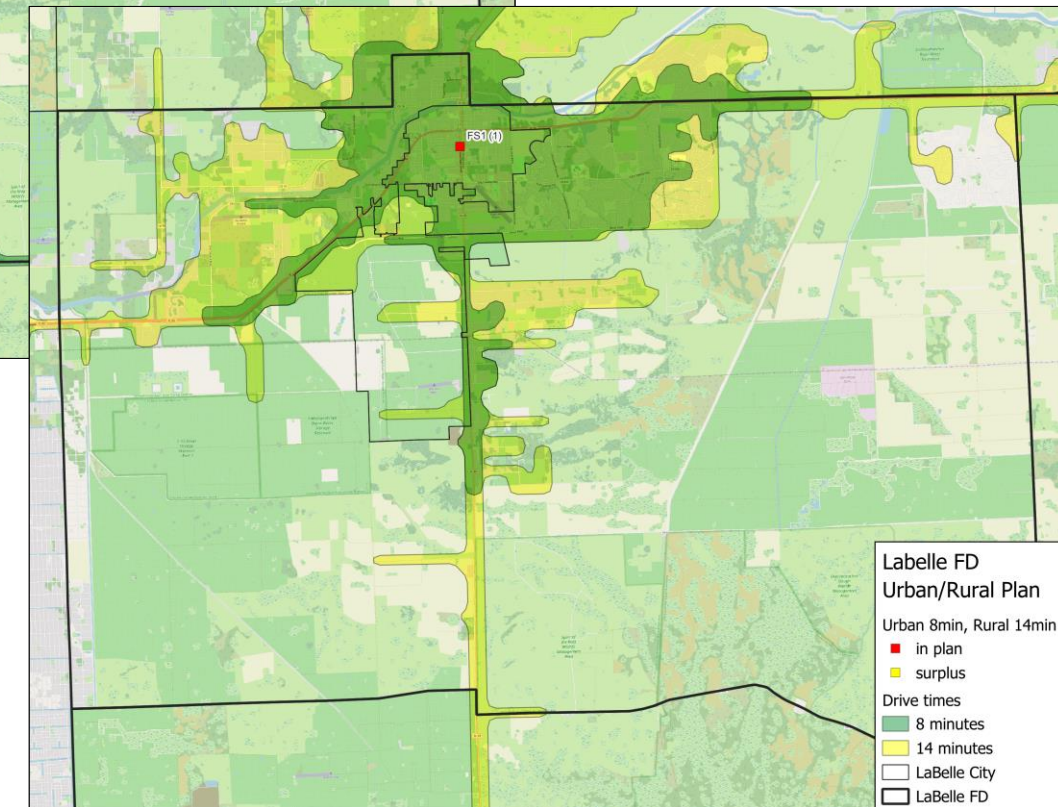
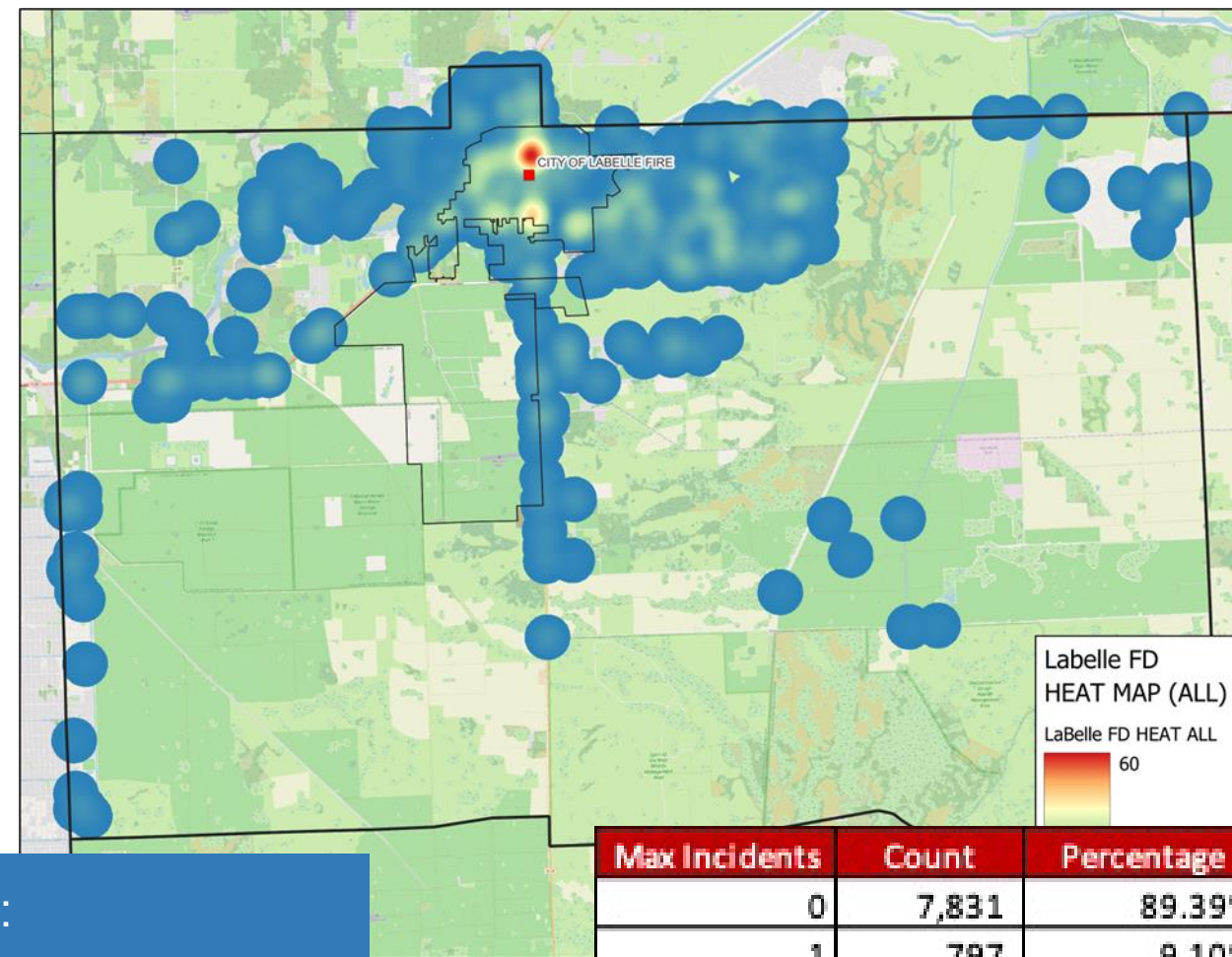


Figure 1: Current LFR Station Bleed Map for 8-Minute Urban + 14-Minute Rural Travel Time– All Calls LaBelle Fire Zone



Concentration of Risk and System Resiliency



- Within the LaBelle Fire Zone boundary:
 - Likelihood of no active calls or only a single incident is **98.49%** during any one hour of the year for LFD.
 - Likelihood of 2 or more **concurrent incidents** was only **1.51%**.

Max Incidents	Count	Percentage	Cumulative %
0	7,831	89.39%	89.39%
1	797	9.10%	98.49%
2	114	1.30%	99.79%
3	15	0.17%	99.97%
4	1	0.01%	99.98%
6	1	0.01%	99.99%
8	1	0.01%	100.00%
Total	8,760	100.00%	-

Staffing Considerations

Recommendation:

The Agency should consider utilizing NFPA 1720 for benchmarking ERF performance while still qualified as a combination fire department.

- “Current” is based on FY24 staffing levels.
- Plans 1-4 can each be used as “year-1” strategies or progressive growth models over the next four years with Plan 1 being “year-1” and Plan 4 being “year-4.”

Minimum Staffing	Current	Plan 1	Plan 2	Plan 3	Plan 4
Engine	2	2	3	3	4
Truck	0	2	2	3	4
Brush	0	0	0	0	0
Tender	0	0	0	0	0
Super	0	0	0	0	0
Rescue 12	0	0	0	0	0
Total Daily Min.	2	4	5	6	8
FTE Count- Straight	6	12	15	18	24
FTE Count- w/Relief	Current	Plan 1	Plan 2	Plan 3	Plan 4
15%	6.9	13.8	17.25	20.7	27.6

- By Plan 3, the Agency would be able to deliver the personnel minimum expressed in NFPA 1720 without relying on off-duty or volunteer response.

Year-1 Personnel Cost	Current	Plan 1	Plan 2	Plan 3	Plan 4
Firefighter	\$520,389.50	\$588,266.40	\$395,948.54	\$656,143.29	\$1,176,532.79
Engineer	\$0.00	\$273,204.49	\$546,408.98	\$546,408.98	\$546,408.98
Lieutenant	\$0.00	\$325,591.45	\$651,182.90	\$651,182.90	\$651,182.90
Total Personnel Cost	\$520,389.50	\$1,187,062.34	\$1,593,540.42	\$1,853,735.17	\$2,374,124.68
Estimated Personnel Start-Up Cost	\$0.00	\$62,322.00	\$89,887.50	\$117,453.00	\$172,584.00
Total Personnel Cost	\$520,389.50	\$1,249,384.34	\$1,683,427.92	\$1,971,188.17	\$2,546,708.68
*"Current" based on FY24 FTE Count and FY25 proposed FF Entry at total Compensation.					

Financial Analysis

FY2025 budget results in a fund reduction of \$644,506 as expenditures exceed revenues.

West County Fire MSBU	Revenues	Expenditures	Fund Balance
Reserves			\$ 1,865,158
FY25 Taxes	\$ 974,571		
LaBelle Fire		\$ (895,698)	
Felda Fire		\$ (332,978)	
Pioneer Fire		\$ (310,401)	
County - Internal Transfer		\$ (80,000)	
Sub-Total	\$ 974,571	\$ (1,619,077)	\$ (644,506.00)
Total			\$ 1,220,652

Observation:

The West County Fire MSBU will not be sustainable within the next 3-4 fiscal years without a future adjustment.

Financial Analysis

Program Area	Current	Plan 1	Plan 2	Plan 3	Plan 4
Personnel Costs	\$ 811,972	\$ 1,555,306	\$ 1,989,350	\$ 2,277,110	\$ 2,852,631
Operating Costs (FY25 budget pro-rated by FTE count)	\$ 323,549	\$ 566,211	\$ 687,542	\$ 808,873	\$ 1,051,534
Total Budget	\$ 1,135,521	\$ 2,121,517	\$ 2,676,892	\$ 3,085,983	\$ 3,904,165
Incremental Personnel Costs from 'Current'	\$ -	\$ 565,293	\$ 1,120,668	\$ 1,529,759	\$ 2,347,941
Incremental Total Cost from 'Current'	\$ -	\$ 985,996	\$ 1,541,370	\$ 1,950,461	\$ 2,768,644
Incremental % Increase from 'Current'	0.0%	86.8%	135.7%	171.8%	243.8%

Revenue Adjustment for Plan Options - Single Family Rate - MSBU Support Only

Program Area	Current	Plan 1	Plan 2	Plan 3	Plan 4
County MSBU Rate	\$ 83.02	\$ 155.11	\$ 195.71	\$ 225.62	\$ 285.44
City MSBU Rate	\$ 118.26	\$ 220.94	\$ 278.78	\$ 321.38	\$ 406.59
Budget	\$ 1,135,521	\$ 2,121,517	\$ 2,676,892	\$ 3,085,983	\$ 3,904,165

Revenue Adjustment for Plan Options - Single Family Rate - MSBU & General Fund Support

Program Area	Current	Plan 1	Plan 2	Plan 3	Plan 4
County MSBU Rate	\$ 83.02	\$ 155.11	\$ 195.71	\$ 225.62	\$ 285.44
City MSBU Rate	\$ 57.81	\$ 108.01	\$ 136.28	\$ 157.11	\$ 198.76
City GF Funding	\$ 443,648	\$ 828,876	\$ 1,045,861	\$ 1,205,693	\$ 1,525,357
Budget	\$ 1,135,521	\$ 2,121,517	\$ 2,676,892	\$ 3,085,983	\$ 3,904,165

Assessment of City/County Funding Distribution

- Compensation from the County to the City shall be based on a fire-year rolling average of the percentage of County calls versus City calls answered by the LFD.
- Based on the City’s data, the five-year rolling average from FY19-FY23 shows a 68% demand share within the County area.
- Budget documents suggest that the City receives approximately 57% of net operating budget payment from the County.

Recommendation:

1. City should work with the County and the communication center to ensure the accurate capture and geolocation of incident demand for an accurate accounting of compensation in accordance with the ILA.
2. City should consider a funding strategy based on a readiness model within the LaBelle Fire Zone.

Basis	City	LFD(County)	Total
City Data - FY23	206	683	889
Share	23%	77%	100%
FITCH - CAD - CY23	295	567	862
Share	34%	66%	100%
Land Area (sq.mi)	14.5	210.1	224.6
Share	6%	94%	100%
City Data FY19-FY23	1446	3046	4492
Share	32%	68%	100%

Introducing Outcome Measures to Performance Management Strategies

Fire Suppression		
Measure	Benchmark Performance	Current Performance
Structure Fire Incident Rates		
Number of Structure Fire Fatalities per 100,000 residents	≤ 1.11	#
Number of Structure Fire Rescues per 100,000 residents	#	#
Fire Spread – Degree of Confinement – All Building Fires with Fire Spread		
Fire Confined to Building of Origin	%	%
Fire Confined to Floor of Origin	%	%
Fire Confined to Room of Origin	%	%
Time to Fire Confined (from FD arrival)	10:00	mm:ss
Fire Spread – Degree of Confinement – Residential Structures with Fire Spread		
Fire Confined to Room of Origin		
Fires Controlled by Fire Suppression Systems		
Percentage of Fires Extinguished by Fire Suppression Systems in Protected Buildings	90%	%
Preventable Fire Incidents		
Percentage of Fires Unpreventable	%	%
Building Fires in Commercial Occupancies		
Fire Confined to Room of Origin	%	%
Fire Loss as a Percentage of Total Protected Property Value <u>with</u> Fire Protection System	%	%
Fire Loss as a Percentage of Total Protected Property Value <u>without</u> Fire Protection System	%	%
Property Saved in Buildings with Fires		
Value of Property Saved in Dollars	\$	\$
Fire Loss as a Percentage of Total Protected Property Value	0.05%	%
Emergency Medical Services		
Percentage of cardiac arrest patients receiving resuscitative efforts where return on spontaneous circulation is achieved	≥ 50%	%
Percentage of overall cardiac arrest patients with survival to discharge from hospital	≥ 33%	%
Percentage of EMS responses where treatment is indicated, and condition is improved or stabilized	≥ 90%	%

Utilizing a System of Measures for Decision Making and Action Planning

Type of Measure	Performance Metric	Recommended Performance	Priority	Review Period
Station/Unit Performance	Turnout Time – EMS	≤1.0 Min at 90%	Emergent	Quarterly
	Turnout Time – All Other	≤1.5 Min at 90%	Emergent	Quarterly
	Travel Time	≤10.9 Min at 90%	Emergent	Quarterly
	Minimum Engine Staffing	≥2 Firefighters	All Responses	Daily
	Minimum Truck Staffing	≥2 Firefighters	All Responses	Daily
System Design and Performance	Dispatch from Receipt at Fire Dispatch	≤1 Min at 90%	Emergent	Monthly
	911 Answer Time at Fire Dispatch	≤15 Sec at 90%	All	Monthly
	Station Risk Rating	Increases in Risk		Annually
	Reliability	≥70%		Quarterly
	Call Concurrency	≤30% Per Unit		Quarterly
	Call Volume	1,000 – Initial 500 – Ongoing		Annually
	Unit Hour Utilization	≤0.15 on 24-hour Engines and Ladders		Quarterly
	Cross-Staffing at Unit Level	<1,500 annual calls and <15% Call Concurrency		Annually

Recommendation
 The Department should ensure sufficient operational data capture and adopt system performance objectives internally and update as needed.

Enhancing Community Risk Reduction Strategies and Programs

Community Risk Reduction and Other Preventative Process Efforts		
Measure	Benchmark Performance	Current Performance
Fire Investigations Program		
Percentage of incendiary fire investigations that meet the elements for arson referred to the district attorney for prosecution	%	%
Percentage of fire investigations resulting in a classification of accidental, incendiary, that meet the elements for arson	%	%
Number of fire investigations conducted	#	#
Number of juveniles referred to the Youth Fire-Setter Intervention Program	#	#
Fire Code Compliance Program		
Percentage of fire protection system plan reviews completed within 5 business days of receipt	%	%
Percentage of identified high-risk commercial locations inspected by renewal date	%	%
Percentage of initial new construction inspections completed within 2 business days of request	%	%
Number of identified high-risk commercial locations inspected by renewal date	#	#
Number of requests for service completed (re-inspections, surveys, open records requests, training sessions, and monthly permits)	#	#
Public Safety Education Services Program		
Percentage of elementary public schools in city limits participating in CRR activities	100%	%
Percentage of youth referred to department that have previously attended the Youth Fire-Setter Intervention Program	%	%
Number of Fire Department public safety education participants served	#	#
Number of elementary students in the city limits participating in CRR activities	#	#
Number of Health and Safety sessions provided	#	#
Number of hours spent on CRR requests for service	#	#
Number of smoke alarms distributed to residents	#	#
Emergency Medical Services Program		
Number of MIH interventions completed	#	#

Recommendation

The Agency should work to implement a more accessible system for tracking fire code enforcement efforts and capturing facility information available to emergency responders.

Develop and Adopt a Strategic Plan for the Fire Department

Why do we exist?

Where are we now?

Where do we want to be?

How do we get there?

How do we measure our progress/impact?



Recommendation

Conduct a community-driven strategic planning process to help guide the next three to five years

A background image showing a close-up of two hands shaking in a firm grip, symbolizing a business deal or agreement. The image is slightly blurred and has a blue tint, with other people in business attire visible in the background.

Thank You

Questions?