

CITY OF LABELLE



AGENDA

City Commission Workshop

Thursday, June 12, 2025, at 3:30 PM

LaBelle Commission Chambers
481 West Hickpochee Ave
LaBelle, FL 33975

CITY COMMISSION:

Julie C. Wilkins., Mayor
Kevin Holland, Commissioner
Jackie Ratica, Commissioner
Bobbie Spratt, Commissioner
Hugo Vargas, Commissioner

ADMINISTRATION:

Tijauna Warner, BAS, MMC, Deputy City Clerk
Derek Rooney, Esq., City Attorney
Mitchell Wills, Superintendent PW

Agenda

1. **Call to Order**
2. **Invocation and Pledge of Allegiance**
3. **Roll Call**
4. **New Business**
 - A. Comprehensive Plan Preliminary Assessment
 - B. Fire Assessment Rate Increases
5. **Adjournment**

Meeting Records Request

Any person requesting the appeal of a decision of the Planning Agency will require a verbatim record of the proceedings and for that purpose will need to ensure that such verbatim record is made. Pursuant to FS. 286.0105, the record must include the testimony and evidence upon which the appeal is to be based. The City of LaBelle does not prepare or provide such verbatim record.

Americans with Disabilities Act

In accordance with the provisions of the Americans with Disabilities Act (ADA), this document can be made available in an alternate format upon request. Special accommodations can be provided upon request with five (5) days advance notice of any meeting, by contacting Deputy City Clerk Tijauna Warner at LaBelle City Hall, 481 W. Hickpochee Avenue, LaBelle, Florida. Phone No. 863-675-2872. Hearing Assistance: If hearing impaired, contact Florida Relay at 800-955-8771 (TDD) or 800-955-8770 (Voice), for assistance. (Reference: Florida Statute 286.26)

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

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.



Section 4, Item B.

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

Improving Response Time

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

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

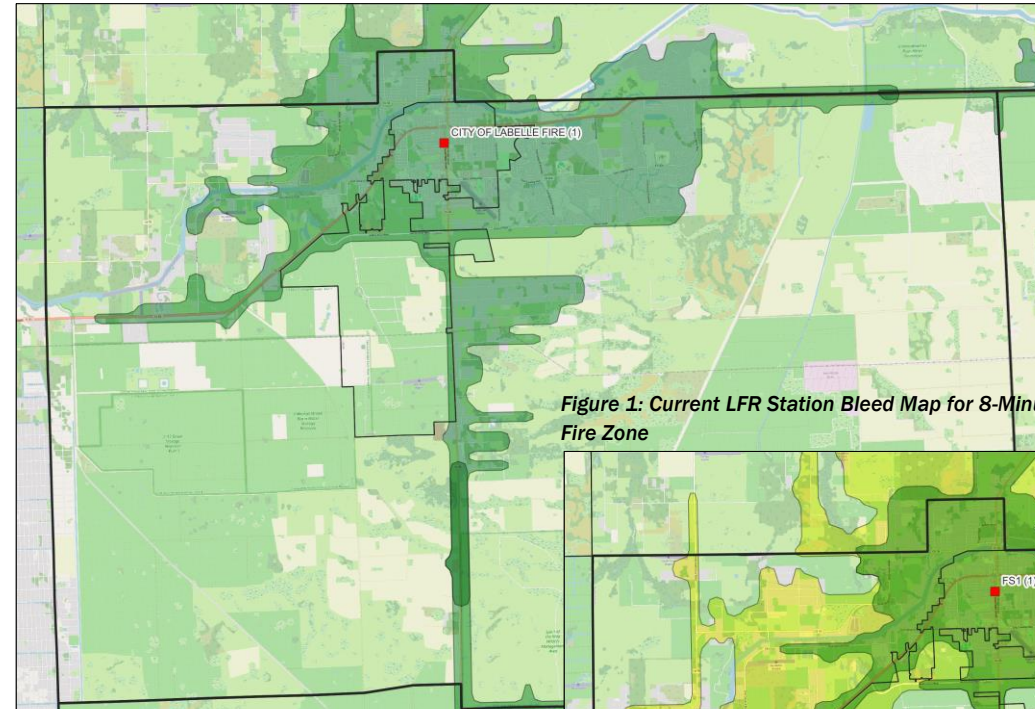
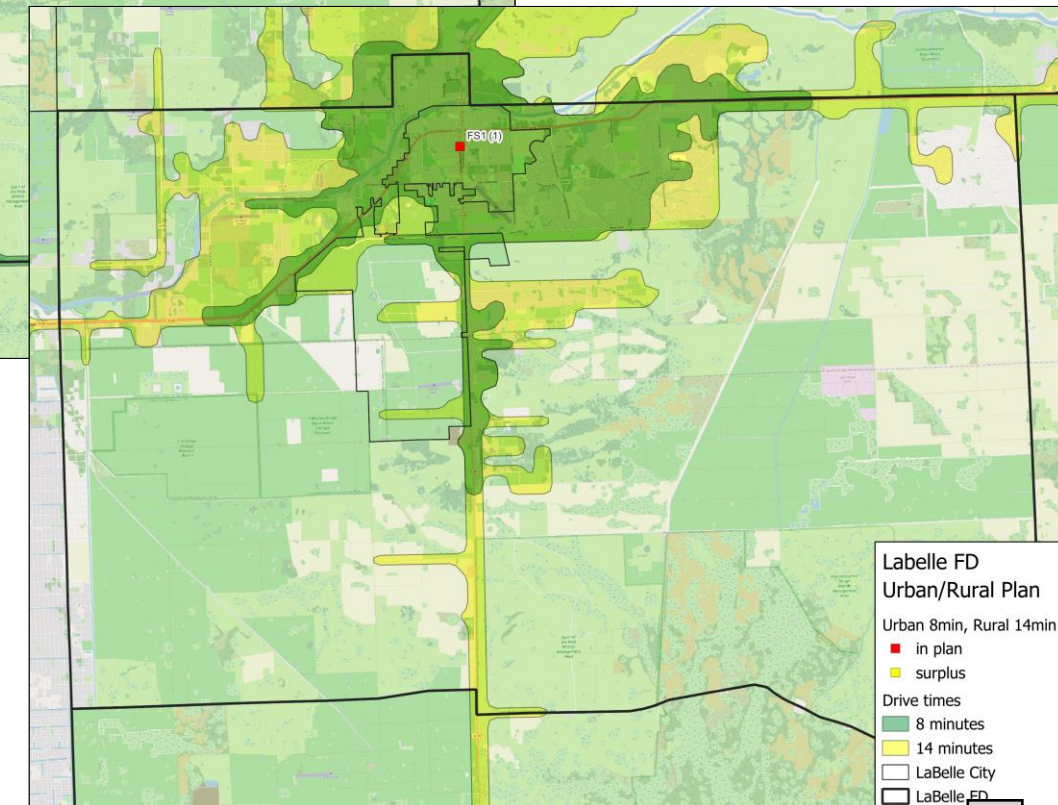
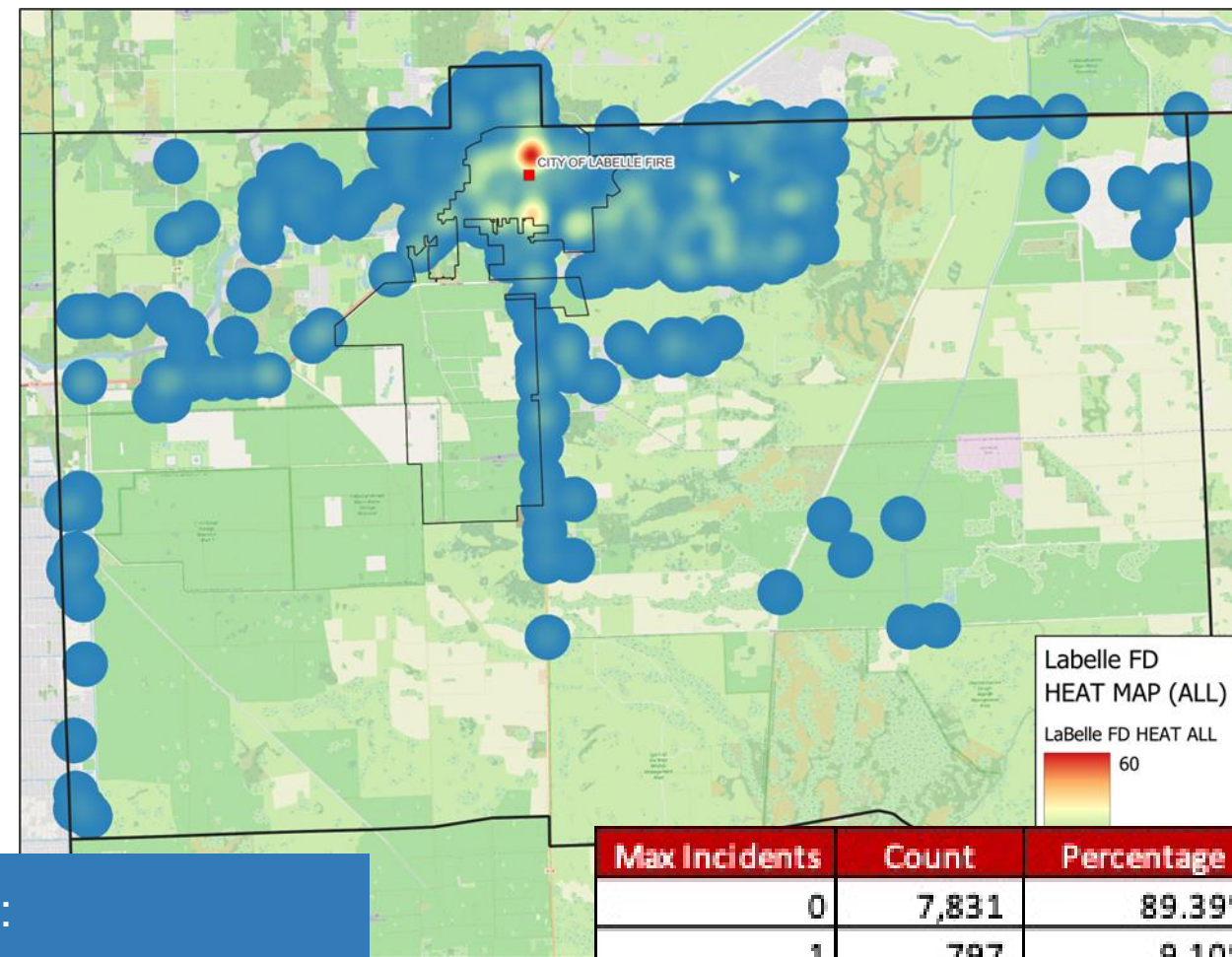


Figure 1: Current LFR Station Bleed Map for 8-Minute Urban + 14-Minute Rural Travel Time– All Calls LaBelle Fire Zone



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. | | | | | |

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

Financial Analysis

Section 4, Item B.

& ASSOCIATES

| 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?

Section 4, Item B.

& ASSOCIATES

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

Thank You

Questions?