

Consultant Report

2023 Performance Review



Englewood Area Fire Control District
Englewood, Florida

Introduction

The following document functions as Englewood Area Fire Control District (EFD) Performance Audit 2023. The purpose of completing such a document is to comply with Florida Statute 288.965 (2) as an independent special district as described in subparagraph (d)2. The independent reviewer must have at least 5 years of experience in conducting comparable reviews of organizations similar in size and function to the independent special district under review. They must also conduct the review according to applicable industry best practices and must have no affiliation with or financial involvement in the reviewed district.

Creating a performance audit document requires researching, studying, and evaluating a considerable array of community and district features. The following report will provide the following features:

- A comparison of similar services provided by the county and municipal governments located wholly or partially within the boundaries of the special district.
- Provide revenues and costs of the current year and the previous 3 fiscal years.
- A report of the goals and objectives that have been achieved.
- Performance measures and standards of the district's programs and activities that have been achieved and failed using data from the current year and the previous 3 years.
- Efforts are made to prevent failure in the future.
- Alternative methods of providing services that would reduce costs and improve performance.
- Recommendations for statutory or budgetary changes to improve the district's operations, reduce costs, and reduce duplication.

Englewood Area Fire Control District would like to thank all members for their continued dedication to the citizens and visitors to the district and the commitment to continuous improvement embodied by the performance audit.

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Executive Summary

To comply with State Statute Florida Statute 288.965 (2) as the independent special district Englewood Area Fire Control District must have an independent performance audit completed and filed with the governing board of the district, the Auditor General, the President of the Senate, and the Speaker of the House of Representatives no later than 9 months from the beginning of the district's fiscal year.

Englewood Area Fire Control District response area covers approximately 87 square miles and serves a population of more than 50,000 with a minimum on-duty of 14 suppression/emergency medical firefighters.

Englewood Area Fire Control District lies within the borders of two counties. Two stations are within Sarasota County and four stations are located within Charlotte County. Sarasota County provides ambulance transport services from the two stations located in the Sarasota County Englewood Area Fire Control District and Charlotte County provides two ambulances on the Charlotte side of the district.

A Mutual Aid Agreement exists to provide automatic aid with Sarasota County, Charlotte County, the City of North Port, Boca Grande, and the City of Venice.

Sixty-one personnel provide emergency and support functions for the district out of six fire stations with personnel including 3 administrative staff (1 fire chief and 2 deputy chiefs), 4 support staff (1 finance manager, one administrative assistant, 1 fire marshal, and 1 maintenance employee), 54 career firefighters (3 battalion chiefs, 18 lieutenants, 33 firefighters).

The Fire Chief reports to a 5-member Board of Commissioners that is elected from the community-at-large. With an ISO rating of 3 and a registered agency status with the Commission of Fire Accreditation International (CFAI) the Englewood Area Fire Control District responded to 6,194 calls for service in 2022. 54 career firefighters are organized into three shifts, with a minimum daily staffing of 14. The department's apparatus includes 1 aerial apparatus, 8 engines, 1 air truck, 1 fire boat, 1 brush truck, 1 fire prevention vehicle, and 4 command vehicles. Additionally, the organization delivers a full spectrum of fire and life safety services supported by administrative staff and training officers to ensure the first responders are well prepared for any hazard or situation they may face.

EFD maintains an active relationship with the surrounding agencies, providing responses to Sarasota County, Charlotte County, the City of North Port, Boca Grande, and the City of Venice.

The Englewood Area Fire Control District was impacted by hurricane Ian in September 2022. Due to the extensive damage to much of the area, the department will need to re-evaluate the future goals and objectives to properly realign with the community needs.

Unique Characteristics of the District

Throughout its history, Englewood Area Fire Control District has grown with the community they take pride in serving each day. The district boundaries are within a portion of Sarasota and Charlotte Counties. EFD provides EMS services by allowing Sarasota County and Charlotte County to house their ambulances within EFD stations.

Compliance with Charter

Review	In compliance	Recommendations	Method
Review of charter	Yes	N/A	Review of charter and comparison with current practices

Similarities: The district follows Independent Special District pursuant to s. 191.015, F.S.

Differences: No significant differences were found.

Englewood Area Fire Control District in Sarasota and Charlotte Counties comply with the Florida Independent Special Fire Control District Act Title XIII Chapter 189 and 191 as they may be amended from time to time. They outline the regulations applicable to fire districts; providing a district charter; providing boundaries; providing for a district board; providing authority of the board; providing for staff; providing duties and powers of the board; providing for elections to the board; providing salary of board members; providing for removal of board members; providing for revenue raising; providing for the levying of non-ad valorem assessments; providing for capital improvement impact fees; providing severability; providing for liberal construction; providing that this act shall take precedence over any conflicting law to the extent of such conflict; providing an effective date.

Englewood Area Fire Control District is comprised of five elected officials who serve four-year terms. The Fire Chief is the Chief Executive Officer of the District and is appointed by the Board of Commissioners, who have authority for policymaking, appointment and discipline, and budgetary accountability in accordance with State law.

Comparison of Services

Program: Life Safety/Community Risk Reduction

Program	Program In Compliance	Recommendation	Method
Fire Inspections	Yes	<i>Need additional personnel to help with fire inspections to keep up with the added growth in the community.</i>	Quantitative Analysis
Life Safety Education	Yes	<i>Add additional hands-on training for community.</i>	Quantitative Analysis
Fire Investigations	Yes	<i>Hire additional personnel to perform investigations, plan review, and help with inspections.</i>	Quantitative Analysis

Similarities: Englewood and many surrounding districts provide fire inspections and public education.

Differences: EFD conducts its fire inspection services, fire cause, and origin investigations, whereas several other neighboring districts utilize the Division State Fire Marshal (DSFM) for fire cause and origin investigations.

Life Safety Management

The district’s organizational structure reflects a typical, paramilitary organization. The Senior Staff is comprised of 3 senior personnel, including the Fire Chief, one Deputy Chief of Operations, and one Deputy Chief of Administration.

The Fire Chief is supported by an Administrative Assistant, Finance Director, and Fire Marshal. The Deputy Chief of Administration is supported by a Maintenance Technician. The Deputy Chief of Operations is supported by 3 Battalion Chiefs (shift personnel).

The Battalion Chiefs (one per shift) supervise shift personnel. Lieutenants perform individual station/company supervision at each of the six stations along with specialized duties.

The department has several specialists that oversee certain areas, such as hydrant coordinator, pre-plan coordinator, special operations, honor guard commander, and marine operations.

Life Safety Education

Englewood Area Fire Control District offers CPR Courses, Station Tours, Smoke Detector Installs, School Visits, Speaking Engagements, etc. EFDs provides monthly safety videos on their website. Additionally, a variety of programs and information are delivered to the community via the district's webpage and social media outlets, which cover topics ranging from smoke alarms, fire sprinklers, dryer safety, fuel safety, medical oxygen safety, wildland fire safety, outdoor electrical safety, fireworks, etc.

Fire Investigation, Origin, and Cause

It is the policy of the Englewood Fire Department to promptly investigate, or request assistance from the Division State Fire Marshal (DSFM) to investigate, the cause, origin, and circumstances of fires and explosions, occurring in this jurisdiction that involve the loss of life or injury to a person, or the destruction of or damage to property.

The Battalion Chief should conduct a preliminary investigation of each fire or explosion to identify the origin, cause, and circumstances. The Lieutenant will notify the IC of the results of the preliminary investigation.

If the origin of a fire or explosion appears to be suspicious, the IC should take immediate charge of all physical evidence relating to the fire or explosion, coordinate with investigators, and contact local law enforcement (Rule 69D-4.001, F.A.C.).

The IC is responsible for determining when fire investigators, fire investigators with arrest authority, or sworn law enforcement investigators, from this or another agency, are appropriate to investigate an incident.

The immediate response of an appropriate investigator should be requested when any of the following circumstances exist:

- (a) Major or unusual fires that exceed the investigative abilities of a Lieutenant
- (b) Any fire resulting in a major injury or death
- (c) Incidents involving special circumstances, such as an especially high dollar loss, extensive damage, political sensitivity, or any other circumstance deemed appropriate by the Battalion Chief
- (d) Arson and/or incendiary devices are involved, or the origin of the fire is otherwise suspicious
- (e) There has been an explosion
- (f) There is evidence or suspicion that a crime has occurred in connection with a fire or explosion
- (g) A fire has been started by a juvenile
- (h) Any illegal activity that potentially could cause a fire and/or explosion has occurred

The response of the Division of State Fire Marshal (DSFM) may be requested when the preliminary investigation determines there is probable cause that the fire or explosion was the result of carelessness or design. Any request for assistance from the DSFM should be made pursuant to the notice and reporting requirements of Rule 69D-4.001(4), F.A.C

Fire investigators assigned to an incident are responsible for pursuing the investigation through its completion and providing complete written documentation. In cases where a fire investigator reasonably believes that arson or an unlawful act may be involved in a fire, the investigator should consult with the Fire Marshal and request the assistance of an investigator with arrest authority, if appropriate.

Fire investigators should:

- (a) Meet the job performance requirements of the National Fire Protection Association's (NFPA) standards for fire investigators.
- (b) Complete the certification requirements of the DSFM (Rule 69A-37.065, F.A.C.).
- (c) Comply with all federal and state statutory and constitutional investigatory requirements, including limitations on searches and seizures

Domestic Preparedness

The district operates an all-hazards preparedness program that includes a coordinated multiagency response plan designed to provide the community preparedness and resiliency in response to terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

EFD maintains an active relationship with the surrounding agencies, providing responses to Sarasota County, Charlotte County, the City of North Port, Boca Grande, and the City of Venice.

Program: Operations

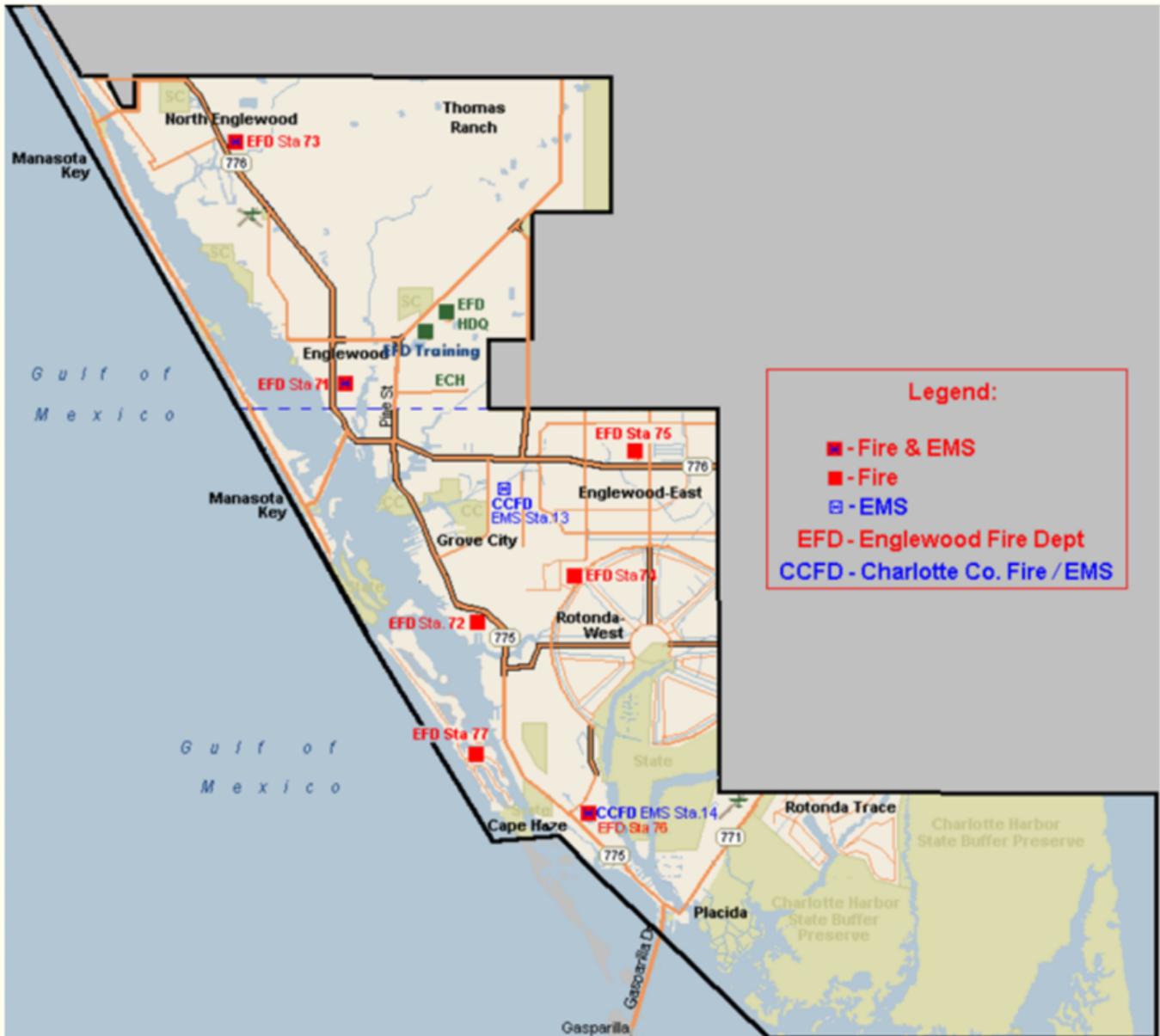
Program	Program In Compliance		Needs improvement	Method
Fire Suppression Services	ISO/PPC (3) Yes	NFPA 1710 No	NFPA 1710 Alarm processing, turnout and travel time should be a future goal to meet. *	Quantitative Analysis
Emergency Medical Services	NFPA 1710 No		NFPA 1710 Alarm processing, turnout and travel time should be a future goal to meet. *	Quantitative Analysis
Training	Yes		ISO Fire Department Training Standards (16 hours monthly), Florida Firefighter Standards 69A-62,	Quantitative Analysis

Similarities: Englewood Area Fire Control District operates consistent with neighboring jurisdictions. All of Charlotte County districts are dispatched through the Charlotte County Communications Center, and all of Sarasota County districts are dispatched through the Sarasota Public Safety Communications Center. They respond to fire, EMS, hazardous materials, and technical rescue services as do the surrounding special districts. Englewood Area Fire Control District responds to all emergency calls with a BLS or ALS-staffed engine.

Differences: Sarasota and Charlotte Counties each provide ambulance staffing and equipment to respond to medical emergencies in their respective county.

Englewood Area Fire Control District provides high-quality fire suppression, emergency medical, technical rescue, marine rescue, and hazardous materials services from six fire stations staffed with a minimum daily staffing level of 14 personnel. Additionally, the organization delivers a full spectrum of fire and life safety services supported by administrative staff and training officers to ensure the first responders are well prepared for any hazard or situation they may face.

EFD maintains an active relationship with the surrounding agencies, providing responses to Sarasota County, Charlotte County, the City of North Port, Boca Grande, and the City of Venice.



The Englewood Area Fire Control District provides service to 87 square miles of Charlotte and Sarasota Counties, extending from South Venice in Sarasota County, to the Lee County line. We have a year-round population of over 50,000 expanding to over 80,000 "in season".

Program: Fire Suppression

NFPA 1710	Call Processing	Turn out	Travel Time
90th Percentile	1 Min (60 seconds)	1 Minute-20 Seconds (80 Seconds)	4 Minutes (240 Seconds)
Compliance	No*	No	No

The district provides high-quality fire suppression services within the jurisdiction as well as responses to requests for service from adjacent municipalities and fire districts (Sarasota County, Charlotte County, the City of North Port, Boca Grande, and the City of Venice).

Fire suppression services are provided from six fixed-facility fire stations distributed throughout the district. All EFD members are trained as firefighter/EMTs and firefighter/paramedics. The district utilizes a staffing strategy with a minimum staffing per day of 14. The following is a description of staffing configurations; not including specialty units such as the brush truck, fire boat and air truck.

In total, the district operates the following response units: (minimum staffing of 14)

- 5 Engine companies
- 1 Ladder company
- 1 Brush Truck
- 1 Air Truck
- 1 Fire Boat
- 1 Fire Prevention Vehicle
- 4 Command Vehicles

Table 1: Average Performance Times by Demand Zone (First Due Station) – First Arriving EFD Units in EFD's Jurisdiction

Demand Zone (First Due Station)	Dispatch Time (Minutes)	Turnout Time (Minutes)	Travel Time (Minutes)	Response Time (Minutes)	Sample Size ¹
ST71	0:04:42	0:01:36	0:05:20	0:11:30	4597
ST72	0:01:47	0:01:28	0:04:20	0:07:25	2530
ST73	0:01:49	0:01:38	0:05:12	0:08:31	1006
ST74	0:01:29	0:01:29	0:05:10	0:08:04	2977
ST75	0:03:06	0:01:30	0:05:10	0:09:34	2801
ST76	0:01:29	0:01:30	0:04:35	0:07:13	764
Total	0:02:52	0:01:32	0:05:03	0:09:18	14675

¹Sample sizes reflect the number of responses to emergency calls made by first arriving primary front-line units assigned to EFD; due to missing or excluded time data, sample sizes corresponding to individual table metrics may be smaller.

Table 2: 90th Percentile Performance Times by Demand Zone (First Due Station) – First Arriving EFD Units in EFD's Jurisdiction

Demand Zone (First Due Station)	Dispatch Time (Minutes)	Turnout Time (Minutes)	Travel Time (Minutes)	Response Time (Minutes)	Sample Size ¹
ST71	0:02:46	0:02:32	0:07:56	0:11:36	4597
ST72	0:01:59	0:02:18	0:06:38	0:09:42	2530
ST73	0:02:54	0:02:30	0:08:27	0:12:04	1006
ST74	0:01:47	0:02:21	0:07:54	0:10:52	2977
ST75	0:01:49	0:02:30	0:07:39	0:10:45	2801
ST76	0:02:01	0:02:29	0:07:54	0:11:06	764
Total	0:02:17	0:02:27	0:07:43	0:11:04	14675

¹Sample sizes reflect the number of responses to emergency calls made by first arriving primary front-line units assigned to EFD; due to missing or excluded time data, sample sizes corresponding to individual table metrics may be smaller.

Figure 1: Low-Risk Fire – 90th Percentile Times – Baseline Performance

Low-Risk Fire – 90 th Percentile Times – Baseline Performance			2018-2022
Alarm Handling	Pick-up to Dispatch	Urban	02:34
		Rural	
Turnout Time	Turnout Time 1 st Unit	Urban	02:33
		Rural	
Travel Time	Travel Time 1 st Unit Distribution	Urban	09:29
		Rural	
	Travel Time ERF Concentration	Urban	
		Rural	
Total Response Time	Total Response Time 1 st Unit on Scene Distribution	Urban	12:56
			n=1535
	Total Response Time ERF Concentration	Urban	
		Rural	

Figure 2: Moderate-Risk Fire – 90th Percentile Times – Baseline Performance

Moderate-Risk Fire – 90 th Percentile Times – Baseline Performance			2018-2022
Alarm Handling	Pick-up to Dispatch	Urban	03:11
		Rural	
Turnout Time	Turnout Time 1 st Unit	Urban	02:39
		Rural	
Travel Time	Travel Time 1 st Unit Distribution	Urban	08:54
		Rural	
	Travel Time ERF Concentration	Urban	12:24
		Rural	
Total Response Time	Total Response Time 1 st Unit on Scene Distribution	Urban	13:42
			n=511
	Total Response Time ERF Concentration	Urban	18:05
			n=296
	Rural		

Figure 3: High-Risk Fire – 90th Percentile Times – Baseline Performance

High -Risk Fire – 90 th Percentile Times – Baseline Performance			2018-2022
Alarm Handling	Pick-up to Dispatch	Urban	02:43
		Rural	
Turnout Time	Turnout Time 1 st Unit	Urban	02:30
		Rural	
Travel Time	Travel Time 1 st Unit Distribution	Urban	06:40
		Rural	
	Travel Time ERF Concentration	Urban	11:43
		Rural	
Total Response Time	Total Response Time 1 st Unit on Scene Distribution	Urban	10:41
			n=78
	Total Response Time ERF Concentration	Urban	16:31
			n=186
	Rural		

Fire 4: Fire Loss Chart

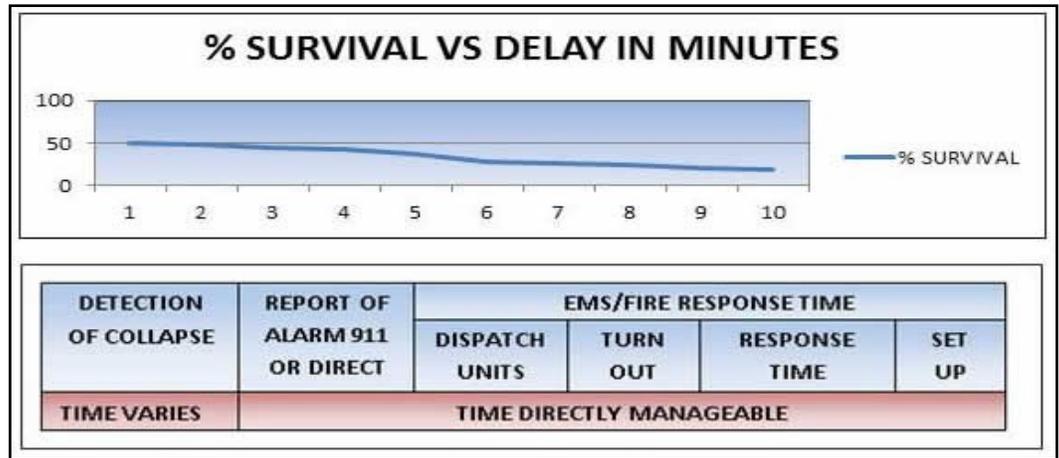
	2021	2022
Fire Damage Value	\$477,885.00	\$2,618,086.00
Pre-Incident Value	\$3,854,646.00	\$6,433,157.00
Save Value	\$3,376,761.00	\$3,815,071.00
Percentage	88%	59%

Program: Emergency Medical Services

Time is critical when responding to true medical emergencies, with the chance of survival for a cardiac arrest dropping precipitously with every passing minute.

The potential survival rate for cardiac arrests, one of the most serious medical emergencies an individual can experience, is only 50% by the time a fire apparatus leaves the station, making prevention efforts crucial to achieving positive patient outcomes.

When evaluating the steady rise in emergency medical



calls over the last few decades, it is readily apparent that the workload demand for these calls will continue to rise. The district is actively working with community partners to reduce or eliminate many lower risk/severities of calls for help by channeling the patient into a more appropriate method of assistance.

NFPA 1710 - EMS	Call Processing	Turn out	Travel Time
90 th Percentile	64 seconds	1 Minute (60 Seconds)	4 Minutes (240 Seconds)
Compliance	No	No	No

Each of the apparatus is fully equipped for basic life support and in 2023 the department staffed its first Advanced Life Support Engine which is always staffed with at least one credentialed paramedic enabling the department to maintain an exceptional level of advanced life support.

Figure 5: Low-Risk EMS – 90th Percentile Times – Baseline Performance

Low-Risk EMS – 90 th Percentile Times – Baseline Performance			2018-2022
Alarm Handling	Pick-up to Dispatch	Urban	02:14
		Rural	
Turnout Time	Turnout Time 1 st Unit	Urban	02:26
		Rural	
Travel Time	Travel Time 1 st Unit Distribution	Urban	07:59
		Rural	
	Travel Time ERF Concentration	Urban	09:00
		Rural	
Total Response Time	Total Response Time 1 st Unit on Scene Distribution	Urban	11:11
			n=6143
		Rural	
		Total Response Time ERF Concentration	Urban
	n=1163		
	Rural		

Figure 6: Moderate-Risk EMS – 90th Percentile Times – Baseline Performance

Moderate-Risk EMS – 90 th Percentile Times – Baseline Performance			2018-2022
Alarm Handling	Pick-up to Dispatch	Urban	01:55
		Rural	
Turnout Time	Turnout Time 1 st Unit	Urban	02:28
		Rural	
Travel Time	Travel Time 1 st Unit Distribution	Urban	06:58
		Rural	
	Travel Time ERF Concentration	Urban	08:00
		Rural	
Total Response Time	Total Response Time 1 st Unit on Scene Distribution	Urban	10:01
			n=4534
		Rural	
		Total Response Time ERF Concentration	Urban
	n=1084		
	Rural		

Program: Hazardous Materials

The District operates as part of a regional Hazardous Materials (HazMat) response team that has advanced capabilities for the detection of and mitigation of risks. Several jurisdictions in State of Florida have come together as partners to create a regional hazardous materials (HAZMAT) response team to better serve our respective communities. This team requires specialized resources and training to respond to these types of emergencies. Their technical skills and equipment provide them with the ability to detect and/or identify chemical, biological, radiological, and explosive materials. The team utilizes various levels of chemical protective clothing and equipment needed to enter dangerous atmospheres.

Hazardous materials response is in accordance with 29 CFR 1910.120 (q), which is adopted by reference in Florida Administrative Code 69A-62. All hazardous materials calls are responded to with mutual aid by the Regional HazMat Team.

Figure 7: Low-Risk Hazmat – 90th Percentile Times – Baseline Performance

Low-Risk Hazmat – 90 th Percentile Times – Baseline Performance			2018-2022
Alarm Handling	Pick-up to Dispatch	Urban	03:09
		Rural	
Turnout Time	Turnout Time 1 st Unit	Urban	02:38
		Rural	
Travel Time	Travel Time 1 st Unit Distribution	Urban	08:20
		Rural	
	Travel Time ERF Concentration	Urban	
		Rural	
Total Response Time	Total Response Time 1 st Unit on Scene Distribution	Urban	12:35 n=132
		Rural	
	Total Response Time ERF Concentration	Urban	
		Rural	

Figure 8: Moderate-Risk Hazmat – 90th Percentile Times – Baseline Performance

Moderate-Risk Hazmat – 90 th Percentile Times – Baseline Performance			2018-2022
Alarm Handling	Pick-up to Dispatch	Urban	03:38
		Rural	
Turnout Time	Turnout Time 1 st Unit	Urban	02:24
		Rural	
Travel Time	Travel Time 1 st Unit Distribution	Urban	07:48
		Rural	
	Travel Time ERF Concentration	Urban	N/A
		Rural	
Total Response Time	Total Response Time 1 st Unit on Scene Distribution	Urban	12:01 n=69
		Rural	
	Total Response Time ERF Concentration	Urban	N/A n=4
		Rural	

Program: Technical Rescue

Englewood Fire Department to utilize the FEMA and Florida USAR resources in the event of an urban disaster, as appropriate. USAR is a multi-hazard discipline and may be used for a variety of disasters, including hurricanes, earthquakes, typhoons, storms, tornadoes, floods, dam failures, technological accidents, terrorist activities and hazardous material releases.¹

The National Fire Protection Association standard 1670 dictates three levels of technical rescue. The first and lowest level is awareness, the second is operations, and the highest level is technician. The firefighter standards for confined space rescue meet OSHA standard 29 CFR 1910.146, as well as NFPA 1006 Chapter 5, 7.1 & 7.2. EFD requires all firefighters to be trained to the operations level.

¹ Englewood Policy Manual.

Figure 11: Low-Risk Rescue – 90th Percentile Times – Baseline Performance

Low -Risk Rescue – 90 th Percentile Times – Baseline Performance			2018-2022
Alarm Handling	Pick-up to Dispatch	Urban	02:48
		Rural	
Turnout Time	Turnout Time 1 st Unit	Urban	02:20
		Rural	
Travel Time	Travel Time 1 st Unit Distribution	Urban	06:47
		Rural	
	Travel Time ERF Concentration	Urban	
		Rural	
Total Response Time	Total Response Time 1 st Unit on Scene Distribution	Urban	11:20
			n=645
	Total Response Time ERF Concentration	Urban	
		Rural	

Figure 12: Moderate-Risk Rescue – 90th Percentile Times – Baseline Performance

Moderate-Risk Rescue – 90 th Percentile Times – Baseline Performance			2018-2022
Alarm Handling	Pick-up to Dispatch	Urban	02:30
		Rural	
Turnout Time	Turnout Time 1 st Unit	Urban	02:20
		Rural	
Travel Time	Travel Time 1 st Unit Distribution	Urban	06:27
		Rural	
	Travel Time ERF Concentration	Urban	11:58
		Rural	
Total Response Time	Total Response Time 1 st Unit on Scene Distribution	Urban	09:53
			n=564
	Total Response Time ERF Concentration	Urban	18:47
			n=204
	Rural		

Program: Training

Review	In compliance	Recommendations	Validation Method
Training Records	Yes	N/A	Review of training records and best practices.

In operation since 2008, the Englewood Fire Training Center is a regional firefighter school which offers both Minimum Standards Classes and specialized training for current firefighters and other Fire/Rescue Personnel, including: * Fire Officer* Fire Service Instructor* Fire Inspectors & Investigators* Emergency Vehicle Ops* Pump & Aerial Ops* Firefighter Survival & R.I.T. (Train 4 Life)* First Responder Community Emergency Response Teams (CERT)

Training is provided to existing firefighters on a weekly basis. (3 Shifts, twice a day) Training in the department is diverse to cover not only the required yearly mandates such as SCBA, Hazardous Materials, Company Training, EVOC, Officer Training, etc. but also wild-land, water rescue, aerial operations, and many other areas. Englewood Fire Department takes an aggressive approach to training so to maintain firefighter proficiency. Englewood firefighters are trained in accordance with ISO standards and F.A.C 69A-62.



Financial Data

Program	Program In Compliance	Needs Improvement	Method
Budget and Financials	Yes	N/A	Review of financial statements- Audited and Unaudited

The district is required to establish a budgetary system and an approved Annual Budget. Annual Budgets are adopted on a basis consistent with generally accepted accounting principles for the general and special revenue funds. All annual appropriations lapse at fiscal year-end.

The district follows these procedures in establishing the budgetary data reflected in the financial statements.

- a) Each year, the District Fire Chief submits to the District Board a proposed operating budget for the fiscal year commencing the following October 1.
- b) Public hearings are conducted to obtain comments.
- c) Prior to October 1, the budget is legally adopted by the District Board.
- d) All budget changes must be approved by the District Board.
- e) The budgets are adopted on a basis consistent with generally accepted accounting principles in the United States of America, except as discussed in the Notes to Required Supplementary Information. f) Unused appropriation for annually budgeted funds lapse at the end of the year.

Revenues

Revenues are mainly obtained from:

- Non-Ad Valorem Assessments – Charlotte County
- Non-Ad Valorem Assessments – Sarasota County
- Fire Inspections
- State Revenue Sharing – FF Supplement Comp
- Interest
- Rents & Royalties

Expenditures & Controls

Expenditures account for the following categories:

- Salaries (regular, overtime, special pay, retirement, etc.)
- Operating Supplies
- Emergency Medical Services
- Capital Outlay
- Debt Services

The district operates with an annual reserve fund balance.

The district operates on a fiscal year from October 1st to September 30th. Each year the Finance Division works with an outside audit firm that reviews the revenues, expenditures, fixed assets, budget, and policies to ensure the district is operating in accordance with the Government Auditing Standards.

Florida Statutes require 90 days of operating reserves.

Figure 9: Budget Review of FY 19/20–22/23

FY	22/23	21/22	20/21	19/20
Millage Rate				
Revenues	\$ 9,736,434	\$ 9,076,978	\$8,516,711	\$ 8,068,651
Total Expenditures	\$ 9,554,609	\$ 8,951,978	\$8,321,941	\$ 7,754,351
Net Income/Loss	\$ 181,825	\$ 125,000	\$ 194,770	\$ 314,500

As management of the Englewood Area Fire Control District (the "District"), we offer readers of the district’s financial statements this narrative overview and analysis of the District's financial activities for the fiscal year ended September 30.²

2022 FINANCIAL HIGHLIGHTS

- The assets and deferred outflows of resources of the district exceeded its liabilities and deferred inflows of resources at the close of the 2022 fiscal year by \$6,254,594.
- The district’s total net position increased by \$3,796,536.
- As of the close of the 2022 fiscal year, the district’s governmental funds (general fund, special revenue fund, and capital projects fund) reported an ending fund balance of \$4,963,808 an increase of \$1,116,626 in comparison with the prior year. Approximately \$588,766 is available for spending at the district’s discretion.

2021 FINANCIAL HIGHLIGHTS

- The assets and deferred outflows of resources of the district exceeded its liabilities and deferred inflows of resources at the close of the 2021 fiscal year by \$2,458,058.
- The district’s total net position increased by \$2,148,706.
- As of the close of the 2021 fiscal year, the district’s governmental funds (general fund, special revenue fund, and capital projects fund) reported an ending fund balance of \$3,847,181 an increase of \$688,761 in comparison with the prior year. Approximately \$307,174 is available for spending at the district’s discretion.

2020 FINANCIAL HIGHLIGHTS

- The assets and deferred outflows of resources of the district exceeded its liabilities and deferred inflows of resources at the close of the 2020 fiscal year by \$309,352.
- The district’s total net position increased by \$1,452,929.
- As of the close of the 2020 fiscal year, the district’s governmental funds (general fund, special revenue fund, and capital projects fund) reported an ending fund balance of \$3,158,419 an increase of \$829,738 in comparison with the prior year. Approximately \$817,700 is available for spending at the district’s discretion.

Audit Review: During the 2022 audit a significant deficiency was identified regarding internal controls. Management agreed with the finding and has taken the appropriate action to address the issue.

² https://flauditor.gov/pages/specialdistricts_efile%20rpts/2022%20englewood%20area%20fire%20control%20district.pdf

Goals and Objectives

Based on the review of records and data the department is meeting the following goals and objectives:

Goal #1: Provide excellent Public Safety and Emergency Services.

Goal #2: Capitalize on the implementation of advanced technologies.

Goal #3: Create and foster a diverse, professional workforce that promotes health, wellness, and safety.

Goal #4: Strengthen community relationships.

Goal #5: Develop and implement a professional development program.

Goal #6: Identify cost effective solutions to manage expenditures.

Goal #7: Instill an organizational culture of effective communications.

The department strives to continually improve its standards and response times for the community.

Performance Measures

Fitch recommends EFD adopt the following performance measures for future analysis and review such as shown below.

Adopting a System of Measures

Fire Suppression		
Measure	Benchmark Performance	Current Performance
Fire Spread - Degree of Confinement - All Building Fires with Fire Spread		
Fire Confined to Building of Origin	95%	%
Fire Confined to Floor of Origin	75%	%
Fire Confined to Room of Origin	50%	%
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		
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		
7. Cardiac Arrest Patient Management		
7.3 Percent of patients (in cardiac arrest before EMS arrival) with a witnessed collapse and found in an initially "shockable" rhythm, with survival to discharge from the acute care hospital	≥ 50%	%
7.4 Percent of overall cardiac arrest patients with survival to discharge from hospital	≥ 10%	%

Type of Measure	Performance Metric	Recommended Performance Urban	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%		Quarterly
	Travel Time	≤7 Min at 90%		Quarterly
	Minimum Engine Staffing	≥3 Firefighters		Daily
	Minimum Rescue Staffing	≥1 FF/PM ≥1 FF/EMT		Daily
System Design and Performance	Dispatch	≤2 Min at 90%	Emergent	Monthly
	Station Risk Rating	Increases in Risk		Annually
	Reliability	≥70%		Quarterly
	Call Concurrency	≤30% Per Unit		Quarterly
	Call Volume	3,000 – Initial 1,000 – Ongoing		Annually
	Unit Hour Utilization	≤0.25 on 24-hour units ≤0.50 on 12-hour units		Quarterly
	Cross-Staffing at Unit Level	<1,500 annual calls and <15% Call Concurrency		Annually

Alternative Methods

Consolidation would be an alternative method to reduce costs and improve services; however, the district provides an opportunity for self-governance because the citizens are represented by elected fire commissioners. It would take a complete study of all surrounding districts revenues, expenditures, response types, and criteria to fully understand the implications of consolidation.

Preventative Measures

Currently, there are no noted failures of performance measures or standards that would affect the district's ability to achieve its goals and objectives.

Englewood Area Fire Control District performs numerous preventative measures to prevent failure:

- Continuous improvement of all performance measures for all programs.
- Proper staffing based on community risk analysis.
- Additional stations are located and based on community risk analysis.
- Trained firefighter and EMS personnel.
- Properly maintained apparatus and equipment.
- Enhanced community risk reduction programs.
- Use of technology and best practices.
- Improved data collection and analysis.
- Proactive social media presence.
- Documentation of all interactions with the community.

Recommendations

As stated in each section of this document the following recommendations have been identified:

- Adopt a system of measures to demonstrate proficiency in providing services.
- Utilize NFPA 1710, and CFAI response time standards as a goal to achieve.
- Improve call processing and turnout performance by 10%.
- Develop a Strategic Plan to identify goals and objectives.
- Improve communications with Dispatch Center to encourage them to get additional training and express the need for improved response times.
- Train EFD shift personnel on the importance of improving turnout times.
- Budget for additional stations, as growth is imminent.
- Assess the need for a formal appeals process for compliance with the district fire code, including contracting with a special magistrate.
- Although these recommendations are not discussed in the CFAI 10th edition of the Fire and Emergency Services Self-Assessment Manual, Fitch recommends considering utilizing the following performance standards:

Creating Community Baselines (9th edition)

For the purposes of definition and the need to establish a common benchmark for purposes of evaluating response time accreditation criteria, the following times should be made available and used in defining baseline norms for a candidate agency:

Aggregate (Total) Response time -

- | | |
|----------------------------|--|
| A. Alarm handling: | 60-second/90% benchmark
90-second/90% baseline |
| B. Turnout time: | 80-second/90% benchmark (Fire & Special Operations response) 60
Seconds/90% benchmark (EMS response)
90-second/90% baseline |
| C. Travel time: | Based on criteria for the different risk categories and within guidelines provided for
service area and/or population density. See chart to follow. |
| Total response time: A+B+C | |

Service Area/Population Density, Definition, and Response Benchmarks and Baselines

The following benchmark and baseline matrix are designed to provide a department with guidance on acceptable variations to travel time for response used in the self-assessment process. The matrix draws on existing promulgated standards, particularly NFPA 1710 and 1720. The time ranges only relate to travel time; they do not include alarm handling or turnout time. When an agency varies from the ranges provided, it should

be prepared to explain such variances to assist in evaluating established standards of cover. For example, if in the risk assessment phase, the agency determines that a response that does not include full lights and siren along with speed is the proper way to handle an incident, it should be prepared to state the reasons for this determination. Those responses should be removed from your study as they will skew your emergency response data.

The CFAI system encourages multiple levels of service within the following categories along with appropriate deployment of staffing and equipment. A dumpster fire in a remote location most likely will not require the same response as an occupied two-story wood-frame apartment building. Agencies are encouraged to look at responses to various risks within the following matrix categories and build the deployment of resources to effectively manage the various associated risks. The result should not be a “one-size response” to fire and non-fire events in each of the population categories. Rather, different fire, hazardous materials, confined space, high-angle rescue, and other similar responses should be analyzed individually within each population category and the appropriate deployment designed.

Metropolitan – an incorporated or unincorporated area with a population of over 200,000 people and/or a population density of over 3,000 people per square mile.

Metropolitan	1st Unit	2nd Unit	Effective Response Force
Benchmark	4 minutes	8 minutes	8 minutes
Baseline	5:12 minutes	10:24 minutes	10:24 minutes

Urban – an incorporated or unincorporated area with a population of over 30,000 people and/or a population density of over 2,000 people per square mile.

Urban	1st Unit	2nd Unit	Effective Response Force
Benchmark	4 minutes	8 minutes	8 minutes
Baseline	5:12 minutes	10:24 minutes	10:24 minutes

Suburban – an incorporated or unincorporated area with a population of 10,000 to 29,999 and/or any area with a population density of 1,000 to 2,000 people per square mile.

Suburban	1st Unit	2nd Unit	Effective Response Force
Benchmark	4 minutes	8 minutes	10 minutes
Baseline	5:12 minutes	10:24 minutes	13 minutes

Rural – an incorporated or unincorporated area with a total population of less than 10,000 people, or with a population density of less than 1,000 people per square mile.

Rural	1st Unit	2nd Unit	Effective Response Force
Benchmark	10 minutes	14 minutes	14 minutes
Baseline	13 minutes	18:12 minutes	18:12 minutes

Wilderness – any rural area not readily accessible by public or privately maintained roads. Due to the large disparity between communities that protect wilderness areas, recommended travel times are not provided for this level of service.

The criteria listed above provide a range of performance within each category from the target benchmark to a lesser baseline of 70% of the benchmark for time (not to be confused with the performance percentage of 90%). For purposes of accreditation, the percentile analysis developed in the three areas of call processing, turnout time, and travel time should demonstrate that the agency's baseline performance falls within the ranges provided in the chart. If they do not, then is the baseline performance grossly deviating from your community standard? These baselines should be evaluated annually to determine the quality of service. Strategies used to reduce each element may well be part of other accreditation criteria.³

³ CFAI, Interpretation Guide for the 9th Edition of the Fire and Emergency Services Self-Assessment Manual, pgs. 97-99

References

Chartering Act, State Statute Florida Statute 288.965 (2)

Chartering Act, Chapter 97-340, Laws of Florida, and Chapter 191 and 189, Florida Statutes

Budgetary accountability in accordance with RCW Title 52

Insurance Services Office (ISO), Public Protection Classification rating report for Englewood Area Fire Control District

Englewood Area Fire Control District, FL COPCN ALS non-transport certificate for Charlotte County, FL dated 10-2021 to 10-2026

Englewood Area Fire Control District, FL COPCN ALS transport for Sarasota County, dated 04-2018 (No expiration)

Training documents provided by Englewood Area Fire Control District

Budget were obtained from Englewood Area Fire Control District website

Audit Reports Florida Auditor General's website

NFIRS Reporting, Florida Administrative Code 69A-66.001 and 69A-62

Mutual Aid Agreement exists to provide automatic aid with Sarasota County, Charlotte County, the City of North Port, Boca Grande, and the City of Venice.

Florida Statute 633.408 and emergency medical technicians (EMTs) or paramedics Florida Administrative Code 64J-1

Hazardous materials operations level in accordance with Florida Statutes 633.801.

Insurance Services Office training standards Florida Administrative Code 69A-62