

# **INDEPENDENT SPECIAL FIRE CONTROL DISTRICT PERFORMANCE REVIEW**

PREPARED FOR THE

## **MATLACHA PINE ISLAND FIRE CONTROL DISTRICT BOARD OF COMMISSIONERS**

June 28, 2023

Prepared by:



**SPECIAL DISTRICT SERVICES, INC**

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## Independent Accountant's Report On Applying Agreed-Upon Procedures

Chief Benjamin Mickuleit  
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We have performed the procedures described in Schedule A, which were agreed to by the Matlacha/Pine Island Fire Control District (“the District”) and on the performance review of the District. The District’s management is responsible for the District’s performance review. The sufficiency of these procedures is solely the responsibility of the District. Consequently, we make no representation regarding the sufficiency of the procedures referred to below, either for the purpose for which this report has been requested or for any other purpose.

The procedures are described in the attached Schedule A. The associated findings are detailed in the report.

This engagement to apply agreed-upon procedures was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. We were not engaged to, and did not conduct, an audit or review, the objective of which would be the expression of an opinion or conclusion, respectively, on the performance review of the District. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the information and use of the District and is not intended to be and should not be used by anyone other than these specified parties.

Special District Services, Inc wishes to thank the Board of Fire Commissioners and staff of the Matlacha/Pine Island Fire Control District for their confidence in our team to conduct this very important project.

Sincerely,

*Andrew Karmeris*

Andrew Karmeris, CPA  
Special District Services, Inc.  
2501A Burns Road  
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## Schedule A

### Schedule of Agreed-Upon Procedures (Scope of Performance Review Work)

- The special district's purpose and goals as stated in its charter.
- The special district's goals and objectives for each program and activity, the problem or need that the program or activity was designed to address, the expected benefits of each program and activity, the performance measures and standards used by the special district to determine if the program or activity achieves the district's goals and objectives.
- The delivery of services by the special district, including alternative methods or providing those services that would reduce costs and improve performance, including whether revisions to the organization or administration will improve the efficiency, effectiveness, or economical operation of the special district.
- A comparison of similar services provided by the county and municipal governments located wholly or partially within the boundaries of the special district, including similarities and differences in services, relative costs and efficiencies, and possible service considerations.
- The revenue and costs of programs and activities of the special district, using data from the current year and the previous three (3) fiscal years.
- The extent to which the special district's goals and objectives have been achieved, including whether the goals and objectives are clearly states, measurable, adequately address the statutory purposes of the special district, provide sufficient direction for the district's programs and activities, and may be achieved within the district's adopted budget.
- Any performance measurements and standards of the special district's programs and activities using data from the current year and the previous three (3) fiscal years, including whether the performance measures and standards:
  - Are relevant, useful, and sufficient to evaluate the costs of the programs, and activities.
  - Are being met.
  - Should be revised.
- Factors that have contributed to any failure to meet the special district's performance measures and standards or achieve the district's goals and objectives, including description of efforts taken by the special district to prevent such failure in the future.
- Recommendations for statutory or budgetary changes to improve the special district's program operations, reduce costs, or reduce duplication, including the potential benefits to be achieved and the potential adverse consequences of the proposed changes.

## EXECUTIVE SUMMARY

In 2021, Section 189.0695, Florida Statutes, was created and requires independent special fire control districts to conduct a performance review every five years beginning on October 1, 2022. With the exception of independent special fire control districts located within a rural area of opportunity, all independent special fire control districts must contract with an independent entity to conduct the performance review.

In 2023, Special District Services, Inc (SDS) was engaged by the Matlacha/Pine Island Fire Control District (MPFCD) to conduct this performance review. The comprehensive report that follows is a result of operational and financial data collection, research, and analysis.

For the purposes of this requirement, the term "performance review" means an evaluation of an independent special district and its programs, activities, and functions. The term includes research and analysis of nine specific areas, as outlined on Schedule A.

SDS developed a scope of work to meet the above-described requirements. SDS conducted this review in accordance with the applicable industry best practices, including but not limited to the National Fire Protection Association, the Center for Public Safety Excellence, the Insurance Services Office, and Government Accountability Office performance review standards, found in the Generally Accepted Government Auditing Standards (GAGAS).

As described above, the SDS team has provided recommendations based on best practices as related to findings during this performance review process. The findings are summarized below:

1. Continue to revise and develop as needed internal fire/EMS response metrics to include industry-wide benchmarking standards (e.g., see NFPA 1710, 2020 edition).
2. During Fiscal Years 2024 and 2025, review, revise, and develop as needed proper standards of cover and district-wide response plans for the various incident types in which your Fire Fighters respond.
3. Continue to monitor all Insurance Services Office (ISO) recommendations from the March 28, 2022 report, specifically, the Fire Department Fire Suppression Rating Schedule Feature (e.g., Items 549, 561, and 571). It is recommended that over the next 2-5 years, the District procures a ladder truck as well as building up staffing levels to four (4) person engine companies.
4. Develop a district-wide Risk Assessment and respective Methodology plan during Fiscal Years 2024 and 2025 to include specific community hazards, threats, consequences, impacts, and risks (e.g., see NFPA 1300, 2020 edition, or the Center for Public Safety Excellence – Community Risk Assessment/Standards of Cover literature).
5. To the extent possible, document and report the outputs of the various goals and objectives on an annual basis to show the continual achievement of the District's programs and activities.
6. Incorporate monitoring mechanisms for the integration of Advanced Life Support (ALS) Non-transport services into the district's capital improvement plans to ensure effective implementation and allocation of resources.
7. During Fiscal Years 2024 or 2025, develop a 3 to 5 -year district-wide strategic plan/direction for Fire Commission approval.

Like most fire districts, the MPFCD continues to improve and change over time. This report is a snapshot of the MPFCD at the time the information was gathered.

(a) The special district's purpose and goals as stated in its charter.

After reviewing the purpose and goals provided for in Chapter 191.015, it appears that the programs, activities, and functions provided by the MPFCD meet the purpose and goals of the District.


As part of this performance review, MPFCD staff provided the District's charter, specifically for the documented purpose and goals. The District was created in 1963 by Laws of Florida, Chapter 63-1558 House Bill No. 2294.

In 2000, a bill relating to the District provided for codification of special laws relating to the MPFCD pursuant to Section 191.015, Florida Statutes. Section 3 of the Act provides that the District is an independent special District and is organized and exists for all purposes set forth in Act 29, Chapter 97-340, Laws of Florida, and Chapters 189 and 191, Florida Statutes.

Chapter 2000-396, Laws of Florida, was approved by the Governor and filed in the Office Secretary of State on May 22, 2000. Section 189.404, Florida Statutes, addresses the requirements for the creation of independent special districts while Chapter 191, Florida Statutes, is the Independent Special Fire Control District Act.

For this report, Chapter 191, Florida Statutes, was reviewed for the documented purpose and goals. According to Section 191.008<sup>9</sup>, Special Powers, an independent special fire control district shall provide for fire suppression and prevention by establishing and maintaining fire stations and fire substations and acquiring and maintaining such firefighting and fire protection equipment deemed necessary to prevent or fight fires. In addition, the board shall have and may exercise any or all the following special powers relating to facilities and duties authorized by this act:

1. Establish and maintain emergency medical and rescue response services and acquire and maintain rescue, medical, and other emergency equipment, pursuant to the provisions of Chapter 401 and any certificate of public convenience and necessity or its equivalent issued thereunder.
2. Employ, train, and equip such personnel, and train, coordinate, and equip such volunteer firefighters, as are necessary to accomplish the duties of the district. The board may employ and fix the compensation of a fire chief or chief administrator. The board shall prescribe the duties of such person, which shall include supervision and management of the operations of the district and its employees, and maintenance and operation of its facilities and equipment. The fire chief or chief administrator may employ or terminate the employment of such other persons, including, without limitation, professional, supervisory, administrative, maintenance, and clerical employees, as are necessary and authorized by the board. The compensation and other conditions of employment of the officers and employees of the district shall be provided by the board.
3. Adopt and enforce fire safety standards and codes and enforce the rules of the State Fire Marshal consistent with the exercise of the duties authorized by Chapter 553 or Chapter 633, with respect to fire suppression, prevention, and fire safety code enforcement.

- 
4. Conduct public education to promote awareness of methods to prevent fires and reduce the loss of life and property from fires or other public safety concerns.
  5. Conduct arson investigations and cause-and-origin investigations.
  6. Adopt hazardous materials safety plans and emergency response plans in coordination with the county emergency management agency.
  7. Contract with general-purpose local government for emergency management planning and services.

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(b) The special district's goals and objectives for each program and activity, the problem or need that the program or activity was designed to address, the expected benefits of each program and activity, and the performance measures and standards used by the special district to determine if the program or activity achieves the district's goals and objectives.

Based on the charter review, it was determined that the goals and objectives used by the MPFCD are appropriate to address the program and activities that are in place to meet the purpose and the goals of the District. The performance measures used to evaluate the goals and objectives of the District are based on national standards, including those of the NFPA and the ISO, and industry best practices.

To fulfill their mission, and under the authority of Chapter 191, Florida Statutes, the MPFCD provides the following programs and activities to the residents and visitors of the District:

- Fire Suppression – Firefighting
- Rescue and Emergency Medical Services – Medical and trauma emergencies
- Vehicle Accidents
- Special operations – Fire Boat, Canal/waterway rescue, Technical extrication, and Hazardous incidents

Each program is supported with relevant goals, objectives, and measurement practices is described in detail in the following section.

### **Fire Suppression – Firefighting**

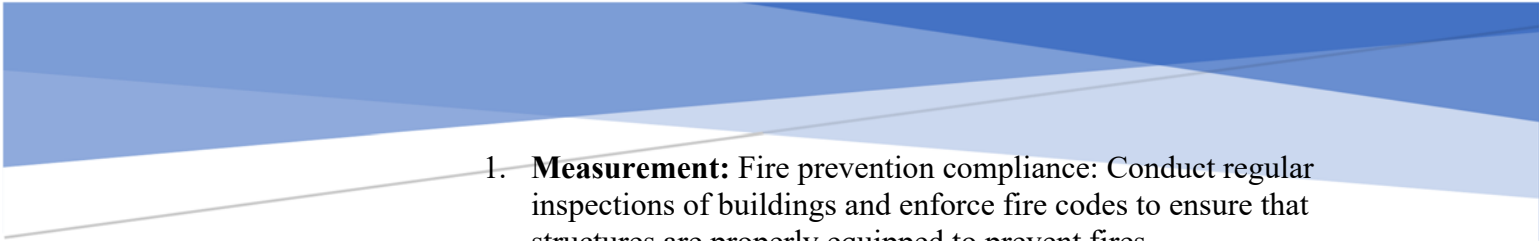
1. **GOAL:** Preventing loss of life: The primary goal of fire suppression services is to protect human life. This includes not only the occupants of the building but also firefighters who respond to the emergency.
  - a. **OBJECTIVES**
    - i. Ensure rapid response times to fires.
      1. **Measurement:** Response times: Measure the time it takes for fire suppression services to respond to fires and set targets for rapid response times. NFPA 1710  $\leq$  240 seconds (first-due arriving).
    - ii. Use effective tactics and techniques to quickly extinguish fires.
      1. **Measurement:** Fire extinguishing effectiveness: Track the percentage of fires that are fully extinguished and set targets for high success rates.
    - iii. Evacuate occupants safely and efficiently.
      1. **Measurement:** Evacuation success: Track the percentage of successful evacuations meaning all occupants are safely removed from harm's way.
    - iv. Provide training to the public on fire safety and prevention.



- 1. **Measurement:** Evaluate the effectiveness of public fire safety and prevention training through surveys, focus groups, or other feedback mechanisms.
- v. Develop and maintain emergency response plans and procedures.
  - 1. **Measurement:** Conduct regular audits to ensure that emergency response plans and procedures are being followed and take corrective actions when necessary.

**RECOMMENDATION #4 – Develop a district-wide Risk Assessment and respective Methodology plan during Fiscal Years 2024 and 2025 to include specific community hazards, threats, consequences, impacts, and risks (e.g., see NFPA 1300, 2020 edition, or the Center for Public Safety Excellence – Community Risk Assessment/Standards of Cover literature).**

- 2. **GOAL:** Containing the fire: The next goal is to contain the fire as quickly as possible to prevent it from spreading to other areas or buildings. This involves extinguishing the fire or limiting its growth until it can be safely put out.
  - a. **OBJECTIVES**
    - i. Identify and respond to fires quickly.
      - 1. **Measurement:** Measure the time it takes for fire suppression services to arrive at the scene of a fire and set targets for rapid response times. NFPA 1710  $\leq$  240 seconds.
    - ii. Establish and maintain control of the fire area.
      - 1. **Measurement:** Fire control effectiveness: Track the size and spread of fires and set targets for minimizing fire growth and damage.
    - iii. Deploy appropriate firefighting equipment and personnel to the scene.
      - 1. **Measurement:** Resource utilization: Measure the effectiveness of the deployment of firefighting equipment and personnel, and track resource allocation to ensure that adequate resources are available for every incident.
    - iv. Implement fire suppression tactics that minimize fire growth and limit damage.
      - 1. **Measurement:** Set targets for minimizing fire growth and property damage, and regularly evaluate the effectiveness of suppression tactics to ensure that they are meeting these targets.
    - v. Coordinate with other agencies to ensure adequate resources are available.
      - 1. **Measurement:** Collaboration: Evaluate coordination with other agencies during fire suppression operations and track the effectiveness of inter-agency communication.
- 3. **GOAL:** Protecting property: Fire suppression services also aim to minimize damage to property and prevent the loss of valuable assets, such as buildings, equipment, and personal belongings.
  - a. **OBJECTIVES**
    - i. Implement strategies to protect structures and assets from fire damage.

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1. **Measurement:** Fire prevention compliance: Conduct regular inspections of buildings and enforce fire codes to ensure that structures are properly equipped to prevent fires.
      - ii. Use appropriate firefighting tactics to prevent the spread of fire to nearby structures.
        1. **Measurement:** Fire damage reduction: Track the number and severity of fire damage incidents and evaluate the effectiveness of firefighting tactics in preventing or minimizing property damage.
      - iii. Conduct inspections and enforce fire codes to ensure buildings are properly equipped to prevent fires.
        1. **Measurement:** Public awareness: Conduct surveys and outreach activities to measure public awareness of fire prevention measures and evaluate the effectiveness of education programs.
  4. **GOAL:** Preserving the environment: Fire can have a significant impact on the environment, including air and water quality, wildlife habitats, and natural resources. Fire suppression services should take measures to prevent or minimize these impacts.
    - a. **OBJECTIVES**
      - i. Minimize damage to natural resources, such as air and water quality.
        1. **Measurement:** Environmental impact assessment: Conduct regular assessments of the impact of firefighting operations on the environment and take steps to minimize impact.
      - ii. Utilize environmentally safe firefighting tactics and materials.
        1. **Measurement:** Green firefighting tactics: Evaluate the effectiveness of environmentally safe firefighting tactics and materials and track their usage during fire suppression operations.
      - iii. Coordinate with environmental agencies to ensure compliance with regulations and minimize impact on the ecosystem.
        1. **Measurement:** Collaboration with environmental agencies: Evaluate coordination with environmental agencies during fire suppression operations and track the effectiveness of inter-agency communication.
      - iv. Provide education and resources to the public on environmentally conscious fire prevention and response measures.
        1. **Measurement:** Public awareness: Conduct surveys and outreach activities to measure public awareness of environmentally conscious fire prevention and response measures and evaluate the effectiveness of education programs.
  5. **GOAL:** Ensuring public safety: Fire suppression services should also ensure public safety by providing information and education on fire prevention and response, as well as conducting fire safety inspections and enforcing fire codes and regulations.
    - a. **OBJECTIVES**
      - i. Conduct regular fire safety inspections of buildings and public spaces.

- 1. **Measurement:** Fire prevention compliance: Conduct regular inspections of buildings and public spaces and enforce fire codes and regulations to promote compliance and safe practices.
        - ii. Provide public education on fire prevention and response measures.
          - 1. **Measurement:** Public awareness: Conduct surveys and outreach activities to measure public awareness of fire prevention and response measures and evaluate the effectiveness of education programs.
        - iii. Maintain effective communication with the public during fire emergencies.
          - 1. **Measurement:** Emergency communication: Evaluate the effectiveness of warning systems and emergency notification protocols and track the success rates of communication with the public during fire emergencies.
        - iv. Implement warning systems and emergency notification protocols.
          - 1. **Measurement:** Warning system effectiveness: Track the time it takes for warning systems to alert the public about a fire and set targets for rapid notification times.
6. **GOAL:** Continuous improvement: Fire suppression services should continually evaluate and improve their operations, equipment, and training to ensure that they are providing the highest level of service to the community.
  - a. **OBJECTIVES**
    - i. Regularly review and evaluate fire suppression services' performance and operations.
      - 1. **Measurement:** Performance evaluations: Conduct regular evaluations of fire suppression services' performance and operations and use the results to identify areas for improvement.
    - ii. Invest in training and professional development for firefighting personnel.
      - 1. **Measurement:** Professional development: Track the number of hours of training and professional development provided to firefighting personnel and set targets for ongoing learning and skill development.
    - iii. Conduct research and development on new firefighting techniques and equipment.
      - 1. **Measurement:** Research and development: Track the progress of research and development initiatives for new firefighting techniques and equipment and evaluate their potential impact on fire suppression services.

**RECOMMENDATION #1 - Continue to revise, and develop as needed internal fire/EMS response metrics to include industry-wide benchmarking standards (e.g., see NFPA 1710, 2020 edition).**

**RECOMMENDATION #4 - Develop a district-wide Risk Assessment and respective Methodology plan during Fiscal Years 2024 and 2025 to include specific community hazards, threats, consequences, impacts, and risks (e.g., see NFPA 1300, 2020 edition, or the Center for Public Safety Excellence – Community Risk Assessment/Standards of Cover literature).**

### **Rescue and Emergency Medical Services – Medical emergencies**

1. **GOAL:** To provide rapid response to medical emergencies: The primary goal of Rescue and Emergency Medical Services is to provide a timely and effective response to medical emergencies.
  - a. **OBJECTIVES**
    - i. Achieve a response time of 4 minutes for all medical-related emergencies. BLS NFPA 1710  $\leq$  240 seconds.
    - ii. Continuously monitor response times and identify areas for improvement.
      1. **Measurement:** This goal can be achieved by setting response time targets and regularly measuring and evaluating response times to ensure that they meet established targets.
2. **GOAL:** To provide high-quality medical care to patients: Another goal of Rescue and Emergency Medical Services is to provide high-quality medical care to patients.
  - a. **OBJECTIVES**
    - i. Continuously monitor patient outcomes in conjunction with Lee County EMS/Hospitals, and identify areas for improvement.
      1. **Measurement:** This can be achieved by setting performance targets related to patient outcomes, such as survival rates, and regularly measuring and evaluating performance against these targets.
3. **GOAL:** To ensure the safety of patients and emergency responders: A key goal of Rescue and Emergency Medical Services is to ensure the safety of patients and emergency responders.
  - a. **OBJECTIVES**
    - i. Ensure that all emergency responders are properly trained in the use of personal protective equipment.
    - ii. Achieve a compliance rate of 100% for the use of personal protective equipment.
      1. **Measurement:** This can be achieved by setting safety targets related to the use of personal protective equipment, such as gloves and masks, and regularly evaluating compliance with these targets.
4. **GOAL:** To provide ongoing training and professional development for emergency responders: Another goal of Rescue and Emergency Medical Services is to provide ongoing training and professional development for emergency responders.
  - a. **OBJECTIVES**
    - i. Ensure that all Emergency Medical Technicians and Paramedics receive a minimum of 30 hours of training per two-year period.

- ii. Continuously evaluate the effectiveness of training programs and make improvements as necessary.
    - 1. **Measurement:** This can be achieved by setting training targets, such as the number of hours of training required each year, and regularly measuring and evaluating compliance with these targets.
5. **GOAL:** To ensure efficient use of resources: Finally, the goal of Rescue and Emergency Medical Services is to ensure efficient use of resources, such as medical equipment and emergency vehicles.
- a. **OBJECTIVES**
    - i. Document vehicle restocking and preparation time between emergency calls.
    - ii. Continuously monitor resource usage and identify areas for improvement to maximize efficiency.
      - 1. **Measurement:** This can be achieved by setting efficiency targets, such as the time it takes to restock and prepare vehicles between emergency calls, and regularly measuring and evaluating performance against these targets.

## Vehicle Accidents

1. **GOAL:** To provide rapid and effective response to vehicle accidents: The primary goal of fire fighters in responding to vehicle accidents is to provide a timely and effective response to the emergency situation.
  - a. **OBJECTIVES**
    - i. Continuously monitor response times and identify areas for improvement.
    - ii. Utilize GPS technology to identify the fastest routes to accident sites.
      - 1. **Measurement:** Response time: The time it takes for emergency responders to arrive on the scene of the accident. This can be measured in minutes.
2. **GOAL:** To ensure the safety of victims and emergency responders: A key goal of fire fighters in responding to vehicle accidents is to ensure the safety of victims and emergency responders.
  - a. **OBJECTIVES**
    - i. Provide regular training for fire fighters on vehicle extrication techniques.
    - ii. Ensure that all fire fighters have the necessary equipment, such as hydraulic rescue tools and personal protective gear, to respond to vehicle accidents.
      - 1. **Measurement:** Number of injuries sustained by victims and emergency responders.
3. **GOAL:** To provide medical care to victims: Another goal of fire fighters in responding to vehicle accidents is to provide medical care to victims, including extrication from the vehicle, first aid, and transport to the hospital if necessary.
  - a. **OBJECTIVES**
    - i. Document the survival rate for all vehicle accident victims.

- ii. Continuously monitor patient outcomes and identify areas for improvement in medical care.
    - 1. **Measurement:** Survival rate: The percentage of vehicle accident victims who survive hospital admission or discharge.
- 4. **GOAL:** To clear the accident scene quickly and safely: Another goal of fire fighters in responding to vehicle accidents is to clear the accident scene quickly and safely, to reduce the risk of further accidents and minimize disruption to traffic.
  - a. **OBJECTIVES**
    - i. Continuously monitor scene clearance times and identify areas for improvement in efficiency and safety.
      - 1. **Measurement:** Scene clearance time: The time it takes to clear the scene of the accident.

## **Special Operations**

- 1. **GOAL:** To provide timely and effective response to specialized emergencies: The primary goal of fire fighters in responding to specialized emergencies such as canal/waterway rescue, technical extrication, and hazardous incidents is to provide a timely and effective response to the emergency situation.
  - a. **OBJECTIVES**
    - i. Achieve a response time of 4 minutes to all specialized emergency calls.
    - ii. Utilize effective communication and coordination strategies to ensure a timely and effective response to specialized emergencies.
      - 1. **Measurement:** Measure the average response time to all specialized emergency calls and ensure that it meets the target response time of 4 minutes.
- 2. **GOAL:** To ensure the safety of victims and emergency responders: A key goal of fire fighters in responding to specialized emergencies is to ensure the safety of victims and emergency responders.
  - a. **OBJECTIVES**
    - i. Provide appropriate personal protective equipment (PPE) to all emergency responders.
      - 1. **Measurement:** Conduct regular audits to ensure that all emergency responders have the appropriate PPE and address any deficiencies.
    - ii. Implement safety protocols and procedures for all specialized emergency response operations.
      - 1. **Measurement:** Conduct regular training and drills to ensure that all emergency responders are familiar with safety protocols and procedures.
    - iii. Provide appropriate medical care and transport to all victims of specialized emergencies.

1. **Measurement:** Measure the time it takes to provide medical care and transport to victims and ensure that it meets the target time.
3. **GOAL:** To provide medical care to victims: Another goal of fire fighters in responding to specialized emergencies is to provide medical care to victims, including extrication from hazardous environments, first aid, and transport to the hospital if necessary.
    - a. **OBJECTIVES**
      - i. Ensure that all emergency responders are trained and certified in first aid and emergency medical services.
        1. **Measurement:** Maintain records of all emergency responders' certifications and ensure that they are up to date.
      - ii. Maintain a sufficient supply of medical equipment and supplies for all specialized emergency response operations.
        1. **Measurement:** Conduct regular inventories of medical equipment and supplies and ensure that they are adequately stocked.
  4. **GOAL:** To clear the incident scene quickly and safely: Another goal of fire fighters in responding to specialized emergencies is to clear the incident scene quickly and safely, to reduce the risk of further accidents and minimize disruption to surrounding areas.
    - a. **OBJECTIVES**
      - i. Utilize effective incident management strategies to minimize the time required to clear the incident scene.
        1. **Measurement:** Measure the time required to clear the incident scene, and implement improvements as needed to minimize this time.
      - ii. Develop and implement effective traffic control measures to minimize disruption to surrounding areas.
        1. **Measurement:** Measure the effectiveness of traffic control measures, and implement improvements as needed to minimize disruption.

**RECOMMENDATION #1 - Continue to revise, and develop as needed internal fire/EMS response metrics to include industry-wide benchmarking standards (e.g., see NFPA 1710, 2020 edition).**

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(c) The delivery of services by the special district, including alternative methods of providing those services that would reduce costs and improve performance, including whether revisions to the organization or administration will improve the efficiency, effectiveness, or economical operation of the special district.

The next research task in the completion of the performance review for the MPFCD was to analyze the District's delivery of services, including alternative methods of providing those services that would reduce costs and improve performance, including whether revisions to the organization or administration will improve the efficiency, effectiveness, or economical operation of the District.

Given the unpredictable nature of emergencies and the potential for them to exceed the capacity of individual departments, mutual aid partnerships have become a common practice in the industry. These partnerships involve the pooling of resources, personnel, and expertise across different departments and jurisdictions to provide a coordinated and effective response to emergency situations.

One of the primary benefits of mutual aid partnerships is the ability to quickly scale up resources and personnel to respond to larger incidents. For example, in the case of a major wildfire, a single department may not have the necessary resources to contain and control the fire. However, by working together with other departments, they can coordinate the use of firefighting equipment, personnel, and other resources to tackle the fire from multiple angles and contain it more effectively.


In addition to resource sharing, mutual aid partnerships also provide opportunities for cross-training and knowledge sharing. Firefighters from different departments can learn from each other's experiences and techniques, and work together to develop best practices for responding to different types of emergencies. This collaboration can also help to identify gaps in training or equipment, which can be addressed through joint procurement or training initiatives.

Mutual aid partnerships can also improve the overall efficiency and effectiveness of emergency response efforts. By working together, departments can avoid duplication of effort and ensure that resources are deployed where they are needed most. This can lead to faster response times, more effective use of equipment and personnel, and ultimately better outcomes for both emergency responders and the public.

Effective collaboration between departments requires clear communication and coordination. Mutual aid agreements typically outline the terms of resource sharing and define the roles and responsibilities of each department during emergency response efforts. Departments may also establish joint incident command structures or utilize common communication systems to facilitate coordination.

In summary, mutual aid partnerships are a critical component of the firefighting industry. By working together, departments can provide a more effective and efficient response to emergency





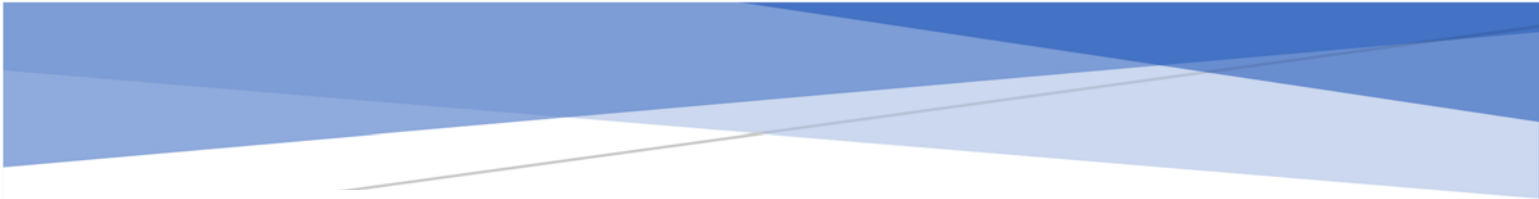
situations, improve their training and equipment, and ultimately better serve the communities they protect. MPFCD has the following Mutual Aid Agreements in place:

1. Lee County Mutual Aid Agreement
2. Operating Plan Between Florida Forest Service and Lee County Fire Departments / Districts 2023
3. The District anticipates entering a Mutual Aid Agreement with Cape Coral Fire Department during the current fiscal year.

Copies of all agreements are provided in Appendix 1.

**RECOMMENDATION #2 - During Fiscal Years 2024 and 2025, review, revise, and develop as needed proper standards of cover and district-wide response plans for the various incident types your FF's respond to.**

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(d) A comparison of similar services provided by the county and municipal governments located wholly or partially within the boundaries of the special district, including similarities and differences in services, relative costs and efficiencies, and possible service consolidations.

There are no other county or municipal governments that are located wholly or partially within the boundaries of the MPFCD that provide similar services with the exception of Basic and Advanced Life Support being provided in conjunction with Lee County EMS. It was determined that no county or municipal governments that are located wholly or partially within the boundaries of the District offer similar services that could be further examined for potential efficiency enhancements or consolidations.

See Appendix 2 for District Map

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(e) The revenues and costs of programs and activities of the special district, using data from the current year and the previous 3 fiscal years.

The District's budget is a vital aspect of its operations, and it is essential to review the previous year's budget and audits regularly. By doing so, the district can ensure that its programs and activities are aligned with its financial resources and objectives. Reviewing the budget and audit reports helps to identify areas of improvement and to make informed decisions about future allocations of resources. It also helps to ensure that the district is complying with all relevant laws, regulations, and policies.

The district has diligently prepared a comprehensive 5-year capital outlay and augmentation plan, outlining strategic investments and expansions to meet the evolving needs of the community. This plan encompasses a range of initiatives, including infrastructure development, equipment upgrades, facility enhancements, and resource allocation, aimed at ensuring optimal service delivery and preparedness for emergency response. By proactively mapping out the district's capital requirements and augmenting existing resources, the plan sets a clear roadmap for sustainable growth and continuous improvement in meeting the district's mission of safeguarding lives and property.

The financial statements for the year 2022 are currently undergoing an audit process. However, upon a preliminary review of the trial balance, it appears that all financial records are in order.

The following tables illustrate the review of the District's financial position for Fiscal Years 2019-2021.

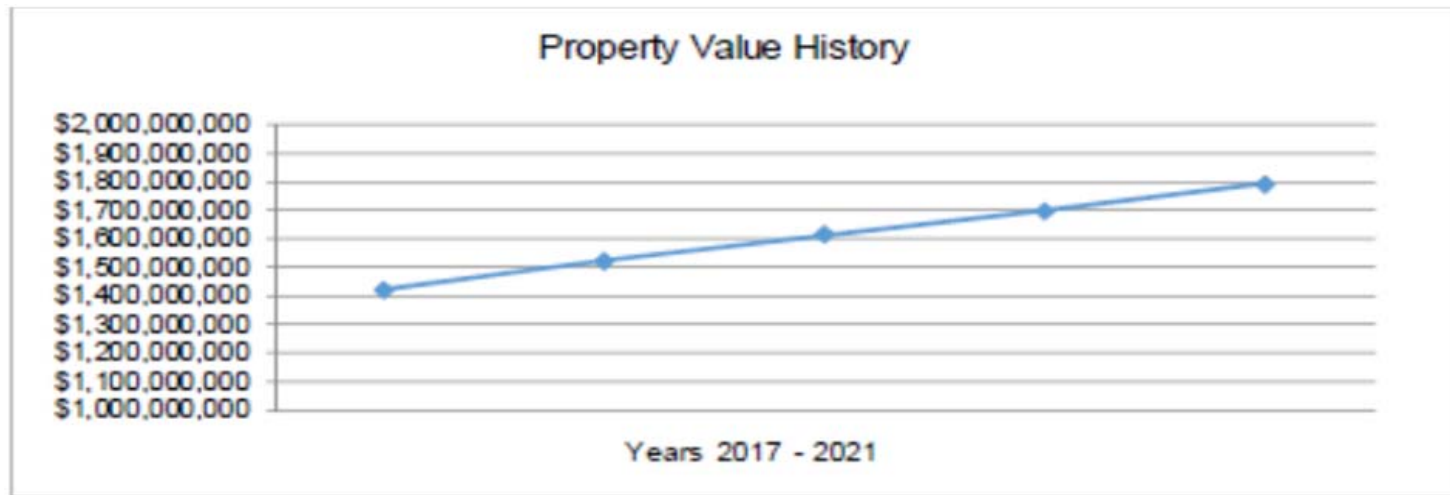
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**MATLACHA/PINE ISLAND FIRE CONTROL DISTRICT**  
**SCHEDULE OF REVENUES, EXPENDITURES AND**  
**CHANGES IN FUND BALANCE - GENERAL FUND**  
**(FY2019-FY2021)**

	2021			2020			2019		
	<u>FINAL BUDGET</u>	<u>ACTUAL</u>	<u>VARIANCE WITH FINAL BUDGET FAVORABLE (UNFAVORABLE)</u>	<u>FINAL BUDGET</u>	<u>ACTUAL</u>	<u>VARIANCE WITH FINAL BUDGET FAVORABLE (UNFAVORABLE)</u>	<u>FINAL BUDGET</u>	<u>ACTUAL</u>	<u>VARIANCE WITH FINAL BUDGET FAVORABLE (UNFAVORABLE)</u>
<b>REVENUES</b>									
Fire Protection Services:									
Property Taxes	\$ 6,144,020	\$ 6,145,558	\$ 1,538	\$ 6,147,937	\$ 6,155,960	\$ 8,023	\$ 5,841,880	\$ 5,855,321	\$ 13,441
Licenses and Permits	-	2,647	2,647	1,500	2,933	1,433	2,800	2,299	(501)
Intergovernmental	10,200	80,641	70,441	120,540	125,185	4,645	158,280	15,143	(143,137)
Miscellaneous:									
Investment Earnings	80,040	21,306	(58,734)	70,030	56,851	(13,179)	20,060	79,840	59,780
Impact Fees	25,000	82,080	57,080	25,000	41,594	16,594	25,000	58,247	33,247
Rental Income	32,541	32,541	-	31,593	31,593	-	30,673	30,673	-
Donations	2,400	2,215	(185)	2,000	45	(1,955)	2,000	5,407	3,407
Other		64,756	64,756		36,156	36,156	-	26,939	26,939
<b>Total Revenues</b>	<b>6,294,201</b>	<b>6,431,744</b>	<b>137,543</b>	<b>6,398,600</b>	<b>6,450,317</b>	<b>51,717</b>	<b>6,080,693</b>	<b>6,073,869</b>	<b>(6,824)</b>
<b>EXPENSES</b>									
Personal Services	4,781,094	4,370,708	410,386	4,666,819	4,338,481	328,338	4,333,025	3,891,427	441,598
Operating Expenditures	1,067,991	906,388	161,603	1,058,947	758,842	300,105	900,024	755,494	144,530
Capital Outlay	357,500	168,498	189,002	765,000	459,118	305,882	692,500	233,474	459,026
Debt Service	289,813	289,811	2	303,654	289,812	13,842	289,813	289,812	1
<b>Total Expenses</b>	<b>6,496,398</b>	<b>5,735,405</b>	<b>760,993</b>	<b>6,794,420</b>	<b>5,846,253</b>	<b>948,167</b>	<b>6,215,362</b>	<b>5,170,207</b>	<b>1,045,155</b>
Increase (Decrease) in net position	(202,197)	696,339	898,536	(395,820)	604,064	999,884	(134,669)	903,662	1,038,331
Other Financing Sources									
Proceeds (Transfers out)	-	(2,734)	(2,734)	-	-	-	(175,000)	(111,899)	63,101
<b>NET CHANGES IN FUND BALANCE</b>	<b>(202,197)</b>	<b>693,605</b>	<b>895,802</b>	<b>(395,820)</b>	<b>604,064</b>	<b>999,884</b>	<b>(309,669)</b>	<b>791,763</b>	<b>1,101,432</b>
<b>FUND BALANCE - OCT 1</b>	<b>4,798,430</b>	<b>4,798,430</b>	<b>-</b>	<b>4,194,366</b>	<b>4,194,366</b>	<b>-</b>	<b>3,402,603</b>	<b>3,402,603</b>	<b>-</b>
<b>FUND BALANCE, SEPT 30</b>	<b>\$ 4,596,233</b>	<b>\$ 5,492,035</b>	<b>\$ 895,802</b>	<b>\$ 3,798,546</b>	<b>\$ 4,798,430</b>	<b>\$ 999,884</b>	<b>\$ 3,092,934</b>	<b>\$ 4,194,366</b>	<b>\$ 1,101,432</b>

The results indicated that the District will not have difficulty maintaining a stable assessment and revenue structure and adequate levels of services. Actual fund balance has continued to grow year over year.

## Property Value History for Fiscal Years 2019-2021



The destruction from Hurricane Ian has caused uncertainty about property valuations and ad valorem collections for upcoming fiscal years.

There will inevitably be a temporary decrease in property values and ad valorem levies, however we believe that new development will help offset those decreases.

(f) The extent to which the special district's goals and objectives have been achieved, including whether the goals and objectives are clearly stated, are measurable, adequately address the statutory purpose of the special district, provide sufficient direction for the district's programs and activities, and may be achieved within the district's adopted budget.

After an analysis of the District's goals and objectives for each of the programs and activities provided by the MPFCD, it was determined that overall, the District's purpose as stated in its charter is being achieved. These goals and objectives were found to be clearly stated, measurable, and adequate to address the statutory purposes of the MPFCD.

SDS completed an analysis of the MPFCD-provided goals and objectives for each of the programs and activities provided to accomplish the overall purpose as stated in the District's charter. As a component of this process, performance measures were assigned to each goal and objective and the program(s) with which they are associated. Further, the analysis of the information and data provided by the District has determined that the performance measures associated with each goal and objective are appropriately tied to well-documented industry best practices, national standards, state of Florida administrative codes, national organizations' recommendations, county guidelines, and/or adopted District standards.

While not all of the District's goals and objectives accomplishments could be independently confirmed, many can be through the comprehensive review of the MPFCD's provided reports, including the most recent ISO review, completed data worksheets, approved board meeting minutes, annual reporting, and budget documents. Attainment of the District's goals and objectives has been accomplished through the appropriate identification, management, and budgeting processes by District leadership.

**RECOMMENDATION #5 – To the extent possible, document and report the outputs of the various goals and objectives on an annual basis to show the continual achievement of the District's programs and activities.**

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(g) Any performance measures and standards of the special district's programs and activities using data from the current year and the previous 3 fiscal years, including whether the performance measures and standards:

1. Are relevant, useful, and sufficient to evaluate the costs of the programs and activities.
2. Are being met.
3. Should be revised.

An analysis of the MPFCD's performance measures as associated with the goals and objectives in Research Task (f) was performed. This analysis was designed to answer the questions of whether the performance measures and standards are relevant, useful, and sufficient to evaluate the costs of the programs and activities, are being met, or should be revised.

After the completion of this analysis, SDS has determined that there were no significant findings to suggest that the performance measures were not relevant, useful, and sufficient to evaluate the costs of the programs and activities. Each were being met at least to some degree. As previously discussed in Research Task (f), all were appropriately tied to well-documented industry best practices, national standards, state of Florida administrative codes, national organizations' recommendations, county guidelines, and/or adopted District standards. Further, many were able to be independently confirmed through a comprehensive review of the MPFCD's provided reports, including the most recent ISO review, completed data worksheets, approved Board of Fire Commissioners meeting minutes, annual reporting, and budget documents. Any suggested revisions and additions are found in the recommendations of this report.

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(h) Factors that have contributed to any failure to meet the special district's performance measures and standards or achieve the district's goals and objectives, including a description of efforts taken by the special district to prevent such failure in the future.

The special district has been successfully meeting its goals and objectives, with no significant factors contributing to any failure in meeting performance measures and standards. The district's commitment to excellence and efficient management has played a crucial role in its success. Through effective planning, implementation, and monitoring, the district has consistently achieved its desired outcomes.

The district's success can be attributed to several key factors. First and foremost, the district has a strong leadership team that provides clear direction, establishes measurable goals, and fosters a culture of accountability and continuous improvement. This ensures that all staff members are aligned with the district's objectives and work towards their successful attainment.

Furthermore, the district has invested in adequate resources, including personnel, infrastructure, and technology, to support its operations. This ensures that the district has the necessary tools and capabilities to deliver high-quality services to the community.

Additionally, the district regularly evaluates its performance through rigorous monitoring and assessment processes. This enables the identification of any potential issues or areas for improvement, which are promptly addressed to maintain the district's track record of success.

In conclusion, the special district's diligent efforts, strong leadership, resource allocation, and continuous evaluation have contributed to its ability to consistently meet performance measures and standards while successfully achieving its goals and objectives.

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(i) Recommendations for statutory or budgetary changes to improve the special district's program operations, reduce costs, or reduce duplication, including the potential benefits to be achieved and the potential adverse consequences of the proposed changes.

**Internal Policy and Fire Operations' Benchmark Recommendations**

**Goals:**

1. Enhance overall fire district operations and EMS response metrics
2. Enhance overall fire district on-scene personnel safety
3. Enhance the overall district-wide risk assessment and response strategies
4. Enhance district-wide operations by optimizing its ISO rating.

**Recommendations:**

1. Continue to revise and develop as needed internal fire/EMS response metrics to include industry-wide benchmarking standards (e.g., see NFPA 1710, 2020 edition).
2. During Fiscal Years 2024 and 2025, review, revise, and develop as needed proper standards of cover and district-wide response plans for the various incident types in which your Fire Fighters respond.
3. Continue to monitor all Insurance Services Office (ISO) recommendations from the March 28, 2022 report, specifically, the Fire Department Fire Suppression Rating Schedule Feature (e.g., Items 549, 561, and 571). It is recommended that over the next 2-5 years, the District procures a ladder truck as well as building up staffing levels to four (4) person engine companies.
4. Develop a district-wide Risk Assessment and respective Methodology plan during Fiscal Years 2024 and 2025 to include specific community hazards, threats, consequences, impacts, and risks (e.g., see NFPA 1300, 2020 edition, or the Center for Public Safety Excellence – Community Risk Assessment/Standards of Cover literature).
5. To the extent possible, document and report the outputs of the various goals and objectives on an annual basis to show the continual achievement of the District's programs and activities.
6. Incorporate monitoring mechanisms for the integration of Advanced Life Support (ALS) Non-transport services into the district's capital improvement plans to ensure effective implementation and allocation of resources.
7. During Fiscal Years 2024 or 2025, develop a 3 to 5 -year district-wide strategic plan/direction for Fire Commission approval.

## Additional District Information (Advanced Life Support Non-Transport Plans)

The demand for Advanced Life Support (ALS) non-transport services within a district's boundaries is driven by the need for timely and specialized medical care during emergency situations. ALS providers play a critical role in delivering advanced medical interventions and critical care support to patients at the scene of an incident, without the necessity of immediate transportation to a hospital. This demand arises due to several factors, including the increasing complexity of medical emergencies, the need for rapid response times, and the potential benefits of on-site treatment in stabilizing patients before transport.

To meet this demand, the district has applied for Certificate of Public Convenience and Necessity (COPCN), and identified the need to develop a comprehensive plan to provide advanced life support non-transport services. Firstly, the district is planning on affording current members of the district the opportunity to attend paramedic school. Secondly, investing in recruiting highly skilled paramedics who are certified in advanced life support techniques, such as: cardiac monitoring, intravenous therapy, and advanced airway management, ensuring that patients receive immediate, high-quality care. The district has included approximately \$800,000 in its five year capital improvement plan for ALS.

Additionally, the district has plans to station ALS-equipped response vehicles throughout the area to optimize response times. This ensures that ALS providers can reach the scene of an emergency promptly and efficiently, improving patient outcomes. The district's plan also includes strong coordination and communication protocols between ALS transport providers, local hospitals, and other emergency response agencies to ensure seamless integration of services and facilitate the transfer of patients requiring further medical attention.

By focusing on providing advanced life support non-transport services within its boundaries, the district aims to enhance the quality and efficiency of emergency medical care. This approach enables trained professionals to deliver immediate medical interventions, stabilize patients, and improve overall survival rates. The district's plan is centered on the principles of rapid response, highly trained personnel, strategic resource allocation, and effective collaboration, all aimed at achieving the goal of providing advanced life support services that meet the specific needs of the community within the district's boundaries.

C960707

# LEE COUNTY MUTUAL AID AGREEMENT

Revised 11/16/95

This Agreement is made and entered into this 8<sup>th</sup> day of July, 1998<sup>6</sup>, by and between the respective parties for the purpose of providing mutual aid to each other in emergency situations, or other conditions or situations deemed to require specialized aid and/or assistance.

## WITNESS

WHEREAS, effective and timely assistance and support is possible between the respective parties with the execution of a Mutual Aid Agreement; and,

WHEREAS, respective parties desire to enter into such an agreement for the purpose of assisting one another during times when either party is taxed beyond its capacity in an emergency, or conditions exist necessitating a request for aid and assistance; and,

WHEREAS, it is the intent of the respective parties participating in this Agreement to cooperate with each other in order to effectively provide assistance to each other in the interest of the public's health, safety and welfare; and,

WHEREAS, the use of mutual aid may result in a reduction of incurred fire losses and fire insurance rates, and an increased medical/rescue response support network, for the citizens of Lee County; and,

WHEREAS, this Agreement is not intended to replace any existing special mutual aid agreement between any two fire departments or a fire department and other emergency service agency.

WHEREAS, it is the intent of this Agreement to replace the

basic Agreement between all fire departments in Lee County.

NOW, THEREFORE, THE PARTIES AGREE TO RENDER ASSISTANCE, UPON REQUEST, SUBJECT TO AVAILABLE RESOURCES AT THE TIME OF OCCURRENCE:

1. It is understood and agreed to by the parties that no money or other compensation shall pass between them as the result of the performance of activities under the provisions of this Agreement.
2. It is understood and agreed to by the respective parties that each shall be wholly responsible for its own personnel, equipment and any other materials or items used and/or operated in the performance of this Agreement; to include any expenses for loss or damage to such equipment or materials.
3. It is understood and agreed to by the respective parties that each shall bear all liability for acts undertaken by its own personnel pursuant to performance under the terms of this Agreement.
4. All of the privileges and immunities from liability, exemption from laws, ordinances and rules, and all pension, insurance relief, disability, workers' compensation, salary, death and other benefits which apply to the activity of such personnel or agents of the respective parties when performing their respective functions within the jurisdictional limits of their respective public agencies, shall apply to them to the same degree, manner, and extent while engaged in the performance of any of their functions and duties outside the jurisdictional limits of their agency under the provisions of this Mutual Aid Agreement. The provisions

of this section shall apply with equal effect to paid, volunteer and auxiliary employees.

5. The resources or facilities that are assigned by the assisting party shall be under the immediate command of a supervising officer designated by the assisting agency. Such supervising officer shall be under the direct supervision and command of the agency head or his designee of the party requesting assistance.---Upon response to a call for assistance, the assisting party shall notify via dispatch the unit that is responding and the number of personnel onboard. This information shall be relayed to the command officer of the supervising agency by the dispatch center.
6. The Lee County Port Authority's Aircraft Rescue and Fire Fighting Department will provide the following specific mutual aid in return for the remaining parties providing mutual aid to the Port Authority as requested in major emergency operations. The Port Authority shall provide automatic first alarm technical assistance response to any aircraft crashes that occur within the respective parties jurisdictional response area. This response shall be for the purpose of assisting the respective parties with specialized knowledge of aircraft crash management and the coordination with appropriate Airport and Federal agencies. The Port Authority will further provide a crash truck response, when available and appropriate to major airline crashes or a general aviation aircraft crash. Upon request, the Port Authority

MATLACHA-PINE ISLAND FIRE  
CONTROL DISTRICT  
5700 Pine Island Rd.  
Bokeelia, FL 33922

Date: 12-20-95

By: Clinton R. Simmons  
Fire Chief

NORTH FORT MYERS FIRE CONTROL &  
RESCUE SERVICE DISTRICT  
P.O. Box 4386  
North Fort Myers, FL 33918

Date: 12-20-95

By: Ray Alway  
Fire Chief

SAN CARLOS PARK FIRE PROTECTION &  
RESCUE SERVICE DISTRICT  
P.O. Box 812  
Estero, FL 33928

Date: 12-20-95

By: Natalie J. Dopolito  
Fire Chief

SANIBEL FIRE CONTROL DISTRICT  
P.O. Box 157  
Sanibel, FL 33957

Date: 1-25-96

By: R. C. [Signature]  
Fire Chief

SOUTH TRAIL FIRE PROTECTION &  
RESCUE SERVICE DISTRICT  
5531 Halifax Ave.  
Fort Myers, FL 33912

Date: 12-20-95

By: [Signature]  
Fire Chief

TICE FIRE & RESCUE DISTRICT  
5170 Tice St.  
Fort Myers, FL 33905

Date: 1/20/96

By: Gregory A. Brady  
Fire Chief

UPPER CAPTIVA FIRE PROTECTION &  
RESCUE DISTRICT  
P.O. Box 322  
Pineland, FL 33945

Date: 1-26/96

By: [Signature]  
Fire Chief

**OPERATING PLAN  
BETWEEN  
FLORIDA FOREST SERVICE  
AND  
LEE COUNTY FIRE DEPARTMENTS / DISTRICTS  
2023**

**PURPOSE**

The purpose of this plan is to outline and clarify the operating procedures between the Florida Forest Service (FFS) and the participating Fire Departments of Lee County. The respective departments have always responded to a mutual aid call; therefore, this Operating Plan is not a new concept. It is a document with written guidelines that more completely addresses the type and extent of cooperation between the FFS and the Fire Departments.

This plan is a written document that will outline policy and procedures, as well as response zones/capabilities of the individual departments. The cooperation and coordination policies between individual departments will also be discussed.

This plan will be reviewed and updated annually.

**EXISTING AGREEMENT**

As a Cooperative Agreement between Lee County and the Department of Agriculture and Consumer Services, this agreement provides for the Florida Forest Service's protection of 176,246 acres of forest and wild land in Lee County.

Written agreements are established between the Florida Forest Service and the individual Fire Departments/Districts (hereafter referred to as Fire Departments) allowing the Fire Departments to operate VHF radios on receive frequencies 159.4500 (141.3) licensed by the FFS for the frequencies to include annual radio re-programming. Respective Fire Departments allow the FFS use of their frequencies for tactical coordination when and where necessary.

Several of the Fire Departments in Lee County have vehicles and equipment on loan from the FFS. The FFS will cooperate with the Fire Departments to upgrade and replace this equipment or to provide additional equipment as requested. Mutual aid agreements for loaned equipment are in existence with: Alva Fire and Rescue District; Bayshore Fire Protection and Rescue Service District; Department of Environmental Protection – Estero Bay Buffer Preserve/Koreshan Historic Site and Cayo Costa State Park; Estero Fire District; City of Fort Myers Fire Department; Fort Myers Shores Fire and Rescue Control District; Lee County Conservation 20/20; Lee County Port Authority Airport Rescue and Fire Fighting; Lehigh Acres Fire Control and Rescue District; Matlacha/Pine Island Fire District, North Fort Myers Fire Control and Rescue District; San Carlos Park Fire Protection and Rescue Service District; Sanibel Fire and Rescue District; South Florida Water Management District; South Trail Fire Protection and Rescue Service District; Tice Fire and Rescue District; and, Upper Captiva Fire District.

## **MUTUAL AID ZONES**

The Florida Forest Service, as well as the individual Fire Departments/Districts, will respond to any mutual aid request in any part of Lee County, provided equipment and manpower are available.

The 911 system is in place and the individual Fire Department/District will be dispatched as first response units through Lee Control or their individual dispatch centers (FFS, Cape Coral, Fort Myers).

The FFS will respond when notified by Lee Control that a Fire Department/District is on scene of a wildland fire and requests assistance. The FFS also actively monitors Fire Department/District radio channels and pages to more quickly dispatch crews.

The FFS will notify Lee Control and Fire Departments / Districts when fire danger is critical and work to make appropriate recommendations for burn bans.

Along local roads, county highways or other major roadways, the Fire Departments and the F.F.S. will provide all mutual assistance necessary to do 100 % mop-up where the highways are prone to fog, smoke related accidents, or fires that require large amounts of water (muck fires).

## **BURNING AUTHORIZATIONS**

The Florida Forest Service is responsible for the enforcement of Chapter 590, Florida Statutes. An inter-governmental agreement between the F.F.S and Department of Environmental Protection (D.E.P.) has delegated a portion of the D.E.P rule enforcement to the F.F.S. to include Chapter 62-256 Open Burning and Frost Protection fires. The FFS has adopted Chapter 5I-2 Rural Open Burning.

The Florida Forest Service is exclusively responsible for the issuance, enforcement, and administration of burn authorizations for all agricultural, silvicultural, and land clearing operations in Lee County. The FFS will handle complaints and enforcement of open burning laws and rules related to this type of burning. The FFS will provide Lee Control a daily listing of such authorizations by section, township, and range.

The Florida Forest Service will work to coordinate authorized open burning with each respective department/district, and all agencies/entities will utilize, at a minimum, the setbacks for open burning as set forth in F.S.590, F.A.C. Rule 5I-2, and Rule 62-256. Inspections by departments/districts should enhance their jurisdictional authority for fire prevention, safety, and landowner interaction under their authority through the Florida Fire Prevention Code.

The following districts/departments conduct inspections of burn sites and issue permits within their respective districts, in addition to the authorization required by the FFS for non-agricultural and/or silviculture burning.

South Trail Fire	Matlacha/Pine Island Fire
Lehigh Acres Fire	Cape Coral Fire
Sanibel Fire	City of Fort Myers Fire
Estero Fire	Bonita Springs Fire



The following departments do not inspect burn sites, but burners are required to notify the department after obtaining authorization from the FFS prior to beginning the burn. These Departments/Districts may inspect for compliance.

Alva Fire	Bayshore Fire	Fort Myers Shores
Tice Fire	North Fort Myers Fire	Fort Myers Beach

Authorizations are not routinely issued within the Lee County Port Authority – Crash, Fire and Rescue District’s jurisdiction

The Florida Forest Service shall retain concurrent jurisdiction to assist Fire Departments/Districts or to intercede in any manner, including revision or cancellation of any authorization or delegation, if the FFS deems that the Fire Department/District is not performing its obligations. Complaints and enforcement will be handled mutually by the FFS and representative Fire Department/District.

### **INCIDENT REPORT**

Each agency currently completes an incident report for each incident response. A copy of this incident report is available to any cooperating agency upon request.

### **FIRE CAUSE INVESTIGATION**

A preliminary fire cause investigation is to be done by the initial attack crew, either the Fire Department or the FFS. If evidence obtained is sufficient for possible criminal prosecution, the responding agency will notify an appropriate Law Enforcement Agency to include the Office of Agricultural Law Enforcement (OALE) or local law enforcement agency with jurisdiction. The Florida Forest Service will provide Fire Department personnel training in wildland fire cause and origin investigation.

The local Arson Task Force will be kept updated on all suspicious or arson fires; and may be called on for assistance.

### **FIRE PREVENTION**

The Florida Forest Service will maintain a Fire Prevention Committee and have solicited members from cooperating fire departments. The committee will keep an updated annual Fire Prevention Plan for prevention activities and community involvement.

The Lee County Arson Task Force is also involved in fire prevention and may be utilized when necessary.

### **WILDLAND FUEL MANAGEMENT**

The Florida Forest Service, cooperating Fire Departments and cooperating local, State and Federal agencies may conduct hazard reduction burns or mechanical vegetation treatments in high hazard wildland/interface areas to reduce fuel loading. Cooperating agencies will supply manpower and equipment necessary to successfully complete the burning and/or mechanical treatment as available. Areas of high fire occurrence or problem wildfire behavior will also be prescribed burned or mechanically treated to reduce the frequency of large fires.

The FFS updates an annual mitigation action plan that describes wildland fire risk for specified areas, and the method(s) to reduce wildland fire risk in at risk communities and areas. The FFS works with each fire department to address specific fuel concerns within their jurisdiction as funding and equipment allows.

## **TRAINING**

The Florida Forest Service will develop an annual training plan. Many of the training courses sponsored by the FFS are made available to local Fire Departments.

The FFS and local Fire Departments cooperate with Emergency Management to develop and maintain a local Incident Command System (ICS) Team. This team has periodic training and additional personnel from cooperating agencies that will be trained in all command positions to facilitate emergency response and coordination.

## **COMMUNICATIONS**

As an entity on this operational plan, the Florida Forest Service – Caloosahatchee Forestry Center is providing the ability for cooperators to use of our radio frequencies as indicated in the communication plan that is detailed in the table that follows in this section. This authorization is applicable only during mutual control burn activities, statewide emergency and coordinated NIMS events and when life and limb are in danger or other safety concerns are experienced by members of your agency during their field duties.

The rules and policy of the Federal Communications Commission and the FFS must be strictly observed when operating on these frequencies. The FFS reserves the right to amend or cancel this authorization at any time with written notification to your agency.

**Florida Forest Service Channel Plan for Cooperators**

<b>Channel</b>	<b>Description</b>	<b>RX</b>	<b>RX tone</b>	<b>TX</b>	<b>TX tone</b>	<b>BW</b>
1	Mobile to Mobile	159.3150	156.7	159.315	156.7	N
3	Tactical 3	151.2350	csq	151.235	156.7	N
4	Tactical 4	151.2950	csq	151.295	156.7	N
5	SE Compact	151.2950	csq	151.2950	156.7	N
6	Alpha Repeater	151.2350	csq	159.2850	123.0	N
7	Bravo Repeater	151.2950	csq	159.3750	123.0	N
170	Lee North	159.4500	141.3	151.4225	141.3	N
171	Hendry South	159.4500	141.3	151.4225	162.2	N
172	Collier	159.4500	141.3	151.4225	179.9	N
173	Lee South	159.4500	141.3	151.4225	192.8	N
174	Hendry North	159.4500	141.3	151.4225	225.7	N
190	Tactical channel	151.2725	csq	151.2725	156.7	N
191	Tactical channel	151.2875	csq	151.2875	156.7	N
192	Tactical channel	159.2475	csq	159.2475	156.7	N
193	Tactical channel	159.2925	csq	159.2925	156.7	N
201	VFIRE22 (Red Ch.)	154.2650	csq	154.2650	156.7	N

202	VFIRE21 (White Ch.)	154.2800	csq	154.2800	156.7	N
203	VFIRE23 (Blue Ch.)	154.2950	csq	154.2950	156.7	N

All of the cooperating Fire agencies are encouraged to use the VFIRE 22, VFIRE 21, and VFIRE 23 tactical channels (formerly red, white, and blue) for incidents that require communication between the FFS and any cooperators. The FFS has provided hand-held radio units to cooperating fire agencies on request based on the availability of the units.

The FFS has written permission from Lee Control to use the control channel.

The FFS has a facsimile machine available for use by all cooperating agencies. The Fax number is **239-690-8002**.

## **FACILITIES**

Meetings for 20-40 people can be conducted and supported at facilities located at Bayshore Fire, Estero Fire, Lee County EOC, Lee County ARF Trailing Facility, San Carlos Park Fire HQ, and the Florida Forest Service HQ.

## **PERSONNEL AND EQUIPMENT**

A current mutual aid equipment list is on file with the Florida Forest Service. Cooperating agencies are encouraged to annually review their fleet and wildland fire needs and capabilities to work with the FFS whenever possible to fill needs through available grants and other programs.

The FFS works to maintain and staff the trailer for the Island Strike Team (IST) at the Fort Myers HQ facility.

Air resources are available for wildland fire management from Page Field, along with F.F.S. aircraft from surrounding districts. The FFS maintains a fixed wing reconnaissance aircraft and a rotor winged aircraft for wildfire suppression. Coordination for the use of these resources will be through Florida Forest Service's Caloosahatchee Forestry Center dispatch.

Specialized equipment available for wildland fire response includes two swamp buggies, a softtrac/bombardier style wildland engine, and one airboat.

## **OPERATIONS**

The 911 system has been implemented throughout Lee County and Lee Control dispatches the respective Fire Department/District as a first call unit to many wildland fires.

The FFS will be notified by Lee Control of all confirmed brushfires.

The FFS will respond when notified by Lee Control that any Fire Department/District is on scene at a wildland fire that will not be immediately extinguished by the first unit on scene.

The FFS will respond to all wildland fires when requested by a Fire Department or when FFS deems appropriate.

The FFS will dispatch a unit to any wildland fire request received by a FFS Duty Officer. If only one FFS Firefighter

is available to fight a night fire, at least one individual from a local Fire department/district should be dispatched to the scene for safety reasons. After dispatch, the FFS will notify the jurisdictional Fire Department/district. The FFS will also utilize aircraft and fire towers for fire detection, as conditions require.

All agencies will utilize the concept of Unified Command when jointly working an incident. Reinforcement shall make contact with initial attack units through Lee Control or a FFS tactical channel. The incident commander will then assign a tactical channel and direct all crews to utilize that channel. The incident commander will continue to monitor the tactical channel and agency dispatch. All hazards standard operating guidelines have been developed to assist in response.

The FFS will not respond to hazardous materials incidents or to dump fires since we are not equipped to do so. In these instances, the FFS's role is support only.

In no instance should an agency be expected to commit to a tactic that is unsafe or contrary to agency policy.

### **FINANCIAL ARRANGEMENTS**

Each agency will support its own financial commitment to an incident.

### **SMOKE ON THE HIGHWAY**

County Department of Transportation or Municipal Public Works Department should place appropriate "Smoke on the Highway" signs on county or local roads in the event of a smoke impact emergency that impairs public safety due to road visibility impairment of less than 1,000 feet or there is a projected road visibility issue.

Smoke on State and Federal roadways will be managed by the Florida Highway Patrol through an existing statewide agreement with the Florida Forest Service, Florida Highway Patrol, and Florida Department of Transportation. The Florida Highway Patrol must be notified when smoke impairment is imminent or expected.

FFS personnel will also place signs on roadways for visibility impairment instances per existing agreements, while also notifying the law enforcement entity that control the roadway of the presence of the signs. This will include prescribed burns if the burner is unwilling or unable to place the signs. The sign template is outlined in the FFS and statewide DOT agreement.

**PLAN APPROVAL**

**PLAN APPROVAL**

BY  TITLE Center Manager DATE 05/17/23  
Florida Forest Service

**PLAN APPROVAL**

**PLAN APPROVAL**

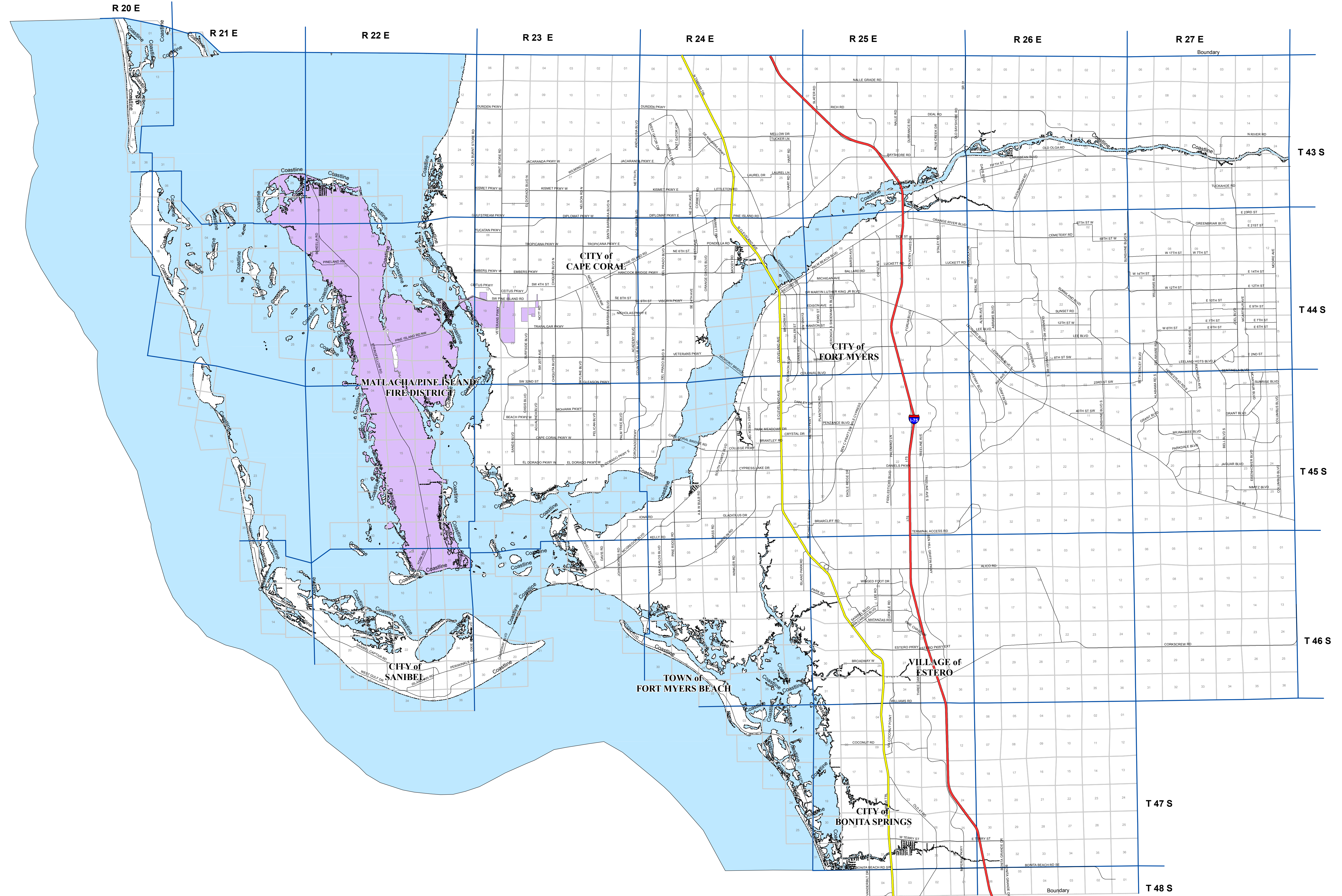
BY B. [Signature] TITLE Fire Chief DATE 4-20-23  
Matlacha-Pine Island Fire Control District





# MATLACHA/ PINE ISLAND FIRE DISTRICT

Product of GIS and Map Sales Department  
Lee County Property Appraiser's Office  
Kenneth M. Wilkinson, C.F.A.  
Property Appraiser



**MAP DISCLAIMER:**  
Maps and documents made available to the public by the Lee County Property Appraiser's Office are not legally recorded maps or surveys and therefore are not intended to be used as such. The maps and documents are created as part of a Geographic Information System (GIS) that compiles records, information, and data from various departments, cities, county, state and federal sources. The source data may contain errors. Users are encouraged to examine the documentation or metadata associated with the data on which this map is based for information related to its accuracy, currentness, and limitations.

**Legend**

- I-75
- US41
- Major Roads
- County Boundary
- WATER
- Matlacha / Pine Island Fire District

**Source:** Lee County Property Appraiser  
Lee County BOCC  
**Map Date:** May 11, 2017  
**Prepared By:** Walter Idlette  
**File Location:** G:\ArcMapMXD\2017\Matlacha-PineIslandFireDistrict\_2016.mxd  
G:\Stock Maps\Stock Maps PDF\Matlacha-PineIslandFireDistrict\_2016.pdf

Map Scale: 1 in = 1.75 miles for Plot Size: 36" x 24"





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## Matlacha/Pine Island Fire Control District

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5700 Pine Island Road, Bokeelia, FL 33922  
Phone: 239-283-0030 Fax: 239-283-3313

June 23, 2023

Special District Services, Inc  
2501A Burns Road  
Palm Beach Gardens, FL 33410

To Whom it May Concern,

Please find below the written responses to the findings and recommendations brought forward in the Independent Special Fire Control District Performance Review of the Matlacha/Pine Island Fire Control District, as first reported on Thursday, June 22, 2023.

Pursuant to Section 189.0695 in the Florida Statutes, independent special fire control districts are required to conduct a performance review every five (5) years. The District has provided a response to the findings and recommendations as outlined in the prepared document as follows:

### **Recommendation 1**

Continue to revise and develop as needed internal fire/EMS response metrics to include industry-wide benchmarking standards (e.g., see NFPA 1710, 2020 edition).

#### *Response 1*

*The Matlacha/Pine Island Fire Control District strives to replicate the county-wide response matrix set forth by the Lee County Fire Chiefs Association pertaining to emergency calls. These metrics are set forth in our internal Standard Operating Guideline (SOG) 205: Response Guidelines CW, with an attachment of further breakdowns included in SOG 205A. Our response times are closely monitored by MPIFCD leadership and shared with our internal and external stakeholders at our monthly board meetings, aiming to create a culture of accountability for our responders and administration alike. This call data reflects call volume by station, call type, and areas within the District, along with their disposition (transported, refusal of care, etc.). This information helps support location and disbursement of resources throughout the District. Through technological advancements of our CAD system accompanied by increased training, our District will continue to meet or exceed the benchmarking standards outlined in NFPA 1710.*

### **Recommendation 2**

During Fiscal Years 2024 and 2025, review, revise, and develop as needed proper standards of cover and district-wide response plans for the various incident types in which your firefighters respond.





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### *Response 2*

*SOG 205 clearly outlines the department-wide coverage policy, ensuring the most appropriate disbursement of resources throughout our coverage area. In addition, the District functions based on the Lee County Mutual Aid Agreement, initiated in 1995, which illustrates the method in which resources are utilized from outside our District boundaries and the Department of Forestry. We will continue to promote positive relationships with neighboring Districts along with the processes followed to ensure the most beneficial usage of resources.*

### **Recommendation 3**

*Continue to monitor all Insurance Services Office (ISO) recommendations from the March 28, 2022 report, specifically, the Fire Department Fire Suppression Rating Schedule Feature (e.g., Items 549, 561, and 571).*

### *Response 3*

*Based on the March 28, 2022 ISO recommendations, the District is continuing to work hand in hand with the Greater Pine Island Water Association to ensure minimum standards are met, including but not limited to hydrant maintenance, hydraulic calculations within the water distribution system, and the placement and location of hydrants throughout the District. We will continue to monitor the amount of training that each employee completes each year to reflect or exceed the ISO recommended standard. Furthermore, we will strive to meet or exceed the NFPA and ISO recommendations of increasing staffing levels, improving training hours, and acquiring a ladder truck.*

### **Recommendation 4**

*Develop a district-wide Risk Assessment and respective Methodology plan during Fiscal Years 2024 and 2025 to include specific community hazards, threats, consequences, impacts, and risks (e.g., see NFPA 1300, 2020 edition, or the Center for Public Safety Excellence – Community Risk Assessment/Standards of Cover literature).*

### *Response 4*

*Within our department, we are continuing to develop and review pre-fire plans with commercial and multi-family structures that reside in our District. The crews are also encouraged to accompany our fire inspector on inspections to these structures to gain invaluable knowledge of the layout and inner workings of each dwelling. We also utilize NFPA 1410 drills to allow for effective preparedness to emergency responses. Additionally, we are internally reviewing information learned from the recent local weather disasters to better operate and provide for the community we serve. Furthermore, we have a number of public outreach programs targeted at mitigating common community concerns such as installing smoke detectors, properly installing child car seats, CPR classes, and fall prevention.*



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### **Recommendation 5**

To the extent possible, document and report the outputs of the various goals and objectives on an annual basis to show the continual achievement of the District's programs and activities.

#### *Response 5*

*Our District utilizes a yearly annual report along with annual audits for budgeting projections to showcase continued achievement of the District's programs and activities effectively and efficiently. We work together with our crews, our Board of Commissioners, and the community to determine important initiatives and directives that are valuable for each fiscal year. We also work alongside our valued stakeholders, both internal and external, to continue striving to improve our ISO rating for the community.*

### **Recommendation 6**

Incorporate monitoring mechanisms for the integration of Advanced Life Support (ALS) Non-transport services into the district's capital improvement plans to ensure effective implementation and allocation of resources.

#### *Response 6*

*The District leadership team, together with the District's medical director and providers, will evaluate the advantages and barriers of implementation of the Advanced Life Support (ALS) program. By reviewing emergency call data, usage of materials, and understanding of expectations, we can alter our program's goals and objectives to reflect the needs of the community and the department while maintaining the budgetary constraints set force within the fiscal year projections. We will work to set objectives and goals that we can continue to review and adjust as the program gains traction. We also will review the options for reporting software that will allow for continuity of care and dispositions of transported individuals within our District.*

### **Recommendation 7**

During Fiscal Years 2024 or 2025, develop a 3 to 5 -year district-wide strategic plan/direction for Fire Commission approval.

#### *Response 7*

*Our administration works alongside our Board of Commissioners to develop a strategic 5-year budgetary plan to reflect future projects and items for implementation for our District moving forward. Monthly workshops are utilized for the strategic planning sessions and allow for commissioner direction coupled with community input.*



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## *Matlacha/Pine Island Fire Control District*

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The District appreciates the totality of the review process provided by Special District Services Inc. along with the recommendations for improvement for our department. The District will strive to build upon these recommendations outlined here within to continue to operate as efficiently as possible for the community we serve.

Respectfully submitted,

A handwritten signature in black ink, appearing to be 'B. Mickuleit', written over a horizontal blue line.

**Benjamin Mickuleit (Jun 26, 2023 15:12 GMT+2)**

Benjamin Mickuleit  
Fire Chief