

# **PERFORMANCE REVIEW OF BLACKMAN FIRE DISTRICT, INC.**



**JUNE 30, 2023**



June 30, 2023

Honorable Kathleen Passidomo  
President of the Senate  
404 S. Monroe St.  
Tallahassee, FL 32399-1100

Honorable Paul Renner  
Speaker of the House of Representatives  
402 S. Monroe St.  
Tallahassee, FL 32399-1100

Honorable Sherrill F. Norman, CPA  
Auditor General  
111 W. Madison Street  
Tallahassee, FL 32399

Re: Performance Review of Blackman Fire District, Inc., Okaloosa County, Florida

Dear President Passidomo, Speaker Renner & Auditor General Norman:

Pursuant to Section 189.0695, Florida Statutes, enclosed is the final report of the performance review of Blackman Fire District, Inc., an independent special fire control district located in Okaloosa County, Florida.

If you have any questions, please contact us.

Sincerely,

A handwritten signature in black ink that reads "GSD CONSULTING LLC".

GSD Consulting, LLC

cc: Blackman Fire District, Inc.

## **Executive Summary:**

Independent special fire control districts play an essential role in ensuring community safety across the State of Florida. Beyond the obvious duty of responding to fires, these departments are often the first responders at *any* kind of emergency, especially in rural areas like those served by Blackman Fire District. They also play a critical role in fire and accident prevention and safety. Developing the right performance measures, and then tracking those measures consistently over time, allows fire departments to evaluate and improve the quality and effectiveness of their services in all of these areas. Performance measures also provide fire departments with the data needed to show real results, areas for improvement, and departmental needs. Consistent, clear performance measures and reviews of the efficacy of these measures help fire departments justify budget requests and inform policy and service changes.

### **I. Introduction – Performance Management & Reviews**

Performance management is the ongoing and systematic means of monitoring progress toward goals and ultimately improving results. Similarly, periodic performance reviews are a tool to analyze the effect of performance management over a given period. In order to improve results over time, the data collected and reported upon in performance reviews must be used in the decision-making process by legislative boards to enact policy for the agency to implement. Incorporating performance data into decision-making results in improved customer satisfaction, cost savings, and increased organizational efficiency. The goal of an initial performance review is to provide decision makers with data and evidence upon which to base policy decisions leading to better performance measures, which in turn leads to data-driven performance management and later, more effective performance reviews.

### **II. Special District Background**

Special districts are used to provide a variety of local services and are funded through the imposition of ad valorem taxes, non-ad valorem assessments, fees, or charges on the users of those services as authorized by law. There are two types of special districts: independent special districts and dependent special districts. Special districts are governed generally by the Uniform Special District Accountability Act (the “Act”), which centralizes provisions governing special districts and applies to the

formation, governance, administration, supervision, merger, and dissolution of special districts, unless otherwise expressly provided in law.

Blackman Fire District, Inc.<sup>1</sup> (the "District") is an independent special district originally established Ordinance 98-07 of the Okaloosa County Board of County Commissioners on May 5, 1998, and re-codified by the Florida Legislature in 2007 (Chapter 2007-289, Laws of Florida) as an independent fire control district. The Legislature expressed its specific intent that the District was recodified for the following reasons:

*(1) Comply with chapter 97-256, Laws of Florida, which calls for the codification of charters of all independent special fire control districts as defined in section 191.003, Florida Statutes, which were created by special law or general law of local application.*

*(2) Provide standards, direction, and procedures concerning the operation and governance of the special fire control district known as the Blackman Fire District, Inc.*

*(3) Provide greater uniformity between the Blackman Fire District, Inc., and other independent special fire control districts.*

*(4) Provide greater uniformity in the financing authority of the Blackman Fire District, Inc., without hampering the efficiency and effectiveness of current authorized and implemented methods and procedures of raising revenues.*

*(5) Improve communication and coordination between the Blackman Fire District, Inc., and other local governments with respect to short-range and long-range planning to meet the demands for service delivery while maintaining fiscal responsibility.*

*(6) Provide uniform procedures for electing members of the governing board of the Blackman Fire District, Inc., to ensure greater accountability to the public.*

The District operates one fire station equipped with fire-related equipment and apparatus, and is staffed by an all-volunteer firefighting force. The District is governed by an elected five-member board of commissioners servicing four-year terms.

### **III. Special District Performance Review**

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<sup>1</sup> Although it is unusual for a government entity, the District's correct legal name includes "Inc.". The District is a municipal corporation, not unlike cities in the State of Florida. We believe the Legislature's inclusion of "Inc." in the District's name causes confusion to businesses interacting with the District. For example, we are aware of a vendor objecting that the District cannot be seen in "Sunbiz" – the State of Florida's online corporation database for private corporations. As a municipal corporation, the District does not register as a corporation with the State of Florida and should not have a Sunbiz registration at all. This is one legislative change that could be easily enacted to assist the District.

In 2021, House Bill 1103 was approved by the Florida Legislature and the Governor, with an effective date of October 1, 2021. The bill requires all independent special fire control districts and each hospital governed by the governing body of a special district or the board of trustees of a public health trust to undergo a performance review every five years, beginning October 1, 2022 (for independent special fire control districts), and October 1, 2023 (for hospitals governed by the governing body of a special district). The State of Florida's Office of Program Policy Analysis and Government Accountability (OPPAGA) must conduct performance reviews of those fire control districts located in rural areas of opportunity. The bill also requires OPPAGA to conduct performance reviews of all independent mosquito control districts and soil and water conservation districts by September 30, 2023, and September 30, 2024. The bill requires the annual financial report and annual financial audit report of all special districts to specify separately the total number of employees and independent contractors compensated by the district, the amount of compensation earned or awarded to employees and independent contractors, and each construction project with a total cost of at least \$65,000 approved by the district to begin on or after October 1 of the fiscal year being reported and the total expenditures for the project. Those special districts that amend their annual budgets are required to file a budget variance report. The bill also requires the annual financial report and annual financial audit report of each independent special district that levies ad valorem taxes or non-ad valorem special assessments to include the rate of such levies, the total amount collected by the levies, and the total amount of all outstanding bonds issued by the district and the terms of such bonds.

Notably, a "performance review" is not an audit. As such, while some methodologies of a performance review borrow from procedures utilized in a performance audit, a performance review is not governed by traditional "Yellow Book" Government Auditing Standards issued by the Comptroller General of the United States.

An audit involves performing procedures to obtain evidence about the amounts and disclosures in an entity's financial statements. The selected procedures depend on an auditors' judgment, including assessing the risks of material misstatement of the financial statements, whether due to fraud or error. In formulating risk assessments, auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Audits also include evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

In contrast to an audit, the objective of this performance review is to measure the level of accomplishment (*performance*) of the agency in terms of services provided and actual expenditures incurred in the delivery of services to the public in the review period.

#### **IV. Scope of Performance Review**

This performance review included an examination of the following issues identified by the Legislature:

- The special district's purpose and goals as stated in its charter.
- For each program and activity: goals and objectives, problem or need addressed, expected benefits, and performance measures and standards used to determine achievement of district goals and objectives.
- 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.
- 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.
- 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 extent to which the special district's goals and objectives have been achieved, including whether the goals and objectives are clearly stated, 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.
- 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

- are relevant, useful, and sufficient to evaluate the costs of the programs and activities;
  - are being met; and
  - 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 a 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.

Similar to an audit, the performance review must be conducted in a manner to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on the performance review objectives and scope. We believe the evidence obtained provides a reasonable basis for our observations and conclusions.

## **V. Methodology**

We conducted an introductory meeting on April 12, 2023 to introduce key team members, discuss project objectives and scope, and gain background information about the District and its operations.

Subsequently, we submitted a questionnaire and information request on May 1, 2023 and received detailed responses on May 11, 2023. Information requested, received, and assessed included operating information related to the District's fire service and fire prevention activities and supporting functions relevant to the District's operations. The information requested, received, and assessed was used to help us gain an understanding of the District's operating environment and past performance related to the nine (9) tasks identified in the scope of work, and to document and report findings and conclusions.

## **VI. Summary of Performance Review Findings**

The performance review consisted of reviewing and analyzing the nine (9) substantive issues directed by the legislature. In summary, the District met or partially met performance standards related to those issues. The findings are summarized in the chart below and are discussed in additional detail in the following section:



<b>Review Issue # 1: The special district's purpose and goals as stated in its charter.</b>		
<b>Research Results</b>	<b>Conclusion</b>	<b>Recommendation</b>
Our research revealed the legislative purpose and goals of the District.	Met	N/A

**Review Issue # 2: For each program and activity: goals and objectives, problem or need addressed, expected benefits, and performance measures and standards used to determine achievement of district goals and objectives.**

<b>Research Results</b>	<b>Conclusion</b>	<b>Recommendation</b>
Our research identified program areas, the needs addressed and expected benefits.	Partially Met	Implement policies for measuring performance, reconsider merger as growth continues.

**Review Issue # 3: 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.**

<b>Research Results</b>	<b>Conclusion</b>	<b>Recommendation</b>
Research indicated the District's operational method and analyzed alternative service delivery options.	Met	Reconsider merger opportunities as growth continues.

**Review Issue # 4: 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.**

<b>Research Results</b>	<b>Conclusion</b>	<b>Recommendation</b>
There are no municipal governments within or adjacent to the District, and the County does not provide similar services.	Met	Reconsider merger opportunities as growth continues.

**Review Issue #5: The revenues and costs of programs and activities of the special district, using data from the current year and the previous 3 fiscal years.**

<b>Research Results</b>	<b>Conclusion</b>	<b>Recommendation</b>
Research revealed both the revenues and costs of programs of the District.	Met	Implement District-level purchasing policy.

**Review Issue #6: The extent to which the special district's goals and objectives have been achieved, including whether the goals and objectives are clearly stated, 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.**

<b>Research Results</b>	<b>Conclusion</b>	<b>Recommendation</b>
Our research revealed a lack of Agency-adopted goals and objectives, but that operational-level goals exist which are generally measurable, address the District's purpose, and are achievable with the District's budget.	Partially Met	Adoption of formal goals and objectives, implement policies for measuring performance, reconsider merger as growth continues.



<b>Review Issue # 7: 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</b>		
<b>Research Results</b>	<b>Conclusion</b>	<b>Recommendation</b>
Research revealed a lack of Agency-adopted performance measures, but that operational-level performance measures exist and are utilized.	Partially Met	Implement formal District policies for measuring performance, such as response time targets, recruitment goals and required training.

  

<b>Review Issue #8: 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.</b>		
<b>Research Results</b>	<b>Conclusion</b>	<b>Recommendation</b>
Our research revealed a lack of Agency-adopted performance measures, but that operational-level performance measures exist and are utilized.	Partially Met	Adoption of formal goals and objectives, implement policies for measuring performance, reconsider merger as growth continues.

  

<b>Review Issue #9: 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.</b>		
<b>Research Results</b>	<b>Conclusion</b>	<b>Recommendation</b>
Few statutory options were identified to reduce cost or duplication and no budgetary options were identified.	Met	Included in Narrative Section

## **VII. Narrative Findings**

- *Issue #1: The special district's purpose and goals as stated in its charter*

### Conclusion:

#### **Met**

The intent of the Legislature in recodifying the District was, in basic terms, to provide uniformity in governance, operations, and elections. The District meets these purposes and goals. With respect to the fifth element set forth by the Legislature in the District's charter, dealing with communication and coordination with other local government entities and planning, the District meets this purpose. It is the prerogative of elected policy-makers to determine the *extent* of communication and cooperation with other local government entities. In our review, we learned that the

elected board explored a potential consolidation with an adjoining special district. Ultimately, the consolidation did not occur. For purposes of this performance review, though, we assess that exploring and planning a potential consolidation is evidence of the District meeting the legislative purpose of coordination, short-range planning and long-range planning. Further, the District's Fire Chief actively participates in coordinated monthly meetings with other fire chiefs in the local area. These meetings provide a venue for arranging and coordinating joint training of operational forces, as well as encouraging the participating agencies to standardize equipment such as SCBA for inter-operability in emergencies. In addition, the District maintains mutual aid agreements with other adjoining special districts, which is further evidence that the District's purpose and goals as stated in its charter are being met.

It should be noted that, due to the number of legislative goals and purposes as set forth in the District's recodified charter, there is substantial overlap between this review issue and several of the subsequent issues that were identified by the Legislature in HB 1103 which mandated this performance review (i.e., the numbered issues 1 – 9 by which this review is organized).

- *Issue #2: For each program and activity: goals and objectives, problem or need addressed, expected benefits, and performance measures and standards used to determine achievement of district goals and objectives.*

#### Conclusion:

##### **Partially Met**

The District does not have enterprise-level goals and objectives that were formally adopted by the board of commissioners, and consequently the District has not formally adopted comprehensive performance measures and standards to determine operational achievement of goals and objectives. However, with respect to the overarching goal and objective of providing a first-response fire service and fire prevention efforts, the fire chief monitors operational performance by several industry-standard means, including using commercial software to track responses and response times and track the call types and response types to determine future training and equipment needs.

Due to the relatively small number of parcels in the District, which leads to a correspondingly small amount of non-ad valorem assessment revenue, the District is not able to fund professional strategic planning, or to implement performance measurement that would be expected with paid staff. Although budgetary constraints significantly and substantially inhibit the District's ability to provide a more robust (i.e., fully staffed and equipped) fire service, the District has a capable, trained all-volunteer force that (a) responds to fire service calls, (b) interfaces and integrates with adjoining special districts providing auto-aid and mutual-aid to the

District and (c) efficiently uses the available resources to meet programmatic goals and serve the public.

In addition to commercially available software used to monitor response times and call types, the fire chief also completes incident reports and provides truncated reports monthly to the board of commissioners. These measures, while not formal performance measures, are an acceptable method of measuring some aspects of operational performance in a timely and reasonable manner.

#### Recommendations:

The District could take actions to strengthen its adherence to leading practices and procurement policies and procedures. The implementation of leading practices from the fire rescue industry can help the District better achieve industry standards which are used in external evaluations of program performance. A procurement manual or policy could also help the District evaluate cost and benefit before purchases are made. It is worth noting again, though, that budgetary constraints are both a contributing factor toward meeting goals and objectives, as well as a limiting factor in meeting goals and objectives.

Industry standards are an attempt by an industry or profession to self-regulate by establishing minimal operating, performance, or safety criteria. One of the most well-known and respected standards organizations for fire service agencies is the National Fire Protection Association ("NFPA"). Since 1896, NFPA has developed standards directly affecting the fire service at the department level. NFPA develops, publishes, and disseminates more than 300 codes and standards intended to minimize the possibility and effects of fire and other risks. An example of performance measures that could be implemented includes maximizing the Emergency Reporting software, and tracking additional information, to compare performance against selected and relevant NFPA 1720 standards. NFPA 1720 is generally recognized as containing minimum requirements for providing fire service to the community. Section 4.3.2 could be used by the District as a baseline performance measure to grade fire suppression response and effort:<sup>2</sup>

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<sup>2</sup> All of the District's geographic territory is a "rural area" and substantial portions are in a "remote area", as defined in NFPA 1720.



## Staffing and Response Times

Demand Zone <sup>aaa</sup>	Demographics	Minimum Staff <sup>b</sup>	Response Time <sup>c</sup>	Meets Objective
Urban area	>1000 people/mi <sup>2</sup>	15	9	90%
Suburban area	500–1000 people/mi <sup>2</sup>	10	10	80%
Rural area	<500 people/mi <sup>2</sup>	6	14	80%
Remote area	Travel distance ≥ 8 m	4	Directly dependent on travel distance	90%
Special risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90%

<sup>a</sup> A jurisdiction can have more than one demand zone.

<sup>b</sup> Minimum staffing includes members responding from the AHJ's department and automatic aid.

<sup>c</sup> Response time begins upon completion of the dispatch

A review of the District's latest 12 month response effort for structure fire calls appears to indicate that the District's response to structure fires likely may satisfy "meets objective" under NFPA 1720. For example, in call 2022-72, if the call was in a remote area more than 10.5 miles from the station and 4 or more personnel from the District or any other responding auto-aid or mutual-aid agency responded, then the District "meets objective" under NFPA 1720.<sup>3</sup>

DATE	INCIDENT #	INCIDENT TYPE	DISPATCH TIME (Alarm to Dispatch)	REACTION TIME (Dispatch to Enroute)	RESPONSE TIME (Dispatch to Arrival)	SCENE TIME (Arrival to Cleared)	TRANSPORT TIME (Cleared to At Destination)	PATIENT CARE (Alarm to Transfer of Care)	DESTINATION TIME (At Destination to Cleared Dest.)	CALL LENGTH (Dispatch to In Serv.)
06/23/2022	2022-72	112 - Fires in structure other than in a building	5:06	0:00	18:15	98:55				117:10

Many, if not all, fire departments including the largest in the country, have difficulty adopting all NFPA standards for reasons such as limited resources or unfamiliarity with the standard. Small volunteer departments frequently face additional challenges in meeting NFPA standards due to lack of funding and very limited staffing. However, fostering and maintaining a safe and consistent environment for volunteers is a critical step to successful recruitment and retention of the District's most valuable asset – its people. The secondary benefit is performance-based NFPA standards give the District a grading measure, or a performance measurement. The District should consider implementing or increasing adherence to NFPA standards as and when able, especially those that can be adopted with minimal additional cost or manpower.

<sup>3</sup> The formula for remote area response time is set forth in NFPA 1720, Section 4.3.2:  $1.7 * \text{distance in miles} + .65 = \text{minimum response time in minutes/seconds}$ . In the example above, the minimum response time for an incident 10.5 miles from the station is  $1.7 * 10.5 = 17.85$ ,  $17.85 + .65 = 18.5$  minutes. The District's call log from Emergency Reporting software reflects a response time of 18 minutes, 15 seconds.

- *Issue #3: 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.*

## Conclusion:

### **Met**

As noted in the discussion related to issue #1, many review issues listed in HB 1103 (such as this one) overlap with issue #1 because of the breadth of the legislative purposes.

### **A. Delivery of Services/Alternative Methods**

The District responded to 140 calls in calendar year 2022 with an average response time of 10 minutes, 40 seconds. Of the 140 calls, 73 were in the nature of EMS calls or EMS assist calls, 24 were fire calls (building fires, brush fires and vehicle fires), 11 were non-fire vehicle accidents (including extrications), and the remaining 32 calls consisted mostly of requests for service, which are not generally emergency responses but are an important community service for a fire department:

INCIDENT TYPE	# INCIDENTS
Station: 70 - STN70	
Incident Status: Reviewed	
100 - Fire, other	1
111 - Building fire	1
112 - Fires in structure other than in a building	1
113 - Cooking fire, confined to container	1
121 - Fire in mobile home used as fixed residence	1
131 - Passenger vehicle fire	2
142 - Brush or brush-and-grass mixture fire	17
300 - Rescue, EMS incident, other	2
311 - Medical assist, assist EMS crew	43
320 - Emergency medical service, other	24
321 - EMS call, excluding vehicle accident with injury	6
322 - Motor vehicle accident with injuries	7
324 - Motor vehicle accident with no injuries.	3
342 - Search for person in water	1
352 - Extrication of victim(s) from vehicle	1
462 - Aircraft standby	1
500 - Service Call, other	6
510 - Person in distress, other	1
520 - Water problem, other	1
542 - Animal rescue	1
550 - Public service assistance, other	4
553 - Public service	1
611 - Dispatched & cancelled en route	1
813 - Wind storm, tornado/hurricane assessment	1
900 - Special type of incident, other	12
<b>Total Reviewed Incidents for 70 - STN70:</b>	<b>140</b>

The District's volunteers are dispatched to calls from the Okaloosa County Sheriff's Department's communication center by multi-site VHF radio. Trained volunteer firefighters are typically outfitted with their own radio and PPE such as bunker gear. It is normal for volunteers to respond directly to incident scenes for non-fire emergencies, and the District reports that volunteers frequently arrive on scene before Okaloosa County's EMS arrives. Although the District does not provide an EMS service, District volunteers play a vital role as first responders in treating and stabilizing patients prior to EMS arrival. Okaloosa County pre-positions EMS units based on managers' analysis of call volume in a given area, and availability of EMS units. As a result, rural areas such as those found in the District are generally not served by EMS as well as more population-dense areas of the County.

The fire service is a unique service in that, generally, there are not commercial alternatives and basically no governmental alternatives outside of fee-for-service arrangements with other jurisdictions and the traditional auto-aid/mutual-aid arrangements. Auto-aid and mutual-aid, of course, require the giving of a service in exchange for receiving a service on an as-available basis. Our conclusion is that there are no readily-available alternative methods of providing the service currently provided by the District, that would reduce cost or improve performance.

#### B. Revisions to Organization or Administration

The District is administered by its elected board of commissioners, as set forth by the legislature in the District's charter and in Chapter 191, Florida Statutes. The board delegates operational control to a fire chief, which is a traditional structure in Florida for special fire control districts. The fire chief administers the fire service and coordinates operational responses to emergencies. We do not believe any organizational changes or administrative changes would improve or enhance efficiency, effectiveness, or economical operation of the District.

As growth occurs in the District's geographic area and in the surrounding areas served by other special fire control districts, it is possible that adjoining special districts could each benefit from merger or consolidation. This is far from a certainty, however, because of the large geographic area involved in the rural portions of north Okaloosa County and the current non-ad valorem tax structure.

As part of our work, we analyzed whether an ad valorem tax structure could improve the District's performance or effectiveness. As of 2022, the District is comprised of 1076 separate tax parcels which generate revenue on a non-ad valorem basis of approximately \$73,000.00. The remainder of the District's budget consists mostly of grants and user charges, for a total budget of approximately \$111,000.00.



The total taxable value<sup>4</sup> of properties within the District as of 2022 is \$53,233,850. Based on the taxable value, we then applied the millage rates of each special district in Okaloosa County to calculate an approximated amount that would be generated if the District were to levy an ad valorem tax similar to other districts:

Special District:	Millage Rate:	Tax Generated:
East Niceville	3.40	\$180,995.09
Florosa	2.25	\$119,776.16
North Bay	2.27	\$120,840.84
Ocean City Wright	2.75	\$146,393.09
Okaloosa Island	3.7	\$196,965.25
<b>Average:</b>	<b>2.874</b>	<b>\$152,994.08</b>

Ad valorem taxation would increase revenue for the District. However, our conclusion is that this increase in revenue would not materially affect the District's performance or effectiveness because the District is mainly limited by manpower. The District's all-volunteer force responds as available, from various locations. In contrast, a paid department would typically respond from the fire station. Our research reflects that having 4 firefighters on shift 24/7 (a total of at least 12 full-time staff), with associated equipment, costs approximately \$1,200,000-\$1,600,000 per year. This level of funding is not attainable in the foreseeable future with a millage rate typical of the area.

We also analyzed the expected revenue in a hypothetical consolidated district formed from the District and Baker Fire District:

Special District:	Millage Rate:	Tax Generated:
East Niceville	3.40	\$957,423.70
Florosa	2.25	\$633,589.21
North Bay	2.27	\$639,221.12
Ocean City Wright	2.75	\$774,386.81
Okaloosa Island	3.7	\$1,041,902.26
<b>Average:</b>	<b>2.874</b>	<b>\$809,304.62</b>

The expected ad valorem revenue for this hypothetical district still falls short of the necessary revenue to staff a full-time fire department. Thus, while it might be possible to fund at least some paid positions, it would not be possible to fully staff a department with enough firefighters to meet NFPA standards for minimum staffing

<sup>4</sup> Taxable value is the assessed value of a parcel minus exemptions and is the value the tax collector uses to calculate the taxes due. The just value is the property's market value. The assessed value is the just value minus assessment limitations such as Florida's Save Our Homes constitutional amendment.

in a rural area.<sup>5</sup> For remote areas, however, this hypothetical district scenario could likely meet NFPA 1720 standards for remote areas, especially with a combination department consisting of paid employees and volunteers.

Last, in terms of hypothetical consolidated districts, we also considered a hypothetical district consisting of the District, Baker and Holt Fire Districts:

Special District:	Millage Rate:	Tax Generated:
East Niceville	3.40	\$1,427,171.75
Florosa	2.25	\$944,451.89
North Bay	2.27	\$952,847.02
Ocean City Wright	2.75	\$1,154,330.09
Okaloosa Island	3.7	\$1,553,098.67
<b>Average:</b>	<b>2.874</b>	<b>\$1,206,379.88</b>

In this hypothetical scenario the taxing district approaches the minimum funding level necessary to staff a full-time force of 12 firefighters (4 per shift). There are notable drawbacks, however, such as the potential for a significantly longer response time from a centrally-located fire station, which would have to serve a very large geographic area. Most of the hypothetical district would be “remote” under NFPA 1720, which may help with grading performance based on that standard, but an even larger majority of the hypothetical district would grade poorly on the Insurance Services Organization (ISO) Public Protection Classification for the simple reason of being distanced from a responding fire station.<sup>6</sup> In other words, while the revenue would support paid staff to provide a response, most properties in the District could potentially have a worse ISO rating because they would be farther from a responding fire station, which is a pass/fail factor that determines a higher ISO rating from the “unprotected” ratings of 9 and 10.<sup>7</sup> These ISO ratings directly affect insurance rates provided by insurance companies who use the ISO models in underwriting property insurance.<sup>8</sup>

<sup>5</sup> For a rural area, NFPA 1720 Table 4.3.2 calls for 6 on-scene personnel, which is the OSHA 2 in/2 out staffing level plus an on-scene commander and a pump operator.

<sup>6</sup> An ISO rating of 9 or 10, both considered unprotected, would be expected for any property lying more than 5 miles from a responding fire station.

<sup>7</sup> ISO Class 9 is the area in a community which meets the ISO requirements for quality (within 5 miles of a responding fire station) and communications, but has an inadequate water supply. ISO Class 10 is where a community does not meet the ISO’s minimum standard in any category, including any area more than 5 miles from a responding fire station.

<sup>8</sup> Some, but not all, insurance companies use the ISO classification for rating property insurance premiums. Most insurance companies utilize ISO-type data, even if they do not rely specifically on ISO ratings.

In sum, under any hypothetical consolidated district we analyzed, there are some *potential* benefits but there are also significant drawbacks. Of those drawbacks, the most important and most directly impactful is that a centralized fire station means a farther travel distance to most areas of the existing District. However, some of this is mitigated because a paid professional staff will respond (versus the risk that sufficient numbers of volunteers may not be available to respond). Our position is that consolidation or mergers must be carefully considered and planned, and must include community involvement and education of risks and benefits.

- *Issue #4: 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.*

Conclusion:

**Met**

Similar services are not provided by Okaloosa County (other than EMS, which was addressed as a part of issue #3), and there are no municipal governments located wholly or partially within the boundaries of the District. Consequently, there are no similarities in services provided. A discussion of possible service consolidation was included in issue #3 above.

- *Issue #5: The revenues and costs of programs and activities of the special district, using data from the current year and the previous 3 fiscal years.*

Conclusion:

**Met**

The District contracts for the preparation of audited financial statements annually, prepared in accordance with Generally Accepted Accounting Principles ("GAAP"). GAAP consists of a common set of accounting rules, requirements, and practices issued by the Financial Accounting Standards Board (FASB) and the Governmental Accounting Standards Board (GASB). GAAP sets out to standardize the classifications, assumptions and procedures used in accounting in industries across the US.

The following information is taken directly from the District's annual audits:



	Governmental Activities	
	2020	2019
<b>REVENUES</b>		
Program revenues		
Charges for services	\$ 3,415	\$ 5,473
Operating grants and contributions	1,000	-
Capital grants and contributions	29,500	3,570
General revenues		
Fire assessment taxes	72,891	72,245
Other revenue	2,629	3,635
Total revenues	109,435	84,923
<b>EXPENSES</b>		
Public safety	111,143	87,308
Debt service interest	-	16
Total expenses	111,143	87,324

	Governmental Activities	
	2021	2020
<b>REVENUES</b>		
Program revenues		
Charges for services	\$ 2,410	\$ 3,415
Operating grants and contributions	7,029	1,000
Capital grants and contributions	25,500	29,500
General revenues		
Fire assessment taxes	73,032	72,891
Other revenue	2,545	2,629
Total revenues	110,516	109,435
<b>EXPENSES</b>		
Public safety	116,759	111,143

- *Issue #6: The extent to which the special district's goals and objectives have been achieved, including whether the goals and objectives are clearly stated, 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.*

Conclusion:

Partially Met

A discussion of the District's lack of formal enterprise-level goals and objectives was contained in the narrative for issue #2. With respect to the legislative goal and the District's generally accepted goal of providing fire suppression and responding to emergencies, the District has a capable, trained all-volunteer force that (a) responds to fire service calls, (b) interfaces and integrates with adjoining special districts providing auto-aid and mutual-aid to the District and (c) efficiently uses the available resources to meet programmatic goals and serve the public, all within the District's budget.

Our recommendation is that the District identify discrete goals and objectives that are attainable and sustainable with current and reasonably foreseeable levels of funding. It is our opinion that some of these goals and objectives exist in an informal sense, and are measurable by performance measures such as tracking call types, response effort and response time. Additionally, our understanding from the fire chief is that existing SOGs essentially measure performance by providing baseline response guidelines. If nothing else, the District could periodically compare actual response data against the SOGs to document performance and, if needed, modify the measurement criteria (the SOGs) to attainable measures.<sup>9</sup>

- *Issue #7: 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*
  - are relevant, useful, and sufficient to evaluate the costs of the programs and activities;
  - are being met; and
  - should be revised.

#### Conclusion:

#### **Partially Met**

We previously noted that the District has not formally adopted performance measures, but the District tracks performance using a variety of measures such as Emergency Reporting software. Through this software, the District tracks response effort (number of personnel responding and which apparatus is utilized), response time, and the type of call for which the District was dispatched. This software – widely used in the fire service to monitor performance and provide the ability for managers to make data-driven decisions – is relevant, useful and sufficient for the purposes for which it is being by the District.

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<sup>9</sup> To be clear, the fire chief adequately monitors the District's response effort, and reviews this data to plan training for incident types, and response. In addition, recently the fire chief has begun an effort to track if fire suppression outreach activities will have a measurable effect on specific call types, such as brush or wildfires in the District.

In a small agency, evaluating costs of programs and activities is challenging both from an expertise level (i.e., comparing or evaluating costs versus other like agencies) as well as a record-keeping level. Overall, we are satisfied that the District is a good steward of public funds. However, it is our recommendation that the District consider a purchasing policy that requires obtaining at least competing quotes for supplies unless there is a documented reason for not obtaining competitive pricing. Further, we recommend that at least annually, the board of commissioners direct one of its members to compare the District's operating costs with other similar agencies in the area. This is a minimal cost method of evaluating program costs.

- *Issue #8: 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.*

#### Conclusion:

##### **Partially Met**

We previously noted that the District has not formally adopted performance measures, but the District tracks performance using a variety of measures such as Emergency Reporting software. Our assessment is that the District meets its overall goals and objectives, and performs satisfactorily.

Inflation – a general increase in prices and fall in the purchasing value of money, is a significant threat to the District. The District is unable to increase its non-ad valorem assessments to keep pace with annual inflation at the present time. The net effect if this trend continues is that the District will experience difficulty in replacing equipment and apparatus as it reaches end of life (EOL). This is not currently a failure to meet performance standards, or goals and objectives, but it is enough of a threat in the near future that the District should plan to increase its assessments now so that it is not dependent solely on grants as EOL items need to be replaced.

Our recommendation is that the District identify discrete goals and objectives that are attainable and sustainable with current and reasonably foreseeable levels of funding. It is our opinion that some of these goals and objectives exist in an informal sense, and are measurable by performance measures such as tracking call types, response effort and response time. Additionally, our understanding from the fire chief is that existing SOGs essentially measure performance by providing baseline response guidelines. If nothing else, the District could periodically compare actual response data against the SOGs to document performance and, if needed, modify the measurement criteria (the SOGs) to attainable measures.



- *Issue #9: 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.*

### Conclusion:

#### **Met**

First, we did not identify any budgetary changes to improve the District's program operations or reduce duplication.

Second, we previously discussed hereinabove the benefits of implementing a purchasing policy that requires competitive pricing unless an exception is justified. The potential benefit is a reduction in cost and increased transparency. The potential adverse consequence is the personnel needed to meet such a policy, in an already-scarce environment for volunteers. We do not recommend a statutory change in this regard; this would be a District-level policy decision.

Third, we believe the legislature should revisit unfunded mandates in two areas: (A) the cost of furnishing audited financial statements is a substantial expenditure – more than 10% -- of this District's annual assessment revenue. This is not the fault of the auditing firm; to meet professional standards, the auditing firm must undertake a relatively similar level of effort to audit a \$110,000 annual operation as it would take to audit a \$3,000,000 annual operation. We believe the legislature could accomplish its oversight objective by permitting a less intense level of annual financial review than requiring audited financial statements. For example, for special districts with annual revenues less than \$5,000,000 and which do not issue bonds, a CPA-prepared compilation report may be a better alternative than audited financial statements. And (B), the cost of performance reviews performed every five (5) years is a tremendous strain on small special districts. For special districts with revenues less than \$5,000,000 and which do not issue bonds, and in particular special fire control districts which only provide a fire prevention and suppression service (versus multi-function special districts) we do not believe the cost of performance reviews are justified. The limited programs offered by special fire control districts result in performance reviews where the required review issues have substantial overlap and are not likely to reveal significant operational benefits. Putting every available dollar toward response efforts makes the most sense for taxpayers.

Last, the name of the District should be changed by the Legislature to remove "Inc." As a municipal corporation, and not a business corporation, inclusion of "Inc." causes confusion. Vendors (and the State Fire Marshal) frequently object that the District cannot be found on Sunbiz, the Department of State, Division of

Corporations' online application for business corporations. People confuse the District for a non-profit company (which it is not) and cannot understand explanations that the District is a municipal corporation which is not required to be (and cannot be) registered through the Department of State.

# Blackman Fire District

Baker, FL

This report was generated on 5/2/2023 9:29:30 PM

## Incident Response Times DETAIL for Date Range

Start Date: 01/01/2022 | End Date: 12/31/2022

DATE	INCIDENT #	INCIDENT TYPE	DISPATCH TIME (Alarm to Dispatch)	REACTION TIME (Dispatch to Enroute)	RESPONSE TIME (Dispatch to Arrival)	SCENE TIME (Arrival to Cleared)	TRANSPORT TIME (Cleared to At Destination)	PATIENT CARE (Alarm to Transfer of Care)	DESTINATION TIME (At Destination to Cleared Dest.)	
01/01/2022	2022-1	131 - Passenger vehicle fire	3:10	0:00	0:00	12:52				
01/02/2022	2022-2	311 - Medical assist, assist EMS crew	0:00							
01/05/2022	2022-3	300 - Rescue, EMS incident, other	0:00							
01/10/2022	2022-4	142 - Brush or brush-and-grass mixture fire	20:03	0:00	18:08	52:54				
01/18/2022	2022-5	311 - Medical assist, assist EMS crew	8:21	0:00	0:00	41:47				4
01/18/2022	2022-6	311 - Medical assist, assist EMS crew	0:00		7:26	18:08				2
01/19/2022	2022-7	311 - Medical assist, assist EMS crew	10:36	0:00	0:00	12:14				7
01/20/2022	2022-8	324 - Motor vehicle accident with no injuries.	0:00		0:00	59:24				
01/24/2022	2022-9	111 - Building fire	0:00		10:35	237:37				2
01/25/2022	2022-10	321 - EMS call, excluding vehicle accident with injury	7:03	0:00	12:53	35:40				4
01/28/2022	2022-11	142 - Brush or brush-and-grass mixture fire	0:00							
01/28/2022	2022-12	142 - Brush or brush-and-grass mixture fire	0:00		0:00	30:00				
01/31/2022	2022-13	100 - Fire, other	0:00							
01/31/2022	2022-14	142 - Brush or brush-and-grass mixture fire	5:33	0:00	16:46	20:18				3
02/01/2022	2022-15	311 - Medical assist, assist EMS crew	0:00		4:35	43:44				
02/01/2022	2022-16	320 - Emergency medical service, other	2:19	0:00	4:43	38:11				4
02/03/2022	2022-17	322 - Motor vehicle accident with injuries	0:00		24:02	14:18				
02/07/2022	2022-18	311 - Medical assist, assist EMS crew	27:14	0:00	10:39	10:53				2
02/09/2022	2022-19	311 - Medical assist, assist EMS crew	4:07	0:00	14:25	16:21				3
02/10/2022	2022-20	311 - Medical assist, assist EMS crew	0:00							
02/11/2022	2022-21	322 - Motor vehicle accident with injuries	24:07	0:00	15:36	42:57				5

ALL TIME CALCULATIONS IN MINUTES. Incidents with multiple apparatus responding calculate times based off EARLIEST times provided. Exception is the CALL LENGTH column, which calculates the difference between the earliest Dispatch time and latest In Service time. Only REVIEWED incidents included.





DATE	INCIDENT #	INCIDENT TYPE	DISPATCH TIME (Alarm to Dispatch)	REACTION TIME (Dispatch to Enroute)	RESPONSE TIME (Dispatch to Arrival)	SCENE TIME (Arrival to Cleared)	TRANSPORT TIME (Cleared to At Destination)	PATIENT CARE (Alarm to Transfer of Care)	DESTINATION TIME (At Destination to Cleared Dest.)	
02/14/2022	2022-22	142 - Brush or brush-and-grass mixture fire	11:53	0:00	5:21	7:22				
02/14/2022	2022-23	142 - Brush or brush-and-grass mixture fire	1:55	0:00	20:09	74:12				
02/15/2022	2022-24	321 - EMS call, excluding vehicle accident with injury	0:00							
02/20/2022	2022-25	142 - Brush or brush-and-grass mixture fire	17:05	0:00	25:32	0:51				
02/20/2022	2022-26	550 - Public service assistance, other	29:06	0:00	22:33	0:22				
02/23/2022	2022-27	142 - Brush or brush-and-grass mixture fire	11:13	0:00	8:45	63:28				
02/24/2022	2022-28	311 - Medical assist, assist EMS crew	4:45	0:00	5:53	20:23				
03/02/2022	2022-29	311 - Medical assist, assist EMS crew	3:05	0:00	12:51	30:03				
03/03/2022	2022-30	900 - Special type of incident, other	0:00							
03/03/2022	2022-31	142 - Brush or brush-and-grass mixture fire	0:25	0:00	37:45	131:46				1
03/04/2022	2022-32	311 - Medical assist, assist EMS crew	0:00		1:47	1:40				
03/04/2022	2022-33	311 - Medical assist, assist EMS crew	16:57	0:00	0:00	5:14				
03/05/2022	2022-34	900 - Special type of incident, other	0:00		0:12	342:32				3
03/06/2022	2022-35	311 - Medical assist, assist EMS crew	2:41	0:00	13:39	13:52				2
03/12/2022	2022-36	900 - Special type of incident, other	23:26	0:00	4:15	17:17				2
03/14/2022	2022-37	311 - Medical assist, assist EMS crew	4:33	0:00	7:25	17:02				2
03/15/2022	2022-38	320 - Emergency medical service, other	5:51	0:00	6:26	49:48				5
03/29/2022	2022-39	550 - Public service assistance, other	38:56	0:00	14:42	11:08				2
04/01/2022	2022-40	311 - Medical assist, assist EMS crew	2:34	0:00	17:56	29:08				2
04/04/2022	2022-41	311 - Medical assist, assist EMS crew	5:12	0:00	11:21	7:49				1
04/05/2022	2022-42	322 - Motor vehicle accident with injuries	5:14	0:00	3:36	6:54				1
04/05/2022	2022-43	813 - Wind storm, tornado/hurricane assessment	7:07	0:00	0:00	3:20				1
04/15/2022	2022-44	311 - Medical assist, assist EMS crew	0:00		3:13	4:01				
04/16/2022	2022-45	500 - Service Call, other	12:53	0:00	0:06	230:11				2
04/21/2022	2022-46	311 - Medical assist, assist EMS crew	5:40	0:00	13:26	28:39				4
04/21/2022	2022-47	324 - Motor vehicle accident with no injuries.	4:09	0:00	19:29	20:15				3
04/21/2022	2022-48	311 - Medical assist, assist EMS crew	5:25	0:00	19:24	32:56				5
04/23/2022	2022-49	322 - Motor vehicle accident with injuries	2:38	0:00	11:32	52:48				6

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04/25/2022	2022-50	311 - Medical assist, assist EMS crew	8:29	0:00	19:43	23:51				
04/27/2022	2022-51	320 - Emergency medical service, other	2:51	0:00	13:11	45:51				
04/30/2022	2022-52	311 - Medical assist, assist EMS crew	0:00		0:00	56:27				
04/30/2022	2022-53	311 - Medical assist, assist EMS crew	3:35	0:00	7:52	12:43				
04/30/2022	2022-54	900 - Special type of incident, other	0:00		1:05	339:45				3
05/04/2022	2022-55	322 - Motor vehicle accident with injuries	2:20	0:00	14:28	13:36				
05/05/2022	2022-56	321 - EMS call, excluding vehicle accident with injury	0:00		0:00	59:01				
05/05/2022	2022-57	321 - EMS call, excluding vehicle accident with injury	3:04	0:00	33:10	15:08				
05/10/2022	2022-58	311 - Medical assist, assist EMS crew	4:06	0:00	11:01	55:45				
05/14/2022	2022-59	900 - Special type of incident, other	0:00		0:20	392:40				3
05/16/2022	2022-60	311 - Medical assist, assist EMS crew	4:10	0:00	4:50	15:46				
05/17/2022	2022-61	500 - Service Call, other	4:19	0:00						
05/28/2022	2022-62	500 - Service Call, other	8:37	0:00	3:32	15:43				1
05/31/2022	2022-63	311 - Medical assist, assist EMS crew	0:00							
05/31/2022	2022-64	311 - Medical assist, assist EMS crew	0:00							
06/02/2022	2022-65	311 - Medical assist, assist EMS crew	0:17		0:00	103:41				
06/08/2022	2022-66	311 - Medical assist, assist EMS crew	4:23	0:00	15:23	19:12				3
06/09/2022	2022-67	311 - Medical assist, assist EMS crew	21:37	0:00	11:15	9:35				2
06/17/2022	2022-68	311 - Medical assist, assist EMS crew	0:00							
06/18/2022	2022-69	142 - Brush or brush-and-grass mixture fire	3:24	0:00	31:46	30:36				6
06/19/2022	2022-70	510 - Person in distress, other	3:15	0:00	20:53	7:20				2
06/21/2022	2022-71	342 - Search for person in water	3:04	0:00	0:00	162:23				10
06/23/2022	2022-72	112 - Fires in structure other than in a building	5:06	0:00	18:15	98:55				1
06/23/2022	2022-73	142 - Brush or brush-and-grass mixture fire	29:48	0:00	4:35	17:31				
06/24/2022	2022-74	142 - Brush or brush-and-grass mixture fire	26:22	0:00	14:54	19:38				3
06/24/2022	2022-75	142 - Brush or brush-and-grass mixture fire	3:36	0:00	23:54	24:49				4
06/25/2022	2022-76	900 - Special type of incident, other	0:00		0:32	458:26				45
06/30/2022	2022-77	311 - Medical assist, assist EMS crew	22:44	0:00	6:05	20:09				2

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07/01/2022	2022-78	311 - Medical assist, assist EMS crew	17:36	0:00	4:48	25:03				
07/02/2022	2022-79	311 - Medical assist, assist EMS crew	0:00		18:17	108:03				
07/02/2022	2022-80	311 - Medical assist, assist EMS crew	13:19	0:00	11:04	26:08				
07/04/2022	2022-81	311 - Medical assist, assist EMS crew	2:18	0:00	11:01	32:27				
07/08/2022	2022-82	113 - Cooking fire, confined to container	4:58	0:00	12:09	2:58				
07/16/2022	2022-83	311 - Medical assist, assist EMS crew	4:59	0:00	12:37	6:58				
07/21/2022	2022-84	320 - Emergency medical service, other	5:26	0:00	25:32	22:50				
07/23/2022	2022-85	900 - Special type of incident, other	0:00		0:00	388:16				3
07/26/2022	2022-86	311 - Medical assist, assist EMS crew	3:25	0:00	6:17	35:51				4
07/29/2022	2022-87	500 - Service Call, other	0:00							
07/30/2022	2022-88	320 - Emergency medical service, other	3:17	0:00	13:04	12:03				2
07/31/2022	2022-89	320 - Emergency medical service, other	6:27	0:00	11:20	15:52				3
08/06/2022	2022-90	900 - Special type of incident, other	0:00		0:00	140:29				1
08/07/2022	2022-91	311 - Medical assist, assist EMS crew	0:00	3:19	22:27	24:30				4
08/15/2022	2022-92	462 - Aircraft standby	1:00	0:44	9:45	9:15				1
08/15/2022	2022-93	321 - EMS call, excluding vehicle accident with injury	72:00	1:44	10:45	9:15				2
08/21/2022	2022-94	322 - Motor vehicle accident with injuries	2:18	0:00	6:20	21:55				2
09/03/2022	2022-95	900 - Special type of incident, other	0:00		0:34	540:56				5
09/05/2022	2022-96	320 - Emergency medical service, other	11:49	0:00	0:22	27:16				2
09/14/2022	2022-97	542 - Animal rescue	9:51	0:00	12:49	31:40				4
09/15/2022	2022-98	320 - Emergency medical service, other	10:31	0:00	5:13	13:06				1
09/15/2022	2022-99	311 - Medical assist, assist EMS crew	1:56	0:00						1
09/16/2022	2022-100	320 - Emergency medical service, other	6:20	0:00	10:04	11:45				2
09/17/2022	2022-101	320 - Emergency medical service, other	0:00		22:56	14:54				3
09/17/2022	2022-102	320 - Emergency medical service, other	2:09	0:00	15:07	20:19				3
09/20/2022	2022-103	311 - Medical assist, assist EMS crew	0:48	7:25	18:54					
09/24/2022	2022-104	900 - Special type of incident, other	0:00		1:13	0:33				
09/29/2022	2022-105	320 - Emergency medical service, other	8:20	0:00	11:16					

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10/02/2022	2022-106	322 - Motor vehicle accident with injuries	4:16	0:00	4:25	8:55				
10/05/2022	2022-107	320 - Emergency medical service, other	4:53	0:00	9:15	19:13				
10/08/2022	2022-108	321 - EMS call, excluding vehicle accident with injury	2:36		14:49	0:00				
10/08/2022	2022-109	300 - Rescue, EMS incident, other	1:37		12:11	27:52				
10/13/2022	2022-110	324 - Motor vehicle accident with no injuries.	0:00		0:59	13:00				
10/17/2022	2022-111	320 - Emergency medical service, other	0:00							
10/18/2022	2022-112	553 - Public service	3:53	0:07	0:07	13:43				
10/26/2022	2022-113	320 - Emergency medical service, other	8:56	0:00	11:10	8:55				
10/27/2022	2022-114	320 - Emergency medical service, other	4:55	0:00	15:36	25:38				
10/30/2022	2022-115	320 - Emergency medical service, other	7:07	0:00	12:56	3:01				
11/04/2022	2022-116	142 - Brush or brush-and-grass mixture fire	2:52	0:00	10:08	33:19				
11/08/2022	2022-117	311 - Medical assist, assist EMS crew	7:23	0:00	0:00	20:41				
11/08/2022	2022-118	311 - Medical assist, assist EMS crew	7:24	0:00	15:45	15:03				
11/13/2022	2022-119	500 - Service Call, other	18:06	0:00	4:41	4:31				
11/17/2022	2022-120	550 - Public service assistance, other	40:56	0:00	32:52	98:51				1
11/18/2022	2022-121	142 - Brush or brush-and-grass mixture fire	6:04	0:00	8:42	5:53				3
11/19/2022	2022-122	320 - Emergency medical service, other	10:02	0:00	5:48	8:33				1
11/20/2022	2022-123	121 - Fire in mobile home used as fixed residence	21:59	0:00	14:47	138:16				1
11/21/2022	2022-124	131 - Passenger vehicle fire	0:00	21:55	13:24	46:41				6
11/21/2022	2022-125	352 - Extrication of victim(s) from vehicle	0:00	3:48	13:58	55:03				6
11/22/2022	2022-126	142 - Brush or brush-and-grass mixture fire	19:56	0:00	10:48	85:08				9
11/24/2022	2022-127	320 - Emergency medical service, other	43:55	0:00	20:53	55:45				7
11/25/2022	2022-128	320 - Emergency medical service, other	4:21	0:00	16:55	15:51				3
11/28/2022	2022-129	611 - Dispatched & cancelled en route	0:00							
12/04/2022	2022-130	320 - Emergency medical service, other	5:00	0:00	24:03	4:34				2
12/13/2022	2022-131	520 - Water problem, other	4:19	0:00	13:14	9:15				2
12/14/2022	2022-132	311 - Medical assist, assist EMS crew	11:43	0:00	17:21	27:42				4
12/14/2022	2022-133	900 - Special type of incident, other	0:00		0:54	0:31				

ALL TIME CALCULATIONS IN MINUTES. Incidents with multiple apparatus responding calculate times based off EARLIEST times provided. Exception is the CALL LENGTH column, which calculates the difference between the earliest Dispatch time and latest In Service time. Only REVIEWED incidents included.





DATE	INCIDENT #	INCIDENT TYPE	DISPATCH TIME (Alarm to Dispatch)	REACTION TIME (Dispatch to Enroute)	RESPONSE TIME (Dispatch to Arrival)	SCENE TIME (Arrival to Cleared)	TRANSPORT TIME (Cleared to At Destination)	PATIENT CARE (Alarm to Transfer of Care)	DESTINATION TIME (At Destination to Cleared Dest.)	
12/07/2022	2022-134	550 - Public service assistance, other	22:38	0:00	13:44	21:47				
12/20/2022	2022-135	900 - Special type of incident, other	160:06	0:00	3:25	98:59				1
12/22/2022	2022-136	320 - Emergency medical service, other	2:52	0:00	6:52	34:15				4
12/23/2022	2022-137	320 - Emergency medical service, other	3:14	0:00						
12/26/2022	2022-138	320 - Emergency medical service, other	6:13	0:00	29:21	0:04				2
12/29/2022	2022-139	142 - Brush or brush-and-grass mixture fire	5:24	0:00	5:13	5:32				
12/29/2022	2022-140	500 - Service Call, other	7:55	0:00	2:08	0:00				
AVERAGE TIME:			8:08	0:22	10:40	52:06	0:00	0:00	0:00	6

ALL TIME CALCULATIONS IN MINUTES. Incidents with multiple apparatus responding calculate times based off EARLIEST times provided. Exception is the CALL LENGTH column, which calculates the difference between the earliest Dispatch time and latest In Service time. Only REVIEWED incidents included.



Incident Type Count per Station for Incident Status  
Incident Status: All | Start Date: 01/01/2022 | End Date: 12/31/2022

INCIDENT TYPE	# INCIDENTS
Station: 70 - STN70	
Incident Status: Reviewed	
100 - Fire, other	1
111 - Building fire	1
112 - Fires in structure other than in a building	1
113 - Cooking fire, confined to container	1
121 - Fire in mobile home used as fixed residence	1
131 - Passenger vehicle fire	2
142 - Brush or brush-and-grass mixture fire	17
300 - Rescue, EMS incident, other	2
311 - Medical assist, assist EMS crew	43
320 - Emergency medical service, other	24
321 - EMS call, excluding vehicle accident with injury	6
322 - Motor vehicle accident with injuries	7
324 - Motor vehicle accident with no injuries.	3
342 - Search for person in water	1
352 - Extrication of victim(s) from vehicle	1
462 - Aircraft standby	1
500 - Service Call, other	6
510 - Person in distress, other	1
520 - Water problem, other	1
542 - Animal rescue	1
550 - Public service assistance, other	4
553 - Public service	1
611 - Dispatched & cancelled en route	1
813 - Wind storm, tornado/hurricane assessment	1
900 - Special type of incident, other	12
Total Reviewed Incidents for 70 - STN70:	140



# Blackman Fire District

Baker, FL

This report was generated on 5/2/2023 9:45:27 PM

## Personnel Breakdown of Percentage per Incident and Training and Events for Incident Type for Date Range

Incident Type(s): All Incident Types | Start Date: 01/01/2022 | End Date: 12/31/2022

Personnel	Division	Incidents Attended	% of Incidents	Training Attended	% of Training	Events Attended	% of Events	
Bingham, Brian	Operations	15	10.7%	1	2.3%	0	0.0%	
Hatfield, Randall		50	35.7%	6	14.0%	0	0.0%	
Kelley, Mariah		9	6.4%	3	7.0%	0	0.0%	
Melanson, Duane		43	30.7%	1	2.3%	0	0.0%	
Ragle, Bradley A		8	5.7%	26	60.5%	0	0.0%	
Rainey, Charles		1	0.7%	4	9.3%	0	0.0%	
Rutan, Eric		2	1.4%	0	0.0%	0	0.0%	
Sargent, Miranda		23	16.4%	4	9.3%	0	0.0%	
Smith, Larry		61	43.6%	8	18.6%	0	0.0%	
Stowell, Nick		1	0.7%	3	7.0%	0	0.0%	
Stroheker Jr, Donald		24	17.1%	7	16.3%	0	0.0%	
Stroheker Sr, Donald		67	47.9%	7	16.3%	0	0.0%	
Stroheker, Donnell		12	8.6%	24	55.8%	0	0.0%	
TOTALS USED TO CALCULATE PERCENTAGES								
TOTAL CALLS		140	TOTAL TRAININGS		43	TOTAL EVENTS		0

For a given Date Range and Incident Type(s), displays the number of Reviewed Incidents, Locked Training sessions, and Locked Events attended by Personnel, and the percentage of the total number of each.

