



PERFORMANCE REVIEW
OF
HOLT FIRE DISTRICT



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 Holt Fire District, 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 Holt Fire District, 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". The letters are stylized and slanted to the right.

GSD Consulting, LLC

cc: Holt Fire District

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 Holt 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.

Holt Fire District is an independent special district originally established by Ordinance 84-38 by the Okaloosa County Board of Commissioners on December 18, 1984. In 2007, Chapter 2007-284, Laws of Florida established the District as an independent special district pursuant to Chapter 191, Florida Statutes. 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 Holt Fire District.*
- (3) Provide greater uniformity between the Holt Fire District and other independent special fire control districts.*
- (4) Provide greater uniformity in the financing authority of the Holt Fire District without hampering the efficiency and effectiveness of current authorized and implemented methods and procedures of raising revenues.*
- (5) Improve communication and coordination between the Holt Fire District 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 Holt Fire District 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

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 auditor’s 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 in the spring of 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 thereafter. 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:

Review Issue # 1: The special district’s purpose and goals as stated in its charter.

Research Results	Conclusion	Recommendation
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.

Research Results	Conclusion	Recommendation
Our research identified program areas, the needs addressed and expected benefits.	Partially Met	Implement policies for measuring performance, consider mergers 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.

Research Results	Conclusion	Recommendation
Research indicated the District's operational method and analyzed alternative service delivery options.	Met	Consider 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.

Research Results	Conclusion	Recommendation
There are no municipal governments within or adjacent to the District, and the County does not provide similar services.	Met	Consider 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.

Research Results	Conclusion	Recommendation
Research revealed both the revenues and costs of programs of the District.	Met	N/A

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.

Research Results	Conclusion	Recommendation
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.

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		
Research Results	Conclusion	Recommendation
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 and recruitment goals.

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.		
Research Results	Conclusion	Recommendation
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, consider merger as growth continues.

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.		
Research Results	Conclusion	Recommendation
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 communication and cooperation between the District and every nearby municipality and special district is better than it has been in recent history and the relationship is

leveraged by the District to better serve its constituents. In the case of adjoining special districts, the District has mutual aid with all, auto-aid with most, and these formal relationships are the best mechanism to provide fire service to all districts. 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.

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 objectives¹ 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. In addition, the fire chief has well-defined SOPs specifying how particular response efforts are made (i.e., responding to station for apparatus vs. direct to scene response). The efficiency of the SOPs is measured by data collection and reporting through the implemented software.

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

¹ It should be noted that the fire chief provided written goals during the performance review, but it does not appear the District formally (i.e., by resolution or consensus at a public meeting) adopted these goals as a policy statement of the District. The goals are realistic and attainable, with some having already been reached. Further, progress toward the goals is generally measurable.

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 aspects of operational performance in a timely and reasonable manner.

Recommendations:

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. 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:²

² It appears that 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 ^a	Demographics	Minimum Staff ^b	Response Time ^c	Meets Objective
Urban area	>1000 people/mi ²	15	9	90%
Suburban area	500–1000 people/mi ²	10	10	80%
Rural area	<500 people/mi ²	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%

^a A jurisdiction can have more than one demand zone.

^b Minimum staffing includes members responding from the AHJs department and automatic aid.

^c 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.

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 continue efforts to implement, as and when possible, NFPA standards, especially those that can be adopted with minimal additional cost or manpower.

- *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 498 calls in calendar year 2022 with an average response time of 10 minutes, 16 seconds for fire-service calls. Of the 498 calls, 276 were in the nature of EMS calls or EMS assist calls, 47 were fire calls (building fires, brush fires and vehicle fires), 59 were non-fire vehicle accidents (including extrications), 96 calls were cancelled by dispatch while forces were en-route, and the remaining calls consisted mostly of requests for service, which are not generally emergency responses but are an important community service for a fire department:

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 2,323 separate tax parcels which generate revenue on a non-ad valorem basis of approximately \$115,000.00. The remainder of the District’s budget consists mostly of grants, impact fees and fundraising, for a total budget of approximately \$229,000.00. The total taxable value³ of properties within the District as of 2022 is \$138,168,191. 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	\$469,748.05
Florosa	2.25	\$310,862.68
North Bay	2.27	\$313,625.90
Ocean City Wright	2.75	\$379,943.28
Okaloosa Island	3.7	\$511,196.41
Average:	2.874	\$397,075.26

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, not including initial up-front costs of equipment. 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:

³ 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.

Special District:	Millage Rate:	Tax Generated:
East Niceville	3.40	\$1,246,176.66
Florosa	2.25	\$824,675.73
North Bay	2.27	\$832,006.18
Ocean City Wright	2.75	\$1,007,937.00
Okaloosa Island	3.7	\$1,356,133.42
Average:	2.874	\$1,053,385.80

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 in a rural area.⁴ 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 Blackman 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
Average:	2.874	\$1,206,379.88

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.⁵ In other words, while the revenue

⁴ 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.

⁵ 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.

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 10.⁶ These ISO ratings directly affect insurance rates provided by insurance companies who use the ISO models in underwriting property insurance.⁷

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

⁶ 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.

⁷ 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.

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:

	2021	2022
Revenues		
Special assessments	\$107,197	\$115,120
Interest	\$100	\$119
Miscellaneous	\$1,076	\$1,509
Impact fees	\$8,165	\$11,838
Donations	\$28,000	\$0
Grant	\$26,442	\$84,983
Proceeds from asset sale	\$980	\$0
Rental	\$0	\$6,207
Fundraising	\$14,142	\$9,091
Total Revenues	\$186,102	\$228,867
Expenses		
Fire Safety	\$118,720	\$154,495
Total Expenses	\$118,720	\$154,495

	2021	2020
REVENUES		
<i>Program Revenues</i>		
Property assessments	\$ 107,197	\$ 101,012
Impact fees	8,165	8,426
Grants -state	6,442	2,502
Grants - local	20,000	-
Miscellaneous income	15,218	17,553
Proceeds from sale of assets	980	
Donated vehicles	28,000	
Insurance recoveries	-	25,360
Interest revenue	100	1,171
Total Revenues	186,102	156,024
EXPENSES		
Fire Protection	118,720	146,331
Total Expenses	118,720	146,331

- *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 adopt written goals and objectives that are attainable and sustainable with current and reasonably foreseeable levels of funding. As noted in footnote 1, above, 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.⁸

- *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.

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. We are satisfied that the District is a good steward of public funds. 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:

⁸ 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.

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 adopt discrete goals and objectives that are attainable and sustainable with current and reasonably foreseeable levels of funding. 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 believe the legislature should revisit unfunded mandates in two areas: (A) the cost of furnishing audited financial statements is a substantial expenditure for the District. 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 \$200,000 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.

Holt Fire District

Holt, FL

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Incident Statistics with Alarm to Arrival

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

INCIDENT COUNT			
INCIDENT TYPE		# INCIDENTS	
EMS		276	
FIRE		222	
TOTAL		498	
TOTAL TRANSPORTS (N2 and N3)			
APPARATUS	# of APPARATUS TRANSPORTS	# of PATIENT TRANSPORTS	TOTAL # of PATIENT CONTACTS
TOTAL			
PRE-INCIDENT VALUE		LOSSES	
\$576,035.00		\$463,185.00	
CO CHECKS			
746 - Carbon monoxide detector activation, no CO		2	
TOTAL		2	
MUTUAL AID			
Aid Type		Total	
Aid Given		114	
Aid Received		93	
OVERLAPPING CALLS			
# OVERLAPPING		% OVERLAPPING	
65		13.05	
LIGHTS AND SIREN - AVERAGE RESPONSE TIME (Dispatch to Arrival)			
Station	EMS	FIRE	
Baker Fire District, Station 20	0:10:08	0:14:50	
Holt Fire District	0:10:27	0:10:16	
North Okaloosa Fire District	0:12:51		
North Okaloosa Fire District/Holt FD E-33	0:11:03	0:11:15	
AVERAGE FOR ALL CALLS		0:10:46	
LIGHTS AND SIREN - AVERAGE RESPONSE TIME (Alarm to Arrival)			
Station	EMS	FIRE	
Baker Fire District, Station 20	0:19:30	0:24:18	
Holt Fire District	0:16:58	0:18:36	
North Okaloosa Fire District	0:26:42		
North Okaloosa Fire District/Holt FD E-33	0:24:31	0:21:47	
AVERAGE FOR ALL CALLS		0:17:41	

Custom Report. Only Reviewed Incidents included. CO Checks only includes Incident Types: 424, 736 and 734. # ApparatusTransports = # of incidents where apparatus transported. # Patient Transports = All patients transported by EMS. #Patient Contacts = # of PCR contacted by apparatus. This report now returns both NEMSIS 2 & 3 data as appropriate. For overlapping calls that span over multiple days, total per month will not equal Total count for year.



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LIGHTS AND SIREN - AVERAGE TURNOUT TIME (Dispatch to Enroute)

Station	EMS	FIRE
Baker Fire District, Station 20		
Holt Fire District	0:00:39	0:00:26
North Okaloosa Fire District		
North Okaloosa Fire District/Holt FD E-33		
AVERAGE FOR ALL CALLS		0:00:38

AGENCY	AVERAGE TIME ON SCENE (MM:SS)
Holt Fire District	44:03

Custom Report. Only Reviewed Incidents included. CO Checks only includes Incident Types: 424, 736 and 734. # ApparatusTransports = # of incidents where apparatus transported. # Patient Transports = All patients transported by EMS. #Patient Contacts = # of PCR contacted by apparatus. This report now returns both NEMSIS 2 & 3 data as appropriate. For overlapping calls that span over multiple days, total per month will not equal Total count for year.



Holt Fire District

Holt, FL

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Losses for Date Range

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

TOTAL INCIDENTS	TOTAL PROPERTY LOSS	TOTAL CONTENT LOSS	TOTAL LOSSES	AVERAGE LOSS
10	\$369,885.00	\$93,300.00	\$463,185.00	\$46,318.00

INCIDENT NUMBER	DATE	Incident Type	PROPERTY LOSS	CONTENT LOSS	TOTAL	% of Total
2022-016	01/11/2022	111 - Building fire	\$75,000.00	\$15,000.00	\$90,000.00	19.43%
2022-026	01/22/2022	111 - Building fire	\$65,000.00	\$35,000.00	\$100,000.00	21.59%
2022-102	03/14/2022	111 - Building fire	\$65,000.00	\$21,000.00	\$86,000.00	18.57%
2022-159	04/25/2022	141 - Forest, woods or wildland fire	\$1,500.00	\$500.00	\$2,000.00	0.43%
2022-366	09/22/2022	132 - Road freight or transport vehicle fire	\$40,000.00	\$2,500.00	\$42,500.00	9.18%
2022-401	10/16/2022	130 - Mobile property (vehicle) fire, other	\$150.00	\$0.00	\$150.00	0.03%
2022-429	11/10/2022	122 - Fire in motor home, camper, recreational vehicle	\$10,000.00	\$3,000.00	\$13,000.00	2.81%
2022-440	11/16/2022	131 - Passenger vehicle fire	\$12,500.00	\$500.00	\$13,000.00	2.81%
2022-446	11/21/2022	111 - Building fire	\$97,735.00	\$15,000.00	\$112,735.00	24.34%
2022-472	12/07/2022	121 - Fire in mobile home used as fixed residence	\$3,000.00	\$800.00	\$3,800.00	0.82%

Only REVIEWED incidents included

Holt Fire District

Holt, FL

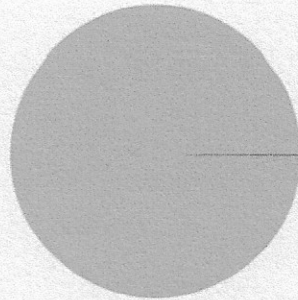
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Count of Incidents by Incident Type per Zone

Incident Status: Reviewed | Start Date: 01/01/2022 | End Date: 12/31/2022

% of Incidents per Zone



City Limits - City Limits
 Not Specified

INCIDENT TYPE	# INCIDENTS	% of TOTAL
City Limits - City Limits		
553 - Public service	1	0.20%
Zone: City Limits - City Limits Total Incident:	1	0.20%
Not Specified		
111 - Building fire	14	2.81%
113 - Cooking fire, confined to container	1	0.20%
121 - Fire in mobile home used as fixed residence	2	0.40%
122 - Fire in motor home, camper, recreational vehicle	1	0.20%
130 - Mobile property (vehicle) fire, other	1	0.20%
131 - Passenger vehicle fire	3	0.60%
132 - Road freight or transport vehicle fire	1	0.20%
137 - Camper or recreational vehicle (RV) fire	1	0.20%
138 - Off-road vehicle or heavy equipment fire	1	0.20%
140 - Natural vegetation fire, other	1	0.20%
141 - Forest, woods or wildland fire	7	1.41%
142 - Brush or brush-and-grass mixture fire	8	1.61%
143 - Grass fire	4	0.80%
151 - Outside rubbish, trash or waste fire	1	0.20%
154 - Dumpster or other outside trash receptacle fire	1	0.20%
311 - Medical assist, assist EMS crew	2	0.40%
321 - EMS call, excluding vehicle accident with injury	212	42.57%
322 - Motor vehicle accident with injuries	49	9.84%
323 - Motor vehicle/pedestrian accident (MV Ped)	1	0.20%
324 - Motor vehicle accident with no injuries.	9	1.81%
363 - Swift water rescue	3	0.60%
400 - Hazardous condition, other	1	0.20%
411 - Gasoline or other flammable liquid spill	1	0.20%
412 - Gas leak (natural gas or LPG)	2	0.40%
444 - Power line down	1	0.20%

Report shows count of incidents for Status selected.



445 - Arcing, shorted electrical equipment	4	0.80%
462 - Aircraft standby	11	2.21%
500 - Service Call, other	5	1.00%
541 - Animal problem	1	0.20%
542 - Animal rescue	1	0.20%
550 - Public service assistance, other	1	0.20%
553 - Public service	5	1.00%
554 - Assist invalid	1	0.20%
561 - Unauthorized burning	4	0.80%
600 - Good intent call, other	2	0.40%
611 - Dispatched & cancelled en route	96	19.28%
622 - No incident found on arrival at dispatch address	6	1.20%
631 - Authorized controlled burning	1	0.20%
632 - Prescribed fire	1	0.20%
651 - Smoke scare, odor of smoke	20	4.02%
652 - Steam, vapor, fog or dust thought to be smoke	1	0.20%
745 - Alarm system activation, no fire - unintentional	2	0.40%
746 - Carbon monoxide detector activation, no CO	2	0.40%
813 - Wind storm, tornado/hurricane assessment	3	0.60%
900 - Special type of incident, other	2	0.40%
Zone: Not Specified Total Incident:	497	99.80%
TOTAL INCIDENTS FOR ALL ZONES:	498	100%

Report shows count of incidents for Status selected.



Holt Fire District

Holt, FL

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Incident Response Summary for Date Range

Primary Action(s) Taken: Action taken, other, Fire control or extinguishment, other, Extinguishment by fire service personnel, Salvage & overhaul, Establish fire lines (wildfire) and 8 more | Incident Type(s): 100 - Fire, other, 110 - Structure fire, other (conversion only), 111 - Building fire, 112 - Fires in structure other than in a building, 113 - Cooking fire, confined to container and 53 more | Start Date: 01/01/2022 | End Date: 12/31/2022

FDID	INCIDENT DATE	INCIDENT ID	DISPATCH NUMBER	AID GIVEN RECEIVED	FDID RECEIVING AID	INCIDENT TYPE	ADDRESS	PRIMARY ACTION TAKEN	APPARATUS	ALARM	DISPATCH	ENROUTE	ARRIVAL	CANCELLED	CLEARED	PERSONNEL
43101	01/07/2022	2022-010	OCPS22CAD000747	Mutual aid given	43210	137 - Camper or recreational vehicle (RV) fire	Interstate 10 Crestview FL 32536 30.721008 -86.480291	11 - Extinguish	E32	17:54:20	17:55:58	18:08:56	18:29:12		19:53:57	1
43101	01/08/2022	2022-013	OCPS22CAD000843	Mutual aid given	43031	140 - Natural vegetation fire, other	5845 DAIRY RD BAKER FL 32531 30.799736 -86.675481	87 -	E33	13:32:51	13:48:15	13:48:15	13:54:33		14:17:00	2
43101	01/11/2022	2022-016	OCPS22CAD001156	Mutual aid received	43031	111 - Building fire	4650 MAIN ST HOLT FL 32564 30.71642 - 86.748543	11 - Extinguish	BT1	12:53:29	13:10:17	13:10:17	13:14:01		15:44:22	1
43101	01/15/2022	2022-023	OCPS22CAD001672	Automatic aid given	43031	111 - Building fire	5899 BUCK WARD RD BAKER FL 32531 30.471582 -86.395376	11 - Extinguish	C19	12:53:29	13:10:17	13:10:17	13:14:01		15:44:22	1
43101	01/22/2022	2022-026	OCPS22CAD002514	Automatic aid received	43031	111 - Building fire	595 SPRINGTIME AVE HOLT FL 32564 30.720905 -86.741723	11 - Extinguish	CVE2	12:53:29	13:10:17	13:10:17	13:14:01		15:44:22	1
									P20	12:53:29	13:09:29	13:09:29	13:16:36		15:44:22	2
									T16	12:53:29	13:10:17	13:10:17	13:14:01		15:44:22	2
									E33	19:15:53	19:33:36	19:33:36	19:38:09		20:39:22	2
									AC20	22:09:15	22:14:09	22:14:09	22:28:27		00:34:14	2
									BT1	22:10:57	22:14:29	22:14:29	22:29:10		00:03:25	1
									C31	22:09:15	22:11:27	22:11:27	22:19:04		00:55:50	1
									CVE2	22:10:57	22:14:00	22:24:56	22:29:16		00:03:25	4
									E32	22:09:15	22:16:32	22:16:32	22:18:22		00:55:50	1
									P20	22:09:15	22:20:39	22:20:39	22:31:55		00:55:50	5
									T16	22:09:15	22:16:32	22:16:32	22:18:22		00:55:50	2

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43101	01/24/2022	2022-029	OCPS22CAD0 02738	Automatic aid given	43031	111 - Building fire	954 C4A HWY BAKER FL 32531 30.85825 - 86.674139	11 - Extinguish	C32	20:14:05	20:19:09	20:19:09	20:35:25	00:40:12	1
43101	01/30/2022	2022-035	OCPS22CAD0 03370	Mutual aid given	43031	142 - Brush or brush-and-grass mixture fire	5904 BUCK WARD RD BAKER FL 32531 30.784429 -86.665923	11 - Extinguish	C31	15:25:46	15:43:24	15:43:24	15:44:24	16:17:11	3
43101	02/13/2022	2022-056	OCPS22CAD0 04916	Mutual aid received		142 - Brush or brush-and-grass mixture fire	36 SKY LN HOLT FL 32564 30.685477 -86.743129	11 - Extinguish	COM31	12:00:48	12:03:25	12:03:25	12:28:54	12:53:38	1
43101	02/13/2022	2022-057	OCPS22CAD0 04927	Mutual aid received		142 - Brush or brush-and-grass mixture fire	4774 HARDY ADAMS RD HOLT FL 32564 30.71778 - 86.766143	11 - Extinguish	E32	12:00:48	12:13:07	12:13:07	12:17:56	12:53:38	1
43101	02/14/2022	2022-061	OCPS22CAD0 05043	Mutual aid given	43031	142 - Brush or brush-and-grass mixture fire	1498 SKY RANCH LN BAKER FL 32531 30.844852 -86.669659	00 - Action taken, other	C31	14:15:14	14:25:15	14:25:15	14:39:46	14:40:33	2
43101	02/16/2022	2022-065	OCPS22CAD0 05320	Mutual aid given	33131	141 - Forest, woods or wildland fire	COOPER RD Holt FL 32564 30.664574 -86.806097	74 - Provide apparatus	E32	17:27:20	17:41:55	17:41:55	17:56:31	18:26:21	1
43101	02/28/2022	2022-080	OCPS22CAD0 06494	Mutual aid given	43210	111 - Building fire	4482 ANTIOCH RD CRESTVIEW FL 32536 30.704465 -86.590165	74 - Provide apparatus	E32	03:16:13	03:39:01	03:40:38	04:05:50	06:01:54	1
43101	02/28/2022	2022-084	OCPS22CAD0 06550	Mutual aid given	33131	143 - Grass fire	7300 LEONARD BARNES RD HOLT FL 32564 30.695808 -86.808475	14 - Contain fire (wildland)	E32	14:07:03	14:18:56	14:18:56	14:21:45	14:48:58	1
43101	03/05/2022	2022-092	OCPS22CAD0 07102	Mutual aid given	43031	141 - Forest, woods or wildland fire	5524 PENNY CREEK RD Holt FL 32564 30.770829 -86.781311	74 - Provide apparatus	C31	13:34:54	14:22:03	14:22:03	14:52:23	15:33:36	1
									E33	13:34:54	14:22:42	14:22:42	14:41:46	15:33:36	2
									STN30	13:34:54	14:20:53	14:21:26	14:46:39	15:33:36	1

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43101	03/14/2022	2022-102	OCPS22CAD008117	Automatic aid received		111 - Building fire	4606 WILKERSON BLUFF RD HOLT FL 32564 30.708518 -86.675993	11 - Extinguish	BT1	14:34:37	14:35:42	14:36:12	14:49:54	18:12:55	1
43101	03/20/2022	2022-109	OCPS22CAD008805	Mutual aid received		143 - Grass fire	Interstate 10 HOLT FL 32564 30.741616 -86.719764	00 - Action taken, other	STN30	12:28:19	12:28:57			12:39:07	0
43101	03/27/2022	2022-120	OCPS22CAD009601	Mutual aid received		141 - Forest, woods or wildland fire	5056 JOHN MELVIN RD HOLT FL 32564 30.746776 -86.759488	14 - Contain fire (wildland)	BR31	17:54:23	18:21:09	18:21:09	18:27:15	19:35:25	1
43101	03/28/2022	2022-123	OCPS22CAD009663	Mutual aid received		142 - Brush or brush-and-grass mixture fire	1115 COUNTRY LIVING RD Baker FL 32531 30.73718 -86.698036	11 - Extinguish	E31	17:54:23	17:57:41	17:57:41	18:27:03	19:35:25	1
43101	04/03/2022	2022-129	OCPS22CAD010368	None		141 - Forest, woods or wildland fire	Penny Creek Holt FL 32564 30.741616 -86.719764	11 - Extinguish	C31	17:18:37	17:21:30	17:21:30	17:35:04	18:34:58	1
43101	04/03/2022	2022-130	OCPS22CAD010373	Mutual aid received		141 - Forest, woods or wildland fire	POPLAR HEAD CHURCH RD HOLT FL 32564 30.797167 -86.754963	11 - Extinguish	E31	17:18:37	17:33:58	17:33:58	17:41:58	18:34:58	1
43101	04/04/2022	2022-131	OCPS22CAD010462	Mutual aid received		141 - Forest, woods or wildland fire	933 BROXSON RD HOLT FL 32564 30.689756 -86.727412	11 - Extinguish	C31	18:34:12	18:34:12	18:34:12	18:34:44	21:42:27	1
									E31	18:34:12	18:34:12	18:34:12	18:34:51	21:42:27	1
									E32	18:34:12	18:34:12	18:34:12	18:34:54	21:42:27	1
									C32	13:47:37	14:07:34	14:07:34	14:12:53	16:08:30	1
									COM31	13:47:37	13:49:59	13:49:59	14:03:15	16:08:30	1
									E31	13:47:37	14:01:04	14:01:04	14:11:11	16:08:30	1
									E32	13:47:37	13:49:59	13:49:59	14:05:05	16:08:30	1
									POV	13:47:37	13:49:59	13:49:59	13:56:45	16:08:30	1

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43101	04/11/2022	2022-136	OCPS22CAD0 11239	Mutual aid given	43210	111 - Building fire	5509 OLD RIVER RD Baker FL 32531 30.774754 -86.632574	11 - Extinguish	E32	03:11:27	03:22:03	03:22:03	03:39:09	09:50:00	1
43101	04/17/2022	2022-146	OCPS22CAD0 11933	Mutual aid given	33131	111 - Building fire	6730 Dingo RD W Milton FL 32583 30.741616 -86.719764	11 - Extinguish	E33	03:11:27	03:28:51	03:28:51	04:10:02	09:50:00	1
43101	04/25/2022	2022-159	OCPS21CAD0 12808	Mutual aid received		141 - Forest, woods or wildland fire	480 Armistead BLVD Holt FL 32564 30.694308 -86.744995	11 - Extinguish	C31	15:05:13	15:15:58	15:15:58	15:30:55	16:07:55	1
43101	05/03/2022	2022-167	OCPS22CAD0 13663	Mutual aid received		143 - Grass fire	Interstate 10 HOLT FL 32564 30.741616 -86.719764	11 - Extinguish	E32	15:05:13	15:12:56	15:12:56	15:25:52	16:07:55	1
43101	06/08/2022	2022-227	OCPS22CAD0 18137	Automatic aid given	43031	111 - Building fire	15th ST Baker FL 32531 30.794768 -86.681597	00 - Action taken, other	BFD	14:51:53	15:01:14	15:04:47	15:17:22	16:45:40	1
43101	08/01/2022	2022-308	OCPS22CAD0 24818	Automatic aid given	43210	111 - Building fire	544 MAYO TRL CRESTVIEW FL 32536 30.762606 -86.585379	11 - Extinguish	BR31	14:53:14	15:11:41	15:11:41	15:18:14	16:45:40	1
43101	08/05/2022	2022-311	OCPS22CAD0 25312	Automatic aid given	43031	131 - Passenger vehicle fire	5928 SR 4 HWY W BAKER FL 32531 30.809615 -86.707739	87 -	STN30	12:18:38	12:20:17	12:20:17		12:50:20	0
									C31	20:33:51	20:35:01	20:38:47	20:48:54	22:28:11	1
									C32	20:33:51	20:35:01	20:40:23	20:50:05	22:28:11	1
									E32	20:33:51	20:35:01	20:40:05	20:54:00	22:28:11	2
									C31	15:04:42	15:08:04	15:08:04	15:22:15	17:13:51	1
									C81	15:04:42	15:05:55	15:08:32	15:13:24	17:13:51	1
									C82	15:04:42	15:08:04	15:08:04	15:22:25	17:13:51	1
									CVE1	15:06:05	15:08:37	15:09:39	15:13:00	17:09:52	4
									E82	15:04:42	15:06:30	15:06:30	15:15:37	17:10:11	2
									R-82	15:04:42	15:06:29	15:06:29	15:15:17	17:10:01	2
									AC20	09:34:46	09:45:01	09:45:01	09:45:19	09:53:33	1
									COM20	09:34:46	09:41:57	09:41:57	09:42:28	09:53:33	1
									E31	09:34:46	09:45:29	09:45:29		09:46:01	1
									STN20	09:34:46	09:35:33			09:45:07	1

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43101	09/01/2022	2022-338	OCPS22CAD0 28541	Automatic aid given	43210	121 - Fire in mobile home used as fixed residence	1646 Garrett Mill RD Baker FL 32531 30.763783 -86.591616	11 - Extinguish	AC20	22:49:35	22:56:51	22:56:51	23:00:20	23:00:20	01:54:50	1
43101	09/22/2022	2022-366	OCPS22CAD0 30955	Mutual aid received		132 - Road freight or transport vehicle fire	Interstate 10 HOLT FL 32564 30.741616 -86.719764	11 - Extinguish	C31	22:59:15	23:07:05	23:07:05	23:14:17	23:30:16	23:30:16	1
43101	10/06/2022	2022-380	OCPS22CAD0 32585	Automatic aid received		154 - Dumpster or other outside trash receptacle fire	4418 COOPER LN HOLT FL 32564 30.693736 -86.781078	11 - Extinguish	C82	10:49:32	11:00:07	11:00:07	11:13:19	11:39:24	11:39:24	1
43101	10/07/2022	2022-382	OCPS22CAD0 32731	None		142 - Brush or brush- and-grass mixture fire	823 BROXSON RD HOLT FL 32564 30.696007 -86.750118	11 - Extinguish	BR31	15:18:10	15:20:23	15:20:23	15:27:00	15:59:03	15:59:03	1
43101	10/10/2022	2022-389	OCPS22CAD0 33064	None		142 - Brush or brush- and-grass mixture fire	LOG LAKE RD HOLT FL 32564 30.688161 -86.751826	11 - Extinguish	BR31	19:05:15	19:17:13	19:17:13	19:19:27	19:33:09	19:33:09	2
43101	10/16/2022	2022-401	OCPS22CAD0 33756	None		130 - Mobile property (vehicle) fire, other	Interstate 10 HOLT FL 32564 30.741616 -86.719764	87 -	E32	16:08:52	16:09:58	16:09:58	16:25:33	16:29:53	16:29:53	2

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43101	10/23/2022	2022-410	OCPS22CAD0 34556	Automatic aid given	43031	138 - Off-road vehicle or heavy equipment fire	1163 NOBIE MEDLEY LN BAKER FL 32531 30.745905 -86.69594	11 - Extinguish	AC20	10:33:16	10:36:31	10:36:31	10:43:32	10:36:31	10:43:32	11:09:37	1
43101	10/24/2022	2022-413	OCPS22CAD0 34692	None		142 - Brush and-grass mixture fire	5139 JOHN MELVIN RD HOLT FL 32564 30.749431 -86.755003	11 - Extinguish	BR31	15:47:58	16:13:37	16:13:37	16:17:00	16:13:37	16:17:00	17:06:00	1
43101	10/26/2022	2022-414	OCPS22CAD0 34905	Automatic aid given	43031	113 - Cooking fire, confined to container	885 LIGHTHOUSE CHURCH RD BAKER FL 32564 30.757138 -86.718004	87 -	E31	12:21:22	12:32:52	12:32:52	12:35:27	12:32:52	12:35:27	12:50:37	1
43101	11/10/2022	2022-429	OCPS22CAD0 36627	Automatic aid received		122 - Fire in motor home, camper, recreational vehicle	4351 SUNDANCE WAY S HOLT FL 32564 30.688509 -86.74177	11 - Extinguish	E20	11:33:06	11:43:55	11:43:55	12:14:49	11:43:55	12:14:49	12:06:56	1
									BR31	11:33:06	11:45:09	11:45:09	12:14:40	11:45:09	12:14:40	12:57:19	1
									C20	11:33:06	11:36:52	11:36:52	12:09:42	11:36:52	12:09:42	12:06:56	1
									CB1	11:33:06	11:44:49	11:44:49	11:54:59	11:44:49	11:54:59	12:06:56	1
									CVE2	11:33:06	11:44:49	11:44:49	11:54:59	11:44:49	11:54:59	12:06:56	4
									E20	11:33:06	11:43:55	11:43:55	12:14:49	11:43:55	12:14:49	12:06:56	1
									E31	11:33:06	11:45:05	11:45:05	11:58:43	11:45:05	11:58:43	12:57:19	1
									T19	11:33:06	11:44:10	11:44:10	11:56:28	11:44:10	11:56:28	12:01:10	2
									T20	11:33:06	11:44:49	11:44:49	12:08:39	11:44:49	12:08:39	12:14:35	2
									C20	23:23:16	23:33:20	23:33:20	23:35:02	23:33:20	23:35:02	01:15:43	1
									C31	23:23:16	23:27:07	23:27:07	23:49:29	23:27:07	23:49:29	01:15:45	1
									CB1	23:23:16	23:30:36	23:30:36	23:40:23	23:30:36	23:40:23	01:15:32	1
43101	11/10/2022	2022-432	OCPS22CAD0 36700	Automatic aid given	43031	111 - Building fire	5727 BUCK WARD RD BAKER FL 32531 30.785995 -86.651218	11 - Extinguish	COM20	23:23:16	23:26:53	23:26:53	23:35:45	23:26:53	23:35:45	03:00:56	1
									CVE4	23:23:16	23:30:36	23:30:36	23:40:23	23:30:36	23:40:23	01:15:32	4
									E20	23:23:16	23:44:40	23:44:40	23:50:00	23:44:40	23:50:00	01:15:36	2
									E32	23:23:16	23:36:36	23:36:36	23:49:40	23:36:36	23:49:40	01:15:32	2

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43101	11/16/2022	2022-440	OCPS22CAD0 37360	Mutual aid received	131 - Passenger vehicle fire	Interstate 10 HOLT FL 32564 30.741616 -86.719764	11 - Extinguish	C31	21:19:36	21:22:45	21:22:45	21:22:45	21:34:28	22:09:10	1
43101	11/21/2022	2022-446	OCPS22CAD0 37792	Automatic aid received	111 - Building fire	4348 SUNDANCE WAY S HOLT FL 32564 30.689667 -86.741445	11 - Extinguish	E-15 E16 E32 E33 EME15 T16 E33	01:49:09 01:49:09 01:49:09 01:49:09 01:49:09 01:49:09 01:49:09 01:49:09 01:49:09 16:23:20	02:19:04 01:52:25 02:19:04 02:19:04 02:19:04 02:11:04 02:19:04 02:19:04 02:19:04 02:19:04 16:35:42	02:19:04 01:52:25 02:19:04 02:19:04 02:19:04 02:11:04 02:19:04 02:19:04 02:19:04 02:19:04 16:35:42	02:26:56 02:27:45 02:24:30 02:32:30 02:36:24 02:30:30 02:28:56 02:33:30 02:34:24 02:29:30 16:48:08	07:24:22 07:24:20 07:24:22 07:24:22 07:24:22 07:24:43 07:24:22 07:24:22 07:24:22 07:24:22 17:01:11	1 1 4 1 2 1 1 1 1 1 1	
43101	11/21/2022	2022-449	OCPS22CAD0 37880	Mutual aid given	131 - Passenger vehicle fire	6954 SR 189 HWY N BAKER FL 32531 30.880813 -86.670922	11 - Extinguish	BT1	18:57:01	18:58:37	19:00:57	19:04:44	19:04:44	19:04:44	1
43101	11/24/2022	2022-453	OCPS22CAD0 38256	Automatic aid received	151 - Outside rubbish, trash or waste fire	579 Hwy 90 Holt FL 32564 30.718083 -86.747066	11 - Extinguish	C20 C31 COM20 CVE2	18:55:17 18:55:17 18:55:17 18:57:01	19:01:54 18:58:13 18:59:24 18:58:37	19:01:54 18:58:13 18:59:24 19:00:57	19:01:54 18:58:13 18:59:24 19:00:57	19:09:54 19:04:33 19:04:44	19:37:59 19:04:33 19:04:44	1 1 1 4
43101	12/05/2022	2022-468	OCPS22CAD0 39397	Mutual aid given	111 - Building fire	4324 HASSELL RD CRESTVIEW FL 32536 30.687759 -86.627058	00 - Action taken, other	E32 STN30	18:55:17 10:13:06	19:01:02 10:20:05	19:01:02 10:20:05	19:01:02 10:20:05	19:03:13 10:29:45	19:37:59 10:29:45	2 1

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43101	12/07/2022	2022-472	OCPS22CAD0 39710	Automatic aid received		121 - Fire in mobile home used as fixed residence	4614 Wilkinson Bluff Holt FL 32564 30.707526 -86.672423	11 - Extinguish	C31	21:53:33	21:58:33	21:58:33	21:58:33	22:07:11	22:53:04	1
43101	12/18/2022	2022-483	OCPS22CAD0 40910	None	143 - Grass fire	Interstate 10 HOLT FL 32564 30.741616 -86.719764	11 - Extinguish	C31	14:02:45	14:05:06	14:05:06	14:05:06	14:16:21	14:23:21	14:23:30	1
43101	12/19/2022	2022-486	OCPS22CAD0 40977	Automatic aid given	111 - Building fire	US 90 HWY W HOLT FL 32564 30.741616 -86.719764	00 - Action taken, other	C32	14:02:45	14:07:29	14:07:29	14:07:29	14:17:24	14:23:30	14:23:30	1
					33131			STN30	07:46:18	07:47:24	07:47:24			07:53:22		0

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