

## Table of Contents

Table of Figures .....	iii
Executive Summary .....	1
Section 1 – Emergency Services Agency Evaluations .....	13
Objective One – Organizational Overview.....	13
Objective Two – Management Component .....	35
Objective Three – Personnel Management .....	59
Objective Four – Staffing.....	81
Objective Five – Capital Improvement and Replacement Programs .....	97
Objective Six – Emergency Services Delivery.....	141
Objective Seven – Training Program.....	299
Objective Eight – Fire Prevention Program .....	321
Section 2 – System Demand Projections .....	335
Community Growth Potential .....	335
Community Risk Analysis.....	346
Service Demand Projections.....	348
Section 3 – Future Delivery System Models .....	351
Fire and EMS Service Delivery Planning Zones .....	351
Facilities and Fire Apparatus Deployment Strategies .....	355
Emergency Medical Services Deployment Strategies.....	370
Additional Service Improvements .....	384
Staffing Deployment Strategies .....	389
Summary .....	396
Section 4 – Concepts for Shared Emergency Service Delivery.....	399
Processes for Collaboration.....	401
Discussion and Analysis of Opportunities .....	405
Summary Table of Partnership Strategies.....	410
Partnering Strategies .....	419
A – Consolidate All Hernando County Fire and EMS Agencies.....	419
B – Consolidate Spring Hill and Hernando County Fire Rescue.....	437
C – Consolidate Brooksville Fire Department and Hernando County Fire Rescue .....	451
D – Develop Standard Operating Guidelines .....	462

E – Shared Specialty Teams .....	464
F – Develop a Joint Support and Logistics Services Division .....	467
G – Establish a Hernando County Fire Investigation Team .....	474
H – Develop a Hernando County Fire Safety Education Coalition.....	478
I – Develop a Hernando County Juvenile Fire Setter Intervention Network .....	480
J – Create a Unified Occupational Medicine Program .....	482
K – Contract with Hernando County Emergency Communications Center .....	485
L – Create a Unified Wellness and Fitness Program .....	488
M – Implement a Computerized Training Records Management System .....	492
N – Develop and Adopt Common Training Standards .....	495
O – Create a Hernando County Training Manual.....	498
P – Implement and Cooperatively Use a Video Conferencing System.....	501
Q – Develop an Annual Hernando County Training Plan.....	505
R – Consolidate Training into a Hernando County Training Division.....	509
S – Develop a Hernando County Fire and EMS Training Facility .....	513
T – Develop Mutual Training Strategies .....	517
U – Develop Uniform Fees for Service .....	520
V – Purchase Uniform Emergency Apparatus.....	524
W – Develop a Model Labor Agreement for Hernando County Fire Departments .....	530
X – Acquire AVL and MDC or MDT Capabilities .....	534
Y – Develop Uniform Pre-Incident Plans .....	539
Z – Provide for Joint Staffing of Stations and Apparatus .....	543
AA – Provide Hernando County IC and Operations Supervision.....	548
AB – Purchase and Implement an Electronic Staffing Program .....	551
Findings and Recommendations .....	555
Statement of Conditions.....	555
Findings, Recommendations, and Moving Forward.....	558
Appendix A – Index of Recommendations .....	569

## Table of Figures

Figure 1: BFD Resource Allocation Comparison .....	14
Figure 2: HBVFD Resource Allocation Comparison.....	16
Figure 3: HCFR Resource Allocation Comparison.....	18
Figure 4: HPVFD Resource Allocation Comparison.....	20
Figure 5: SHFR Resource Allocation Comparison.....	22
Figure 6: Brooksville Fire Department Organizational Structure.....	61
Figure 7: Hernando County FR Organizational Structure .....	62
Figure 8: High Point VFD Organizational Structure.....	63
Figure 9: Spring Hill FR Organizational Structure .....	64
Figure 10: Tri-County VFD Organizational Structure.....	65
Figure 11: Annual Salary by Rank – HCFR, SHFR, and BFD .....	66
Figure 12: Additional Compensation Comparison.....	67
Figure 13: Cost of Benefits above Wages – Percentage .....	68
Figure 14: Summary Table of Safety Committees .....	79
Figure 15: BFD Administrative and Support Personnel .....	82
Figure 16: HBVFD Administrative and Support Personnel .....	83
Figure 17: HCFR Administrative and Support Personnel.....	84
Figure 18: HPVFD Administrative and Support Personnel .....	84
Figure 19: SHFR Administrative and Support Personnel.....	85
Figure 20: TCVFD Administrative and Support Personnel.....	86
Figure 21: Summary Table of Administrative and Support Personnel.....	87
Figure 22: Emergency Services Summary Table.....	88
Figure 23: Number of BFD Emergency Response Personnel by Rank.....	89
Figure 24: Number of HBVFD Emergency Response Personnel by Rank .....	89
Figure 25: Number of HCFR Emergency Response Personnel by Rank .....	90
Figure 26: Number of HPVFD Emergency Response Personnel by Rank .....	90
Figure 27: Number of SHFR Emergency Response Personnel by Rank .....	91
Figure 28: Number of TCVFD Emergency Response Personnel by Rank .....	91
Figure 29: Average Volunteer Firefighters Responding Mid-day .....	93
Figure 30: Summary Table of Operational Personnel .....	94
Figure 31: Comparison of Combined HCFR and SHFR Firefighters per 1,000 Population.....	95
Figure 32: Brooksville Apparatus Replacement Funding .....	119
Figure 33: HBVFD Apparatus Replacement Funding.....	120
Figure 34: HCFR Apparatus Replacement Funding.....	126
Figure 35: HPVFD Apparatus Replacement Funding.....	127
Figure 36: SHFR Apparatus Replacement Funding .....	131
Figure 37: TCVFD Apparatus Replacement Funding .....	132
Figure 38: Hernando County Fire Departments’ Equipment Testing Services.....	138
Figure 39: Population History 1990 - 2005.....	147
Figure 40: Housing by Occupancy .....	148

Figure 41: Brooksville Population by Age.....	149
Figure 42: Brooksville Area 2007 Estimated Population Density.....	150
Figure 43: Hernando Beach VFD Population by Age.....	151
Figure 44: Housing by Occupancy.....	152
Figure 45: Hernando Beach VFD 2000 Population Density.....	153
Figure 46: Hernando Beach Area by CBG Estimates for 2007.....	154
Figure 47: Population History.....	155
Figure 48: Population by Age.....	156
Figure 49: Housing by Occupancy.....	157
Figure 50: HCFR Estimated 2007 Population Density.....	158
Figure 51: High Point Population by Age.....	159
Figure 52: Housing by Occupancy.....	160
Figure 53: High Point 2007 Estimated Population Density.....	161
Figure 54: Population History.....	162
Figure 55: Spring Hill Population by Age.....	163
Figure 56: Housing by Occupancy.....	164
Figure 57: Spring Hill 2007 Estimated Population Density.....	165
Figure 58: Tri-County 2000 Population Density.....	166
Figure 59: BFD Workload Historical Data.....	167
Figure 60: BFD Monthly Workload.....	168
Figure 61: BFD Medical Workload by Day of Week.....	169
Figure 62: BFD Fire Call Workload by Day of Week.....	170
Figure 63: BFD Calls Other than Fire or Medical Workload by Day of Week.....	171
Figure 64: BFD Medical Workload by Hour of Day.....	172
Figure 65: BFD Fire Calls Workload by Hour of Day.....	173
Figure 66: BFD Calls Other than Fire & Medical Workload by Hour of Day.....	174
Figure 67: Service Demand - BFD Incident Density.....	175
Figure 68: Service Demand - BFD Fire Call Density.....	176
Figure 69: HBVFD Workload by Call Type.....	177
Figure 70: HBVFD Monthly Workload.....	178
Figure 71: HBVFD Workload by Day of Week.....	179
Figure 72: HBVFD Medical Workload by Hour of Day.....	180
Figure 73: Service Demand - HBVFD Incident Density.....	181
Figure 74: Service Demand - HBVFD Fire Call Density.....	182
Figure 75: HCFR Workload Historical Data.....	183
Figure 76: HCFR Workload by Call Type.....	184
Figure 77: HCFR Monthly Workload.....	185
Figure 78: HCFR Medical Workload by Day of Week.....	186
Figure 79: HCFR Fire Call Workload by Day of Week.....	186
Figure 80: HCFR Calls Other than Fire or Medical Workload by Day of Week.....	187
Figure 81: HCFR Medical Workload by Hour of Day.....	188
Figure 82: HCFR Fire Calls Workload by Hour of Day.....	189
Figure 83: HCFR Calls Other than Fire & Medical Workload by Hour of Day.....	190
Figure 84: Service Demand - HCFR Incident Density.....	191

---

Figure 85: Service Demand - HCFR Fire Call Density .....	192
Figure 86: HPVFD Workload by Call Type .....	193
Figure 87: HPVFD Monthly Workload.....	194
Figure 88: HPVFD Workload by Day of Week.....	195
Figure 89: HPVFD Workload by Hour of Day .....	196
Figure 90: Service Demand - HPVFD Incident Density .....	197
Figure 91: Service Demand - HPVFD Structure Fire Calls .....	198
Figure 92: SHFR Workload Historical Data .....	199
Figure 93: SHFR Workload by Call Type .....	199
Figure 94: SHFR Monthly Workload .....	200
Figure 95: SHFR Medical Workload by Day of Week.....	201
Figure 96: SHFR Fire Call Workload by Day of Week.....	201
Figure 97: SHFR Calls Other than Fire or Medical Workload by Day of Week .....	202
Figure 98: SHFR Medical Workload by Hour of Day .....	203
Figure 99: SHFR Fire Calls Workload by Hour of Day .....	204
Figure 100: SHFR Calls Other than Fire & Medical Workload by Hour of Day .....	205
Figure 101: Service Demand - SHFR Incident Density .....	206
Figure 102: Service Demand - SHFR Fire Call Density.....	207
Figure 103: TCVFD Workload by Call Type .....	208
Figure 104: TCVFD Monthly Workload .....	209
Figure 105: TCVFD Workload by Day of Week .....	210
Figure 106: TCVFD Workload by Hour of Day.....	211
Figure 107: Service Demand - TCVFD Incident Density .....	212
Figure 108: Brooksville Fire Station Deployment .....	214
Figure 109: Current Response Time Capability of BFD Station .....	215
Figure 110: BFD 1.5 Mile Engine Coverage (ISO).....	216
Figure 111: BFD 2.5 Mile Ladder Truck Coverage (ISO).....	217
Figure 112: Hernando Beach Fire Station Deployment .....	218
Figure 113: Current Response Time Capability of HBVFD Station.....	219
Figure 114: HBVFD 1.5 Mile Engine Coverage (ISO) .....	220
Figure 115: HBVFD 2.5 Mile Ladder Truck Coverage (ISO).....	221
Figure 116: Hernando County Fire Rescue Station Deployment.....	222
Figure 117: Current Response Time Capability of HCFR Station.....	223
Figure 118: HCFR Current EMS Response Area Capability .....	224
Figure 119: HCFR 1.5 Mile Engine Coverage (ISO) .....	224
Figure 120: High Point Fire Station Deployment.....	225
Figure 121: Current Response Time Capability of HPFD Station.....	226
Figure 122: Spring Hill Fire Station Deployment .....	227
Figure 123: Current Response Time Capability of SHFR .....	228
Figure 124: SHFR 1.5 Mile Engine Coverage (ISO).....	229
Figure 125: SHFR 2.5 Mile Ladder Truck Coverage (ISO) .....	230
Figure 126: Tri-County Fire Station Deployment.....	231
Figure 127: Current Response Time Capability of TCVFD Station.....	232
Figure 128: TCVFD 1.5 Mile Engine Coverage (ISO).....	233

---

Figure 129: HCFR Residential Effective Firefighting Force.....	234
Figure 130: SHFR Residential Effective Firefighting Force.....	236
Figure 131: SHFR Commercial Effective Firefighting Force .....	237
Figure 132: BFD Unit Hour Utilization.....	240
Figure 133: BFD Call Concurrency Table .....	240
Figure 134: HBVFD Unit Hour Utilization.....	240
Figure 135: HBVFD Station Reliability Rates - 2006.....	242
Figure 136: HCFR Unit Hour Utilization .....	243
Figure 137: HCFR Call Concurrency Table.....	243
Figure 138: HCFR Station Reliability Rate .....	245
Figure 139: HPVFD Unit Hour Utilization.....	246
Figure 140: HPVFD Station Reliability Rate-2006.....	247
Figure 141: SHFR Unit Hour Utilization .....	248
Figure 142: SHFR Call Concurrency Table.....	248
Figure 143: SHFR Station Reliability Rate .....	249
Figure 144: TCVFD Unit Hour Utilization .....	250
Figure 145: TCVFD Station Reliability Rate .....	251
Figure 146: BFD Response Time Performance History.....	255
Figure 147: BFD Average Response Time by Hour of Day .....	256
Figure 148: BFD 90th Percentile Response Time by Hour of Day.....	257
Figure 149: BFD Response Performance .....	258
Figure 150: HBVFD Response Time Performance History.....	259
Figure 151: HBVFD Average Response Time by Hour of Day.....	260
Figure 152: HBVFD 80th Percentile Response Time by Hour of Day.....	261
Figure 153: HBVFD Turnout Time.....	262
Figure 154: HBVFD Response Performance.....	263
Figure 155: HCFR Response Time Performance History .....	264
Figure 156: HCFR Average Response Time by Hour of Day.....	265
Figure 157: HCFR 90th Percentile Response Time by Hour of Day.....	266
Figure 158: HCFR 80th Percentile Response Time by Hour of Day.....	267
Figure 159: HCFR Turnout Time Performance.....	268
Figure 160: HCFR Response Performance.....	269
Figure 161: HPVFD Response Time Performance History.....	270
Figure 162: HPVFD Average Response Time by Hour of Day.....	271
Figure 163: HPVFD 90th Percentile Response Time by Hour of Day.....	272
Figure 164: HPVFD Turnout Time Performance.....	273
Figure 165: HPVFD Response Performance.....	274
Figure 166: SHFR Response Time Performance History .....	275
Figure 167: SHFR Average Response Time by Hour of Day.....	276
Figure 168: SHFR 90th Percentile Response Time by Hour of Day.....	277
Figure 169: SHFR Turnout Time Performance.....	278
Figure 170: SHFR Response Performance.....	279
Figure 171: TCVFD Response Time Performance History .....	280
Figure 172: TCVFD Average Response Time by Hour of Day.....	281

---

Figure 173: TCVFD 80 <sup>th</sup> Percentile Response Time by Hour of Day .....	282
Figure 174: Turnout Time Performance .....	283
Figure 175: HCFR Ambulance Charges .....	286
Figure 176: SHFR Ambulance Charges.....	289
Figure 177: Recommended Frequency of Fire Safety Inspection Based on Hazard .....	324
Figure 178: Population History.....	335
Figure 179: Hernando County 2007 Census Block Group Estimated Population Density .....	336
Figure 180: Hernando County Population by Age & Gender (2005).....	337
Figure 181: Pediatric Population Density .....	338
Figure 182: Senior Citizen Population .....	340
Figure 183: Hernando Housing by Occupancy .....	341
Figure 184: Renter Occupancy Density .....	342
Figure 185: Vacant Housing Density .....	342
Figure 186: Residential & Commercial Growth.....	343
Figure 187: Projected Growth in Age Group Populations. ....	344
Figure 188: Population Projections.....	345
Figure 189: Community Risk Assessment .....	347
Figure 190: Target Hazards.....	348
Figure 191: Workload Projection by Type and Year.....	349
Figure 192: Projected Service Demand .....	350
Figure 193: Table of Fire and EMS Service Delivery Zones .....	353
Figure 194: Fire and EMS Service Delivery Zone Areas .....	354
Figure 195: Proposed Urban Zone Coverage.....	357
Figure 196: Projected Urban Zone Performance .....	357
Figure 197: Truck Apparatus Response Capability.....	358
Figure 198: Apparatus Table for Urban Fire & EMS Service Zone Stations .....	359
Figure 199: Suburban Response Capability from Current Station Locations.....	361
Figure 200: Redundant Coverage .....	362
Figure 201: Proposed Suburban Zone Coverage .....	364
Figure 202: Projected Suburban Zone Performance.....	364
Figure 203: Apparatus Needs for Suburban Fire & EMS Service Zone Stations .....	366
Figure 204: Proposed Rural Zone Coverage.....	367
Figure 205: Projected Rural Zone Performance .....	367
Figure 206: Apparatus Needs for Rural Fire & EMS Service Zone Stations.....	368
Figure 207: Proposed Tanker Coverage .....	369
Figure 208: Proposed Brush Truck Coverage .....	370
Figure 209: Total Medical UHU.....	371
Figure 210: Peak Load Apparatus Needs .....	372
Figure 211: Peak Load Apparatus Deployment .....	373
Figure 212: Hourly Concurrency .....	374
Figure 213: Alternative EMS Transport Unit Response Time Objectives .....	375
Figure 214: Projected EMS Transport Unit Performance.....	375
Figure 215: Recommended Daytime Rescue Deployment .....	376
Figure 216: Overall Inter-facility Workload .....	377

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Figure 217: Inter-facility Hourly Workload .....	378
Figure 218: Inter-facility Concurrence.....	379
Figure 219: Inter-facility Workload by Day of Week .....	380
Figure 220: Inter-facility Demand on Weekend Days by Hour for 2006 .....	380
Figure 221: Rescue Unit Deployment .....	381
Figure 222: ISO Five-Mile Coverage Analysis .....	385
Figure 223: ISO Five-Mile Coverage Analysis with Additional Stations .....	386
Figure 224: Optional Extended Suburban Zone Coverage .....	387
Figure 225: Projected Optional Suburban Zone Performance .....	388
Figure 226: Optional Extended Rural Zone Coverage.....	388
Figure 227: Projected Optional Rural Zone Performance .....	389
Figure 228: Redeployment Staffing Model .....	390
Figure 229: Full Deployment – Operational Staffing Model.....	392
Figure 230: Full Deployment – Unit Staffing Breakdown .....	394
Figure 231: Full Deployment – Operational Staffing Model.....	395
Figure 232: Full Deployment – Administration and Support Staffing by Department.....	396
Figure 233: Anticipated Impact on Property Tax Base and Millage Rates in Hernando County .....	405
Figure 234: Consolidated, Modeled Baseline Cost of Fire Protection.....	421
Figure 235: Modeled Consolidated Staffing Plan.....	423
Figure 236: Consolidated Cost of Fire and EMS.....	424
Figure 237: Annual Administrative and Support Costs at Full Deployment as Separate Agencies .....	425
Figure 238: Full Deployment – Administration and Support Staffing Model, Consolidated .....	426
Figure 239: Administrative and Support Costs at Full Deployment, Consolidated Agency .....	426
Figure 240: Consolidated Comparison of Firefighters per 1,000 Population .....	428
Figure 241: Consolidated On-Duty Firefighters in Similar Communities .....	429
Figure 242: Consolidated Comparison of Resource per 1,000 Population.....	430
Figure 243: Comparison of Incidents per 1,000 Population .....	431
Figure 244: Comparison of Fires per 1,000 Population .....	432
Figure 245: HCFR and SHFR Taxable Value, 2002 – 2007 .....	439
Figure 246: HCFR & SHFR, Modeled Baseline Cost of Fire Protection.....	440
Figure 247: HCFR & SHFR, Modeled Staffing Plan.....	441
Figure 248: Consolidated HCFR & SHFR, Modeled 2007 Operating Costs .....	442
Figure 249: Consolidated HCFR & SHFR, Comparison of Firefighters per 1,000 Population .....	443
Figure 250: On-Duty Firefighters in Similar Communities.....	444
Figure 251: Consolidated HCFR & SHFR, Comparison of Resources per 1,000 Population.....	445
Figure 252: Consolidated HCFR & SHFR, Comparison of Incidents per 1,000 Population.....	446
Figure 253: Consolidated HCFR & SHFR, Comparison of Fires per 1,000 Population .....	447
Figure 254: Consolidated Brooksville & HCFR, Baseline Cost of Fire Protection .....	452
Figure 255: Consolidated Brooksville & HCFR, Staffing Plan .....	453
Figure 256: Brooksville & HCFR, Cost of Consolidated Fire and EMS .....	454
Figure 257: Consolidated Brooksville & HCFR, Comparison of Firefighters per 1,000 Population .....	455
Figure 258: Consolidated Brooksville & HCFR, On-Duty Firefighters in Similar Communities .....	455
Figure 259: Consolidated Brooksville & HCFR, Comparison of Resources per 1,000 Population.....	456
Figure 260: Consolidated Brooksville & HCFR, Comparison of Incidents per 1,000 Population .....	457

Figure 261: Consolidated Brooksville & HCFR, Comparison of Fires per 1,000 Population ..... 458  
Figure 262: Frontline Pumper Comparison ..... 526  
Figure 263: Impact from Apparatus Differences ..... 526  
Figure 264: Pumper Fleet by County Fire Department ..... 527  
Figure 265: Annual and Projected 15-year Cost Avoidance, Custom vs. Stock Pumpers ..... 527  
Figure 266: Comparison of Features – MDT vs. MDC ..... 537

## **Section 4 – Concepts for Shared Emergency Service Delivery**

During the past three decades, fire protection in America has undergone a process of remarkable transformation. Change began in the early 1970s, roughly corresponding with the publication of the *America Burning* report by the National Commission on Fire Prevention and Control (published 1973). About that time, fire departments across the nation began to assume a greater role in the protection of citizens from more hazards — quickly expanding from fire suppression to greater emphasis on fire prevention, emergency medical service, ambulance transport, hazardous materials, specialized rescue, and natural disaster. The process of change continues today, although some authorities feel not in the spirit of the 1973 report.

While many of the goals of the *America Burning* report and the subsequent *Fire Prevention and Control Act of 1974* have not materialized, the responsibilities of community fire departments continue to increase. Urban and suburban expansion have reached unprecedented levels across America, yet laws that limit the funding of public services increasingly restrict emergency services in those same communities. Nearly all such tax limit laws trace their roots to California's Proposition 13 (passed by voters in 1978; also referred to as the California tax revolt).

Well before the release of *America Burning* and the California tax revolt, private sector businesses recognized the benefit of merger and collaboration as a means to increase efficiency. For years, critics have advised government to “reinvent itself” and to administer programs more “like a business.” Many elected policymakers of counties, cities, and fire departments list personal business acumen as an asset that they bring to the office. An increasing number of fire chiefs and policymakers accept the moral imperative to maximize the efficiency and effectiveness of emergency service resources through a process of strategic cooperation.

Consequently, what was once relatively uncommon in the fire protection industry has become more widespread as fire department leaders react to internal forces promoting maximization of resources due to external drivers (i.e., expanding scope of service, increased populations, rapid

economic growth, and limited capital). More and more, local fire organizations join in partnership with other jurisdictions to eliminate service duplication and to focus resources on providing essential services. Such strategic alliances between fire protection agencies began in areas experiencing rapid economic development, primarily surrounding western cities like Los Angeles, Denver, Seattle, Salt Lake City, and Portland. Now, as the economic development that so characterized metropolitan centers during the last two decades spreads and external forces act to limit the ability of the once outlying suburban and rural communities to unilaterally react to the change; the strategic partnership of emergency service organizations becomes an alternative more frequently considered by policymakers. Such is the case in Florida and Hernando County.

It is in this climate of ongoing regional change that Emergency Services Consulting inc. (ESCi) was contracted by Hernando County. The Scope of Work between the County and ESCi specifies that in this phase of the project the completed *Emergency Service Evaluations* are used to aid in identifying opportunities and the feasibility of cooperative programs.<sup>84</sup> In addition, ESCi uses the evaluations to pinpoint areas of duplication that might be reduced through interagency cooperation or consolidation, as well as potential service improvements that could be accomplished.

### **Section Overview**

This section provides an accounting of ESCi's findings regarding potential *Opportunities for Cooperative Effort* between the following agencies: City of Brooksville Fire Department, Hernando County Fire Rescue, Hernando Beach Volunteer Fire Department, High Point Volunteer Fire Department, Spring Hill Fire Rescue, and Tri-County Volunteer Fire Department. This section also establishes a variety of *Opportunities for Cooperative Effort* and details a number of organizational concepts, including the consolidation of selected groupings of fire departments. The concepts examined do not represent all possible arrangements of the participating agencies, only those judged by ESCi and the participating agency project team as likely to be successful in gaining acceptance. Considerations include:

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<sup>84</sup> In Phase I, a full and complete evaluation of each organization participating in the project was conducted. This established a baseline of condition, capabilities, financial status, and organizational effectiveness of all agencies in the study.

- Functional unification – Defined as the cooperative joining of one or more programs or services through the enactment of contractual agreements between entities. Such intergovernmental agreements are normally used to allow organizations to share resources, improve service, and to save money at the program level.
- Operational unification – Represents the creation of a single *organization* with a unified structure and chain of command from two or more (previously) independent fire departments. Operational consolidations are usually implemented through the execution of an intergovernmental agreement between the governing boards of the entities.
- Legal unification – Characterizes the consolidation of two or more fire entities into a single new *agency*. Legal consolidations are usually enacted under a process established by state law. The action joins not only programs and organizations, but also the units of government.

In identifying potential cooperative opportunities, the project team considered the key issues now challenging each agency. Some issues represent roadblocks to integration, while others provide a unique chance for improvement. As an element of the review, affected staff and other officials provided local and internal perspective on organizational culture, community expectation, and other significant matters.

The section identifies 28 collaborative opportunities – detailing them in a directory. Each listing includes an alphabetical designation, a title, a summary description, and a discussion including guidance and financial considerations. A table is provided that summarizes the 28 opportunities arranged by the affected organizational section.

Of the 29 strategies, 25 represent the functional unification of a specific program or task, three entail an operational consolidation of two or more organizations, and one involves the legal merger of all Hernando County fire and EMS services.

## **Processes for Collaboration**

To evaluate the *Opportunities for Cooperative Effort* effectively, a basic understanding of the methods for collaboration available to the Hernando County fire agencies is necessary. The

information we provide here should be considered for what it is: a primer regarding the legal aspects of collaborating public agencies. At the point where policymakers have decided to pursue any of the cooperative efforts, the advice of legal counsel should be sought in order to ensure that the appropriate procedures are followed.

The Florida Interlocal Cooperation Act of 1969 empowers a public agency, as defined in Part I of Chapter 163, Florida Statutes:

*“to enter into contracts for the performance of functions which will permit local governmental units to make the most efficient use of their powers by enabling them to cooperate with other localities on a basis of mutual advantage and authorizes the contracting units of local governments to enter into an agreement to provide services and facilities in a manner that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities.”<sup>85</sup>*

### **Policy Actions**

A number of policy options exist for integrating the fire and emergency services of Hernando County. These options include the following:

#### **County Fire Department**

Florida Statute 191 addresses the creation, authority, powers and taxation of independent SFCD (Special Fire Control Districts). The intent of the legislation is to provide uniformity in the financing authority of SFCD and improve communication and coordination between SFCDs and other local governments with respect to short-range and long-range planning to meet the demands for service delivery while maintaining fiscal responsibility.<sup>86</sup>

New districts may be created only by the Legislature. The boundaries of a district may be modified, extended, or enlarged upon approval or ratification by the Legislature. A merger of an existing district with all or portions of other independent special districts or dependent fire control districts would also require ratification by the Legislature. A SFCD may not, by merging with another governmental entity, increase ad valorem taxes on property within the original limits of the district beyond the maximum established by the district's enabling legislation, unless approved by a vote of the electors in the district.

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<sup>85</sup> Advisory Legal Opinion - AGO 82-66, Jim Smith, Attorney General of Florida, September 9, 1982.

<sup>86</sup> Title XIII, Planning and Development, Chapter 191, independent Special Fire Control Districts, Florida Statutes.

With the exception of districts with governing boards that are appointed collectively by the Governor, the county commission, and any cooperating city within a county, the business affairs of each district shall be conducted and administered by a five-member board. The five-member board may be elected at large but must file and be elected to a position via an assigned numerical seat designation. Each candidate for a seat on the board must designate, at the time the candidate qualifies, the seat on the board for which he/she is qualifying.

Funding of a SFCD can be from a levy of non-ad valorem assessment on land and real estate. Non-ad valorem assessments may be levied only on benefited real property at a rate of assessment based on the special benefit accruing to the property from services or improvements. A district may use any assessment apportionment methodology that meets fair apportionment standards. Additionally, a SFCD is sanctioned and may, with board approval, charge user and impact fees.

A provision of the enabling legislation requires that each independent SFCD shall adopt a five-year plan to identify the planning priorities of the district. The plan will include: the facilities, equipment, personnel, and revenue needed by the district during the five-year planning period.

In St Lucie County, for example, the St. Lucie County Fire District was created by an act of the Florida Legislature and is administered by a board of fire commissioners. It is comprised of two commissioners/council persons from the cities of Port St. Lucie and Fort Pierce and two St. Lucie County Commissioners. The seventh member of the board is an appointee of the Governor's office.

### **Interlocal Agreement**

The Florida Interlocal Cooperation Act of 1969 permits local governmental units to enter into agreements. The purpose of the legislation was to make the most efficient use of their powers by enabling them to cooperate on a basis of mutual advantage in the provision of services and use of facilities. in a manner pursuant to forms of local governmental organization that will

accord best with geographic, economic, population, and other factors influencing the needs and development of local communities.<sup>87</sup>

Florida Statute Chapter 163 gives governing bodies of any two or more counties, municipalities, special districts, or other governmental subdivisions in the state authority to enter into agreements with each other. JPAs (Joint Power Agreement – sometimes referred to as interlocal agreement) allow jurisdictions to pool resources without usurping local authority. A joint power agreement can be viewed as a fractional consolidation of services or functions between two or more jurisdictions. JPAs may involve a wholly separate organization being established to provide a service on behalf of the participants. This concept has been used successfully in several counties in Florida to improve fire and emergency protection.

The use of a JPA or Intergovernmental Agreement has been shown, in many instances, to improve service. “It provides service in the shortest amount of time because the city and county fire station locations and response coverage’s are seamless.<sup>88</sup>” Short of a complete consolidation of two, three, or all fire and emergency providers, a JPA provides the best opportunity for service improvement and increased efficiencies.

### **Shared Services**

Historically, while fire departments have been managed and operated quite independent of one another, they have shared services. Shared services may include: personnel, apparatus, equipment, and expertise. Opportunities of cooperation include a Hernando County training manual, standard operating guidelines, fire inspection program, and a partnership for sharing a training facility.

Shared resources is the most basic level of cooperation that can, to a large extent, improve efficiencies of the Hernando County fire and EMS providers. Short of creating a single service provider or developing a JPA, we believe that collaboration offers the best prospect for the county fire and EMS departments. We recommend that they should execute the maximum number of collaborative strategies possible.

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<sup>87</sup> Title XI, County Organization and Intergovernmental Relations, Chapter 163, Intergovernmental Programs, Florida Statutes.

<sup>88</sup> *Making the Pieces Fit*, Johnson, J. D., and Snook, J. W. (1997), West Linn, Oregon: Emergency Services Consulting Group.

## Discussion and Analysis of Opportunities

### Recent Legislative Activity

During the last year, the possibility of a modification to property taxation in the state of Florida has increased. The Florida House of Representatives approved a new proposed constitutional amendment (SJR 2D – property tax reform) developed by the Senate. In January 2008, voters will have the opportunity to vote on the proposed property tax reform amendment. The new proposed constitutional amendment would:

- Allow homesteaded homeowners to transfer their Save Our Homes benefit, up to \$500,000, to a new home (reduced from the original \$1 million).
- Double the homestead exemption, allowing an additional \$25,000 of the value of homesteaded property over \$50,000. School taxes are exempt from this, making the effective value about \$15,000.
- Allow a tangible personal property tax exemption of \$25,000 for businesses.
- Put a 10 percent cap on annual assessments of non-homestead property. School taxes are exempt from this cap.
- The proposed amendment also requires the state to statutorily appropriate state funds annually to reimburse fiscally constrained counties for any revenue lost from this proposal.
- It is expected to save the average homeowner about \$240.

The following figure shows the anticipated impact on non-school tax base and millage rates in Hernando County over the next ten years.<sup>89</sup>

**Figure 233: Anticipated Impact on Property Tax Base and Millage Rates in Hernando County**

Percent Reduction in Property Tax Base					Tax Impact – Current Millage Rates \$m's				
2008	2009	2010	2011	2012	2008	2009	2010	2011	2012
-10.4%	-11.4%	-12.4%	-13.4%	-14.0%	-11.1	-13.3	-15.5	-18.3	-20.7

### Presentation of Partnering Strategies

The following report section includes a table summarizing all identified Hernando County strategies. The summary table includes the strategy name, objective, level-of-cooperation,

<sup>89</sup> Source: Florida Fire Chiefs Association.

timeline, principal organizational section of the department involved, and the affected agencies. While the elements of the table are generally intuitive, two columns (timeline and affected agencies) are more obscure and require a degree of explanation.

Timelines are described as short, middle, or long term. Short term is considered to occur within one year to 18 months, middle term is from one to three years, and long term is generally thought of as three to five years or longer. The timelines are flexible because most partnering strategies are interdependent, which necessitates cross-strategy integration of planning and implementation.

It is important to point out that some agencies are already working to implement select concepts. Regardless of the existing level of implementation, we provide detailed information on all strategies to provide the reader with a complete picture of Hernando County cooperative potential. For instance, Hernando County Fire Rescue and Hernando Beach Volunteer Fire Department have executed an agreement for EMS services. The intention is to provide a higher level of EMS to Hernando Beach when availability of volunteers is minimal and at times when the greatest number of tourists are visiting the area.

The discussion of each cooperative strategy includes a listing of affected agencies. In some instances, a program that is limited to just a few Hernando County fire departments may influence the programs of others. Consequently, the summary description may indicate bearing on more agencies than would seem intuitive.

### **Analysis of Partnering Strategies**

Financial analysis is an important part of the analysis of partnership alternatives. To this end, we develop a computer-driven model budget for each of the fire departments. A modeled budget is designed to impartially represent the monetary policies of each agency equally, to neutralize the normal differences usually found in unilateral fiscal practices, and to account for any financial peculiarities (such as budgetary back loading). The modeling technique assures that an “apples to apples” comparison is made of the agencies, which allows an estimation of the *public cost* of each department’s operation and provides a means for financial evaluation of the outcome of integration. The modeled budget yields a baseline estimate of the public cost of service; in addition, the methodology also provides the ability to calculate the cost of the partnering strategies.

### **Creating a Financial Baseline**

The process to convert the financial records of each agency to a model budget requires certain conventions and assumptions. First, the annual budgets of fire departments are reformatted. We categorize the line item accounts of each into three major classifications: personnel services, materials and services, and capital outlay. The classifications are further sub-divided to permit the tracking of program cost (such as fringe benefits, maintenance, and volunteer firefighters). All jobs are identified and indexed to compensation paid during the baseline year. Each position is extrapolated to the model budget based on the costs associated with the job (salary and benefits) for a full year and expressed in FTEs.

We identify all revenue, not considering the source in producing the estimated general operating fiscal requirements of each jurisdiction. We consider that the resultant sum fairly estimates the amount of support that each agency requires to sustain the current level of fire and emergency medical services, regardless of the source of the jurisdiction's tax revenues.

We do not intend that the ESCi model budget exactly mimic each agency's current or future budget. Instead, the modeling process provides a stable base by which to measure and compare the effects of the partnering strategies.

Generally, we use a set of standard conventions when combining the modeled budgets of individual agencies for analysis. Depending on local situations, we may apply other special protocols to our calculation of the financial impact of restructuring. Regular and special conventions observed in this study are:

- Jobs: To facilitate the analysis, we assume that in consolidating all the agencies under a JPA, all positions are preserved but not necessarily converting to exactly the same jobs in the new organization.
- Job Classifications: Differences exist between the job classifications and structure of the departments. Although we combine the fire departments and carryout financial analysis of a consolidation based on the existing organizations, we note that in the long term the agencies may need to restructure their administrative and support sections to better suit the new character of the department.

- Staffing: The model assumes that the existing staffing of all stations continues, with an equivalent number of FTEs positions.
- Membership: The numbers of volunteer personnel in a consolidation scenario within the model will generally equal the sum of the current rosters of the combining agencies. In our experience it is prudent to budget in this manner; however, any change as significant as consolidation usually results in at least a temporary loss of some volunteer positions. Frequently, we find that some individuals (paid, volunteer, or on-call personnel) maintain membership in more than one organization. When the agencies merge, the multiple memberships result in a net loss to membership of the unified department.
- Compensation: Some job classifications within a separate agency may have more than one level of compensation assigned. If we are not able to identify the actual salary that is paid in such cases, we usually weight our compensation estimate to about 100 percent of the high-end of the salary scale to allow for a tendency (over time) for a group of workers to reach maximum wage. In this case, for some departments/districts, we were able to use the payroll report to identify existing salaries; consequently, the model makes compensation assumptions that are very close to the actual amounts paid by that agency. When merging organizations, we assume that the highest salary paid to similar classifications prevails.<sup>90</sup>
- Created Positions: In most circumstances, the salary costs for the jobs of any unified agency are calculated on the highest compensation level of current (or similar) positions. We may assign an assumed compensation to new positions created for the purposes of analysis. Occasionally, some employees or groups are compensated at a rate much higher than comparable positions in the other agencies. In these cases, we usually assume that pay for the higher position is “red circled,” essentially holding the current employee at that level until normal increases in other classifications close the gap. When compensation levels appear to be very much higher than comparable positions, we may assign (what we consider to be) a normally expected rate of compensation to avoid adversely weighting the model.

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<sup>90</sup> Specifically, if each agency has the same job classification (e.g. captain) but those positions are paid different salaries, we assume that the compensation of that job in the merged department will be paid at the highest former rate.

- Volunteer/Reservist cost: For those fire departments with volunteers; the costs associated with volunteers are identified within the model, and a per-person charge is calculated. When combining agencies, volunteer membership cost is estimated based on the highest per-member cost of the involved agencies times the total number of volunteer members in the action.
- Governing board expense: Departments usually maintain line item accounts associated with governance expenses (mileage, per diem, reimbursement, elections, insurance, and meetings). When departments are combined, such duplicated expenses are eliminated creating direct savings. Governing body expenses are not factored out of modeled budgets when an alliance is considered.
- Budgetary line items: We use the model budget as a template in the process of generating a merged budget for the partnering strategies. Budgetary modifiers are assigned to line items depending on the factors that are likely to change that allocation in a consolidation. Each modifier adjusts the corresponding line item in proportion to the overall impact on the departments. For example, the allocations of certain line items are largely dependent on the number of employees of the department; consequently, a modifier for those line items will adjust the corresponding line items of the merged budget in proportion to the change in the number of employees. The ESCi budget model includes modifiers for career administrative staff, career operational staff, volunteer members, career operational staff plus volunteer members, career administrative staff plus career operational staff, total personnel, stations, offices, engines, medic units, ladder trucks, vehicles, emergencies, assessed value, and population.
- Capital equipment and facilities: Financial analysis assumes the existing facilities and apparatus are maintained after consolidation but may be altered in accordance with the budget modifiers relating to equipment and facilities. For some strategies, an elimination of duplicate facilities, apparatus, and equipment will be discussed. These are identified individually.
- Revenue: When a partnering strategy involves unification of departments through a merger, consolidation, or a new organization (such as joining two or all agencies), the non-tax revenues of the departments are combined. In some instances, however, agreed upon terms (JPA, contract) dictate how revenue is collected and distributed.

## Summary Table of Partnership Strategies

Partnering Strategy (See page for detail)	Objective(s)	Level of Cooperation	Timeline Short, Middle, Long Term	Section	Affected Agencies
A – Consolidate All Hernando County Fire and EMS Agencies See page 419	Consolidate fire and EMS entities in a single operational governmental unit under the provisions of an Interlocal Agreement.	Operational	Long Term	Administration	All Agencies
B – Consolidate Spring Hill and Hernando County Fire Rescue See page 436	Provide increased fire and emergency service efficiency in the areas served by Hernando County Fire Rescue and Spring Hill Fire Rescue.	Operational	Short Term	Administration	Hernando Co. Fire Rescue and Spring Hill Fire Rescue
C – Consolidate Brooksville Fire Department and Hernando County Fire Rescue See page 451	Provide increased fire and emergency service efficiency in the areas served by the Brooksville Fire Department and Hernando County Fire Rescue.	Operational	Short Term	Administration	Brooksville Fire Department and Hernando Co. Fire Rescue
D – Develop Standard Operating Guidelines See page 461	Provide guidelines for operation during emergencies, emergent and non-emergent incidents.	Functional	Short Term	Emergency Operations	All Agencies



Partnering Strategy (See page for detail)	Objective(s)	Level of Cooperation	Timeline Short, Middle, Long Term	Section	Affected Agencies
E – Shared Specialty Teams See page 464	Provide specialty teams in Hernando County by allocating and distributing resources to achieve minimum cost and maximum operational benefit.	Functional	Middle Term	Emergency Operations	All Agencies
F – Develop a Joint Support and Logistics Services Division See page 467	Develop a joint Support Services Division that promotes improved operational readiness and that achieves procurement efficiencies by eliminating duplication in the acquisition and distribution of supplies. Create a uniform set of standards for apparatus, small equipment, PPE (personal protective equipment), emergency supplies, and IS/IT services. Develop a joint preventative maintenance and repair service program for physical assets, apparatus, small equipment, and IS/IT systems.	Functional	Long Term	Support Services	All Agencies

Partnering Strategy (See page for detail)	Objective(s)	Level of Cooperation	Timeline Short, Middle, Long Term	Section	Affected Agencies
G – Establish a Hernando County Fire Investigation Team See page 474	Provide fire cause determination services through a cooperative effort, sharing resources and personnel to the benefit of all participating agencies.	Functional	Short to Middle Term	Fire Prevention	All Agencies including law enforcement and district attorney
H – Develop a Hernando County Fire Safety Education Coalition See page 478	Provide for the cost effective, regional dissemination of public fire safety education.	Functional	Middle Term	Fire Prevention	All Agencies
I – Develop a Hernando County Juvenile Fire Setter Intervention Network See page 480	Provide an effective means for intervening in juvenile-set/caused fires.	Functional	Short Term	Fire Prevention	All Agencies (including the Burn Institute)
J – Create a Unified Occupational Medicine Program See page 482	Provide a fire-service related occupational and health program.	Functional	Middle Term	Administration	All Agencies

Partnering Strategy (See page for detail)	Objective(s)	Level of Cooperation	Timeline Short, Middle, Long Term	Section	Affected Agencies
K – Contract with Hernando County Emergency Communications Center See page 485	Provide Hernando County with a single dispatch center for 9-1-1 answering, dispatching of fire/emergency medical response, and EMD (emergency medical dispatch).	Functional	Short Term	Emergency Operations	Spring Hill Fire Rescue
L – Create a Unified Wellness and Fitness Program See page 488	Provide a wellness and fitness program that promotes the improved health and well being of personnel in all divisions, at all ranks. Increase fitness levels and decrease injuries. Reduce frequency and number of sick/sick injury incidents. Reduce the number of days used for sick/sick injury leave.	Functional	Middle Term	Administration	All Agencies
M – Implement a Computerized Training Records Management System See page 491	Provide a fully integrated comprehensive training records management system (RMS).	Functional	Middle Term	Training	All Agencies

Partnering Strategy (See page for detail)	Objective(s)	Level of Cooperation	Timeline Short, Middle, Long Term	Section	Affected Agencies
N – Develop and Adopt Common Training Standards See page 495	Adopt uniform training guidelines. Adopt uniform certification standards.	Functional	Short Term	Training	All Agencies
O – Create a Hernando County Training Manual See page 498	Provide consistent, standardized training procedures.	Functional	Short Term	Training	All Agencies
P – Implement and Cooperatively Use a Video Conferencing System See page 501	Provide standardized, consistent, and high-quality classroom training. Reduce training staff hours required for curriculum development and delivery. Increase in-service time of emergency response apparatus.	Functional	Short Term	Training	All Agencies
Q – Develop an Annual Hernando County Training Plan See page 505	Provide standardized and consistent training. Provide a well-trained emergency workforce. Provide long-term vision and direction for training delivery.	Functional	Short Term	Training	All Agencies

Partnering Strategy (See page for detail)	Objective(s)	Level of Cooperation	Timeline Short, Middle, Long Term	Section	Affected Agencies
R – Consolidate Training into a Hernando County Training Division See page 509	Eliminate duplicated efforts in training Hernando County fire department emergency responders. Create a single Hernando County training division.	Functional	Middle Term	Training	All Agencies
S – Develop a Hernando County Fire and EMS Training Facility See page 513	Provide training facilities readily available to all Hernando County fire departments. To develop and maintain the knowledge and skills of Hernando County emergency services personnel.	Functional	Middle Term	Training	All Agencies

Partnering Strategy (See page for detail)	Objective(s)	Level of Cooperation	Timeline Short, Middle, Long Term	Section	Affected Agencies
T – Develop Mutual Training Strategies See page 516	Provide purpose and direction for training program management and delivery. Combine strengths and resources to: Overcome current training obstacles and deficiencies, Provide a comprehensive, and regionally integrated training structure, Develop a mutually beneficial training program, and Train and certify a cadre of knowledgeable and skilled emergency responders.	Functional	Short to Middle Term	Training	All Agencies
U – Develop Uniform Fees for Service See page 520	Provide Hernando County fire departments with a uniform schedule of fees for service.	Functional	Middle Term	Administration	All Agencies
V – Purchase Uniform Emergency Apparatus See page 524	Create a single set of emergency apparatus specifications. Provide single-source uniform emergency apparatus for all Hernando County fire agencies.	Functional	Long Term	Emergency Operations	All Agencies

Partnering Strategy (See page for detail)	Objective(s)	Level of Cooperation	Timeline Short, Middle, Long Term	Section	Affected Agencies
W – Develop a Model Labor Agreement for Hernando County Fire Departments See page 530	Demonstrate continued partnership between labor and management groups by providing a model Hernando County labor agreement. Align the effective dates and provisions of labor agreements to smooth the unification process between Brooksville FD, Hernando Fire Rescue, and Spring Hill Fire Rescue. Eliminate duplicated effort in developing labor agreements.	Functional	Long Term	Administration	Brooksville Fire Department, Hernando County Fire Rescue, Spring Hill Fire Rescue
X – Acquire AVL and MDC or MDT Capabilities See page 534	Provide AVL (Automatic Vehicle Locator) information transmitted to dispatch for use during emergency and non-emergency incidents. Provide standardized MDC/MDT (Mobile Data Computer or Mobile Data Terminal) in emergency apparatus.	Functional	Middle Term	Emergency Operations	All Agencies

Partnering Strategy (See page for detail)	Objective(s)	Level of Cooperation	Timeline Short, Middle, Long Term	Section	Affected Agencies
Y – Develop Uniform Pre-Incident Plans See page 539	Provide a system of shared operational plans for use during emergencies and non-emergent incidents.	Functional	Short Term	Emergency Operations	All Agencies
Z – Provide for Joint Staffing of Stations and Apparatus See page 543	Provide for distribution of facilities and deployment of personnel consistent with a Hernando County standard of cover. Provide consistent fire and emergency services within areas efficiently before, during, and after development.	Functional	Short Term	Emergency Operations	All Agencies
AA – Provide Hernando County IC and Operations Supervision See page 548	Provide for IC (Incident Command) supervision of emergency operations. Provide for supervision of on-duty personnel during routine operations.	Functional	Short Term	EMS and Emergency Operations	All Agencies
AB – Purchase and Implement an Electronic Staffing Program See page 551	Consolidate fire and EMS entities in a single operational governmental unit under the provisions of an Interlocal Agreement.	Operational	Long Term	Administration	All Agencies