

**COMMISSION ON FIRE ACCREDITATION  
INTERNATIONAL**

**FIRE AND EMERGENCY SERVICES  
SELF-ASSESSMENT MANUAL**

**9<sup>TH</sup> EDITION**

**GAINESVILLE FIRE RESCUE**

**FIRE CHIEF JEFFREY LANE**

**ELECTED OFFICIALS**

**Lauren Poe, Mayor**

**David Arreola, Commissioner**

**Adrian Hayes-Santos, Commissioner**

**Gail Johnson, Commissioner**

**Gigi Simmons, Commissioner**

**Harvey Ward, Commissioner**

**Helen Warren, Commissioner**

**SEPTEMBER 27<sup>th</sup>, 2018**

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## **Category I: Governance and Administration**

For purposes of this Category, Governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services, and interprets the agency's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.

The legal entity and governing authority define the duties and responsibilities of the agency in an official policy statement. An organization's charter or local or state/province general statutes likely contain an agency's official policy statement.

The chief executive or chief fire officer should provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. Keeping an elected governing board and/or high ranking individual informed on all matters affecting the agency and delivery of emergency services is the primary responsibility of agency leadership.

It must be recognized that other organizations participate in the governance of the agency, such as the state/provincial and federal governments through legislation, regulations, and funding procedures, and other organizations through associations and bargaining units. The governing board coordinates all of these diverse interests to set the direction of the agency.

The agency administration exercises responsibility for the quality of the agency through an organized system of planning, staffing, directing, coordinating, and evaluating. The

agency administration is entrusted with the assets and is charged to uphold its mission and programs, to ensure compliance with laws and regulations, and to provide stability and continuity.

For many volunteer fire service organizations, the governing board is within the municipal or county government and is the executive/legislative body for municipal or county governance, some elected directly by the public, such as special districts. In the absence of a municipally appointed fire chief or chief executive officer, for purposes of accreditation, the duly elected or appointed volunteer fire chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility to a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or designee. It is vital that the leadership of every agency understand who actually sets policy for the government structure they are working in and their role in implementing that policy.

**Criterion 1A: Governing Body**

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources.

**Summary:**

The City of Gainesville was given authority and responsibility for fire protection in the Gainesville Code of Ordinances when the City was created by Chapter 12760, Laws of Florida in 1927. An elected body forms the seven-member City Commission of Gainesville, which provides policy direction to several charter officers, including the City Manager who is responsible for all personnel, departments and divisions of the City's General Government and for preparing and recommending an annual budget to the Commission. The City Manager works closely with the Fire Chief, the Assistant City Managers, Finance staff, and Human Resources staff to provide policy direction and financial resources.

**Performance Indicators:****CC 1A.1 The agency is legally established.****Description**

Gainesville Fire Rescue (GFR) is the department tasked with providing fire service to the City of Gainesville since 1882. The City of Gainesville was created in 1927 by Chapter 12760 of the Laws of Florida and is tasked with providing fire protection in the Gainesville Code of Ordinances Part I Article I Section 1.04 (13). In Part II, Chapter 2, Article IV, Division 1, Section 2-196, the Fire Chief is designated as the director of the department.

**Appraisal**

GFR has been legally established to provide fire protection to the City of Gainesville.

**Plan**

GFR will continue to operate as the lawful provider of fire protection services for the City of Gainesville.

**References**

1A.1 Chapter 12760 of the Laws of Florida

1A.1 Gainesville Code of Ordinances Part I Article I Section 1.04 (13)

1A.1 Gainesville Code of Ordinances Part II, Chapter 2, Article IV, Division 1, Section 2-196

**CC 1A.2 The agency complies with legal requirements of local, state/provincial, and federal governments (i.e. inspection reports, regulatory references, meeting minutes, and legal opinions).**

**Description**

Gainesville Fire Rescue (GFR) complies with the legal requirements of the local, state, and federal governments. Examples include: 1) Compliance with Florida Statute 401 and Florida Administrative Code 64J as it relates to the provision of emergency medical services (EMS) as directed by Standard Operating Guideline (SOG)118 on incident reporting and as demonstrated by the excellent inspection results of the EMS program each year; and 2) compliance with Federal Aviation Administration (FAA) requirements for the aircraft rescue and firefighting program 14 CFR 139 as demonstrated through the annual FAA inspection. Florida Statute 633 and Florida Administrative Code 69A govern the provision of fire service in the State as adopted by the City of Gainesville Code of Ordinances Part II Chapter 10 Article I Section 10.4, as referenced in SOG407 for two-in/two-out firefighter safety. GFR complies with the Code of Federal Regulation as referenced in SOG 408 for use of self-contained breathing apparatus and SOG 579 for responder safety in confined space rescues. Compliance with local, state, and federal guidelines regarding personnel issues, such as Equal Employment guidelines and appropriate payroll procedures, is achieved through coordination with the City's Office of Equal Opportunity, the City Attorney's Office, and the City's Human Resources department which provide policy and procedure, legal opinion, timekeeper training and resources on hiring and discipline, labor agreements, Family and Medical Leave Act, and other processes.

**Appraisal**

GFR has successfully demonstrated compliance through its performance as recorded by state and federal inspectors.



## **Plan**

GFR will continue to follow federal, state, and local standard operating guidelines, policy, and procedure and develop internal Standard Operating Guidelines as needed to ensure continued compliance.

## **References**

- 1A.2 Florida State Statute Title XXIX Chapter 401 Medical Telecommunications and Transportation
- 1A.2 Florida State Department of Health Ch. 64J Florida Administrative Code Emergency Medical Services Requirements
- 1A.2 Federal Aviation Administration Aircraft Firefighting and Rescue Requirements 14 CFR 139 - Certification of Airports - Sections 139.315 - 139.319
- 1A.2 Florida State Statute Title XXXVII Chapter 633 Fire Prevention and Control
- 1A.2 Florida Administrative Code 69A Division of State Fire Marshal
- 1A.2 Most recent EMS Inspection Report
- 1A.2 Most recent FAA Inspection Report
- 1A.2 Code of Ordinances Part II Chapter 10 Article I Section 10.4
- 1A.2 SOG 118 Incident Reporting
- 1A.2 SOG 407 Two in-Two Out
- 1A.2 SOG 408 SCBA Respirator Use and Testing
- 1A.2 SOG 579 Technical Rescue Trench Rescue

1A.3 The agency has a methodology to monitor and track applicable local, state/provincial, and federal requirement changes.

### **Description**

The Fire Marshal (Assistant Fire Chief) and Training Chief actively monitor and participate in associations, mailing lists, and conferences to ensure they receive notice of changes. Examples include: The Florida Fire Marshal's and Inspector Association; the North East Florida Fire Prevention Association; the Building Official Association of Florida; the Florida Fire Chief's Association; the Florida State Fire College "A" List; and the Federal Register for regulation changes. Additionally, the Deputy Fire Chief receives legislative updates from the Florida Fire Chief's Association and regularly monitors the Legislative section of their website. Finally, the Florida Fire Prevention Code (FFPC) is updated triennially and updates are received during required attendance at a National Fire Prevention Association (NFPA) 1, NFPA 101, and FFPC update course.

### **Appraisal**

This methodology of monitoring established notification systems has served the agency effectively.

### **Plan**

The bureau and division managers will continue to actively monitor notification systems and attend required update sessions.

### **References**

1A.3 Sample of Florida State Fire College "A" List notification

1A.3 Sample of Federal Register notification

1A.3 Sample of FFCA Legislative page

1A.3 Notification of FFPC update course

1A.4 The governing body of the agency periodically reviews and approves services and programs.

**Description**

The City Manager's Office and the City's Strategic Initiatives' staff work closely with the Gainesville City Commission to review programs and services. During 2016-2017, Gainesville developed a new Strategic Framework designed to focus programs and services through a Citizen-Centric lens. The Commission reviews recommendations during Budget & Strategic Planning Process Workshops and the approved programs and services are included in the final Financial and Operating Plan as demonstrated by the City's Current Financial and Operating Plan – Fire Rescue Section.

**Appraisal**

Department heads, including the Fire Chief, are involved in the early stages of the Strategic Planning process which prepares the Commission for the biennial budget process and annual budget update. The timeline, which usually begins in January, provides adequate opportunities for presentation of program needs and proposed modifications.

**Plan**

Gainesville Fire Rescue will continue to work closely with staff from Strategic Initiatives, Budget, and the City Manager's Office to ensure information on program needs and modifications are reviewed by the City Commission and to ensure a citizen-centric approach is considered during the design and modification of those programs.

**References**

1A.4 City of Gainesville Strategic Framework

1A.4 Current Financial and Operating Plan – Fire Rescue Section

1A.5 The method used to select the agency's chief fire officer/chief executive officer includes evaluation of candidate qualifications and credentials.

**Description**

The agency's fire chief was selected through an independent assessment center that evaluated the qualifications, credentials, and certifications of the respective applicants. The required qualifications and credentials are listed in the Job Description for Fire Chief as posted on the Human Resources website. The selection process is managed by the City's Human Resources Department under the direction of the City Manager. The most recent process for fire chief was completed in 2015 and the City Manager selected the department's Deputy Chief of Operations as the Fire Chief.

**Appraisal**

The selection method used by the City ensured the evaluation of qualifications and credentials for all candidates. This process worked well for the department in selecting its current fire chief.

**Plan**

Gainesville Fire Rescue, in collaboration with Human Resources, will continue to use a hiring process that carefully evaluates the qualifications and credentials of all prospective candidates for the position of chief fire officer.

**References**

1A.5 Job Description – Fire Chief

1A.6 The role and composition of various policy making, planning, and special purpose bodies are defined by the governing body in an organization chart.

**Description**

The City of Gainesville Financial and Operating Plan contains organizational information on each charter office and department of the city. It also provides general information on the role of the City’s advisory boards. Specific information on the advisory boards is available on the City’s website on the City Commission page.

**Appraisal**

The content and availability of information on city departments and boards has been adequate for the department’s needs.

**Plan**

The City will continue to provide information through its organization chart and website.

**References**

1A.6 Current Financial and Operating Plan - City Organization Chart

1A.6 Sample Advisory Board Information – Fire Safety Board of Adjustment

1A.7 The governing body or designated authority approves the organizational structure that carries out the agency's mission.

**Description**

Approval for Gainesville Fire Rescue's (GFR) organizational structure occurs during the process leading to the adoption by the City Commission of the biennial Financial and Operating Plan.

**Appraisal**

The process leading to the approval of the organizational structure typically begins in January and allows adequate time for the Fire Chief to work with Budget and Strategic Initiatives staff to present any recommendations to the City Manager for the City Commission to consider regarding the organizational structure of GFR.

**Plan**

GFR will continue to work closely with other city staff to ensure recommendations to changes in the organizational structure are presented to the governing body for consideration.

**References**

1A.4 Current Financial and Operating Plan – Fire Rescue Section

1A.8 The governing body has policies to preclude individual participation of governing board members and staff in actions involving possible conflict of interest.

**Description**

The policy that primarily governs conflicts of interest is City Policy G-2 Code of Ethical Standards. The City also added Policy E-2 Nepotism in 2011 to address situations regarding employment and supervision of family members.

**Appraisal**

The City has adequate policies to guide governing board members and staff involving possible conflicts of interest.

**Plan**

Gainesville Fire Rescue staff will maintain knowledge of and compliance with the City's current policies and request modifications if needed.

**References**

1A.8 City Policy G-2 Code of Ethical Standards

1A.8 City Policy E-2 Nepotism

1A.9 A communication process is in place between the governing body and the administrative structure of the agency.

**Description**

There are multiple communication processes in place between the City Manager and Gainesville Fire Rescue (GFR). The City Manager holds bi-weekly Leadership Team meetings with charter officers and department heads and is available for direct communication with the Fire Chief through individual meetings and or E-mail when needed. The Fire Chief also meets at least twice monthly with the department's direct supervisor, the Assistant City Manager, and is scheduled for a monthly meeting with the City Manager. The City Manager's Office serves as the liaison between the agency and the City Commission.

**Appraisal**

The process has provided for regular communication between the Fire Chief and City Manager's Office, which represents the department in communications with the City Commission. The process has worked well to meet the agency's communication needs.

**Plan**

The Fire Chief will continue to attend the bi-weekly meetings, leadership team meetings, and individual meetings with the Assistant City Manager and City Manager.

**References**

1A.9 Sample Agenda for Leadership Team Meeting



1A.10 The governing body publishes a mission statement.

### **Description**

The City of Gainesville (GFR) has adopted a citizen-centric approach based on the Blue Ribbon Report completed in 2015 which asks “The Gainesville Question”: “How can the City of Gainesville, Florida become more competitive?” To orient programs toward achieving the vision of competitiveness, the City of Gainesville has adopted the statement, “The Purpose of our City is the People of our City” as presented in the City’s Strategic Framework. The Strategic Framework includes for key pillars: Support a Strong Economy; Foster Greater Equity; Plan for a Better Future; and Be a Community Model. GFR has embraced the updated mission and has begun incorporating its guiding pillars in our documents, such as the GFR Strategic Plan.

### **Appraisal**

GFR managers and staff have readily adopted the updated mission and strategic framework and have found ways to incorporate it in programs and documents.

### **Plan**

GFR will continue to stay up-to-date on the City’s Mission and Strategic Initiatives and seek ways to highlight them and apply them in our programs and documents.

### **References**

1A.4 City of Gainesville Strategic Framework

1A.10 Blue Ribbon Report

1A.10 GFR Strategic Plan: Alignment with the City of Gainesville Strategic Framework

### **Criterion 1B: Agency Administration**

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and objectives.

#### **Summary:**

The Gainesville Fire Rescue Department's organizational structure is aligned to support the agency's mission: "To protect and serve through community involvement, education, prevention, and rapid intervention by professional committed to excellence." It is designed with one fire chief who reports to one of the City's two assistant city managers. The fire chief directs one deputy chief, two assistant chiefs, one training chief, and one emergency manager who oversee the bureaus and divisions of the fire rescue department. The department is structured to support emergency management city-wide; emergency operations functions; risk reduction functions, such as fire inspections and public education; and, support services, such as special operations, training, and recruitment. Regular meetings of fire rescue department administrative personnel and meetings between the fire chief and the assistant city manager and city manager facilitate achievement of the agency's mission. The department's mission, objectives, goals, and administrative structure are documented in the City of Gainesville's Financial and Operating Plan in the Fire Rescue Section.

**Performance Indicators:**

**CC 1B.1 The administrative structure reflects the agency's mission, goals, objectives, size, and complexity.**

**Description**

The Gainesville Fire Rescue (GFR) administrative structure is documented in the Annual Financial and Operating Plan – Fire Rescue Section, and consists of the Fire Chief; one Deputy Chief; one Assistant Chief of Operations who directly supervises six District Chiefs; one Assistant Chief who oversees the Risk Reduction Bureau; one District Chief who oversees the Training Bureau including the medical, technical rescue, and hazardous materials programs; and one District Chief serving as City-wide Emergency Manager, Grants Coordinator, and Accreditation Manager. This reflects the objectives established in the agency's management plan for Administration, Emergency Operations, Fire Inspections, Public Education, and Training. This structure is reviewed annually before the start of each fiscal year's budget process.

**Appraisal**

The GFR administrative structure has worked well to reflect the agency's mission statement components of community involvement, prevention, education, and rapid intervention. Since the 2014 Accreditation, the agency has successfully added a district chief's position to oversee the City's emergency management program, as well as administrative functions such as the accreditation process.

**Plan**

GFR will continue to evaluate the objectives and responsibilities of the department and will adjust the administrative structure as needed to maintain the proper span of control and levels of authority to achieve its objectives.

**References**

1A.4 Current Financial and Operating Plan – Fire Rescue Section

1B.2 Financial, equipment, and personnel resource allocation reflects the agency's mission, goals, and objectives.

### **Description**

Resource allocation is documented in the Financial and Operating Plan – Fire Rescue Section. Since the 2009 ISO Survey, the City of Gainesville improved its Insurance Service Office (ISO) Public Protection Classification rating of 3/9 to 2/2x. The Fire Chief has worked closely with the City Manager's Office, City Commission, and the Budget and Finance Department to add resources that serve the agency mission such as construction of a new Fire Station 1 at 525 S. Main Street scheduled to open in 2018; opening of Fire Station 9 at 4213 SW 30<sup>th</sup> Avenue to address growth in southwest Gainesville; advance hiring of firefighter personnel to support emergency management and fire safety inspections; and the addition of full-time permanent positions in FY18 for a District Chief to serve as Emergency Manager, Grant Coordinator, and Accreditation Manager, and a Technical Systems Analyst position to assist the Technical Systems Analyst, Sr.

### **Appraisal**

The steps being taken to allocate resources for emergency operations, inspection, emergency management, and technology have served to support the increasing demand for these services in a growing urban environment. There are still gaps that GFR will continue to strive to fill, such as an assistant fire marshal; a permanent addition of one fire safety inspector; and an additional fire and life safety education specialist.

### **Plan**

GFR will work with the City Manager's Office, City Commission, and Budget and Finance Department to keep them apprised of the need to adjust resource allocation to achieve its mission, goals, and objectives, including the addition of the fire safety inspector and life safety education specialist positions.

### **References**

1A.4 Current Financial and Operating Plan – Fire Rescue Section

**1B.3** Personnel functions, roles, and responsibilities are defined in writing and a current organization chart exists that includes the agency's relationship to the governing body.

**Description**

Gainesville Fire Rescue (GFR) has job descriptions for all sworn and non-sworn positions. The organization chart that shows the relationship between GFR and the City of Gainesville is included in the City's Financial and Operating Plan in the organization of city departments and the Fire Rescue Section. Job descriptions are updated in cooperation with the City's Human Resources Department and the organization chart is updated through the City's Budget and Finance Department.

**Appraisal**

The documentation of the agency's job descriptions and organization chart work well to provide details on the roles and responsibilities of the positions in the department, its internal chain of command, and its relation to the City Commission.

**Plan**

GFR will continue to work closely with City Human Resources and the Budget and Finance Department to maintain written job descriptions and a current organization chart.

**References**

1A.4 Current Financial and Operating Plan – Fire Rescue Section

1A.6 Current Financial and Operating Plan - City Organization Chart

1B.3 Sample Job Description: Firefighter (certified)

## **Category II: Assessment and Planning**

Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs to identify potential goals and objectives. All agencies should have a basic source of data and information to logically and rationally define the organization's mission. Assessment and planning is critical to the establishment of service level objectives, standards of cover, and ultimately, the quality of program outcomes.

The overall purpose of using these processes is to establish a long-range general strategy for the operation of the system.

**Criterion 2A: Documentation of Area Characteristics**

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development.

**Summary:**

Gainesville Fire Rescue (GFR) has relationships with several other agencies and departments that facilitate the collection of data needed for analysis of the service area. These include Gainesville Regional Utilities; City of Gainesville Planning and Public Works Departments; the Alachua County Fire Rescue E911 GIS Department; the Alachua County Sheriff's Office Combined Communications Center GIS staff; and City of Gainesville Community Redevelopment Agency and Strategic Planning staff. Some data are collected in the Risk Reduction Database which allows for analysis of community risk and documentation of safety and prevention efforts. Other data are used to study response and prevention needs for the shifting homeless and student populations as well as needs for economic and educational hubs.

**Performance Indicators:**

2A.1 Service area boundaries for the agency are identified, documented, and legally adopted by the authority having jurisdiction.

**Description**

The boundary for the Gainesville Fire Rescue primary service area is identified in Appendix I of the City’s Charter – Legal Description of Municipal Corporate Limits. The geographic information system (GIS) shapefile is updated by the City’s Planning & Development Department. The area is in a GIS format compatible with the Combined Communications Center dispatch system. When the boundary changes due to annexations, City staff notify the appropriate entities and provide updated GIS files for mapping needs.

**Appraisal**

The area is clearly defined, legally described and adopted, and accessible for print and electronic use.

**Plan**

No changes to the process are needed at this time. GFR will continue to receive notifications of changes and distribute those to staff accordingly.

**References**

- 2A.1 Appendix I of the City’s Charter – Legal Description of Municipal Corporate Limits
- 2A.1 Map of the City of Gainesville



2A.2 Boundaries for other service responsibility areas, such as automatic aid, mutual aid, and contract areas, are identified, documented, and appropriately approved by the authority having jurisdiction.

**Description**

The Fire Services Assistance Area (FSAA) for automatic aid in Alachua County is defined and adopted through the Fire Services Assistance Agreement between Alachua County and City of Gainesville for Fire Rescue Services. The GIS boundary is maintained by the Alachua County Fire Rescue Department GIS staff. The FSAA map is in a geographic information system format compatible with the Combined Communications Center dispatch system. This system was in place until its expiration on May 31<sup>st</sup>, 2018. A temporary Inter-local Agreement Between Alachua County and City of Gainesville Regarding Automatic Aid for Fire and EMS Services (AAA) was adopted June 13<sup>th</sup>, 2018 and the AAA service area was slightly modified and a new map prepared by the Combined Communications Center. This agreement is in effect through September 30<sup>th</sup>, 2019.

**Appraisal**

The boundary is appropriately documented and approved and in a format that provides for electronic and print systems.

**Plan**

No changes are needed to the process of identifying, approving, and documenting this boundary at this time.

**References**

- 2A.2 Fire Services Assistance Agreement between Alachua County and City of Gainesville for Fire Rescue Services
- 2A.2 Map of the Fire Services Assistance Area
- 2A.2 Inter-local Agreement for Automatic Aid and AAA Boundary Map

**CC 2A.3 The agency has a documented and adopted methodology for organizing the response area(s) into geographical planning zones.**

**Description**

Gainesville Fire Rescue (GFR) has maintained the Fire Management Zones (FMZs) developed in 2012 and provided additional subdivisions of the FMZs for areas requiring more detailed studies. As opposed to first due areas, the FMZs provide static geographic areas that better facilitate community risk assessment studies and performance studies over time. The FMZs were developed based on 2010 US Census data and known risk characteristics to allow for grouping of similar populations and service needs for planning purposes. The FMZs are documented in the GFR Standards of Cover Section D: Risk Assessment – Fire Management Zones and are available on-line for all GFR personnel and the public.

**Appraisal**

Development of the FMZs has been helpful in providing areas that can be studied over time to identify changes. The only drawback is that the computer aided dispatch (CAD) system cannot take on any more geographical information system (GIS) parameters so the FMZs must be added to incident and response records through secondary processes.

**Plan**

GFR will continue to use the FMZs for planning purposes related to risk assessment and performance. Staff will monitor upgrades in the CAD system for opportunities to attach the FMZ GIS data as part of the CAD record for each response.

**References**

2A.3 GFR Standards of Cover Section D: Risk Assessment – Fire Management Zones

**CC 2A.4 The agency assesses the community by planning zone and considers the population density within planning zones and population areas, as applicable, for the purpose of developing total response time standards.**

### **Description**

The Fire Management Zones (FMZs) were developed in 2012 based on 2010 US Census population data. Gainesville still has two less-densely populated areas that fall under the Rural category for performance: FMZs A and D. Initially, studies were conducted for performance at three levels: Metro-Urban, Suburban, and Rural. Over time, it was observed that the Suburban area did not have performance issues and, in fact, had better performance in some cases than the Metro-Urban areas due to less congestion and ease of travel. Performance studies have since been consolidated into two categories: Metro/Urban/Suburban and Rural as recorded in the 2017 Annual Compliance Report Baseline Benchmark Statements. The Standards for these areas are described in the Gainesville Fire Rescue Standards of Cover Section H: Benchmark Service Level Objectives and Performance Baselines.

### **Appraisal**

Merging the service areas for developed properties into one category provides an appropriate level of classification to compare urban to rural performance.

### **Plan**

Gainesville Fire Rescue will continue to establish baselines and benchmarks based on the Metro/Urban/Suburban and Rural categories. The next US Census will occur in 2020 which will allow GFR to complete a comprehensive demographic update to the FMZs.

### **References**

2A.4 Standards of Cover Section G: Performance Objectives and Measures

2A.5 Data that includes property, life, injury, environmental, and other associated losses, as well as the human and physical assets preserved and or saved, are recorded for a minimum of three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

**Description**

Gainesville Fire Rescue (GFR) continues to use its own incident reporting system to collect data for analysis. Data are reported to the National Fire Incident Reporting System (NFIRS) via the Florida Fire Incident Reporting System. GFR also participates in reporting data on fire suppression saves and losses to the National Fire Protection Association (NFPA) Fire Experience Surveys.

**Appraisal**

GFR has successfully reported to both NFIRS and NFPA for more than a decade and maintains copies of the surveys and agency reports for staff access.

**Plan**

GFR will continue to record and report loss and preservation data internally and at the State and Federal level.

**References**

2A.5 National Fire Protection Association Fire Experience Surveys submitted by GFR for Five Most Recent Years

2A.6 The agency utilizes its adopted planning zone methodology to identify response area characteristics such as population, transportation systems, area land use, topography, geography, geology, physiography, climate, hazards and risks, and service provision capability demands.

**Description**

Area characteristics for each fire management zone (FMZ) are documented in the Gainesville Fire Rescue (GFR) Community Risk Assessment / Standards of Cover (SOC). The FMZ's were designed and profiled based on 2010 US Census data to allow for ease of updating population demographics at the next US Census. General information, such as climate, is included in SOC Section A: Community Served while more detailed information, such as building risks, are included in Section D: Risk Assessment.

**Appraisal**

Including the area characteristics in the GFR SOC has provided the agency with a practical methodology of updating and distributing information. The document is easily accessible to all personnel, public officials, and the community via the City of Gainesville internet site.

**Plan**

GFR will continue to use this methodology to update and disseminate information on area characteristics.

**References**

- 2A.3 GFR Standards of Cover Section D: Risk Assessment – Fire Management Zones
- 2A.6 GFR Standards of Cover Section A: Community Served

- 2A.7 Significant socio-economic and demographic characteristics for the response area are identified, such as key employment types and centers, assessed values, blighted areas, and population earning characteristics.

**Description**

Socio-economic and demographic characteristics are considered in both prevention and response planning. The shifting student and young professional population from the University of Florida; geographic shifts in the homeless population; and the revitalization of areas that could become or have become blighted due to shifts in economic activity toward the southwest are examples of identified characteristics used by Gainesville Fire Rescue (GFR) to target prevention activities, such as inspections and public education, and to prepare for impacts to incident response management, such as increases in medical responses due to the additions of assisted-living and nursing care facilities. GFR staff have been able to obtain information for the response area from the City's Community Redevelopment Agency, the Planning Department, and the Strategic Planning staff. Related information is included in the GFR Standards of Cover (SOC) Section A: Community Served and Section D: Risk Assessment.

**Appraisal**

Information for planning purposes has been easily accessible and effectively utilized by GFR staff to update services.

**Plan**

GFR will continue to work closely with other City departments to identify changes in community characteristics requiring further study.

**References**

- 2A.6 GFR Standards of Cover Section A: Community Served  
2A.7 GFR Standards of Cover Section D: Risk Assessment

2A.8 The agency identifies and documents all safety and remediation programs, such as fire prevention, public education, injury prevention, public health, and other similar programs, currently active within the response area.

**Description**

Gainesville Fire Rescue (GFR) has a team of members specifically assigned to implement safety and remediation programs. The GFR Risk Reduction Bureau (RRB) focuses efforts on prevention through fire safety inspections and public education. The RRB Database is used to document the risk level of buildings, the demographics of target audiences, and the volume or frequency of several activities, such as Project Get Alarmed and Safe Assembly Training for crowd managers. Reports can be generated from the RRB Database to show completed activities.

**Appraisal**

The RRB Database continues to undergo refinements in the type of data tracked and has been a useful tool in demonstrating GFR's safety and remediation efforts for many years.

**Plan**

GFR will continue to use the RRB Database to document safety and remediation program activity.

**References**

2A.8 Risk Reduction Bureau Database Sample Report of Activities

2A.9 The agency identifies critical infrastructure within the planning zones.

**Description**

Data on critical infrastructure such as the water supply and street network are kept up to date by trained GIS professionals in other agencies and departments. Gainesville Fire Rescue (GFR) and the Combined Communications Center (CCC) receive quarterly GIS extracts from Gainesville Regional Utilities (GRU) to update maps used for dispatch and hydrant maintenance. GRU also receives information on private hydrants systems identified by GFR staff and adds these data points to the hydrant layer. Street files are updated by the respective jurisdiction's public works department and are accessible to public safety agencies. GFR's Risk Reduction Bureau also conducts plans reviews to ensure adequate water supply infrastructure is in place for new construction.

**Appraisal**

The flow of information going both directions between the GIS providers and the public safety users is based on a well-established system and provides the agency with the infrastructure information needed in the Fire Management Zones.

**Plan**

GFR will continue to rely on updates completed by GIS professionals from other agencies and departments.

**References**

2A.9 Sample Map with Hydrants and Streets

2A.9 Sample Plans Review



**Criterion 2B: All-Hazard Risk Assessment and Response Strategies**

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact considers such factors as cultural, economic, historical, and environmental values, and operational characteristics.

**Summary:**

Gainesville Fire Rescue (GFR) is an all-hazards agency and, therefore, evaluates emergency medical service demands in addition to building protection and hazardous materials risks. Data are collected in the GFR incident reporting system and are available for managers upon request. Risks and hazards in the jurisdiction are documented in the GFR Standards of Cover Section D: Risk Assessment. Incident response data are used by chief officers in the Annual Program Appraisals to identify needs based on hazard and risk factors.

**Performance Indicators:**

- CC 2B.1 The agency has a documented and adopted methodology for identifying, assessing, categorizing, and classifying risks throughout the community or area of responsibility.**

**Description**

Gainesville Fire Rescue (GFR) completed a comprehensive risk assessment using grant-funded, temporary employees who conducted site visits at buildings in the primary service area during 2013. Information from this database and the Risk Reduction Bureau building database are used to numerically classify the risk level of buildings protected within the primary service area. The adopted methodology for classifying the risks is consistent with Commission on Fire Accreditation International (CFAI) accreditation recommendations and is primarily based on building size, occupancy type and capacity, and use of fire suppression/sprinkler systems.

**Appraisal**

GFR is able to conduct effective analyses of buildings for risk. The identified gaps are in triggering notifications to GFR of newly constructed buildings at the University of Florida (UF) and in the City of Gainesville (COG). The systems utilized by these entities do not provide for interoperable data sharing on a timely basis.

**Plan**

The GFR Risk Reduction Bureau Assistant Chief is aware of the gap in obtaining contemporary new construction information for the building risk database and will be working with officials at the COG and UF to create prompts within their processes to forward information to GFR.

**References**

- 2B.1 Sample from GFR Risk Reduction Bureau Building Database with Building Details

2B.2 The historical emergency and non-emergency service demands frequency for a minimum of three immediately previous years and the future probability of emergency and non-emergency service demands, by service type, have been identified and documented by planning zone.

### **Description**

Service demand history for the Fire Management Zones (FMZ) is included in Section D: Risk Assessment of the Standards of Cover. Each FMZ also includes information on new construction and population shifts that may impact response loads as well as a three-year history of high volume locations within each FMZ to help managers identify trends. Analysis of future probability of emergency and non-emergency service demands has recently been focused on increases in responses for assisted living and nursing centers as well as three primary growth areas of the city: the southwest commercial and multi-family residential area; vertical growth in the downtown and adjacent areas; and the growing response load in the northeast around Station 3 which includes a significant homeless population at Grace Marketplace/Dignity Village where historical activity since 2014 shows an increasing trend line.

### **Appraisal**

Historical information has been helpful in identifying an area of particular concern in some of the FMZ's related to the increasing population in assisted living and nursing facilities. Documenting the service demands has been helpful in demonstrating the need for targeted efforts, such as the Community Resource Paramedicine Program which was piloted in FY17 to help address unmet socio-medical needs for the homeless population and for patients recently discharged from hospitalization who need follow-up care.

### **Plan**

GFR will continue to study demand information within the FMZ's to identify service level needs requiring further attention.

### **References**

- 2A.3 GFR Standards of Cover Section D: Risk Assessment – Fire Management Zones
- 2B.2 Sample Studies from Southwest Service Area
- 2B.2 Grace Marketplace/Dignity Village Chart

2B.3 Event consequence loss and save data that includes property, life, injury, environmental, and other losses and saves are assessed for three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

**Description**

Loss and save data are collected in the incident reporting system and are reported annually to the National Fire Protection Association (NFPA). The data are available for a period exceeding five years and are used by the Risk Reduction Bureau staff to identify inspection and prevention needs. The Operations Assistant Chief also reports loss/save data in the Fire Suppression Annual Program Appraisal.

**Appraisal**

Accessibility of the data for department staff occurs through requests to the Information Technology staff. It would be beneficial to further develop the database to allow desktop queries of loss/save data by managers throughout the year.

**Plan**

GFR will, at the least, maintain current reporting processes to NFPA and Annual Program Appraisals and, when possible, make the information more readily available for managers by making the data accessible through desktop queries.

**References**

- 2A.5 National Fire Protection Association Fire Experience Surveys submitted by GFR for Five Most Recent Years
- 2B.3 Incident Reporting System Data Sample (Spreadsheet)
- 2B.3 Fire Suppression Annual Program Appraisal

**CC 2B.4 The agency's risk identification, analysis, categorization, and classification methodology has been utilized to determine and document the different categories and classes of risks within each planning zone.**

### **Description**

Gainesville Fire Rescue's building database has characteristics used specifically for classifying the risk for a building. A formula is used to calculate the risk level and buildings are given a numerical value that helps the agency identify and prioritize risk reduction efforts such as fire safety inspections and public education needs.

### **Appraisal**

The categorization method is based on established criteria, primarily building size, occupancy type and capacity, and fire protection and, therefore, provides an effective classification methodology for risks within each Fire Management Zone.

### **Plan**

GFR will continue to add new building data into the database to ensure risks are categorized and prioritized for planning and prevention efforts.

### **References**

2B.1 Sample from GFR Risk Reduction Bureau Building Database with Building Details

2B.5 Fire protection and detection systems are incorporated into the risk analysis.

### **Description**

The current methodology used by Gainesville Fire Rescue (GFR) to score building risk collects information on fire suppression and fire alarm systems but does not include it in the formula to score the buildings; however, the information is available in the Risk Reduction Bureau (RRB) Database. GFR was able to utilize several grant-funded part-time employees in 2012 and a customized database was created to score buildings which included suppression systems as a factor that reduced maximum risk buildings to high risk buildings. Although this effort produced a one-time comprehensive database, it was not relational with the GFR RRB database. As a result of this data separation, GFR has determined that the best course of action is to use the RRB Database building records as the basis for analyzing risk. Merging and updating tens of thousands of records will be a timely process requiring significant staff time. GFR staff have held periodic meetings to develop a plan for integration of several data sources to update the risk analysis data.

### **Appraisal**

The current database and process are still “works-in-progress” and, while they do not fully meet our risk analysis needs, they do provide the RRB Fire Safety Inspectors with historical and risk information to guide their inspection program.

### **Plan**

GFR staff will continue to work through development of a comprehensive risk database that can incorporate data from outside sources on a regular basis to meet several needs related to risk analysis including, but not limited to, Fire Safety Inspection planning, mapping of buildings by risk category, linkage to pre-fire planning records, and linkage to incident reporting of building fires.

### **References**

2B.5 Sample Individual Building Record showing Fire Suppression Information from RRB Database

2B.6 The agency assesses critical infrastructure within the planning zones for capabilities and capacities to meet the demands posed by the risks.

**Description**

The City of Gainesville is extensively built out and classified as metro/urban/suburban with the exception of two rural classification areas to the north and northeast (FMZ A and FMZ D). The critical infrastructure for controlling and terminating fire incidents is well-established in the City and is reviewed by the Insurance Services Office (ISO) on a five-year cycle. New construction that may require additional water flow resources is analyzed by the Gainesville Fire Rescue (GFR) Risk Reduction Bureau (RRB) and an assessment of needed fire flow is provided during the plans review process. For the rural areas that may not have a water supply system, GFR requests mobile resources, such as tankers and dozers, as needed from Alachua County Fire Rescue and the Division of Forestry.

**Appraisal**

The critical infrastructure for water supply capability and capacity is assessed by the Insurance Services Office (ISO) and received a score of 37.24 out of 40 possible points in the 2014 survey.

**Plan**

GFR will continue to provide staff time in the RRB to ensure new risk demands are identified during the plans review process.

**References**

2A.9 Sample Map with Hydrants and Streets

2A.9 Sample Plans Review

**Criterion 2C: Current Deployment and Performance**

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the agency's deployment practices are consistent jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency, and outcomes throughout all service areas. The agency develops procedures, practices, and programs to appropriately guide its resource deployment.

**Summary:**

Gainesville Fire Rescue (GFR) is an all-hazards department providing fire suppression, aircraft firefighting and rescue, emergency medical, technical rescue, and hazardous materials response services as well as fire and life safety education and community training for CPR and first-aid.

Information that guides the agency's strategic planning for identifying and preparing for service and deployment demands comes from a variety of sources such as the plans review stage of new construction; the pre-fire planning of new and existing buildings; developmental review board steps that identify new building size and use plans; unit response history and performance; pre-annexation urban services reports; and periodic third-party reports such as the Alachua County Fire and EMS Master Plan Update of 2011 and the Fire Station Location and Staffing Study conducted by Facets Consulting, LLC of 2016.

Performance measurement occurs at the Company Officer level on a daily basis through the use of a program called First Watch made available by the Combined Communications Center and through monthly reporting at the Executive Team level through queries and reports designed and produced by GFR staff using Microsoft Access technology.

Annual program appraisals are completed on all GFR program programs to report performance and develop strategic planning goals and objectives for resource deployment.



**Performance Indicators:**

**CC 2C.1 Given the levels of risks, area of responsibility, demographics, and socio-economic factors, the agency has determined, documented, and adopted a methodology for the consistent provision of service levels in all service program areas through response coverage strategies.**

**Description**

Gainesville Fire Rescue (GFR) utilizes a Standards of Cover with a Community Risk Assessment and a Critical Task Matrix for each of its four emergency response programs: Fire Suppression, Emergency Medical Services (EMS), Technical Rescue, and Hazardous Materials Response. The agency has adopted monthly monitoring of response performance and response demand which triggers further studies, such as those conducted for the growing southwest service area where the City has added an aerial unit at a modular station (Quint 9) and the service area of Station 3 where a peak unit (Squad 3) has been activated primarily for EMS needs.

**Appraisal**

Monthly monitoring has consistently provided data for the Fire Chief and Deputy Fire Chief to develop Strategic Planning Goals and Objectives related to programs and services. As an example, Engine 3, which is one of 11 response units (excluding the ARFF and District Chiefs) was consistently carrying over 15% of the response load. Deployment of a peak unit (Squad 3) which is carrying 6% of the response load has reduced Engine 3's proportion to 12%.

**Plan**

GFR will continue to use monthly monitoring of performance and response loads to identify service level needs. Studies will continue after deployment changes are effected to determine impacts to effectiveness of the deployment model.

**References**

- 2A.7 GFR Standards of Cover Community Risk Section
- 2C.1 GFR Standards of Cover Critical Task Matrices
- 2C.1 Sample of GFR Monthly Response Distribution (Spreadsheet)

**CC 2C.2 The agency has a documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each planning zone and total response area.**

### **Description**

Gainesville Fire Rescue (GFR) uses monthly monitoring for emergency response performance of calls dispatched as Building Fires and Priority Emergency Medical Calls. At this time, because the Computer Aided Dispatch System cannot assign GFR's Fire Management Zone (FMZ) or first due area information to responses, this part of the process cannot be automated. The City of Gainesville is primarily Metro/Urban/Suburban with two Rural FMZs. Performance for the two planning zone service categories is measured for the Annual Compliance Report. Monthly reporting is combined as the data for the Rural classification is a small subset of the overall response. Monthly reports are emailed to members of the Executive Team and may be discussed during Executive Team meetings when concerns are identified. Printed copies of all monthly reports are kept in a resource book to allow comparison studies when needed.

### **Appraisal**

GFR serves an area that has a fluctuating response demand due to the University of Florida and its associated class and special event cycles. Therefore, it is important to be able to compare performance using month to month in successive years to identify changes that indicate the need for further analysis. Informing the Executive Team of performance on a monthly basis ensures that concerns are addressed timely.

### **Plan**

GFR will continue to use monthly monitoring and Annual Compliance Reporting to identify performance quality. GFR will also continue to make our data needs known to the Combined Communications Center and City technology staff to be able to automate the use of the planning zones (FMZs) and first due areas in the response data.

### **References**

2C.2 Sample of Monthly Report Series

2C.2 Performance Tables from 2017 Annual Compliance Report

2C.3 Fire protection systems and detection systems are identified and considered in the development of appropriate response strategies.

**Description**

Gainesville Fire Rescue (GFR) collects data in the Risk Reduction Bureau (RRB) database that identifies whether buildings have fire protection and detection systems; however, there is not a formal agency methodology for considering their presence in developing response strategies. GFR supports the position that fire protection systems are of significant importance in preventing and reducing fatalities, injuries, and property loss from fire and the agency has embarked on an effort to raise awareness at the City Commission level and develop a strategy for encouraging the addition of sprinkler systems in single family dwelling construction and retrofitting existing dwellings.

**Appraisal**

GFR's ability to fully utilize these data features is incomplete. Being able to use these features to map unprotected structures would be a beneficial addition to strategic planning and to the agency's efforts to encourage fire suppression systems in single family dwellings.

**Plan**

GFR will continue to further develop the building records in the RRB database to include queries and reports which can be used to develop response strategies.

**References**

2C.3 Most Recent City Commission/General Policy Committee Sprinkler Presentation

**CC 2C.4 A critical task analysis of each risk category and risk class has been conducted to determine the first-due and effective response force capabilities, and a process is in place to validate and document the results.**

### **Description**

Gainesville Fire Rescue (GFR) has an established Critical Task Matrix in its Standards of Cover (SOC). The Matrix was updated by the Operations Assistant Chief in February 2018 to reflect the addition of a second District Chief to establish a Safety Officer on moderate, high, and special/maximum risk fire, technical rescue, and special hazards incidents. Multi-company training drills and incident reviews of significant events may be used to validate the effectiveness of the critical task matrices and any changes that may be needed. The 2014 Insurance Services Office (ISO) Survey resulted in a Fire Department General Score of 37.10 of 50 comprised of the following: Engine Companies = 5.99 of 6; Ladder Companies 3.18 of 4; Existing Company Personnel 9.10 of 15; and Deployment Analysis 6.35 of 10.

### **Appraisal**

GFR has utilized the critical task analysis to develop the dispatch response matrix for many years. An effective measure of the success of this process is not available formally as a benchmark in the dispatch system; however, the extremely low frequency of GFR responses to working fires where the Incident Commander has had to request a second alarm is a good indicator that sufficient personnel are being deployed to execute critical tasks.

### **Plan**

GFR will continue to publish and use its Critical Task Matrix in the GFR SOC and evaluate its effectiveness through multi-company drills and incident reviews of significant events.

### **References**

- 2C.1 GFR Standards of Cover Critical Task Matrices
- 2C.4 ISO Survey 2014 page 12

**CC 2C.5 The agency has identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.**

### **Description**

Gainesville Fire Rescue (GFR) monitors total response time components in daily and monthly reporting. Turnout times are reviewed by Operations supervisors via the Combined Communications Center (CCC) program First Watch. Call processing (dispatch performance), turnout, and travel components are reported monthly along with Total Response Time. GFR personnel are tasked with reviewing time components for turnout and travel when completing incident reports to identify incorrect data, correct it if possible, and identify the source of the out of range values. A Time Modifications report is provided to the Operations Assistant Chief weekly. Performance for total response components is also reported at the annual level in the agency's accreditation Annual Compliance Report Performance Charts.

### **Appraisal**

Monthly reporting of response time components using the same format for the past several years has provided GFR with the ability to identify inconsistencies for follow up by Executive Team members. GFR is able to compare performance for similar time periods from year to year or from month to month within the same year. Turnout and travel components are generally consistent. Call processing (dispatch performance) was affected by the changeover in the CCC to the Emergency Fire Dispatch protocol in December 2016. Longer call processing times have occurred using this system and appear to be holding steady in the 2:00 to 2:30 range for Priority and Building Fire calls.

### **Plan**

GFR will continue to monitor total response time components daily, monthly, and annually to identify inconsistencies or concerns for follow up.

### **References**

- 2C.2 Performance Tables from 2017 Annual Compliance Report
  - 2C.5 Sample First Watch Dashboard
  - 2C.5 Sample Monthly 90% Performance Report
  - 2C.5 Sample Time Modifications Report
-

**2C.6** The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.

### **Description**

Gainesville Fire Rescue (GFR) has Fire Management Zones (FMZ) as well as fire station first due areas that can be used to study the identified total response time components. Most of the service area is classified as metro/urban/suburban with a small area to the north and east classified as rural. Measuring performance by planning zone on a regular basis is desirable, but due to technology and staff limitations, GFR has not been able to automate this process for monthly reporting. GFR attempted to invest in software that would help advance our ability to generate reporting, but the company went out of service and the project ended. Aggregated reporting for the planning zones is provided in the agency's Annual Compliance Report Performance Charts.

### **Appraisal**

The ability to use planning zones for monthly monitoring continues to present challenges to the agency. The geographic features of the FMZs and first due areas cannot be loaded into the existing dispatch system and must be attached to an external copy of records through a time and labor intensive manual GIS process. The agency does not have any budgeted GIS or analyst positions, so other staff must work these studies into their daily work assignments. As a result, reporting is done more on an ad hoc basis for specific areas of concern rather than as systematic reporting.

### **Plan**

GFR will continue to monitor the Combined Communications Center dispatch system for an opportunity to automate the addition of planning zones and first due areas data points to all calls for service. GFR will also seek opportunities to submit budget increments for a full-time GIS analyst position that would expand our reporting capabilities.

### **References**

2C.2 Performance Tables from 2017 Annual Compliance Report

**CC 2C.7 The agency has identified efforts to maintain and improve its performance in the delivery of its emergency services for the past three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.**

### **Description**

Gainesville Fire Rescue's annual performance is reported in the agency's Annual Compliance Report which includes a five-year performance reporting period. Efforts to improve performance are discussed in bi-weekly Executive Team meetings. The agency's primary focus for recent years has been on turnout times which are reported in the Executive Team agenda for review by the Fire Chief, Deputy Fire Chief, and Operations Assistant Chief. These chief officers also have separate bi-weekly meetings which may include discussions of performance compliance. Company Officers can monitor their turnout time through the use of turnout timers placed in all fire stations.

### **Appraisal**

GFR has an active performance monitoring methodology that allows chief officers to quickly identify inconsistencies and follow-up needs. Efforts to improve performance receive the appropriate level of attention in a timely manner through Executive Team review and management. Additionally turnout timers have been added to all fire stations so company officers can get immediate feedback on their response times.

### **Plan**

GFR will continue to utilize the Executive Team to monitor performance for improvement opportunities. The agency will continue to work toward an automated system that will enhance performance monitoring by geographic areas.

### **References**

- 2C.5 Most Recent Annual Compliance Report – Performance Charts
- 2C.7 Sample Executive Team Agenda with Performance Data

2C.8 The agency's resiliency has been assessed through its deployment policies, procedures, and practices.

**Description**

Gainesville Fire Rescue's (GFR) resiliency has been tested through the years primarily by tropical storm and hurricane events, most recently in 2017 when Hurricane Irma passed through Alachua County. Additionally, GFR provides services during University of Florida events, including football games where the stadium may have nearly 100,000 occupants. While not frequent, Gainesville also has had significant social events in the community, such as the October 2017 National Policy Institute speaking event which required all local public safety agencies to expand their services. GFR is the City Emergency Management agency and has an Emergency Plan and a Continuity of Operations Plan (COOP) to guide operations and recovery.

**Appraisal**

GFR's resilience has been tested for both short-term and longer-term events. Fortunately, most long-term events have been less than a one week period, but incident management planning used before and during those events is based on the National Incident Management System (NIMS) and should be sustainable if the agency is tasked with a much longer incident and or extensive post-incident recovery period.

**Plan**

GFR will continue to maintain an Emergency Plan, COOP, and utilize the NIMS-based incident command procedures.

**References**

2C.8 GFR Emergency Plan

2C.8 GFR Continuity of Operations Plan



**Criterion 2D: Plan for Maintaining and Improving Response Capabilities**

The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency, and safety of its operations, notwithstanding any outside influences beyond its control. The agency has identified the impacts of these outside influences to the authority having jurisdiction.

**Summary:**

Gainesville Fire Rescue's (GFR) response capabilities are assessed in several ways. At the agency level, GFR's Executive Team monitors the service area for changes that may impact deployment methods. Concerns are addressed through strategic planning efforts, such as the addition of Fire Station 9 to the deployment plan in October 2017. Outside influences that affect deployment include services from the Combined Communications Center (CCC) and the level of automatic aid with Alachua County Fire Rescue. The Executive Team must work closely with the City Commission, the City Manager, the members of the CCC Administrative and Executive Boards, as well as other City departments and local public safety agencies to address outside influences.

**Performance Indicators:**

**CC 2D.1 The agency has documented and adopted methodology for assessing performance adequacies, consistencies, reliabilities, resiliencies, and opportunities for improvement for the total response area.**

**Description**

The adopted methodology used by Gainesville Fire Rescue (GFR) is implemented through bi-weekly Executive Team meetings where division and bureau chiefs report and discuss performance for their respective areas. The Fire Chief may then direct specific studies to further assess performance; for example, a unit reliability study conducted in February 2018 for responses in 2017 confirmed an opportunity to improve performance in Station 3's first due area and, in 2018, a peak unit, Squad 3, was added (an overtime expense).

**Appraisal**

Using the Executive Team meeting format provides the opportunity for timely identification of performance concerns. In the case of Station 3's service area, the reliability study for 2017 confirmed the team's concerns that the service demand of nearly 5,000 annual responses in Station 3's first due area substantially exceeded the unit capacity of 3,000 and was affecting Station 1's and Station 5's availability in their first due areas. As a result, the Fire Chief directed overtime staffing of a peak unit at Station 3 in June 2018.

**Plan**

GFR will continue to use the Executive Team format to identify performance improvement opportunities on a timely basis.

**References**

2C.7 Sample Executive Team Agenda with Performance Data

2D.1 Reliability Study 2017

2D.2 The agency continuously monitors, assesses, and internally reports, at least quarterly, on the ability of the existing delivery system to meet expected outcomes and identifies the remedial actions most in need of attention.

**Description**

Monitoring, assessing, and reporting is completed by division and bureau chiefs on a bi-weekly basis through Gainesville Fire Rescue’s (GFR) Executive Team format. Remedial actions are identified for either immediate follow up or for addition as longer term goals and objectives for the strategic planning and annual budget planning processes.

**Appraisal**

Use of a bi-weekly reporting system allows the Executive Team to effectively determine whether remedial actions require immediate or long-term follow up plans.

**Plan**

GFR will continue to use the Executive Team format to internally report on the existing program delivery system.

**References**

2C.7 Sample Executive Team Agenda with Performance Data

**CC 2D.3 The performance monitoring methodology identifies, at least annually, future external influences, altering conditions, growth and development trends, and new or changing risks, for purposes of analyzing the balance of service capabilities with new conditions or demands.**

### **Description**

Performance monitoring on the annual cycle is completed through the Gainesville Fire Rescue (GFR) Annual Program Appraisals which are completed after the close of each calendar year. Program managers provide comprehensive reporting on service demand, performance, resource needs, significant events, improvement initiatives, and more.

### **Appraisal**

Following the annual program appraisal methodology assures that managers complete a comprehensive analysis of service capabilities for both emergency and non-emergency services. Maintaining the annual program appraisals as resources allows continuity of reporting and program oversight as managers change roles within the department.

### **Plan**

GFR will continue to use the annual program appraisal methodology to analyze service capabilities.

### **References**

2D.3 Most Recent Set of GFR Annual Program Appraisals

2D.4 The performance monitoring methodology supports the annual assessment of the efficiency and effectiveness of each service program at least annually in relation to industry research.

### **Description**

Gainesville Fire Rescue (GFR) utilizes performance measures based on national standards where possible. As examples: Fire Suppression annual performance monitoring includes the data submitted for the annual National Fire Protection Association (NFPA) survey which is outcome-based, such as containment of fire spread and value of property saved; Performance measures for total response times and time components are based on benchmarks established by the NFPA and Commission on Fire Accreditation International (CFAI). Emergency Medical Services performance monitoring includes outcomes for cardiac events based on Return of Spontaneous Circulation (ROSC) Rates and the relationship to bystander intervention.

### **Appraisal**

Using industry research-based reporting models and benchmarks has provided GFR's Executive Team with information to make data driven decisions

### **Plan**

GFR seeks to be a data-driven organization and, to support that, the agency will continue to seek opportunities to enhance software and expand personnel capabilities to conduct outcome-based performance monitoring.

### **References**

2D.3 Most Recent Set of GFR Annual Program Appraisals

2D.5 Impacts of incident mitigation program efforts, (such as community risk reduction, public education, and community service programs), are considered and assessed in the monitoring process.

### **Description**

The impacts of Gainesville Fire Rescue's (GFR) mitigation program efforts continue to be a challenge for developing outcome measures. The most easily measurable is the effort to reduce the unnecessary use of fire suppression resources responding to false alarms. GFR's Risk Reduction Bureau staff receive monthly reports of false alarm activations from the Alachua County False Alarm Reduction Unit for monthly follow up and results are reported in the Annual Program Appraisal for Fire Prevention. Public Education efforts touch a variety of populations and behaviors including crowd management/safe assembly training, car seat installation, smoke detector installations for low income residents, bicycle safety education, fire prevention education, and juvenile fire setter intervention to name a few. Outcome measures on behaviors changed or injuries prevented are not easily quantifiable, but they are considered when evaluating the priority of activities and program elements. As an example, GFR's Fire Safety Inspectors increase night inspection activities to correspond to the post-secondary student population cycles to achieve the greatest prevention impact in entertainment establishments.

### **Appraisal**

The GFR Executive Team has relied on data for many years in evaluating program needs. The agency continues to develop data points, data relationships, and reports that will enhance our ability to connect program efforts and results.

### **Plan**

Two key measures that GFR is working to develop in incident mitigation results monitoring are the relationship between fires in inspected and non-inspected buildings and the impacts of sprinkler activations to prevent loss of life and property.

### **References**

2D.5 Most Recent Annual Program Appraisal for Fire Prevention

2D.5 Most Recent Annual Program Appraisal for Public Education

**CC 2D.6 Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.**

**Description**

Gainesville Fire Rescue (GFR) monitors response performance at the unit level on a daily and monthly basis and gaps are identified at least annually, if not more frequently, by the Executive Team. Gaps may be identified at the system-wide level, such as the need for an aerial device in the growing southwest portion of the service area between SW 20<sup>th</sup> Avenue and SW Archer road to meet ISO requirements for needed personnel and ladder capacity or at the company level, such as response time elements outside of benchmark ranges. The Operations Assistant Chief also reviews the annual total response area performance during the end of year Annual Program Appraisal for Fire Suppression.

**Appraisal**

Because the Executive Team monitors performance on a bi-weekly basis as well as comprehensively through the annual program appraisal, the agency has successfully identified needs in the southwest and northeast sections of the service area which are being addressed through overtime staffing of additional units during 2018. The agency successfully applied for a Staffing for Adequate Fire and Emergency Response grant in 2018 and is working closely with the City Commission, City Manager, and Finance Manager to hire additional personnel to staff a four-person aerial in the southwest in FY19.

**Plan**

The Executive Team will continue to monitor performance needs through its bi-weekly meetings and annual program appraisal process.

**References**

2B.3 Fire Suppression Annual Program Appraisal

2C.7 Sample Executive Team Agenda with Performance Data

**CC 2D.7 The agency has systematically developed a continuous improvement plan that details actions to be taken within an identified timeframe to address existing gaps and variations.**

**Description**

Gainesville Fire Rescue's (GFR) continuous improvement plan consists of goals and objectives in the GFR Strategic Plan, capital improvement projects, and follow up from Executive Team performance monitoring. In the 2014 GFR Strategic Plan, Goal 2C is "Be prepared to meet the challenges of future service delivery." Objective 2C.1 was to establish a labor-management team to continuously examine service delivery. This team has been meeting regularly since July 2016. Additional improvement plans take the form of capital improvement projects (CIP) as part of the City's overall capital improvement plan. An example of a completed CIP is Fire Station 1, which was opened at 525 S. Main Street in July 2018. This station replaced a nearly 60-year old structure and includes increased apparatus capacity for growth in the downtown area. Short range planning occurs during Executive Team planning meetings and one on one meetings with division and bureau chiefs and the Fire Chief.

**Appraisal**

The Executive Team's bi-weekly meetings allow for short-term planning to meet gaps and variations. These may then be incorporated into longer term planning in the agency's strategic plan and capital improvement plan.

**Plan**

GFR will continue to use the established system of Executive Team meetings and follow up to address short-term gaps; and will continue to incorporate long-term improvement needs in the GFR Strategic Plan and GFR Capital Improvement Plan.

**References**

- 2C.7 Sample Executive Team Agenda with Performance Data
- 2D.7 GFR Strategic Plan 2014 Goal 2C
- 2D.7 GFR Capital Improvement Plan



2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.

**Description**

Gainesville Fire Rescue (GFR) has a Standards of Cover (SOC) that includes recommendations. This document is presented to the City Manager's Office and City Commission on an annual basis. The next planned update and adoption of the SOC should be completed in November 2018 which will include an update to SOC Section I: Overall Evaluation, Conclusions, and Recommendations.

**Appraisal**

Using the SOC provides a standardized method of notifying the AHJ of recommendation that will improve service delivery.

**Plan**

GFR will continue to present updated recommendations to the AHJ through annual adoption of the SOC.

**References**

2D.8 GFR Standards of Cover Current Section I: Overall Evaluation, Conclusions, and Recommendations

2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps between current capabilities, capacity, and the level of service approved by the AHJ.

**Description**

Formal notification of the need to address recommendations provided in the Standards of Cover, as well as plans to address service gaps in other agency programs, such as Fire Prevention and Public Education, are typically conveyed through the City's annual budget process. The Fire Chief prepares and submits increment requests for personnel resources at the beginning of each year and equipment needs through the capital improvement process at the same time. The City's Finance Department then works with the Fire Chief to prioritize the requests for formal presentation to the City Commission during the summer budget adoption process.

**Appraisal**

The formal notification process is a multi-month annual process and not all proposed solutions for gaps may go forward so it has been important to maintain continuity of records to allow the agency to bring forth previously unfunded requests in future processes.

**Plan**

Gainesville Fire Rescue will continue to work within the City's established processes to formally notify the AHJ of service gaps and proposed solutions.

**References**

2D.9 Sample Increment Request

2D.9 Sample Capital Improvement Project List Showing Status of Projects

2D.10 The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.

### **Description**

Gainesville Fire Rescue (GFR) last surveyed our customers in the 2014 Citizen Survey conducted by the University of Florida – Florida Survey Research Center. While this method ensured a broad and random sampling of the service area, the process had a significant cost and was not providing an interactive opportunity for feedback. Since then, the Deputy Fire Chief has been researching options for engaging in a sustainable, interactive, stakeholders' engagement process. After several meetings with City Strategic Initiatives Staff, GFR is embarking on a new method of interacting with Stakeholders beginning with a kick-off planning meeting at Fire Station 1 on September 13<sup>th</sup>, 2018. The plan is to develop a group of stakeholders who represent the diverse needs of our service area to participate in regularly planned feedback sessions to aid GFR's strategic planning process.

### **Appraisal**

The Citizen Surveys provided good statistical feedback from external stakeholders and demonstrated a favorable view but limited knowledge of GFR and its services.

### **Plan**

GFR will launch a new, interactive strategic planning process with external stakeholders during late 2018 and will incorporate feedback into the 2019 GFR Strategic Plan which will be developed in early 2019. GFR will establish a citizen's advisory committee from the external stakeholders group to continue to assist with future planning.

### **References**

2D.10 2014 GFR Citizen Survey

2D.10 Sample Minutes from GFR External Stakeholders' Meeting

### Category III: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned mission and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goal statements and apply to a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T."

Specific

Measurable

Attainable

Realistic

Time-bound

### **Criterion 3A: Strategic Planning**

A strategic plan (3 [initial accreditation candidates] to 5 [currently accredited agencies] years in the future) is in place, and along with the budget is guiding the activities of the agency. The plan is submitted to the appropriate authority having jurisdiction (AHJ).

#### **Summary:**

Gainesville Fire Rescue has been publishing a formal strategic plan since 2010. Although the plan takes into account multi-year, future goals and objectives, it is typically updated annually or biennially to ensure its alignment with City Strategic Initiatives and to determine whether current goals and objectives should be carried forward, modified, or archived.

**Performance Indicators:**

**CC 3A.1 The fire service agency has a published strategic plan.**

**Description**

Gainesville Fire Rescue (GFR) published an updated strategic plan after a department-wide SWOT analysis with a professional consultant in September 2010. Since then, GFR has regularly updated its strategic plan and publishes the most current version on the agency's public website [www.GFR.org](http://www.GFR.org).

**Appraisal**

Publishing the updated GFR Strategic Plan on the agency's website ensures that it is available for the public as well employees and other stakeholders.

**Plan**

GFR will continue to publish its most current version of the GFR Strategic Plan on the agency's website.

**References**

3A.1 GFR Currently Published Strategic Plan

3A.2 The strategic plan is approved within the agency and submitted to the governing body or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports.

**Description**

Gainesville Fire Rescue (GFR) submits the GFR Strategic Plan to the Office of the City Manager and the City Commission through the formal agenda item process. The last adoption was by Agenda Item 160487 February 2<sup>nd</sup>, 2017. The plan had an intermediate update in-house in July 2018 and is still in the revision process with the Deputy Fire Chief. GFR is in the process of developing a 2019-2021 Strategic Plan and is targeting January or February 2019 to submit the revised plan to the City Manager and Commission.

**Appraisal**

Submitting the plan for review has been helpful in keeping our decision makers informed of operational needs, goals, and objectives.

**Plan**

GFR will continue to submit the GFR Strategic Plan to the Office of the City Manager and the City Commission through the formal agenda item process.

**References**

3A.2 Approved Agenda Item 160487 (page 2 of Commission minutes Feb. 2, 2017)

### **Criterion 3B: Goals and Objectives**

The agency's general goals and specific objectives direct its priorities in a manner consistent with its mission and are appropriate for the community it serves.

#### **Summary:**

Gainesville Fire Rescue (GFR) seeks to align its goals and objectives with the community's expectations of service delivery as an all-hazards agency. Goals and objectives are reviewed and designed in relation to the City's Strategic Initiatives whenever appropriate. Goals and objectives are identified in program areas as well as overall administration of the agency.



**Performance Indicators:**

**CC 3B.1 The agency publishes general organizational goals directed toward achieving its long-range plans. The agency publishes corresponding specific objectives to implement these goals and incorporate the measurable elements of time, quantity, and quality.**

**Description**

The Gainesville Fire Rescue (GFR) Strategic Plan is designed with Goals that contain specific Objectives and Tasks. The Goals are broad and long-term in nature, such as Goal 5B: Implement programs that better meet the needs of the community which contains Objectives such as 5B.1 Use sprinkler initiative to reduce fire risk in homes. Tasks within the Objectives provide timeline references. In the original plan prepared with the consultant, the Goals and Objectives were placed at the end of the document. In 2018, during the intermediate update, and with an eye to the future, the GFR Executive Team re-ordered the Strategic Plan to place Goals and Objectives at the beginning of the document to demonstrate their prominence in the plan.

**Appraisal**

GFR's Goals, Objectives, and Tasks are published for the public in the GFR Strategic Plan. They support the agency's current programs and the development of new initiatives to serve our community in the long-term future.

**Plan**

GFR will continue to use the GFR Strategic Plan process to publish Goals, Objectives, and Tasks that support long-term planning.

**References**

3B.1 GFR Strategic Plan Goals and Objectives Section

3B.2 The agency assesses its current status when establishing goals and objectives.

**Description**

Gainesville Fire Rescue's (GFR) Executive Team are responsible for assessing progress on goals and objectives. The last formal review used to assess and update goals and objectives began with soliciting feedback from the Command Staff (all ranks of chief officers) in February 2018 and was completed by the Executive Team under the direction of the Deputy Chief in July 2018. Program Managers also provide updates on gaps when completing the Annual Program Appraisals.

**Appraisal**

The GFR Executive Team remain constantly vigilant of the agency's status in achieving goals and objectives and annually reviews and at least bi-annually updates the goals and objectives to reflect progress based on current status. When gaps are identified in the Annual Program Appraisals they are incorporated into the goals and objectives and then utilized during the budget planning process.

**Plan**

The GFR Executive Team will continue to assess its current status through annual feedback from Program Managers and Command Staff to maintain a contemporary set of goals and objectives.

**References**

3B.2 Executive Team Agenda 2018-07-12 Page 2 Documenting July 10<sup>th</sup>, 2018  
Strategic Planning Meeting

3B.3 The agency invites internal and external stakeholder participation in the development, implementation, and evaluation of the agency's goals and objectives.

### **Description**

Gainesville Fire Rescue (GFR) used Citizen Survey feedback from a 2011 and 2014 survey; an online customer survey; and mail-in customer survey cards. Although these surveys provided positive feedback on the agency's services to share with staff, they were returned infrequently and generally did not express new needs or the desire for any changes. As a result of this gap, rather than investing in a third Citizen Survey, the agency has begun working with the City's Learning and Development Department and Department of Strategic Initiatives to develop a Community Focus Group who will work with GFR's Employee Focus Group and Command Staff to develop the FY19 GFR Strategic Plan.

### **Appraisal**

GFR is looking forward to establishing a sustainable strategic planning process that will include diverse community feedback. The meetings were held at our newest fire station, Station 1 at 525 S Main Street, on September 13<sup>th</sup> and 20<sup>th</sup>, 2018 and were well attended and have provided a platform for success.

### **Plan**

The GFR Deputy Chief will continue with the Strategic Plan Timeline which includes an Employee Focus Group meeting, a Command Staff session, development of a draft to submit to the focus groups for feedback, and adoption of the plan by the City Commission in early 2019. Additionally several members from the Community Focus Group have been asked to continue on as part of a citizen advisory group.

### **References**

- 2D.10 Community Focus Group Meeting Notes
- 3B.3 GFR Strategic Planning Timeline

3B.4 Published materials accurately portray the agency's goals and objectives as well as mission, vision, and values in context.

**Description**

The Gainesville Fire Rescue (GFR) Strategic Plan is a comprehensive document which provides short term direction, identifies the mission, values, and vision and provides detail on the agency's history, services and budget. The published document is reviewed annually to ensure the organizations goals and objectives support the mission, values and vision.

**Appraisal**

The plan, including updates to reference sections, is updated on a timely basis to ensure published materials are accurate.

**Plan**

The GFR Executive Team will continue to update the GFR Strategic Plan annually or biennially to ensure published materials are contemporary.

**References**

3A.1 GFR Currently Published Strategic Plan

3B.5 The governing body responsible for establishing policy reviews the agency's goals and objectives.

**Description**

The City of Gainesville is governed by the City Commission and the Commission review the Strategic Plan through formal adoption. The next scheduled review by the governing body is being planned for January or February 2019.

**Appraisal**

The formal agenda process provides the appropriate methodology for the City Commission to review the Gainesville Fire Rescue (GFR) Strategic Plan. Additionally, it is always available to them, as well as to the public, on the agency's external website.

**Plan**

GFR will continue to submit the GFR Strategic Plan for review by the Commission annually or biennially.

**References**

None

3B.6 When developing organizational values, the agency consults its members.

**Description**

Gainesville Fire Rescue's (GFR) organizational values were developed after an agency-wide SWOT analysis in 2010. An updated agency-wide SWOT analysis was conducted in November 2013. Since these two agency-wide efforts, the agency has maintained its organizational Values Statement and frequently publishes it on documents and on apparatus: "Members of Gainesville Fire Rescue will be Responsible, Accountable, Professional, Innovative, Dedicated (RAPID) to excellent service for the community and each other." During 2018, as part of the strategic planning update process, the Deputy Chief held Internal Stakeholder (Focus Group) Meetings.

**Appraisal**

GFR leadership consulted with its members when developing its organizational values in 2010 and reconfirmed their relevance with the members in 2013 during the agency wide SWOT analysis.

**Plan**

GFR will continue to keep its values in the forefront of service awareness and, should the need arise to modify them; the agency will consult its members to develop an updated version. GFR will conduct strategic planning focus group meetings with its department members in October of 2018.

**References**

3B.6 Internal Focus Group Outline

### **Criterion 3C: Implementation of Goals and Objectives**

The agency uses a management process to implement its goals and objectives.

#### **Summary:**

Implementation of goals and objectives is achieved through the Gainesville Fire Rescue Executive Team which consists of the Fire Chief, Deputy Chief, Assistant Chiefs, Training Chief, Emergency Manager, Information Technology Manager, and Administrative Assistant. Biweekly meetings of the Executive Team are also open to the leadership of the local union leadership. Members of the Executive Team work with the Command Staff, which includes the shift District Chiefs, and specific Program Managers to identify gaps, update assignments to complete tasks, and modify goals and objectives for successful implementation.

**Performance Indicators:**

**CC 3C.1 Some form of organizational management process is identified and used to track progress and results of agency goals and objectives relating to general organizational and operational programs.**

**Description**

One of the standing topics of the Executive Teams bi-weekly meetings is the Strategic Plan goals and objectives; it is included to ensure that we are making progress. At least annually we will hold a specific Executive team meeting to update the goals and objectives of the Strategic Plan to ensure that they are reflective of our current status and future needs. This management process allows us to track progress and results as goals and objectives are completed and new ones are identified. This is a regular portion of the Executive Team Agenda as demonstrated in Agenda 2018-07-12 which documented the July 10<sup>th</sup>, 2018 Strategic Planning Meeting.

**Appraisal**

Including the Strategic Plan as a standing topic for Executive Team meetings helps the agency maintain an appropriate awareness of progress, assists with tracking results and ensures follow-up on identified issues.

**Plan**

GFR will continue to keep the Strategic Plan as a standing topic for bi-weekly Executive Team meetings.

**References**

3B.2 Executive Team Agenda 2018-07-12 Page 2 Documenting July 10<sup>th</sup>, 2018 Strategic Planning Meeting



**CC 3C.2 The agency designates personnel to lead the implementation of respective goals and objectives.**

**Description**

In most cases, the Gainesville Fire Rescue (GFR) Executive Team member responsible for the division or bureau in charge of the area encompassing specific goals and objectives has responsibility. In the absence of a bureau or division assignment, the GFR Strategic Plan will designate who the Goal or Objective is “assigned to” such as Objective 2B.1 “Develop citizen representative group/advisory panel to review strategic plan” which was specifically designated to Deputy Chief Rice.

**Appraisal**

GFR has a mechanism in place to designate and document implementation assignments. Dividing the responsibility of tracking and carrying out of the goals and objective by specific Executive team members has worked well for the organization and has helped us to track progress or identify the need to update a specific goal.

**Plan**

GFR will continue to use the Strategic Plan Goals and Objectives section to designate assignments as needed.

**References**

3C.2 GFR 2018 Strategic Plan page 4 Objective 2B.1 “Develop citizen representative group/advisory panel to review strategic plan”

3C.3 All members receive information explaining the agency's goals and objectives.

**Description**

Gainesville Fire Rescue's (GFR) goals and objectives are disseminated to all members of the agency through its published Strategic Plan which is available on the agency's website.

**Appraisal**

All personnel have access to the goals and objectives through the published Strategic Plan. To ensure the members have an understanding of the goals and objectives once published we review the updates with our district chiefs and offer an opportunity for discussion during our monthly Company Officer Development meetings.

**Plan**

GFR will continue to publish a Strategic Plan that provides all members with information explaining goals and objectives.

**References**

3C.3 Sample of GFR Webpage showing link for GFR Strategic Plan

3C.4 The agency, when necessary, identifies outside resources that can be consulted in regards to accomplishing an agency's goals and objectives.

**Description**

Gainesville Fire Rescue (GFR) successfully identifies outside resources and partners needed to achieve goals and objectives. GFR worked closely with the City's Human Resources department to achieve Goal 7A "Recruit, hire and retain a professional and diverse workforce. For Goal 9A "Make data-drive decisions" we have worked with the Gainesville Regional Utilities Information Technology as a resource for developing a succession plan for GFR's technology needs. GFR is currently working with the City's Department of Strategic initiative and the Learning and Development Department to produce a new 2019-2021 Strategic Plan.

**Appraisal**

GFR has successfully utilized outside resources to accomplish agency goals and objectives. This is done through building relationships throughout the year with multiple City departments; other public safety agencies; and public-private partners.

**Plan**

GFR will continue to identify and reach out to outside resources to accomplish goals and objectives. Current efforts include seeking in-kind and other support for GFR programs from University of Florida Health Shands Hospital and the University of Florida.

**References**

3C.4 GFR Strategic Plan 2018 page 12 Goal 9A "Make data-drive decisions"

### **Criterion 3D: Measurement of Organizational Progress**

Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically.

#### **Summary:**

Gainesville Fire Rescue (GFR) utilizes a Strategic Plan with a Goals and Objectives Section that provides Specific Tasks. The GFR Executive Team periodically reviews progress during bi-weekly meetings and completes a formal modification to the Goals and Objectives section of the Strategic Plan annually.

**Performance Indicators:**

**CC 3D.1 The agency's goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency's mission, vision, and long range plan(s).**

**Description**

The Gainesville Fire Rescue (GFR) Executive Team members report on the goals and objectives, as well as the performance measures that they are specifically responsible for during the bi-weekly Executive Team meetings. This prepares them for the annual meeting to examine and modify the GFR Strategic Plan and to ensure the relevance of GFR's Goals and Objectives. The most recent update by the Executive Team was completed in July 2018 under the direction of the GFR Deputy Chief.

**Appraisal**

This process has worked well and has allowed GFR to successfully examine and modify the goals and objectives regularly and publish the resulting updates annually.

**Plan**

GFR will continue to work through its Executive Team to update the Strategic Plan Goals and Objectives section and publish the update annually.

**References**

3B.2 Executive Team Agenda 2018-07-12 Page 2 Documenting July 10<sup>th</sup>, 2018  
Strategic Planning Meeting

**CC 3D.2 The agency evaluates administrative and operational processes to determine improvements in efficiency and execution in pursuing organizational objectives.**

**Description**

Gainesville Fire Rescue's (GFR) Executive Team meets bi-weekly to discuss on-going and future accomplishment of organizational objectives as well as the processes used to achieve them. During these meetings, clarification may be provided regarding an implementation plan for a specific project or direction given to develop a policy, procedure, or standard operating guideline. Using the Executive Team bi-weekly meeting format to evaluate processes ensures that, as chief officers change assignments within the organization, they still have access to the institutional knowledge and experience of those who previously were working on organizational objectives. This format also serves as reporting structure to ensure the Fire Chief and Deputy Fire Chief are informed of opportunities to improve efficiency and execution of processes, particularly time-sensitive ones such as hiring and budget planning.

**Appraisal**

The GFR Executive Team bi-weekly meeting format has worked well and provides a timely process for discussion of administrative and operational processes to identify opportunities for improvements.

**Plan**

GFR will continue to review administrative and operational processes through the bi-weekly Executive Team meetings.

**References**

3D.2 Sample Executive Team Agenda - July 12, 2018

3D.3 The agency provides progress updates to the governing body, its members, and the public regarding goals and objectives.

**Description**

Annual updates on progress are published in the Gainesville Fire Rescue (GFR) Strategic Plan Goals and Objectives section. The GFR Strategic Plan is adopted by the City Commission via the agenda item process and published on the agency’s external web page to ensure members and the public always have access to the plan.

**Appraisal**

Use of a formal strategic plan with annual updates provides a consistent method for GFR to publish progress and modifications of goals and objectives.

**Plan**

GFR will continue to provide progress updates by publishing its Strategic Plan on the agency’s website and through formal adoption by the City Commission.

**References**

- 3A.2 Approved Agenda Item 160487 (page 2 of Commission minutes Feb. 2, 2017)
- 3C.3 Sample of GFR Webpage showing link for GFR Strategic Plan

## Category IV: Financial Resources

This category evaluates an agency's financial condition to determine its ability to fund operational priorities and its prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment. Resources must be adequate to maintain the various programs to which an agency made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer or chief executive officer, professional staff, and governing board share responsibility for planning, management, and stability of financial resources. The chief fire officer and administrative staff have the ultimate responsibility of budget preparation. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction (AHJ), departments, divisions, and other units.

Financial policies covering financial planning, revenue, and expenditures should be developed by the professional staff and adopted by the governing board. Financial policies shall be reviewed and revised on at least an annual basis to ensure continued relevance and address any gaps.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities.

*NOTE: An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the Government Finance Officers Association (GFOA) of the United States and Canada for their Budget and Comprehensive Annual Financial Report (CAFR) may submit those certificates and their Budget and Comprehensive Annual Financial Reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.10.*



**Criterion 4A: Financial Planning**

Agency planning involving broad staff participation activates financial planning and resource allocation. The agency's plan for financing shall reflect sound strategic planning and a commitment to its stated goals and objectives. The agency must deem financial support for programs and services adequate to maintain the number and quality of personnel and other operational costs.

**Summary:**

Gainesville Fire Rescue (GFR) is a department of the City of Gainesville and, as such, is guided in its financial planning and resource allocation by a cooperative effort of the City Commission, City Manager's Office, Office of Budget and Finance, Human Resources, Facilities, and Fleet. The City has long-established financial planning policies, an established budget development process, a capital improvement planning process, and makes sure that departments are well-informed regarding the City's financial forecasting. The Fire Chief works closely with each member of the agency's executive team who, in turn, work with their personnel to identify the physical and personnel resources that may be needed to achieve the agency's mission, goals, and objectives. These issues are reviewed by the City Manager who is responsible for developing the proposed budget to submit to the City Commission.

GFR has been able to maintain its basic levels of programs and services, including the addition of nine positions in Operations to increase coverage in the southwest. While the loss of some staff support positions and the inability to add additional Fire Safety Inspectors and Fire and Life Safety Educators (formerly Risk Reduction Specialist) has limited GFR's program capability, the department still has sound programs and is providing excellent service based on available resources.

**Performance Indicators:**

4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within their scope of services.

**Description**

Gainesville Fire Rescue (GFR) operates under the adopted City of Gainesville Financial and Operating Plan (FOP). The Budget Overview section of the FOP describes the process, structure, policies, and timelines. The City develops its budget on a biennial cycle and updates it prior to the second fiscal year. Each fiscal year begins October 1<sup>st</sup> and ends September 30<sup>th</sup>. GFR develops its proposed two-year fiscal operating plan in accordance with the annual target budget provided by the Office of Budget and Finance (OBF) for personal services, operating, and capital. The OBF staff provide direction via email and the City Manager's Leadership Team meetings. The City Manager's Office and the OBF serve as liaisons between the City Commission and the department regarding budget planning to convey guidelines for submitting increments, decrements, and capital project requests. Additional information is also located in the GFR Strategic Plan Section Financial Considerations.

**Appraisal**

The direction from the OBF staff has worked well for the agency in the past. GFR has received appropriate instruction, documentation, and forms to complete the budget planning process.

**Plan**

GFR will continue to follow the instruction provided by OBF and make necessary adjustments from the submission phase through review at every level up to, and including, adoption by the City Commission.

**References**

- 4A.1 Current Financial & Operating Plan – Budget Overview Section
- 4A.1 GFR Strategic Plan Section Financial Considerations
- 4A.1 Email from OBF with Instructions for Budget Development of FY18 & FY19

**CC 4A.2 Policies, guidelines and processes for developing the annual budget are defined and followed.****Description**

The process for developing the annual budget is described in the City of Gainesville Financial and Operating Plan in the Budget Overview section. Gainesville Fire Rescue (GFR) works closely with the City Manager's Office and the Office of Budget and Finance staff to follow the budget development process. The budget, including the Capital Improvement Plan (CIP) and development of strategic initiatives for the City and GFR, is developed for two-year cycles and is updated in the interim year. The proposed budget is presented to the City Commission by the City Manager during public hearings in July, is adopted in September, and becomes effective October 1<sup>st</sup>. For FY18 & FY19, the City started using SharePoint to manage documents. During planning meetings, budget expenditures are reviewed and projections are made based on planned purchases and cost adjustments for personnel and operating expenses. The Fire Chief is on the CIP Committee with other city representatives who collectively make recommendations for the CIP during the budget process. Additional information is available in the GFR Strategic Plan Section Financial Considerations.

**Appraisal**

The City's process for developing the biennial budget has been in place and followed by GFR for several cycles. The cooperative style of the process has been effective in helping the department develop its management plan and budget. The guidelines provided by budget staff have been clear and easy to follow.

**Plan**

GFR will continue to comply with the City's annual budget development process.

**References**

- 4A.1 Current Financial & Operating Plan – Budget Overview Section
- 4A.1 GFR Strategic Plan Section Financial Considerations
- 4A.1 Email from OBF with Instructions for Budget Development of FY18 & FY19

4A.3 The financial planning/budget adoption process provides transparency for all expenditures and revenues for the agency.

### **Description**

Under Florida law, all meetings of governmental bodies are open to the public. The City Commission (CC), through planning sessions, develops “key issues” statements and priorities for the City. The CC conducts workshop sessions during which the City Manager and staff review and explain the budget documents and City services involved. The CC then determines the level of City funding and corresponding costs of services to be funded and directs the City Manager to modify the proposed budget where necessary. The City Manager and Staff prepare the tentative budget resolutions/ordinances upon conclusion of the first public hearing. At the public hearing for the reading of the resolutions/ordinances, amendments to the budget are considered, the tentative budget resolutions/ordinances are modified (if applicable), an amended proposed millage rate is determined, and a public hearing for final budget adoption is scheduled.

### **Appraisal**

The City abides by State of Florida Transparency in Financial Reporting Section Local Government Financial Reporting for Counties, Municipalities, and Special Districts. The City’s Current Financial & Operating Plan – Budget Overview Section – Budget Process details the steps and timeframe for planning, developing, presenting and adopting the budget. This includes deadlines for advertising public hearings for adopting millage rate and budget resolutions/ordinances. The City’s website publishes the scheduled meetings for budget discussions/hearings and when the TRIM notices will be mailed to property owners. The City’s website provides a link for citizens to review the proposed budget and prior year’s budget history.

### **Plan**

The City will continue to abide by the State of Florida Transparency in Financial Reporting by making sure citizens are informed of the budget process including adoption of the budget.

**References**

- 4A.1 Current Financial & Operating Plan – Budget Overview Section
- 4A.3 State of Florida Transparency in Financial Reporting Section Local Government  
Financial Reporting for Counties, Municipalities, and Special Districts

4A.4 The budget process involves input from appropriate persons or groups, including staff officers and other agency members.

### **Description**

During the budget development process the Chief conducts budget planning meetings with senior chief officers and support staff. To provide management with information for budget planning the Chiefs office staff reviews the instructions provided by the City's Office of Budget and Finance's (OBF) and conducts budget analyses on the past three years of budgeted vs. actuals, to include operating, capital, cost of program services, contractual obligations and the previous year's operating expenditure trends. During these meetings, the preliminary target budgets for two fiscal years, with recommended changes, are presented for discussion. Information is provided to the Chief on: 1) current and future operational needs, 2) evaluating programs and services for elimination or modification, 3) non-capital and capital equipment needs, 4) potential increments, 5) potential revenue sources, and 6) and any decrement in services. The Chief gives direction on submitting information and requests and the required deadlines. Requests are submitted to the Chief, who reviews and works with staff to finalize and submit them to the OBF. Additional information is located in the GFR Strategic Plan Section Financial Considerations.

### **Appraisal**

Input from chief officers and members in each of the department's bureaus and divisions, particularly the department's Account Clerk, Senior and Technical Systems Analyst, Senior, has ensured that financial planning addresses future needs and additional costs, such as maintenance agreements and licensing costs.

### **Plan**

GFR administration will continue to involve appropriate persons or groups, including staff and chief officers in the development of the department's annual budget.

### **References**

4A.1 GFR Strategic Plan Section Financial Considerations

4A.1 Email from OBF with Instructions for Budget Development of FY18 & FY19

4A.5 The annual budget, short and long-range financial planning, and capital expenditures are consistent with agency priorities and support achievement of the agency's strategic plan and goals and objectives.

**Description**

Gainesville Fire Rescue (GFR) financial planning is based on the GFR Strategic Plan and the City Commission's strategic planning and goal-setting process. City Commission goals and objectives are communicated to the agency via the Office of Strategic Initiatives. The annual and biennial fiscal year planning are based on the established annual goals and objectives at every level of the organization, beginning with the governing body. The City Manager determines whether budget increment or decrement requests for the agency shall be included in the budget process. Goals and objectives that cannot be addressed in the current financial plan or capital improvement plan are re-evaluated for alternative funding sources or for carryover into the next budget cycle. Additional information is available in the GFR Strategic Plan Section Financial Considerations.

**Appraisal**

Financial planning has broadly supported the agency's goals and objectives. The FY17 plan was adopted in September 2016; however, increment requests for additional risk reduction personnel and Emergency Management Chief were denied. Later, an Emergency Management position, three additional firefighters to upgrade Squad 9 to a three-person company, and a Technical Systems Analyst II were approved for FY18.

**Plan**

GFR will continue to use the city and agency level strategic planning process and goals and objectives to forecast, develop, maintain, and modify financial planning in accordance with adopted annual plans. Objectives for additional positions that cannot be met due to budget limitations will be carried forward into future planning cycles.

**References**

- 1A.4 Current Financial & Operating Plan – Fire Rescue Section
- 4A.1 GFR Strategic Plan Section Financial Considerations
- 4A.5 Current Financial & Operating Plan – Capital Improvement Process

4A.6 Budgeted expenditures are consistent with projected financial resources.

### **Description**

The Office of Budget and Finance (OBF) provides the department with its annual target budget for General Fund, Capital Improvement, and Grants and Gift Accounts to allocate resources by unit, program, and project. The annual budget contains the following:

1. Personal Services – base salary, premium pay, and benefits
2. Operating –non-capital equipment, consumable supplies, contract services
3. Capital Outlay – capital equipment and vehicles

In accordance with the adopted annual Financial and Operating Plan, Gainesville Fire Rescue (GFR) administration monitors all budget and financial requests to ensure they are within the department’s baseline target budget. Reports are generated monthly, and then biweekly the last five months of the fiscal year, to show general fund budgeted vs. year-to-date expenditures, spending plans, and projections for the remainder of the year. The report also provides information on funds other than the general funds such as capital improvement plans, grants, and gift accounts.

### **Appraisal**

GFR has, through quarterly reviews with the City’s budget staff, kept its expenditures within the budgeted resources for many years. In the final quarter of each budget year, GFR has typically had several thousand dollars available from its operating budget for end of year equipment and supply purchases. Personal services costs are also closely monitored. Between FY2009 and FY2014, GFR was able to stay within its overtime budget through careful management of the daily riding schedule. Starting with FY2015 to present, the overtime budget has incurred a deficit which was offset with vacancy savings.

### **Plan**

GFR will continue to monitor expenditures quarterly to assure that they are consistent with the Department’s adopted annual financial and operating plan.

### **References**

4A.6 Financial Statements 12 Month End – FY2015, FY2016, & F2017

4A.6 FY2018 Internal Financial Report

4A.6 FY2018 Quarterly Report – 9 Month End - OBF



**Criterion 4B: Financial Practices**

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting, and auditing.

*NOTE: An agency that has already received the Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the Government Finance Officers Association (GFOA) for their Comprehensive Annual Financial Report (CAFR) may submit that certificate and their Comprehensive Annual Financial Report as prima facie compliance with this criterion. (The agency need not address performance indicators 4B.1 – 4B.10). Reciprocity for this is acknowledged by review of the GFOA's process for reviewing CAFRs submitted to its Certificate Program.*

**Summary:**

Gainesville Fire Rescue is a department of the “City of Gainesville, Florida.” The City’s Budget & Financial Department prepares a Comprehensive Annual Financial Report (CAFR) for each fiscal year. The most recently published report is for the fiscal year end September 30, 2017. This report includes the Certificate of Achievement for Excellence in Financial Reporting for Fiscal Year ending September 30, 2016 from the Government Finance Officers Association of the United States and Canada.

**Performance Indicators:**

4B.1 Financial resources management adheres to generally accepted accounting practices (GAAP) as used by Government Finance Officers Association (GFOA) of the United States and Canada, National Advisory Council on State and Local Budgeting Practices (NACSLBP), or authority having jurisdiction (AHJ), and all financial management including: budgeting, accounting, and reporting. Appropriate safeguards are in place for expenditures, fiscal reports are provided for administrative decision making, and sufficient flexibility exists to meet contingencies.

**Description**

Not required

**Appraisal**

Not required

**Plan**

Not required

**References**

4B.1 Certificate of Achievement for Excellence in Financial Reporting for Fiscal Year 2017

4B.2 Financial administration responsibilities are organized into specific assignments,  
which are supported by specific clearly-defined policies.

**Description**

Not required

**Appraisal**

Not required

**Plan**

Not required

**References**

Not required

4B.3 The agency explains projected operating deficit (expenditures exceeding revenues in a budget year) and develops a plan to rectify the deficit.

**Description**

Not required

**Appraisal**

Not required

**Plan**

Not required

**References**

Not required

4B.4 The agency establishes and meets a schedule for review of financial reports.

**Description**

Not required

**Appraisal**

Not required

**Plan**

Not required

**References**

Not required

**CC 4B.5 Qualified auditors conduct annual independent financial audits for the prior fiscal year. If deficiencies exist, the agency makes plans to resolve audit exceptions.**

**Description**

Not required

**Appraisal**

Not required

**Plan**

Not required

**References**

Not required

4B.6 The agency and any subsidiary entities or auxiliaries have financial risk management policies and programs that protect the agency and its assets.

**Description**

Not required

**Appraisal**

Not required

**Plan**

Not required

**References**

Not required

4B.7 Programs designed to develop financial support from outside sources are planned and coordinated to reflect the objectives of the agency. Agency policies govern all fund raising activities; comply with GAAP and/or other recognized financial principles; and are subject to public disclosure and periodic independent financial audits.

**Description**

Not required

**Appraisal**

Not required

**Plan**

Not required

**References**

Not required



4B.8 Any revenue producing organizations permitted to use the agency's name and/or reputation conform to agency principles of financial operation.

**Description**

Not required

**Appraisal**

Not required

**Plan**

Not required

**References**

Not required

4B.9 The agency provides financial management policies on any grant program where funding is received from an outside source. Provisions to ensure compliance with all granting agency requirements must be outlined and monitored.

**Description**

Not required

**Appraisal**

Not required

**Plan**

Not required

**References**

Not required

4B.10 The agency has adopted policies of the financial management program which sets, and utilizes fees and charges.

**Description**

Not required

**Appraisal**

Not required

**Plan**

Not required

**References**

Not required

#### **Criterion 4C: Resource Allocation**

Appropriately allocated financial resources support the established organizational mission, the stated long-term plan, goals and objectives, maintain the quality of programs, and services.

Financial stability is a fundamental aspect of an agency's integrity. The agency must ensure that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.

#### **Summary:**

Gainesville Fire Rescue (GFR) is administratively structured to reflect the agency's program goals and objectives and includes the following categories: Administration, Operations, Risk Reduction Bureau, Fire Inspections, Public Education, Investigative Services, Training Bureau, Information Technology, Special Operations, and Emergency Management. Funding is allocated within these categories for personnel and resources with the exception of capital purchases which are funded through the city's capital improvement plan. Budget monitoring occurs within the agency throughout the fiscal year to identify any gaps in resource allocation that may need to be addressed. The Deputy Fire Chief, the Fire Chief's Administrative Assistant, and Account Clerk, Sr. then meet with the Office of Budget and Finance quarterly to review expenditures to date and projections for the remainder of the budget year for personal services, operating expenses, and capital outlay for all GFR programs.

**Performance Indicators:**

**CC 4C.1 Given current and anticipated revenues, the agency can maintain adopted levels of service.**

**Description**

In the initial phases of the budget preparation process, the city's Office of Budget and Finance provides the department with a target budget based on anticipated revenues to the general fund and from the special assessment for fire services to allocate resources by unit, program and project for providing basic services using these elements:

1. Personal Services – base salary, premium pay, and benefits
2. Operating – expense budget for non-capital equipment, consumable materials and supplies, contract services
3. Capital Outlay – capital equipment and vehicles

Department staff, including the chief officers, review the department's programs and proposed budget to make recommendations for decrements, if required, and increments for each program area. Information on programs and revenue can be located in the City's Financial and Operating Plan – Fire Rescue Section and the Gainesville Fire Rescue Strategic Plan Section Financial Considerations.

**Appraisal**

The department has been able to provide its adopted levels of service for emergency operations, risk reduction, training, emergency management, and administration, including the addition of personnel for the southwest service area and the construction of a new Fire Station 1 which opened in July 2018. The department has identified program goals, such as the restoration of a Fire and Life Safety Educator and an additional Fire Inspector which have not been funded. Consequently, the Chief has committed one Operations member to an out-of-class assignment as an Inspector.

**Plan**

The department will continue to update its strategic plan and programs annually and will work with budget staff to ensure the City Manager's Office is informed of the potential

impacts to programs and activities related to revenue projections and will continue to submit increment requests for positions needed to fulfill its mission.

**References**

1A.4 Current Financial & Operating Plan – Fire Rescue Section

4A.1 GFR Strategic Plan Section Financial Considerations

4A.1 Email from OBF with Instructions for Budget Development of FY18 & FY19

**4C.2 The governing body has an investment policy.****Description**

The City's investment policy applies to the investment of operating and capital funds under the control of the City that are in excess of those required to meet current expenses. The investment policy does not apply to pension or retirement funds, other post-employment benefit (OPEB) funds, certain special use funds, or funds related to the issuance of debt where there are other existing policies or indentures in effect for such funds. All funds are subject to regulations established by the State of Florida. The covered funds are defined in the City's Comprehensive Annual Financial Report (CAFR). Except for excluded funds, and restricted and special funds, the City commingles its funds for investment purposes to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income is allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles. The City has adopted investment ordinances which are codified in Section 2-438, of the City of Gainesville Code of Ordinances which references the City's investment policy.

**Appraisal**

The City's investment policy defines the investment parameters and outlines the procedures and practices required to ensure the judicious and proficient investment and fiscal management of City funds. The guidelines provide safeguarding of City investment assets and allow investment staff to function effectively and responsibly.

**Plan**

The City's investment portfolio will be managed in accordance with the parameters specified within the policy. A series of appropriate benchmarks shall be established against which portfolio performances shall be compared on a regular basis.

**References**

- 4C.2 City of Gainesville Investment Policy
- 4C.2 City of Gainesville Code of Ordinances – Section 2-438 – Investment of funds of the City
- 4C.2 City of Gainesville Comprehensive Annual Financial Report

4C.3 Policies, guidelines, and processes exist for procurement practices within the agency.

### **Description**

The City's Financial Services Procedures Manual Section 41-000 Purchasing sets forth the purpose and scope to initiate, process, approve, and monitor the purchase of all goods and services for the City. The procedure outlines the bidding process and/or procurement of typically, but not limited to, the following items and/or services: Materials and supplies, maintenance or repair type services, construction, new or renovation of City facilities, and contractual/professional services. The procedure also addresses pre-solicitation procedures, making the solicitation, bid control procedures, bid opening process, bid evaluation and purchase order issuance, supplemental and miscellaneous procedures. Sections of 41-000 were updated by Resolution #170116 and passed the City Commission on July 6, 2017. Section 43-000 Procurement Card Program is designed to improve efficiency in processing low dollar purchases from any vendor that accepts the Visa credit card. GFR SOG 131 Procedures for Procurement Card Purchases further outlines the cardholder's responsibility, the assignment of procurement cards which includes limits, instructions for using the procurement card, the processing of receipts and monthly statements, and the approval process both in VisaWorks and the City's Finance System.

### **Appraisal**

The City's Financial Services Procedures Manual section 41-000 Purchasing effectively defines and communicates the purchasing process in order to ensure consistency among all organizational units and compliance with all applicable City policies. The procedure provides City staff with an organized source of information regarding policies, procedures and responsibilities which is required to make a purchase. Section 43-000 Procurement Card Program and GFR SOG 131 provide an efficient method of purchasing and paying for goods and services not exceeding \$2,000 per purchase. These procedures also ensure that procurement card purchases are in accordance with the City's policies and procedures and that the City bears no legal liability from inappropriate use of procurement cards.



## **Plan**

GFR will continue to review, audit, and abide by the City's Financial Services Procedures Manual Section 41-000 Purchasing (including Resolution 170116), Section 43-000 Procurement Card Program, and GFR SOG 131 – Procedures for Procurement Card Purchases.

## **References**

- 4C.3 City of Gainesville Financial Services Procedures Manual – Section 41-000 Purchasing
- 4C.3 City of Gainesville Financial Services Procedures Manual – Section 43-000 Procurement Card Program
- 4C.3 GFR SOG 131 – Procedures for Procurement Card Purchases
- 4C.3 Purchasing Policy Resolution #170116 approved by the City Commission July 6, 2017

**4C.4 Plans exist for the payment of long-term liabilities and debts.****Description**

The City of Gainesville has a debt management policy adopted by the City Commission to assist the government in meeting its goals and objectives by contributing to the ongoing financial health and stability of the organization. It facilitates access to the debt markets to meet both scheduled and unscheduled needs, assists the organization in controlling the type and levels of outstanding obligations, and provides a framework within which each potential issuance can be evaluated. It establishes parameters for issuing debt and managing a debt portfolio that encompass existing legal, economic, financial and capital market conditions, the City's capital improvement needs, and its ability to repay financial obligations as they become due. This policy guides the City in policy and debt issuance decisions, assists the City in maintenance, acquisition and replacement of appropriate capital assets for present and future needs, promotes sound financial management, and enhances the City's credit rating.

**Appraisal**

One of the most significant long-term liabilities for the City of Gainesville has been post-employment benefits such as pensions. The City has successfully used bond proceeds in recent years to fund pension obligations and has begun the process of modifying pension plans to reduce the long-term pension liability. Bond funding has also successfully been used for capital planning. The construction of the new Fire Station 1 was supported by bond funding.

**Plan**

GFR will continue to adhere to this policy and remain in compliance by following the instructions of the budget and finance staff during each biennial budget process and to address and plan for the payment of long-term liabilities and debt.

**References**

- 4A.1 Current Financial & Operating Plan – Budget Overview Section – Capital Improvement Planning Policy
  - 4C.4 Current Financial & Operating Plan – Budget Overview Section - Debt Management Policy
-

4C.5 The agency projects future asset maintenance costs with related funding plans.

### **Description**

Gainesville Fire Rescue (GFR) projects and plans maintenance costs of future assets through the adopted annual financial and operating and capital improvement plans using various funding sources in General Fund and Fleet Fund. The Fleet Department is responsible for projecting and planning variable and fixed maintenance costs and providing projected costs to departments to budget in their non-discretionary line items. GFR is responsible for projecting maintenance costs on its fixed assets inventory using a combination of in-house resources, outsourcing, and contractual services. Asset maintenance is also addressed through the capital improvement planning process. The FY15-19 Capital Improvement Plan includes \$50,000 each year of FY15 through FY19 for facilities maintenance. Additional information is located in the GFR Strategic Plan Section 5.0 Financial Considerations.

### **Appraisal**

The City's budget planning and capital improvement planning processes have ensured that maintenance costs for assets such as buildings, fleet, and capital equipment are planned for. In some cases, the department has identified funds within its own budget, such as renovations to existing fire stations or for maintenance of critical equipment, such as cardiac monitors. In other cases, particularly fleet maintenance, GFR managers have worked with City Budget and Fleet staff to plan and adjust for maintenance costs. The agency has not gone over budget due to unanticipated maintenance costs.

### **Plan**

GFR will continue to participate in the capital improvement planning process and review its annual fixed assets inventory to project maintenance costs through two to five years' historical analysis of actual expenditures and plan for variances or anomalies.

### **References**

- 1A.4 Current Financial & Operating Plan – Fire Rescue Section
  - 2D.7 GFR Capital Improvement Plan
  - 4A1. GFR Strategic Plan Section 5.0 Financial Considerations
  - 4C.5 Current Financial & Operating Plan – Fleet Management
-

4C.6 Financial plans avoid the use of one-time funding sources to cover ongoing costs unless plans are provided to ensure a means of continuity for personnel resources and capital assets.

**Description**

The City of Gainesville has a budget administration policy adopted by the City Commission to establish service levels and priorities that provide guidance to management in preparing the budget. The City is consistent in educating the public and City Commission that sound budgeting practices include using one-time funding only on one-time costs, but not using it for recurring costs. The City's five-year financial forecast and biennial budget process also assist with preventing the use of one-time funding on recurring costs. Gainesville Fire Rescue (GFR) may use one-time funding sources for initial startup costs, but ongoing costs are then projected into future fiscal years' financial and operating plans. An example is federal funding used for 9 new positions to increase staffing in the Southwest.

**Appraisal**

One-time funding sources have been used appropriately by the City for GFR needs; for example, the construction of the new Fire Station 1 was achieved through bond funding. Grant funding has also been successfully used as on-time funding for start-up costs, such as the purchase of medical, hazardous materials, and technical rescue equipment, which is then maintained with GFR's department budget.

**Plan**

GFR will continue to follow the city's budget guidelines and will project and plan for ongoing costs in the event that one-time funding sources are used.

**References**

1A.4 Current Financial & Operating Plan – Fire Rescue Section

4C.6 Current Financial & Operating Plan – Budget Overview Section - General  
Government Budget Administration Policy

4C.7 The governing body has adopted a general fund reserve policy and established a time frame to meet established reserve fund levels. Operating revenues or expenditures should be established as the basis of the fund policy.

**Description**

The City of Gainesville has had a General Fund Reserve Policy adopted by the City Commission to ensure General Government's orderly provision of services to its citizens, availability of adequate working capital, planning for contingencies, and retention of the City's good standing with the rating agencies and the credit markets. This policy requires for each fiscal year, the unassigned fund balance of the General Fund will be at least 10% of the Adopted General Fund Revenue Budget (excluding one-time appropriations from fund balance). The balance is to provide for budget fluctuations, electric deregulation, unanticipated emergencies, or any other financial uncertainties. The City is in compliance with this policy.

**Appraisal**

In FY2014, the City Commission amended the percentage from the originally adopted level of 8.33% to 10%. The City has an appropriate reserve policy and has maintained reserve funding for each budget year. As an example, at the end of FY16, the unassigned fund balance was \$17,050,156 which exceeded the 10% level by 5.8% of total expenditures and transfers out. The portion of the General Fund unassigned fund balance that exceeds the minimum required level may be appropriated as needed and expended.

**Plan**

The City will continue to adhere to this policy and remain in compliance each fiscal year by budgeting adequate reserve funds as it compares with state funding laws.

**References**

- 4C.2 City of Gainesville Comprehensive Annual Financial Report
- 4C.7 Current Financial & Operating Plan – Budget Overview Section – General Fund Reserve Policy (pages 75-76)

4C.8 The agency maintains contingency funds in accordance with generally accepted accounting practices (GAAP) recommendations and anticipate budgetary restrictions and or shortfalls.

**Description**

The City has a Contingency Account which is a budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. The City Manager can approve budget transfers within and between operating departments and divisions of the same fund. All inter-fund budget transfers require approval of the City Commission, as do transfers from contingency funds exceeding \$50,000. The FY2017 Financial and Operating Plan – General Fund Contingencies and Transfers section shows that from FY2014 through FY2017, the City Manager has \$18,765 budgeted as contingency. In FY2014, 33.2% was used and in FY2015, 64.66% was used.

**Appraisal**

The City has an appropriate contingency fund and has maintained contingency funding for each budget year.

**Plan**

The City will continue to adhere to this policy and remain in compliance each fiscal year by budgeting adequate contingency funds.

**References**

4C.8 FY2017 Financial & Operating Plan – General Fund Contingencies and Transfers

## **Category V: Programs**

This category is defined as the agency services, activities, and responses provided for the community or facility that are designed, organized, and operated in compliance with the agency's mission, goals, and objectives. Category VIII – Training and Competency, however, appraises the level of proficiency with which personnel actually perform within these programs.

The key elements used to evaluate these services are: adequacy, deficiency, effectiveness, methods, and results of programs. For purposes of accreditation, these terms are defined within the glossary.

The agency's mission, goals, and objectives should determine the applicability of all the listed programs. The agency should decide the relevancy of each criterion in their self-assessment manual. For criteria in Category V "Programs" that are not applicable to the agency, the agency should briefly explain why it does not provide this program.

## Category V

### Criterion 5A: Community Risk Reduction Program

The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting, and control of fires. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific community risk reduction program.

#### Summary:

Gainesville Fire Rescue (GFR) has three full-time Fire Safety Inspectors and one interim inspector on loan from Operations working under the direction of the Risk Reduction Bureau Assistant Fire Chief. Fire Safety Inspectors work closely with the City of Gainesville's building officials and fire protection specialists to address occupant safety and property protection issues related to building construction and usage. One of the fire inspectors also conducts plans reviews for new construction. GFR follows the adopted Florida Fire Prevention Code and Life Safety Code in its efforts to ensure compliance with current safety standards.



**Performance Indicators:****CC 5A.1 The authority having jurisdiction has an adopted fire prevention and building code(s).****Description**

In 1960, the City of Gainesville established a Fire Prevention Bureau, now known as the Risk Reduction Bureau (RRB). The Gainesville Code of Ordinances Part II Chapter 10 Article I includes the authorization to enforce all regulations issued by the state fire marshal under Florida State Statute Title XXXVII Chapter 633 Fire Prevention and Control. The Code of Ordinances Part II Chapter 10 Article II includes the adoption of the Florida Fire Prevention Code and Life Safety Code. Gainesville Fire Rescue utilizes the Florida Fire Prevention Code adopted December 31, 2017. This code is based on both the National Fire Protection Association (NFPA) 1 and the NFPA 101 Life Safety Code. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 10 of 10 for Fire Prevention Code Regulations.

**Appraisal**

Gainesville's Code of Ordinances has established the lawful adoption of the Florida Fire Prevention Code and provides the Fire Chief and Assistant Fire Chief with the appropriate levels of authority to enforce the adopted fire prevention code and to allow for variances.

**Plan**

GFR will continue to utilize and enforce the current Florida Fire Prevention Code and Florida State Statute Title XXXVII Chapter 633 Fire Prevention and Control. The next revision of the Florida Fire Prevention Code will be adopted on December 31, 2020. GFR will participate in the review process for the impending triennial change of the code.

**References**

- 5A.1 Gainesville Code of Ordinances Part II Chapter 10 Article I
- 5A.1 Gainesville Code of Ordinances Part II Chapter 10 Article II
- 5A.1 ISO Survey 2014 page 22
- 5A.1 Florida State Statute Title XXXVII Chapter 633 Fire Prevention and Control

**CC 5A.2 The code enforcement program ensures compliance with applicable fire protection law(s), local jurisdiction, hazard abatement, and agency objectives as defined in the community risk assessment and standards of cover.**

### **Description**

The Gainesville Fire Rescue (GFR) Risk Reduction Bureau (RRB) conducts periodic inspections of commercial buildings and annual inspections of daycares, residential board and care facilities, assisted living facilities, and adult family care homes for code compliance. The RRB coordinates with the Alachua County School Board fire inspector to ensure code compliance for schools within the city limits. GFR RRB does not conduct inspections of any federal-, state-, or county-owned buildings. The RRB Assistant Chief coordinates with the City Building Department to ensure code compliance in new construction, renovations, and building alterations. Inspection compliance is ensured through follow-up inspections. If, during a second visit, violations have not been corrected, a re-inspection is performed. If, upon subsequent visits, compliance is not obtained, a citation or notice to appear may be issued. The process is documented in the Risk Reduction Bureau Inspection Procedure process chart. In 2007, GFR recognized the need to address overcrowding at bars and nightclubs and adopted City Ordinance 10 Article V Assembly Occupancy Safety. GFR uses night inspections to monitor compliance with public assembly requirements. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 10 of 10 for Fire Prevention Code Regulations.

### **Appraisal**

The GFR code enforcement/fire safety inspection program staff has successfully worked with property owners to achieve a high degree of voluntary compliance with state and local laws and ordinances. The challenges have been in adjusting the inspection schedule to address the increasing amount of inspection eligible properties with no increase in inspection staff.

**Plan**

GFR will maintain a compliance-based program and will work to secure a new fire inspector to address the rapidly growing number of inspection eligible properties.

**References**

5A.1 ISO Survey 2014 page 22

5A.2 Risk Reduction Bureau Inspection Procedure Process Chart

5A.2 City Ordinance 10 Article V Assembly Occupancy Safety

**CC 5A.3 The program has sufficient staff with specific expertise to meet the community risk reduction program goals, objectives and identified community risks.**

**Description**

There are six personnel assigned to the Gainesville Fire Rescue (GFR) Risk Reduction Bureau (RRB) for inspection/investigation services: One Assistant Chief serves as Fire Marshal; one certified Fire Investigator who is also a certified Fire Safety Inspector; and four personnel performing the duties of Fire Safety Inspectors with one being on loan from Operations. One inspector also completes plans reviews. All Fire Safety Inspectors are certified in accordance with the Florida State Statute Title XXXVII Chapter 633 Part 2 Section 216. The Fire Safety Inspectors also review citizen complaints and respond to inquiries and complete site-inspections for issuance of fireworks and construction-related burn permits. The 2014 Insurance Services Office (ISO) Survey resulted in a score of 1.61 of 8 for Fire Prevention Staffing and 6 of 6 for Certification and Training.

**Appraisal**

The City has employed adequate staff to ensure general fire prevention/life-safety related program goals related to code compliance are addressed; however, it has been challenged to meet inspection targets during recent fiscal years. There are over 6,000 business occupancies that should be inspected. GFR's current staffing has allowed the RRB to cover the city on a five-year cycle with the exception of the public assemblies, healthcare facilities, daycare facilities, schools and high-hazard occupancies that require annual inspection. Due to budget cuts, the RRB lost its only Staff Assistant position in October of 2009, which has added administrative workload to all members of the RRB.

**Plan**

GFR will continue to provide the certified personnel to conduct Fire Safety Inspections and will address staffing needs through the annual strategic planning and budget development processes.

**References**

5A.1 ISO Survey 2014 page 22

5A.3 Florida State Statute Title XXXVII Chapter 633 Part 2 Section 216

5A.4 A plan review process ensures that adopted codes and ordinances determine the construction of buildings and infrastructure (such as hydrants, access, street width).

**Description**

Gainesville Fire Rescue's (GFR) Risk Reduction Bureau (RRB) conducts all development/site plan reviews. Review of construction plans requiring a building permit are conducted by the City of Gainesville Building Department. The RRB Chief provides oversight for compliance with the Florida Fire Prevention Code. GFR is an active member of the City of Gainesville's Technical Review Committee (TRC). Proposed developments are reviewed to ensure compliance with the current edition of the Florida Fire Prevention Code and the City of Gainesville Code of Ordinances; Chapters 10 and 30. As a member of the TRC, RRB provides comments to the developer in Project Dox, which must be addressed before receiving approval. Comments are also recorded in the RRB Database.

**Appraisal**

Membership on the TRC ensures collaboration with other city departments. The process was updated in 2017 to allow the GFR Inspector to complete the review process electronically which has reduced the amount of time and resources required.

**Plan**

The RRB will continue to serve as an active member on the TRC and review all Development/Site plans related to a proposed development and provide related comments.

**References**

5A.4 Sample Development/Site Plans Review Comments from RRB Database

- CC 5A.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.**

### **Description**

Gainesville Fire Rescue's (GFR) Risk Reduction Bureau (RRB) conducts a formal annual program appraisal to evaluate both the impact of its inspection practices as well as track the quantity and square footage of inspections performed by each inspector. As part of the ongoing program appraisal for continuous improvement, inspection data will be compared to fire loss data and used for data driven compliance based inspection program.

### **Appraisal**

The annual appraisal for 2017 provided a comprehensive assessment of the GFR community risk reduction program. GFR performed 3533 building inspections totaling 23,979,468 square feet of space inspected. GFR currently has good metrics and data collections practices imbedded in the culture of the RRB to facilitate a formal and documented community risk reduction appraisal.

### **Plan**

GFR will continue to use the annual program appraisal to provide a comprehensive assessment of the effectiveness of its community risk reduction program. The RRB Assistant Chief will submit a productivity report to the department executive team quarterly and a formal and documented appraisal annually.

### **References**

2D.5 2017 Annual Program Appraisal for Fire Prevention

5A.6 The community risk reduction program identifies the frequency that occupancies are inspected.

### **Description**

Gainesville Fire Rescue (GFR) Risk Reduction Bureau (RRB) identifies the frequency that occupancies are inspected through the use of Standard Operating Guidelines (SOG) 808-Fire Inspection Schedule Guidelines which outlines the requirements of state statutes as well as the use of a risk profile score. Daycare facilities, healthcare facilities, group homes, and educational facilities are inspected annually per state requirements as these represent the more vulnerable members of the population. High-hazard occupancies are inspected annually for their increased hazard. All bars and night clubs also receive annual regular inspections in addition to irregular night inspection to verify compliance when crowds are present. Temporary tents and special event are inspected as part of their requirement for opening. All other occupancies receive inspections as part of a five-year rotation to assure all occupancies are inspected. Particular attention is paid to assembly occupancies given their larger life safety exposure with a concentration of people present.

### **Appraisal**

The RRB has adequate staff to ensure this inspection schedule is kept; however, it has been challenged to meet inspection targets during recent fiscal years given the commercial growth of Gainesville. GFR's current staffing has allowed the RRB to cover the city on a five-year cycle with the exception of the occupancies that require annual inspection. Due to 2009 budget cuts, the RRB lost its only Staff Assistant position in, which has added administrative workload to all members of the RRB.

### **Plan**

GFR will continue to conduct its community risk reduction program fire inspections of occupancies based on SOG 808. GFR will continue to provide the certified personnel to conduct Fire Safety Inspections and will address staffing needs through the annual strategic planning and budget development processes.

### **References**

- 2B.1 Sample from GFR Risk Reduction Bureau Building Database with Building Details
- 5A.6 GFR SOG 808-Fire Inspection Schedule Guidelines

5A.7 The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

### **Description**

Gainesville Fire Rescue (GFR) has a goal of zero fire deaths in the City of Gainesville. In the event of a fire death a formal investigation will be conducted. GFR maintains an annual goal of reducing the number of fires involving both single family residential and commercial properties. GFR maintains an annual goal of reducing the value of properties threatened by fires, as well as the value of property damaged and lost to fires. GFR maintains an annual goal of zero fires involving properties inspected within the previous twelve months. Fires involving previously inspected commercial properties are identified during the fire investigation process. The status of achieving stated annual goals is tracked during development of GFR's Annual Program Appraisals and the GFR Strategic Plan. Goals are achieved through community involvement, education, prevention efforts and rapid intervention.

### **Appraisal**

At the end of August 2018, GFR experienced one fire death and has a formal investigation underway. GFR responded to 37 confirmed building fires during 2017. Six fires resulted in total property loss of over \$100,000 and none of those involved a fatality. Single family residential structure fires increased from 22 in 2016 to 24 in 2017, which is a 9% increase. Commercial building fires were reduced from 26 in 2016 to 13 in 2017, which is a 50% reduction. The total estimated property value of buildings impacted by fire was \$6,223,100 and the total loss was \$1,219,370. The total value of property saved was \$5,003,730.

### **Plan**

GFR will continue to strive for a loss reduction benchmark of zero fire deaths. GFR intends to improve the process for tracking loss reduction benchmarks by conducting monthly data collection and analysis. GFR will also continue to promote its fire sprinkler initiative.



## **References**

2B.3 Fire Suppression Annual Program Appraisal

3B.1 GFR Strategic Plan Goals and Objectives Section

5A.8 Fire inspection personnel should receive annual continuing education to maintain proficiency.

**Description**

Gainesville Fire Rescue (GFR) Fire Inspectors are required by the Florida Administrative Code 69A-39.009(1)(b)(1) to complete 54 hours of state recognized training every four years. Of this, at least eight must pertain to the Florida Fire Prevention Code.

Certifications are managed by GFR for fire service personnel to assist with compliance.

Continuing education classes are held on-site and two weeks of training time is allotted annually to attend training at the Florida State Fire College.

**Appraisal**

GFR's training program exceeds state minimum requirements. All inspectors have both Inspector I and II certification. Eighty or more hours of state recognized continuing education are typically accrued annually through a combination of local training and classes taken at the Florida State Fire College.

**Plan**

GFR will continue to provide adequate training to exceed state requirements and maintain fire inspection proficiency.

**References**

5A.8 Florida Administrative Code 69A-39.009(1)(b)(1)

5A.8 Sample GFR Training Database Report for Fire Safety Inspector

## **Category V**

### **Criterion 5B: Public Education Program**

A public education program is in place and directed toward reducing specific risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for a specific public education program.

#### **Summary:**

Gainesville Fire Rescue (GFR) has one full-time Fire and Life Safety Educator (FLSE) in the Risk Reduction Bureau (RRB) who provides fire and life safety education programs for the community. The public education program succeeds in delivering education through a variety of venues, such as fire station tours; fire company visits to schools and other sites; monthly and annual events at Kiwanis Safety City; Project Get-Alarmed for smoke alarms in low income residences; Safe Assembly Training-developed by GFR and delivered by RRB staff to improve crowd safety in public assemblies; the annual Junior Fire Academy; the annual City Of Gainesville Citizens' Academy; and, by partnering with other city departments and local public safety agencies to deliver safety instruction.

**Performance Indicators:**

**CC 5B.1 The public education program (such as development and delivery) targets specific risks, behaviors, and audiences identified through incident, demographic, program data analysis, community risk assessment, and standards of cover.**

**Description**

Gainesville Fire Rescue (GFR) creates a public education plan for at-risk audiences based on actual calls for service, community healthcare statistics, and county health reports. In January of each year, the Fire and Life Safety Educator (FLSE) looks at GFR response data from the previous year and develops the public education programs and campaigns from that analysis. *Firefighter Is Our Friend* is the focus for preschool programs with children ages 2-4. *Stop, Drop, and Roll* as well as *Get Down, Get Out, and Get on the Phone* is for children ages 5-6 years old. Children 7-9 usually receive *How and When to Dial 9-1-1* programs. With middle and high school students, the focus is on how smoke is science and how to use fire extinguishers. Anytime children of any age group visit Safety City they receive education on, but not limited to, fire safety, bicycle safety, pedestrian safety, and vehicle safety through partnerships with other city departments. Young adult programs focus on home fire safety and safe car seat usage for parents and caregivers. GFR uses the *Remembering When* program from the National Fire Protection Association (NFPA) for our seniors which focuses on slips, trips, falls, and home fire safety. Employees of public assemblies can attend the Safe Assembly Training program, which is a crowd management training class that also highlights self-conducted life safety checks. GFR also develops specialized fire and life safety education programs for other locations such as group homes and retirement communities and for locations with frequent but preventable incidents, such as falls. *Operation Extinguish* is GFR's youth firesetter intervention program based on referrals from parents/ caregivers, fire investigators, and the youth judicial system either as a probation requirement or as a diversionary program. Participation in these activities is documented in the Risk Reduction Database and reported in the Public Education Annual Program Appraisal. The 2014 Insurance Services

Office (ISO) Survey resulted in a credit of 17.95 of 30 for Public Fire Safety Education Programs.

### **Appraisal**

GFR has developed a broad public education program to target specific risks and risk audiences. From January 2017 through December 2017, GFR delivered fire and life safety education during 259 education events reaching a total of 27,328 citizens.

### **Plan**

GFR will continue to analyze call data and other local sources to identify target risks and populations each year. This information will provide the template for preparing the GFR educational and awareness programs designed to meet the community's needs.

### **References**

2D.5 Public Education Annual Program Appraisal

5A.1 ISO Survey 2014 page 22

**CC 5B.2 The program has sufficient staff with specific expertise to meet the public education program goals, objectives, and identified community risks.**

**Description**

Gainesville Fire Rescue's (GFR) Fire and Life Safety Educator (FLSE) job description requires graduation from an accredited four- year college or university with a focus on education, public relations and communication; State of Florida certification as an Emergency Medical Technician (EMT); CPR Instructor Certification; valid Florida Driver's License; and the ability to be available and on call 24 hours per day. GFR has one FLSE who meets these requirements. GFR's second FLSE position was deleted in FY09 due to budget restrictions. The current FLSE has earned a bachelor's degree in Fire and Emergency Services from the University of Florida, is a National Pro-Board certified Public Fire and Life Safety Educator I, and has completed Fire and Life Safety Educator I and II; Course Delivery, and Course Design through state-level training. The FLSE has also completed National Incident Management System courses IS100, IS200, IS300, IS400, IS700, and IS800. She has completed Presenting Effective Public Education Program, Fire Prevention for High Risk Populations: Age and Disability Factors, and Youth Firesetter Intervention Specialist I and II through the National Fire Academy. She is a certified Car Seat Instructor, certified radKID Instructor, and Fire Service Instructor III. She is certified as a Florida EMT and Firefighter I. In 2009, she was awarded the Fire and Life Safety Educator of the Year Award as well as the Award for Excellence in Community Public Education from the Florida Fire Chief's Association. In 2016, she was awarded the Employee of the Year award from GFR. She has served as the secretary of the Florida Association of Fire and Life Safety Educators through the Florida Fire Marshal and Inspectors Association since 2014. The 2014 Insurance Service Office (ISO) Survey resulted in a credit of 10 of 10 for Public Fire Safety Educators Qualifications and Training.

**Appraisal**

GFR's FLSE has specific expertise and training to accomplish the public education program goals. During 2017, the program reached over 27,000 citizens. Due to the

elimination of the second FLSE position, GFR has ceased its Fire Extinguisher Training Program and has been time-limited in developing new adult programs. GFR has attempted to restore and modify this position as a Community Relations Coordinator and submitted an increment request for FY18-19 which has not been approved.

**Plan**

Gainesville Fire Rescue is committed to providing quality public education programs with the current staffing level. GFR will continue to request another educator through the biennial budget process.

**References**

- 5A.1 ISO Survey 2014 page 22
- 5B.2 Fire and Life Safety Educator Job Description
- 5B.2 FLSE Training and Certification Records

**CC 5B.3 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance.**

### **Description**

Gainesville Fire Rescue (GFR) reviews public education efforts on a monthly basis and establishes program goals each January. The Risk Reduction Bureau Assistant Chief and the Fire and Life Safety Educator (FLSE) look at call statistics, statistics from local hospitals, and statistics from the Alachua County Health Department to see if there is a correlation between the number of particular call types and education efforts. An Annual Program Appraisal is completed after the end of each calendar year and submitted to the Fire Chief. The appraisal is based on the activity of one FLSE who works with partner agencies and GFR's Operational personnel to deliver programs.

### **Appraisal**

The annual program appraisal effectively documents the results of the Risk Reduction Bureau's Public Education efforts. Measures are reported in several categories and the overall goal of reaching 17% of the community was exceeded for 2017 with 21% reached.

### **Plan**

GFR will continue to evaluate the program on an annual basis in January each year to evaluate program effectiveness in identifying risks and delivering appropriate community education.

### **References**

5B.1 Public Education Annual Program Appraisal



5B.4 There are programs in place that identify large loss potential or high risk audiences (such as low socio-economic status, age, cultural/ethnic differences where appropriate), forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents (such as home safety visits, smoke alarm installations, free bicycle helmet programs, falls prevention programs, etc.).

### **Description**

Gainesville Fire Rescue (GFR) provides three key programs that improve fire protection and injury prevention for target audiences. The first program provides free smoke alarm installation for qualifying residents; guidelines are included in SOG 806 Project Get-Alarmed Procedures. Another program is for free bicycle helmets through the Florida Bicycle and Pedestrian Resource Center. Families that request them can receive a free, properly fitted bicycle helmet for children while receiving bike and pedestrian education. Of significant impact to time and resources due to high demand, is the car seat program. GFR hosts car seat inspection stations where families or caregivers can sign up to purchase a reduced price car seat or have the installation of a car seat that they own checked. Measures are provided in the Public Education Annual Program Appraisal.

### **Appraisal**

GFR has programs in place to support protection and prevention efforts for target audiences. The agency is generally able to meet the program needs for the target audiences; however, these programs are seeing increases in the amount of needs which impacts time and resource supply. The agency would benefit from the addition of the Community Relations Coordinator to assist with outreach to target audiences.

### **Plan**

GFR will continue to evaluate programs that enable improved fire protection and injury prevention for target audiences and will continue to work with community partners, such as American Red Cross, to reach and serve target audiences. GFR will continue to submit increment requests for an additional full-time position to support this program.

### **References**

5B.1 Public Education Annual Program Appraisal

5B.4 SOG 806 Project Get-Alarmed Procedures

5B.5 The agency should evaluate the juvenile firesetter intervention program. This program should refer all juveniles identified as involved in fire-play or fire setting behavior for educational intervention or other intervention services.

**Description**

Gainesville Fire Rescue (GFR) provides Operation Extinguish as a Youth Firesetter Intervention Program. Children in Gainesville and surrounding areas can be referred to the program by their parents or caregivers, schools, the fire investigator, and/ or the juvenile justice system. Operation Extinguish is an education based program which uses the Federal Emergency Management Agencies (FEMA) risk evaluation forms. Once the youth is identified as low risk, moderate risk or high risk, an education plan is developed. Low risk and some moderate risk youth begin the education program directly. Other moderate risk and all high risk youth are referred to counseling or therapy before beginning the educational program. The program is documented in SOG 803 Juvenile Firesetter Program.

**Appraisal**

Operation Extinguish is the only active program in North Central Florida that is recognized as a court diversion program for youth firesetting. Since 2007, there have been 44 youths that have started in Operation Extinguish. Of those, 23 have successfully completed the program. Of the 23 that have completed, 20 were court ordered as a contingency of probation or as a deferment program option. To date, GFR is only aware of one participant who has been a repeat offender and he was one who did not successfully complete the program.

**Plan**

GFR will continue to monitor youth firesetting to identify trends in our community. GFR will continue to strengthen the established relationship with the juvenile justice system to further assist the youth with deferment options.

**References**

5B.5 SOG 803 Juvenile Firesetter Program

## **Category V**

### **Criterion 5C: Fire Investigation, Origin, and Cause Program**

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for fire investigation program.

#### **Summary:**

Gainesville Fire Rescue (GFR) has one full-time Investigative Service Officer (ISO), assigned to the Risk Reduction Bureau (RRB). When the ISO is off-call, the State of Florida Division of Investigative & Forensic Services is notified. All investigative services are maintained on a 24-hr basis. The RRB is currently planning an enhancement to the program by training a backup investigator as recommended in the 2014 Accreditation Report for Core Competency 5D.3. The RRB also has access to additional support and resources through local law enforcement including the Gainesville Police Department and the University Police Department. Origin and Cause investigations are conducted in accordance with the National Fire Protection Association (NFPA) 921 Guide, 2017 Edition for Fire and Explosive Investigations and NFPA 1033 Professional Qualifications for the Fire Investigator.

**Performance Indicators:**

**CC 5C.1 The agency's fire investigation, origin, and cause program is authorized by adopted statute, code, or ordinance.**

**Description**

The City of Gainesville Code of Ordinances Part II Chapter 10, Article 1, establishes the Risk Reduction Bureau (RRB) under the authority of the Fire Chief, to enforce the Florida Fire Prevention Code (FFPC) and Florida Statutes Chapter 633. The Gainesville Fire Rescue (GFR) fire investigation program is established by the City of Gainesville as a program under the supervision of the RRB's Assistant Chief who serves as the City's fire official.

**Appraisal**

The fire investigation program has been appropriately authorized as a function of the RRB. This has provided GFR with a full-time investigation program for many years. The Fire Investigative Service Officer (ISO) is a sworn law enforcement officer that works closely with the Gainesville Police Department (GPD). An investigative team concept has been developed for those occasions when an origin-and-cause determination overlaps with a criminal investigation, strengthening the relationship between both departments.

**Plan**

The RRB Assistant Chief will monitor the FFPC for modifications that would require changes to the adopted ordinances and continue to work with the ISO and GPD to ensure the fire investigation program is appropriately authorized.

**References**

5C.1 City of Gainesville Code of Ordinances part II, Chapter 10, Article 1

**CC 5C.2 The agency uses a consistent approach to the scientific method which is utilized to investigate and determine the origin and cause of all fires and explosions.**

**Description**

All fire investigations conducted by the Gainesville Fire Rescue (GFR) Risk Reduction Bureau (RRB) follow the guidelines set forth in NFPA 921: Guide for Fire and Explosion Investigations, 2017 Edition. GFR currently uses fully researched, science based, academically sound, valid and reliable forensic methods in determining origin and cause of fires, explosions, over-pressure accidents, and other incendiary or related events. The agency can provide, upon request, completed reports and training records that demonstrate compliance with the adopted process.

**Appraisal**

GFR has used the scientific method, as outlined in NFPA 921 2017 Edition, to conduct origin and cause investigations for several years. During 2016, 81 fire investigations were conducted: 67 were accidental, 7 incendiary, (with two arrests), 1 juvenile fire setter, and 4 undetermined.

**Plan**

GFR will continue to support and train the Fire Investigator and backup Fire Investigator to ensure that the standards are met.

**References**

5C.2 NFPA 921: Guide for Fire and Explosion Investigations, 2017 Edition

**CC 5C.3. The program has adequate staff with specific expertise, training, and credentials to accomplish the program's goals and objectives.**

**Description:**

The Risk Reduction Bureau (RRB) maintains professional requirements as outlined in NFPA 1033 Professional Qualifications for the Fire Investigator. The current Investigator is a sworn law enforcement officer through the State of Florida. Gainesville Fire Rescue (GFR) has an investigator available 24 hours per day, seven days a week to respond to all investigation requests. When the Investigator is off, the Division of Investigative & Forensic Services Bureau of Fire & Arson Investigations (State Fire Marshal) is requested and responds. The RRB has also provided training to one Fire Safety Inspector who serves as the backup fire investigator. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 4 of 8 for Fire Investigation Staffing and 6 of 6 for Certification and Training.

**Appraisal**

GFR has one full-time staff member with the appropriate level of training and authority to use the scientific method during origin and cause investigations. The plan is to continue the development of an inspector in applying the scientific method during origin and cause investigations to serve as a backup investigator.

**Plan**

GFR will provide continuing education for personnel with investigative responsibilities and encourages the continuing education at the Florida State Fire College, seminars, and conferences. GFR will continue to use succession planning to identify individuals for training to maintain adequate staffing.

**References**

- 5A.1 ISO Survey 2014 page 22
- 5C.3 NFPA 1033 Professional Qualifications for the Fire Investigator
- 5C.3 Training records for Investigative Service Officer
- 5C.3 Investigator law enforcement certification

5C.4 The agency has established written agreements and procedures, that are reviewed and revised at least annually, with relevant local, regional, state/provincial, and federal fire investigation agencies to ensure appropriate and consistent scene processing, evidence collection, and information sharing.

### **Description**

Gainesville Fire Rescue's (GFR) service area includes all of the Gainesville City limits, which is also concurrent with the Gainesville Police Department's (GPD) service area. GFR and GPD have an Agreement for Fire Investigations, which establishes protocols, responsibilities, and commitments for each organization. GPD works closely with GFR to provide operational support on fire scenes and technical expertise for investigating cases related to the prosecution of criminal offenses. Although GFR provides primary emergency response for the University of Florida, the Florida Division of Investigative & Forensic Services Bureau of Fire & Arson Investigations is responsible for conducting all fire origin and cause investigations on campus. GFR routinely initiates notification and response requests for the Florida Division of Investigative & Forensic Services Bureau of Fire & Arson Investigations, not only for on-campus fires, but also when resources and support are needed within the city limits of Gainesville.

### **Appraisal**

The Memorandum of Understanding between GFR and GPD provides adequate guidance and support for personnel conducting fire investigations, particularly those that might result in a criminal prosecution.

### **Plan**

GFR's Risk Reduction Bureau Assistant Chief will review the Agreement for Fire Investigations annually and submit amendments or updates when needed to the Fire Chief and the Chief of Police for approval.

### **References**

5C.4 Agreement for Fire Investigations

**CC 5C.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program and its efforts to reduce fires based on community assessment, standards of cover, and measures performance.**

**Description**

Gainesville Fire Rescue (GFR) Risk Reduction Bureau (RRB) completes an annual appraisal each January for all risk reduction programs, including fire prevention, public education and fire investigation. GFR’s fire investigation annual appraisal summarizes investigation program performance, status of goals, training, resource needs, and referrals to GFRs Fire and Life Safety Educator. In addition to the annual appraisal, GFR evaluates the fire investigation program in preparation for semi-monthly executive team meetings; during the Investigative Services Officer’s annual performance appraisal; and, during meetings with the Deputy Fire Chief.

**Appraisal**

These reviews, along with the annual program appraisal, have been adequately identifying program activity and needs that are assessed by the agency’s Executive Team for follow up through strategic and financial planning.

**Plan**

GFR’s Risk Reduction Bureau Assistant Chief will ensure current program appraisal efforts are continued and seek additional opportunities to develop processes to identify and address program needs.

**References**

5C.5 Annual Fire Investigation Program Appraisal



## **Category V**

### **Criterion 5D: Domestic Preparedness, Planning, and Response**

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

#### **Summary:**

By approval of the City of Gainesville City Commission and City Manger a City Emergency Manager was established in 2018 and assigned to the Fire Department with the Rank of District Chief.

The Emergency Manager oversees a multi-agency and all-hazards response program that includes all phases of disaster response (planning, mitigation and preparedness, response, recovery, and return to normalcy).

This program is outlined in the City of Gainesville Comprehensive Emergency Operations Plan, is updated with the Continuity of Operations Plan, and utilized by the City as a whole.

**Performance Indicators:**

**CC 5D.1 The agency publishes an all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency identifies and authorizes an appropriate multi-agency organizational structure to carry out the all-hazards plan predetermined functions and duties.**

**Description**

The City of Gainesville participates in the Alachua County Emergency Operations Center (EOC) and maintains a City EOC that operates at four levels of readiness. The City EOC is compliant with the National Incident Management System and uses a unified command structure for all-hazards response and coordination for resource deployment and requests. The City of Gainesville Comprehensive Emergency Operations Plan outlines the organizational structure, roles, and responsibilities of all participating departments and external agencies. The plan is published on the intranet for City employees and available on WebEOC for external partners.

**Appraisal**

The City of Gainesville activated its EOC multiple times in 2016 and 2017 in response to several hurricanes and tropical storms. In all cases, the plan provided appropriate guidance for staff responsibilities.

**Plan**

The City of Gainesville Comprehensive Emergency Operations Plan will be exercised at a minimum of once per year and will be reviewed and updated annually by the Emergency Management District Chief.

**References**

5D.1 The City of Gainesville Comprehensive Emergency Operations Plan

5D.2 The agency complies with the National Incident Management System (NIMS), or appropriate incident management system, and its operational methods are compatible with all external response agencies.

**Description**

On September 26<sup>th</sup>, 2005 the Gainesville City Commission passed Resolution 050446 Adopting the National Incident Management System (NIMS) for Citywide Use. The City and Gainesville Fire Rescue (GFR) have continued to comply with the NIMS since that time. Use of NIMS is referenced in the City's Comprehensive Emergency Operations Plan: Section Exercises and Training.

**Appraisal**

GFR has complied with and used the system successfully for multiple joint operations with the Alachua County Emergency Operations Center for tropical storm and hurricane events and for multi-agency coordination of community events with the risk of civil unrest. GFR maintains NIMS compliance through continued training of all personnel.

**Plan**

The Emergency Management District Chief will continue to ensure that all GFR members complete required NIMS courses appropriate for their roles and responsibilities in emergency preparedness.

**References**

5D.2 Resolution 050446 Adopting the National Incident Management System (NIMS) for Citywide Use

5D.2 City of Gainesville Comprehensive Emergency Operations Plan: Section Exercises and Training

5D.3 The agency identifies and documents outside agency support.

**Description**

The City of Gainesville is a signed member of Florida's Statewide Mutual Aid Agreement. The City has also been a party to the Tri-State Hazardous Materials Mutual Aid Response Team since September 2005 and the Inter-local Agreement for the North Central Florida Regional Hazardous Materials Response Team since March 2000. In 2018, the Inter-local Agreement between Alachua County and City of Gainesville Regarding Automatic Aid for Fire and EMS Services was approved to provide quickest unit response for specific emergency fire and medical incidents.

**Appraisal**

The agreements listed have appropriately identified and documented outside agency support from the local and state levels for disaster and day-to-day emergency response.

**Plan**

Gainesville Fire Rescue will review all mutual aid contracts annually to ensure they are up to date and will maintain participation in the State Mutual Aid Agreement.

**References**

- 5D.3 Florida's Statewide Mutual Aid Agreement
- 5D.3 Tri-State Hazardous Materials Mutual Aid Response Team
- 5D.3 Inter-local Agreement for the North Central Florida Regional Hazardous Materials Response Team (February 2018 version)
- 5D.3 Inter-local Agreement between Alachua County and City of Gainesville Regarding Automatic Aid for Fire and EMS Services

5D.4 The agency has processes to record information and provide data on needed resources, scope, nature of the event, and field resources deployed to local, state/provincial, and federal agencies.

**Description**

Gainesville Fire Rescue (GFR) operates under the National Incident Management System (NIMS) and uses the Incident Command System (ICS) forms provided by the Federal Emergency Management Agency (FEMA) to document information on data, scope, and field resources. These forms are maintained by the Emergency Management District Chief for activations of the Emergency Operations Plan. Additional documentation occurs through the Combined Communications Center's Computer Aided Dispatch system and GFR's Incident Reporting System.

**Appraisal**

During activations in 2016 and 2017, staff completed the specified FEMA forms in writing documenting all activities for personnel and equipment resources. This process ensures that the City can provide appropriate data for FEMA reimbursement requests if an emergency receives a federal declaration.

**Plan**

GFR will continue to use ICS forms to document information on data, scope, and field resources.

**References**

- 5D.4 Examples of completed FEMA forms from Hurricane Irma
- 5D.4 Example of CAD Incident Record from Hurricane Irma
- 5D.4 Example of GFR Incident Report from Hurricane Irma

5D.5 The agency, at least annually, conducts tests of and evaluates the all-hazards plan and domestic preparedness, planning, and response program.

**Description**

The City of Gainesville conducts bi-monthly meetings with the City Emergency Operations Center (EOC) work groups. Gainesville Fire Rescue's Emergency Management District Chief conducts an annual exercise of the City's Comprehensive Emergency Operations Plan (CEOP) to include planning and response to an all-hazards incident. If there have been no activations of the CEOP then the drill is a full-scale exercise, but if there have been activations a tabletop exercise is planned. Immediately after the exercise, a hotwash is completed and an after-action report is prepared.

**Appraisal**

The use of annual exercises to test the EOP and staff readiness followed by an immediate hotwash has been a successful process for evaluating the strengths and weaknesses of the EOP. The after-action report builds on the hotwash to create an improvement plan.

**Plan**

GFR will continue to conduct training for EOC work groups and annual training exercises. Hotwashes and after-action reports will be used to improve EOC operations. Additionally, the Emergency Management District Chief will coordinate with City Human Resources to ensure minimum training is met by all EOC staff.

**References**

5D5. Sample After Action Report

5D.6 The agency conducts and documents a vulnerability assessment and has operational plans to protect the agency's specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems.

**Description**

There is not currently a defined agency-specific process for vulnerability assessment; however, Gainesville Fire Rescue (GFR) utilizes the Alachua County Vulnerability Assessment, command staff reviews and annual program appraisals as tools for planning, response, and mitigation. Vulnerability assessments are documented in the Alachua County Comprehensive Emergency Management Plan (CEMP). GFR maintains both a Emergency Operations Plan (EOP) and a Continuity of Operations Plan (COOP) that addresses infrastructure, facilities, materials and supplies, apparatus, information systems, and relocation needs. The City of Gainesville, including GFR, participates in the Alachua County Local Mitigation Strategy (LMS) program which identifies mitigation needs for infrastructure. Severe weather continues to be one of the largest threats to local infrastructure. During Hurricane Irma in 2017, fuel allocation and management became a concern for the City. GFR developed SOG 506 Hurricane-Tropical Storm to provide specific guidelines for preparation and security of facilities and apparatus.

**Appraisal**

GFR has been able to address significant infrastructure needs identified through the use of vulnerability assessments. In 2009 GFR was able to obtain LMS grant funding to complete fire station hardening to a category 3 hurricane resistance level and used City Capital Funds to install generators at all GFR fire stations.

**Plan**

GFR will continue to identify infrastructure protection and security needs through the use of Alachua County's Vulnerability Assessment, command staff review and annual program appraisals. GFR will also continue to participate in the Alachua County LMS program.

## References

2C.8 GFR Continuity of Operations Plan

5D.6 GFR Department Emergency Operations Plan

5D.6 Alachua County Comprehensive Emergency Management Plan (CEMP)

5D.6 Alachua County Local Mitigation Strategy

5D.6 GFR SOG 506 Hurricane-Tropical Storm



5D.7 The agency has a documented Continuity of Operations Plan (COOP), that is reviewed and updated at least every 5 years, to ensure essential operations are maintained.

**Description**

Gainesville Fire Rescue (GFR) publishes and maintains a Continuity of Operations Plan (COOP) that is reviewed annually and updated as needed based on any significant changes to the agency.

**Appraisal**

GFR has experienced significant personnel changes over the past several years and has been able to keep the COOP up to date through regular reviews and updates. In 2017, GFR utilized the agency's COOP in response to power and water outages. The system worked as planned.

**Plan**

GFR will continue to maintain a COOP and update it when there are changes to the organizational structure.

**References**

2C.8 GFR Continuity of Operations Plan

5D.8 The agency has processes in place for intelligence sharing with other public safety agencies.

**Description**

Gainesville Fire Rescue (GFR) participates in the Florida Department of Law Enforcement (FDLE) Fusion Center. The agency maintains an Intelligence Liaison Officer (ILO) to ensure that proper intelligence information sharing methods are used and to maintain security of sensitive information.

**Appraisal**

In October of 2017 the City of Gainesville and the University of Florida experienced a community event that had the potential to create widespread civil unrest. Throughout the planning and response phases of this incident, GFR both shared and received intelligence through internal and external public safety partners, including the FDLE Fusion Center. The information flow was successful in both directions.

**Plan**

GFR will continue to maintain relationships with all public safety agencies to ensure communications and intelligence sharing occurs in an effective and efficient manner. GFR will also continue to participate in the FDLE Fusion Center.

**References**

No references

## Category V

### Criterion 5E: Fire Suppression

The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category X performance indicators should address the agency's ability to receive aid from mutual aid partners in those areas. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific fire suppression programs.

#### Summary:

Gainesville Fire Rescue's (GFR) fire suppression program consists of 157 certified firefighting personnel operating six engines, two quints, two towers, one squad, two aircraft rescue /firefighting crash units, and two district chiefs responding from nine city fire stations. These members provide service to the 64 square miles of the city that has a population of 128,600. All engines, quints, towers and one squad are equipped with pumps and carry water within internal tanks. The City of Gainesville and the immediate surrounding area is served by a municipal water supply system with some private hydrant systems. The fire suppression program is evaluated by the Insurance Services Office (ISO) to determine the Public Protection Classification (PPC) using a scale of 1 – 10, with 1 being optimal. The current ISO PPC rating is a class 2, an upgrade from the previous score of a 3/9 prior to 2014. The City of Gainesville has an automatic aid agreement with Alachua County that terminated on June 1<sup>st</sup>, 2018. The expired agreement was replaced with another automatic aid agreement in mid-June 2018 and ensures continued response of fire suppression units. The new agreement allows for less response of GFR units out of the city limits thus enabling GFR units to be more available to run calls inside of the city limits.

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**Performance Indicators:**

**CC 5E.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), pumping capacity, apparatus, and equipment deployment objectives for each type and magnitude of fire suppression incident(s).**

**Description**

Gainesville Fire Rescue (GFR) deployment objectives for response times are established in the GFR Standards of Cover (SOC) Section G: Performance Objectives and Measures. Apparatus and equipment objectives designed to meet staffing and pumping capacity are established in the Critical Task Analyses in SOC Section D: Risk Assessment and the GFR Response Matrix. Minimum staffing for apparatus/companies is defined in GFR Standard Operating Guidelines (SOG) 306 which requires a minimum of three personnel on engines, four on trucks, two on Squad 1 and three on Squad 9. The 90<sup>th</sup> percentile travel objective benchmark for the first unit on all fire incidents is 6:00 minutes. As reported in the 2018 Annual Compliance Report (ACR) GFR's 90<sup>th</sup> percentile performance for travel times on fire calls in this evaluation period (2013 – 2017) is 5:49 for urban responses and 8:09 for rural areas. The 90<sup>th</sup> percentile travel objective benchmark for all units needed for the effective response force (ERF) for moderate, high and special fire risks is 8:00 minutes. The GFR 90<sup>th</sup> percentile performance measures for travel times on fires to establish an ERF for 2013 – 2017 averaged 11:53 in urban responses and 13:16 for rural. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 37.10 of 50 for the Fire Department.

**Appraisal**

GFR has been able to successfully meet its staffing, apparatus, and equipment objectives for all types of fire suppression incidents experienced in the service area. Distribution travel times for the first arriving units are better than the current agency benchmarks in the urban areas and exceeds the benchmark for rural. GFR has worked with Public Works (PW) on installing a more advanced traffic pre-emption system to replace the dated Opti-Com that is no longer functioning. Concentration travel times for all units to arrive on

moderate, high and special risk fires exceeded the agency's benchmarks. The cause of the delays could be due to increased congestion on main arteries through the city or road closures due to construction.

**Plan**

GFR will continue to monitor travel performance and conduct studies to identify specific sections of the service area that may require strategic planning objectives. The SOC will be updated at least annually to address deployment objective needs and review areas of the city that have longer travel times. GFR shall continue to share the travel time data with PW and support ways to revitalize the traffic preemption system. GFR will also update SOG 306 to reflect the addition of Squad 9.

**References**

- 2A.4 Standards of Cover Section G: Performance Objectives and Measure
- 2C.1 GFR Standards of Cover Critical Task Matrices
- 2C.4 2014 ISO Survey page 7
- 5E.1 GFR SOG 306 Operations Division Staffing Level Maintenance
- 5E.1 GFR 2018 Annual Compliance Report-Agency Performance Tracking, Page 11

**CC 5E.2 The agency uses a standardized incident command/management system, which is supported by agency policy and training programs.**

**Description**

Gainesville Fire Rescue (GFR) uses the National Incident Management System (NIMS) Incident Command System (ICS) standardized by the Federal Emergency Management Agency (FEMA). GFR Standard Operating Guidelines (SOG) 510: Incident Command System outlines how GFR complies with NIMS. ICS procedures are followed on all types of incidents and all Operations personnel have been trained at a minimum in ICS 100: Introduction to Incident Command System, ICS200: Single Resources and Initial Action Incidents, ICS 700: National Incident Management System, An Introduction, and ICS 800: National Response Framework, An Introduction. As outlined in the SOC Section D: Critical Task Analysis, GFR assigns 2 District Chiefs to all moderate, high, and special risk fires with one serving as Incident Commander and the other serving as the Fire Safety Officer. All company officers receive additional training in the ICS to include ICS 300: Intermediate ICS for Expanding Incidents and the District Chiefs are required to have ICS 400: Advanced ICS for Command and General Staff. The Blue Card Incident Command Certification Program has been instituted by GFR with 24 company officers and chief officers having been certified. GFR received a grant to become a Blue Card Incident Command Training Center and has completed all required train-the-trainer requirements. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 50 or 50 for Incident Management Systems.

**Appraisal**

GFR has successfully used the FEMA NIMS ICS for many years on all types of incidents. The use of the system has ensured interoperability with other first responders locally, regionally, and nationally. GFR has continued to successfully implement concepts provided through Blue Card Incident Command program.

**Plan**

GFR will continue to expand its incident command training program to certify all company officers and chief officers in the Blue Card Incident Command Certification Program. GFR will continue to review and update all incident command policies and training as needed.

**References**

2C.1 GFR Standards of Cover Critical Task Matrices

5E.2 SOG 510 Incident Command System

5E.2 Blue Card Incident Command Certification Program Summary

5E.2 Sample GFR Training Database-Incident Command Training

5E.2 2014 ISO Survey page 18

**CC 5E.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire suppression program and its impact on meeting the agency's goals and objectives.**

**Description**

Gainesville Fire Rescue (GFR) has historically appraised its fire suppression program through review of turnout and travel times, which are reported bi-weekly in the Executive Team Agenda. An annual summary is prepared by the Assistant Chief of Operations each year for the GFR Annual Report. These annual appraisals provide a comprehensive report of fire suppression program components, including information on response, equipment, facilities, apparatus, water supply, and fitness, health, and safety. Additionally, data collected annually for the National Fire Protection Association (NFPA) survey and for the Florida Fire Incident Reporting System (FFIRS) are available to the agency for review.

**Appraisal**

The GFR fire suppression program has operated safely and effectively on-scene at all fire risk types. There were 37 confirmed building fires GFR responded to during 2017, only six sustained a total property loss of over \$100,000 and none of those involved a fatality. Single family residential structures increased from 22 in 2016 to 24 in 2017. Multi-family residential structures were cut in half from 26 in 2016 to 13 in 2017. Total estimated property value involved: \$6,223,100, the total lost: \$1,219,370 and the total property saved: \$5,003,730. The agency continues to study efficiency efforts in call processing, turnout, and travel conditions to reduce overall response times. The Combined Communications Center transitioned to Emergency Fire Dispatch (EFD) for call processing and PURVIS to enhance CAD dispatching in 2017 which resulted in an initial increase in call handling for fire calls. While the call processing improved throughout the year, the 2017 call processing time was 2:29 in urban and 2:26 in rural, an increase from 1:56 and 1:36 respectively. The turnout times have been consistent with 2017 slightly faster than the last 5 year average, at 1:32 for urban and 1:10 for rural. Travel times have also been consistent with a slight increase in 2017 over the five year average, with urban being 5:53 and rural at 8:02. The total effective response force (ERF) five year average travel time was 11:53 for urban and 13:16 for rural responses.



**Plan**

GFR will continue to use an annual appraisal format to provide comprehensive assessments of the effectiveness of the fire suppression program. The report will be timed to occur in January of each year and document the previous calendar year's activities and to coincide with the City's annual budget planning cycle. Financial planning occurs in March and the report will give the Fire Chief and City Managers' staff information on program needs that should be addressed through budget changes or capital improvement planning.

**References**

- 5A.7 Fire Suppression Annual Program Appraisal
- 5E.1 GFR 2018 Annual Compliance Report-Agency Performance Tracking, Page 11
- 5E.3 GFR Executive Team Agenda – Performance Measures for Fire Responses
- 5E.3 NFPA Survey for 2017
- 5E.3 FFIRS Report for 2017

## **Category V**

### **Criterion 5F: Emergency Medical Services (EMS)**

The agency operates an EMS program that provides the community with a designated level of out-of-hospital emergency medical care.

NOTE: EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. For that reason, emergency medical response can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities. Agencies that only provide first responder services must also complete this criterion.

#### **Summary:**

Gainesville Fire Rescue (GFR) provides both basic and advanced life support services. Transport services are provided by Alachua County Fire Rescue. Approximately 75% to 80% of GFR's calls for service are for medical needs. GFR's emergency medical services (EMS) program is overseen by the Training Bureau District Chief and one of three Training Captains who conducts the medical quality assurance review program. The medical program receives direction on current protocols and feedback on performance through an agreement with the University of Florida for medical direction. All personnel are certified at a minimum as emergency medical technicians and approximately 60% are certified as paramedics to ensure that each apparatus (with the exception of the airport crash units which are BLS) has at least one paramedic on-board to provide advanced life support services.

**Performance Indicators:**

**CC 5F.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of emergency medical incident(s).**

**Description**

Gainesville Fire Rescue (GFR) deploys 12 first-response Florida Department of Health permitted Advanced Life Support (ALS) Apparatus. GFR also has two Basic Life Support (BLS) Aircraft Rescue Fire and Fighting (ARFF) apparatus that respond on airport property. Units are dispatched based on a Response Matrix developed for the City of Gainesville and used by the Combined Communications Center. Apparatus are strategically located at GFR fire stations throughout the community and are in-service at all times. GFR requires that all operations personnel hold the minimum certification of Emergency Medical Technician (EMT). Of the 162 medically certified personnel, there are 64 (40%) EMTs and 98 (60%) Paramedics (PM). Per GFR minimum staffing requirements, as well as State of Florida ALS permitting requirements, all first response apparatus have a minimum of one ALS certified Paramedic (PM) and one BLS certified Emergency Medical Technician (EMT). Each unit is stocked with medical equipment as indicated in the GFR ALS/BLS Equipment Inventory Checklist. The officer in charge has the ability to call for support for any mass casualty or other type incident requiring larger numbers of trained personnel and equipment. GFR's Medical Direction Quality Assurance Program (MDQA) provides oversight and support from the department Medical Director, District Chief of Training, and the EMS Captain. The EMS Captain also manages the department's EMS supplies, certification training, EMS incident report quality assurance (QA) and data privacy in accordance with the State of Florida Medical Quality Assurance Bureau of EMS, Local Certificate of Public Convenience and Necessity (COPCN) and the Health insurance Portability and Accountability Act of 1996 (HIPAA). EMT's and PM's follow medical protocols established in GFR Standard Operating Guideline (SOG) 525. Response times are recorded on every incident report and systematically queried and reviewed to ensure the department meets its desired response performance levels.

Response performance measures can be found in the GFR Standards of Cover Section G: Performance Objectives and Measures and Appendix F: Historical Service for Fire Management Zones and in the monthly performance report for the Assistant Chief of Operations.

### **Appraisal**

For 90 percent of all priority EMS responses (any EMS incident with Delta or Echo EMD determinant) in 2017, the total response time for the arrival of the first-due unit is: 7 minutes and 27 seconds in urban/suburban and 9 minutes 08 seconds in the rural areas.

This is an improvement in total response times compared to average of 2013-2017 response times of 8 minutes 32 seconds for urban/suburban and 9 minutes 52 seconds in the rural areas. GFR met department staffing and equipment deployment objectives for each type and magnitude of emergency.

### **Plan**

GFR will continue to deploy personnel and equipment using current response matrices. GFR will also continue its work towards reducing the total response times to EMS calls in its service area. GFR will participate in monthly quality assurance meetings comprising a consortium of pre-hospital care providers within the area to review incidents; enhance service delivery; and address equipment supply, training or remediation needs. GFR will continue to follow medical protocols and will analyze response data to identify potential areas of improvement through strategic planning.

### **References**

- 2A.4 Standards of Cover Section G: Performance Objectives and Measures
- 5F.1 Standards of Cover Appendix F: Historical Service for Fire Management Zones
- 5F.1 GFR SOG 525 EMS Medical Protocols
- 5F.1 GFR ALS / BLS Equipment Inventory Check List
- 5F.1 Emergency Medical Dispatch System Response Matrix
- 5F.1 Monthly Performance Report for the Operations Chief - Sample

**CC 5F.2 The agency has standing orders/protocols in place to direct EMS response activities to meet the stated level of EMS response.**

**Description**

Gainesville Fire Rescue (GFR) maintains an agreement for Medical Director Services with the University of Florida and the Medical Director is instrumental in ensuring appropriate protocols are in place and in use. GFR Standard Operating Guidelines (SOG) 525 Emergency Medical Services (EMS) Medical Care Protocols covers both Basic Life Support (BLS) and Advanced Life Support (ALS) guidelines that establish the scope of practice of both Emergency Medical Technician (EMT) and Paramedic certified personnel. To the maximum extent possible, GFR Medical Care Protocols are similar to those of our local ALS transport agency, Alachua County Fire Rescue, to maximize coordination, efficiency, and quality of care. GFR Medical Care Protocols are regularly reviewed by the Medical Director Quality Assurance (MDQA) group to ensure modifications to the latest patient care standards (ie. BLS / ACLS Guidelines) are instituted. GFR has documentation standards in place to ensure medical care protocol conformity occurs and an incident report system with 100% of all GFR EMS incidents reported. Deployment guidelines are included in the Emergency Medical Dispatch System Response Matrix used by the Combined Communications Center for dispatch to medical incidents.

**Appraisal**

The MDQA process has ensured that appropriate protocols and review processes have been used by GFR. Review of EMS reporting has taken place on a daily basis by Company Officers overseeing company operations. High priority topic runs have been automatically sent via department automated email notification to the Training Bureau EMS Captain, who functions as the Quality Assurance Officer (QAO), upon entry into the system for immediate review. Immediate feedback is relayed to medical personnel from the QAO. Monthly reports are generated for presentation at the Medical Director Quality Assurance meetings (MDQA). Feedback from the Medical Director is provided to the reporting medic and issues of concern are addressed through in-service education and/or individual remediation. Additionally, the immediate remediation for documentation errors

and protocol questions has been handled by the QAO. Any issues relating to medical performance outside or non-compliant with protocol have been relayed to the Training District Chief and Medical Director for review.

**Plan**

The GFR MDQA group will continue to participate in joint monthly quality assurance meetings comprised of a consortium of pre-hospital care providers within the area when incidents involving the agencies are discussed for the purpose of enhancing service delivery. Training or remediation needs will be identified and outlines developed to address or enhance care delivery issues and update protocols as directed by the Medical Director.

**References**

5F.1 GFR SOG 525 Medical Care Protocols

5F.1 Emergency Medical Dispatch System Response Matrix

5F.2 Agreement between the City of Gainesville and the University of Florida for Medical Director

5F.2 GFR Medical Director Quality Assurance Program Guideline

**CC 5F.3 The agency has online and offline medical control.****Description**

Gainesville Fire Rescue (GFR), as an Advanced Life Support (ALS) first response provider, operates in accordance with the Florida Department of Health Division of Medical Quality Assurance (MQA) Bureau of Emergency Medical Service (EMS) and Local Certificate of Public Convenience and Necessity (COPCN) issued by Alachua County. GFR maintains an agreement with the University of Florida for Medical Director Services. GFR Standard Operating Guideline (SOG) 525 GFR Medical Care Protocols is essentially the same as Alachua County Emergency Medical System Medical Care Protocols, with the exception of a few procedural and equipment operational differences as directed by the GFR Medical Director. For the majority of EMS incidents, the written “offline” Medical Care Protocol provides adequate direction to determine the course of patient care. Consultation with an on-line medical control physician prior to initiation of non-life threatening therapeutic modalities outside the context of these protocols remains the standard. Orders communicated directly from the on-line Medical Control Physician to the paramedics caring for the patient may supersede established protocol. Communication between front-line EMS units and Medical Control Physicians is established by 800 MHz radio or direct telephone contact through ShandsCair Dispatch Center for a secure recorded line.

Additional questions or problems are directed to the Medical Director after the incident.

**Appraisal**

The system established to provide both online and offline medical control has provided GFR personnel with appropriate and timely access and direction. The Combined Communications Center and the ShandsCair Dispatch Center have maintained effective and reliable communication systems to ensure timely connections during emergency incidents.

**Plan**

GFR will continue to operate in accordance GFR SOG 525 and participate in joint monthly quality assurance meetings comprising a consortium of pre-hospital care providers within the area to insure continuous improvement in “off-line” Medical protocol

development, and “on-line” direct communications with Medical Control Physicians and the department medical director.

**References**

5F.1 GFR SOG 525 Medical Care Protocols

5F.2 Agreement between the City of Gainesville and the University of Florida for  
Medical Director



**CC 5F.4 The agency creates and maintains a patient care record, hard copy or electronic, for each patient encountered. This report contains provider impression, patient history, data regarding treatment rendered, and the patient disposition recorded. The agency must make reasonable efforts to protect reports from public access and maintain them as per local, state/provincial, and federal records retention requirements.**

### **Description**

Gainesville Fire Rescue (GFR) has created its own EMS incident reporting system utilizing Microsoft Access programming. GFR's incident report system has programming links in place with the Combined Communications Center (CCC) that assigns and records 100% of all GFR EMS incidents. Incidents are reported with documentation standards in place to ensure Emergency Medical Dispatch (EMD) response determinants and Medical Care Protocol (MCP) conformity occurs. The reporting system integrates Computer Aided Dispatch (CAD) and EMD programming. When a report is generated, the system includes completion requirements and reporting fields that meet GFR Standard Operating Guidelines (SOG) 307-EMS Incident Reporting and Florida State Department of Health Chapter 64J-1, Florida Administrative Code Emergency Medical Service (EMS) requirements, including information pertaining to responding crews, dispatch and response times, patient history, incident history, data regarding treatment rendered and patient disposition.

### **Appraisal**

GFR ensures an incident reporting system and patient record protection system are in place and utilized in compliance with state and federal guidelines. The EMS Captain has been able to use the information system to create monthly summary reports and to collate data to assess the need for department-wide, individual, crew, or supervisory emergency medical training. Summary reports and recommendations for EMS training or protocol and policy improvements have been submitted to the GFR Medical Director Quality Assurance (MDQA) which consist of the GFR Medical Director, Training Bureau District Chief and EMS Captain. Patient records have been appropriately protected.

## **Plan**

GFR will continue to comply with established SOG's and state and federal guidelines to manage and secure patient records. Review of EMS reporting will continue to take place on a daily basis by company officers overseeing company operations. To ensure proper information is collected, system protection will be reviewed and checked.

## **References**

- 5F.1 GFR SOG 525 Medical Care Protocols
- 5F.4 GFR SOG 308 EMS Medical Records Release and Security
- 5F.4 Florida State Department of Health Ch. 64J-1, Florida Administrative Code  
Emergency Medical Services Requirements
- 5F.4 GFR SOG 307 EMS Incident Reporting

**CC 5F.5 The agency has a Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Freedom of Information and Protection of Privacy [FOIP] for Canada) compliance program in place for the EMS program that meets federal and state/provincial guidelines, and all personnel are properly trained in HIPAA/FOIP regulations and procedures.**

### **Description**

Gainesville Fire Rescue (GFR) has established and maintains a compliance program that ensures compliance with the Health Insurance Portability and Accountability Act (HIPAA) and GFR Standard Operating Guidelines (SOG) 308 Emergency Records Release and Security. GFR ensures all personnel receive initial HIPAA training during the new hire orientation process and provides continued training through computer based training (CBT) on EMS report writing and through quarterly in-service delivery. The department's HIPAA training sessions are typically planned for a two-year cycle delivery of elements within the NHTSA National Standard Curriculum for EMT-Paramedic. To ensure compliance with the HIPAA annual training recommendations, based on "Best Practice", CBT sessions are planned for a two-year cycle delivery of elements within the National Standard Curriculum for EMT/PM Continuing Education. This tool allows responders to access an educational package to review and complete a subject comprehension test. The minimum passing score is 100% accuracy. Associated skills, including HIPAA regulation and SOG 308 Incident Reporting compliance topics, are evaluated monthly by Field Training Officers and assessed quarterly during Paramedic Educational In-Service sessions. In addition, HIPAA compliance training is part of company and command staff promotional processes and training programs. Any request for release of Medical Records shall be forwarded to the Department Privacy Officer.

### **Appraisal**

GFR has established an appropriate educational program that ensures HIPAA training compliance that meets all state and federal guidelines. It is also recognized that better documentation of the HIPAA training is needed to ensure all training in this area is captured.

### **Plan**

GFR will continue to ensure HIPAA compliance with all state and federal guidelines along with department policy and procedure requirements regarding accountability, security and release of protected health information (PHI). HIPAA and PHI confidentiality training that was previously provided as part of the biennial Incident Reporting & documentation training will be extracted and presented as a stand-a-lone training topic, with HIPAA compliance taught on an annual basis.

### **References**

5F.4 GFR SOG 308 EMS Medical Records Release and Security

5F.5 NHTSA National Standard Curriculum for EMT-Paramedic

5F.5 GFR Training Database Sample Showing EMS Reporting/HIPAA Compliance  
Training Records

**5F.6 The agency has a quality improvement/quality assurance program (QI/QA) in place to improve system performance and patient outcomes.****Description**

Gainesville Fire Rescue (GFR) maintains a quality assurance (QA) program to ensure that the department's emergency medical system is performing to the highest level by conforming to all medical protocols and industry standards and state statutes. GFR maintains an agreement for Medical Director Services with the University of Florida to ensure independent review. Review of EMS reporting takes place on a daily basis by Company Officers overseeing company operations. High priority topic runs are automatically sent via department automated email notification to the EMS Captain, who functions as GFR's Quality Assurance Officer (QAO), upon entry into the system and immediately reviewed. Feedback is relayed to medical personnel from the QAO. Monthly reports are generated for presentation at the Medical Director Quality Assurance meetings (MDQA). Feedback from the Medical Director is provided to the reporting medic and issues of concern addressed through in-service education and/or individual remediation. The GFR MDQA group participates in joint monthly quality assurance meetings comprising a consortium of pre-hospital care providers within the area. Training or remediation needs are identified and outlines developed to address or enhance care delivery issues.

**Appraisal**

GFR has a well-established quality assurance program in place involving professionals from both public safety and the emergency medical profession. The agreement for Medical Director Services with the University of Florida also has ensured independent review of patient care records for objective feedback.

**Plan**

GFR will continue to utilize the services of an independent Medical Director and follow its established MDQA program to monitor and improve system performance and patient outcomes.

## References

- 5F.2 Agreement between the City of Gainesville and the University of Florida for  
Medical Director Services
- 5F.2 GFR Medical Director Quality Assurance Program Guideline

**CC 5F.7 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the EMS program and its impact on meeting the agency's goals and objectives. This should include an evaluation of the agency's standard operating procedures, protocols, and equipment.**

### **Description**

Gainesville Fire Rescue (GFR) appraises the effectiveness of its EMS program on a nearly continuous basis. Each year, an Annual Quality Assurance Report is completed and submitted by the Medical Director Quality Assurance (MDQA) program to the Fire Chief for review. The minimum elements include:

- Total number of calls reviewed
- Special accomplishments and program enhancements
- Involvement in remediation sessions or accolades
- Protocol or policies modified or created secondary to quality assurance review activities
- Overall assessment of EMS quality of service delivery within the Fire Rescue

GFR completed the 2017 Annual Emergency Medical System Program Appraisal for the agency's command staff, which provides details on EMS incident response numbers, department response times (turnout and travel), quality assurance trending, training topics and dates, and a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to provide a method to provide recommendations for improvement and program needs.

### **Appraisal**

GFR has established a thorough, multi-layered annual program appraisal of the agency's emergency medical system through its MDQA program. In 2017 GFR added the Utsein Report that reports the Return to Spontaneous Circulation (ROSC) rates for the year. GFR achieved a successful ROSC on 43.82% of the patients it responded to that were in cardiac arrest.

### **Plan**

GFR will continue to use the established annual program appraisal system to evaluate and improve the effectiveness of its EMS program. The Training District Chief will review the

annual appraisal design and update elements that reflect outcome measures of effectiveness. GFR will conduct its 2018 annual program appraisal in January 2019.

**References**

5F.7 GFR Medical QA Annual Quality Assurance Report 2017

5F.7 GFR Annual Program Appraisal Emergency Medical System 2017



5F.8 The agency has developed a plan or has already implemented a cardio pulmonary resuscitation (CPR) and public access defibrillation program for the community.

### **Description**

Gainesville Fire Rescue's (GFR) Training Bureau is an American Heart Association Training Center that provides Cardiopulmonary Resuscitation (CPR) training to the community through the Operation Care program. Training staff, along with community members who are American Heart Association Basic Life Support (BLS) instructors, train civilians and health care providers in BLS, CPR and First Aid, and provide Friends and Family CPR. GFR has established an initiative to increase successful cardiac arrest outcomes through the use of targeted CPR courses as a part of the 10M (Save 10 More) campaign. 10M references a goal of increasing the Return of Spontaneous Circulation (ROSC) rate in the Utstein template by 10%. The initial, and then ongoing, phase is to identify which areas of the community are lacking bystander CPR intervention during cardiac arrest calls. A heat map populated with the previous year's cardiac arrest calls, will indicate where the department needs to increase its outreach to the community through its CPR courses. The departments will then target areas of the community with American Heart Association Friends and Family CPR courses. In 2018, GFR and Alachua County Fire Rescue (ACFR) implemented Pulse Point, a smart phone application that allows trained citizens to be alerted of nearby cardiac arrests in public locations as well as the location of the closest public access defibrillators. Results for the first half of 2018 are included in the GFR Utstein Report.

### **Appraisal**

Operation Care is a successful program that educated and certified approximately 600 people within the Gainesville community through BLS, CPR, and First-aid classes. GFR found that in 2017 60% of the bystander witnessed cardiac arrests had bystander CPR in progress upon the arrival of response personnel. GFRs ROSC rate in 2017, when there is bystander CPR in progress, is 54.55% approximately 26% more than the ROSC rate when bystander CPR was not initiated for 2017.

### **Plan**

Operation Care will continue to put on CPR courses for the community including free Friends and Family CPR during National EMS Week in October. The data reviewed in the 10M Campaign will allow for targeted CPR education. GFR will continue to support the Pulse Point program. The program's effect will be measured by using the Utstein template for the percentage of calls that have bystander CPR, an evaluation of the overall ROSC rate, as well as data from the Pulse Point software.

**References**

5F.8 American Heart Association Program Administration Manual

5F.8 10M (Save 10 More) Campaign

5F.8 GFR Utstein Report First Half 2018

## **Category V**

### **Criterion 5G: Technical Rescue**

The agency operates an adequate, effective, efficient, and safe program directed toward rescuing trapped or endangered persons from any life-endangering cause (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire). The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific technical rescue programs. Agencies that only provide first responder services must also complete this criterion.

#### **Summary:**

Gainesville Fire Rescue (GFR) provides rescue and extrication services with on-duty staff and, if necessary, can activate additional staff from the department's Light Technical Rescue Team (LTRT). The LTRT has been established for years and is a member of the Urban Search and Rescue Task Force 8 which has been deployed both in Florida and out of state to assist other agencies with post-storm search and rescue. Guidelines for the various technical rescue disciplines are documented in GFR Standard Operating Guidelines 575-580 and the program training and deployment are overseen by the Assistant Chief of Operations, District Chief (Technical Rescue), and Training Bureau District Chief.

**Performance Indicators:**

**CC 5G.1 Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and level of risk of a technical rescue incident(s).**

**Description**

The Gainesville Fire Rescue Department (GFR) has established effective response force levels for Rescue Risks in the critical task matrix of the Standards of Cover (SOC) Section D: Risk Assessment – Critical Task Analyses. This can range from a minimum of four personnel for rescue from a stuck elevator to 10 or more for rescue from an elevated structure or a collapsed building. Technical rescue resources include Tower 1, Squad 1, two trailers and a command vehicle. These response vehicles provide specialized equipment for all technical rescue disciplines in addition to the standard rescue equipment. If incident operations exceed the maximum effective response force (ERF) capability of on-scene resources, the GFR incident commander on-scene can activate members of the Light Technical Rescue Team (LTRT). The Standards of Cover provides benchmarks for rescue performance in Section G: Performance Objectives and Measures.

**Appraisal**

GFR responds to a wide range of rescue risk events per year and has effectively been able to deploy the necessary personnel, equipment, and apparatus to manage these incidents. Of the total rescue responses in 2017 only 32 were dispatched as technical rescue responses and only 30 being in the City of Gainesville urban area. Of the 30 dispatched incidents only two were confirmed technical rescue calls (one high angle rescue and one machinery extrication). During the period from 2013-2017 GFR has not responded to a significant amount of technical rescue calls resulting in insufficient data to calculate 90<sup>th</sup> percentile performance for distribution and concentration.

**Plan**

GFR will continue to provide an immediate response to all technical rescue emergencies and will maintain its personnel who are trained to respond with the LTRT as additional resources.

The Assistant Chief of Operations, the District Chief (Technical Rescue), and the Training District Chief will work together to ensure that appropriate equipment and supplies are available on apparatus and in the technical rescue trailers. Deployment models and response times will be monitored by the Assistant Chief of Operations to evaluate compliance with deployment objectives.

**References**

2A.4 Standards of Cover Section G: Performance Objectives and Measures

2C.1 Standards of Cover Section D: Risk Assessment – Critical Task Matrices

5G.2 The agency establishes minimum training and operational standards; compliant with local, state/provincial, and national standards, and that all personnel who function in the technical rescue program meet training and operational standards.

**Description**

Gainesville Fire Rescue (GFR) operates a Light Technical Rescue Team (LTRT) and is an active member of Urban Search and Rescue (USAR) Task Force 8 guided by the Florida USAR LTRT GFR Type II Team #310 Operations and Mobilization Plan and the Regional Domestic Security Task Force (RDSTF) US&R Type-II Standard Operations Guide. The GFR LTRT is made up of 36 team members that have received Operations Level training in Rope Rescue, Trench and Excavation, Confined Space, Vehicle and Machinery Rescue and Structural Collapse. Swift Water Rescue is not a core competency within the National Fire Protection Association (NFPA) 1670 criteria for a rescue technician; therefore, only four members have accomplished that training. The task force is currently not equipped to benefit from that sub-specialty. From the group of 36, 26 members have received additional training to the Technician Level and are members of Task Force 8. All training is done in compliance with national standards set forth by NFPA 1006 and NFPA 1670. All members of both the GFR LTRT and Task Force 8 have maintained their competency and skill levels through an annual training program in compliance with national standards. Specific Training Requirements are outlined by month in the Technical Rescue Annual Program Appraisal.

**Appraisal**

This system has effectively maintained compliance with training requirements and operational standards for all members of the technical rescue program.

**Plan**

GFR will continue to train all of the personnel that make up the LTRT #310 and their contingent of Task Force 8 members. Additional training and drills will be held for Task Force 8 as the opportunity arises.

**References**

5G.2 FL USAR LTRT GFR Type II Team #310 Operations and Mobilization  
Plan

5G.2 RDSTF US&R Type II Standard Operations Guide (Appendix B)

5G.2 NFPA 1006 Standard for Technical Rescuer Professional Qualifications, 2017  
Edition

5G.2 NFPA 1670 Standard on Operations and Training for Technical Search and Rescue,  
2017 Edition

5G.2 Annual Program Appraisal - Technical Rescue - 2017

**CC 5G.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the technical rescue program and its impact on meeting the agency's goals and objectives. This appraisal must include a full-scale evaluation of the response components, including mutual aid, when part of the deployment model.**

### **Description**

Gainesville Fire Rescue (GFR) District Chiefs initiate incident reviews following a Technical Rescue call to include the Assistant Chief of Operations, the Technical Rescue District Chief, and personnel involved in the response to evaluate effectiveness of program operations. Findings are documented for follow-up actions. Gainesville Fire Rescue completes an annual appraisal for the Technical Rescue Program in January every year to measure program effectiveness and to provide a summary of response components, training activity and program needs.

### **Appraisal**

Incident reviews have provided limited appraisal of the overall program and are not published for general review. The 2017 Annual Program Appraisal effectively provides a detailed overview of the program, its historical performance, including deployments in 2016 and 2017, its training requirements, and improvement initiatives.

### **Plan**

The Technical Rescue District Chief will continue to review program operations and conduct annual appraisals to ensure that the program is meeting the department's goals and objectives.

### **References**

5G.2 Annual Program Appraisal - Technical Rescue - 2017



## Category V

### Criterion 5H: Hazardous Materials (Hazmat)

The agency operates an adequate, effective, efficient, and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific hazardous materials program. Agencies that only provide first responder services must also complete this criterion.

#### Summary:

Gainesville Fire Rescue's (GFR) Hazardous Materials Team (HMT) is the regional resource for the 12 surrounding counties within the North Central Florida Planning Region that include; Alachua, Bradford, Dixie, Columbia, Gilchrist, Hamilton, Lafayette, Levy, Madison, Suwannee, Taylor, and Union. The program management is overseen by the Training Bureau District Chief, with assistance by one of GFR's three Training Captains, of which one specializes in HAZMAT Training and Operations. The HAZMAT Captain oversees day-to-day management of the HMT and works closely with the North Central Florida Regional Planning Council also known by its former title of Local Emergency Planning Council (LEPC). The Operations District Chiefs have day-to-day command and incident response responsibilities and the GFR HAZMAT Team is cross-staffed with a truck company that utilizes a specialized apparatus dedicated to hazardous materials response. The apparatus referred to as "HZ2" is maintained and checked daily along with other frontline apparatus in the department. HZ2 is deployed using a four-person crew which is assigned to Tower 2. The HMT is located within a mile of the University of Florida and is trained and equipped to conduct testing of unknown substances and to initiate mitigation efforts for spills, leaks, or other release of hazardous materials.

**Performance Indicators:**

**CC 5H.1 Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of hazardous materials incident(s).**

**Description**

Gainesville Fire Rescue's (GFR) Hazardous Materials Team (HMT) is the primary hazardous materials response for the City of Gainesville. In addition, GFR's HMT is also recognized as the technical hazardous materials response agency for 12-counties, and 13 municipalities in an 8,000 square mile area that constitutes the North Central Florida Region 3 for the State of Florida. The region's population according to the 2010 U.S. Census is 540,098. See the Interlocal Agreement for the North Central Florida Regional Hazardous Materials Response Team February 2018 version.

Page 9 of the 2018 Regional Directory of the North Central Florida Regional Planning Council provides the map of participating agencies.



The HMT is a state-recognized response team for industrial hazardous materials and Chemical, Biological, Radiological, Nuclear, and Explosive agent releases. The HMT is staffed with a minimum of four hazardous materials technicians per shift and additional technicians can be deployed if needed. The HMT crew is assigned to GFR Tower 2 for

EMS, fire, and extrication response. The four-person crew transitions to the hazardous materials response vehicle, Hazmat 2 (HZ2) at which time Tower 2 is placed out of service until HZ2 returns. This changeover is documented in GFR Standard Operating Guideline (SOG) 550 Hazardous Materials Apparatus/Team Deployment. Apparatus and equipment are supplied based on the State Emergency Response Commission's (SERC) Assessment Tool for Type I and Type II Hazardous Materials Teams and GFR's Hazardous Materials Response Guidelines. Performance Benchmarks for special hazards are documented in the GFR Standards of Cover Section G: Performance Objectives and Measures. In 2016, dispatching of non-medical calls was transferred to the Emergency Fire Dispatch protocol and an updated Fire Rescue Response Matrix was adopted which included deployment of the HMT to meet the Critical Task Matrix defined in the GFR Standards of Cover Section D: Risk Assessment.

### **Appraisal**

GFR responds to approximately 300 special hazards calls annually; however, only a few are significant multi-company responses requiring extended deployment of the HMT. There were six incidents dispatched in this risk category in the urban area in 2017, of those, only four were verified as hazardous conditions (NFIRS Series 400) and only three had an effective response force (ERF) on scene. There were no dispatches in this risk category in the rural service area in 2017. Data are insufficient to calculate percentile performance in the Hazmat Risk Category for 2017. GFR has not encountered any difficulty meeting its deployment objectives to assemble an ERF for significant hazmat incidents.

### **Plan**

GFR will continue to provide the appropriate level of training and staffing to meet its critical task assignments and deployment objectives for the HMT.

### **References**

- 2A.4 GFR Standards of Cover Section G: Performance Objectives and Measures
- 5D.3 Interlocal Agreement for the North Central Florida Regional Hazardous Materials Response Team (Feb 2018 version)

5H.1 Map - Page 9 of the 2018 Regional Directory of the North Central Florida Regional Planning Council

<http://ncfrpc.org/Publications/RegionalDirectory/2018RegionalDirectoryWeb.pdf>

5H.1 GFR SOG 550 Hazardous Materials Apparatus/Team Deployment

5H.1 Gainesville Fire Rescue Hazardous Materials Response Guidelines

5H.1 SERC Assessment Tool for Type I Hazardous Materials Teams

5H.1 SERC Assessment Tool for Type II Hazardous Materials Teams

5H.1 Fire Rescue Response Matrix

5H.1 Hazmat Critical Task Matrix in GFR Standards of Cover Section D: Risk Assessment

5H.2 The agency maintains appropriate training, operations policies, and documentation that response personnel are compliant with all applicable hazardous materials regulations and laws.

**Description**

Gainesville Fire Rescue (GFR) HAZMAT Team (HMT) conducts training to ensure compliance with the agency's operational policies and the core competencies outlined in the State Emergency Response Commission (SERC) Guidelines. The GFR HAZMAT Captain ensures that all training activities are delivered and then documented in the GFR Training Database. Training records are monitored for compliance with all applicable HAZMAT regulations and the HAZMAT Technician Competency Task Book based on the SERC Assessment Tool for Type I and Type II Teams and NFPA 472 Standards for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction.

**Appraisal**

GFR HMT has met the minimum requirements for training and operational standards specified in the SERC Assessment Tool for Type 1 and Type II HAZMAT Teams as well NFPA 472.

**Plan**

GFR will continue to maintain and document all training and operations policies to ensure compliance with all applicable HAZMAT regulations and laws.

**References**

- 5H.1 SERC Assessment tool for Type I Hazardous Materials Teams
- 5H.1 SERC Assessment tool for Type II Hazardous Materials Teams
- 5H.2 Sample HAZMAT Training Records from GFR Training Database
- 5H.2 NFPA 472 Standards for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction

**CC 5H.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the hazardous materials program and its impact on meeting the agency's goals and objectives. This appraisal must include a comprehensive evaluation of the response components, including mutual aid, when part of the deployment model.**

### **Description**

Gainesville Fire Rescue's (GFR) completes an annual program appraisal of the hazardous materials program in February of the following year. The annual program appraisal assesses the overall performance of the HAZMAT program to ensure that the agency's goals and objectives are being met. The annual appraisal provides a program review including training and certifications, resource allocation, budget, significant events, a summary of events for the year, and a SWOT Analysis.

### **Appraisal**

In 2017 GFR HMT responded to 221 calls for service involving hazardous materials. The 2017 program appraisal showed that the delivery of continuing education training dropped from previous years to: 64% of Lieutenants, 70% of Driver/Operators, and 70% of Firefighter completing the required HAZMAT training. The operating budget for HAZMAT totaled \$51,361.61 and was comprised of both operations (\$16,630.15) and grant funds (\$34,731.46). Several areas were identified for improvement and included the need for improving the control of vehicle check-offs, documentation of equipment maintenance, and continued improvement of the documentation of the training program to meet any new state training requirements. Additionally, several threats have been identified including: minimal local funding for the HAZMAT program, the primary HAZMAT response vehicle (H2) is six years old, and the HAZMAT SCBA bottles are approaching their end-of-life time.

### **Plan**

GFR will continue to conduct an annual appraisal of the HAZMAT program. The GFR HAZMAT Captain will develop the annual appraisal and develop outcome measures that will demonstrate effectiveness. The agency will continue to address all weaknesses and threats that are identified in the annual program appraisals.

### **References**

5H.3 Annual Program Appraisal for the Hazardous Materials Program

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5H.4 The agency complies with all aspects of applicable hazardous material regulations such as, annual refresher training, medical monitoring of response personnel, annual physical examinations as applicable per standards, and exposure record retention.

**Description**

Gainesville Fire Rescue (GFR) Hazardous Materials Team (HMT) technicians are required to pass 160 hours of initial training to qualify to be on the HMT. This training is followed up with continuous competency training of 16 hours per three-week shift rotation. The State Emergency Response Commission (SERC) Hazardous Materials Technician Refresher Task-book is required and completed biennially. All GFR response personnel are given a complete annual health assessment including lab work-up. All present and past HAZMAT response personnel are required to have additional blood work done to check for heavy metals. Medical monitoring is conducted on all response personnel that are involved in the response to a hazardous material situation that requires entry using personal protective equipment. All exposures are reported and documented on the City of Gainesville Accident Analysis Form. Once documented, all documentation is retained by the Infection Control Officer and City of Gainesville Risk Management.

**Appraisal**

GFR has maintained compliance with all aspects of applicable hazardous material regulations when it comes to annual refresher training, medical monitoring of response personnel, annual physical examinations, and exposure record retention.

**Plan**

GFR will continue to perform certification and annual refresher training, medical monitoring, annual physical exams, and retain all exposure records according to all applicable regulations. GFR will maintain requirements of the Interlocal agreement for regional response.

**References**

5H.4 SERC Hazardous Materials Technician Refresher Task-book

5H.4 City of Gainesville Accident Analysis Form

## Category V

### Criterion 5I: Aviation Rescue and Fire Fighting Services

The agency operates an adequate, effective, efficient, and safe program directed toward an aviation accident or incident occurring at or in the immediate area.

This criterion report should be completed by agencies that have direct responsibility for operating programs that provide aircraft crash/rescue protection on airfields or that have identified an aircraft emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific aviation rescue and firefighting services program. Simply because aircraft fly over the jurisdiction is not reason enough to require this criterion be completed.

If it determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

#### Summary:

The Gainesville Regional Airport (GRA), situated in the northeast corner of the service area, has been part of the Gainesville landscape since 1941 when it was first used by the Army Air Corp and Army Air Force. Deeded to the City of Gainesville in 1948 and managed by the Gainesville-Alachua County Regional Airport Authority since 1986, the GRA of the 21<sup>st</sup> century provides services for commercial airlines, general aviation, and military and air cargo. According to the GRA's Load Factor Report for 2016 the GRA handled 210,820 departing passengers with a load potential of over 500,000 for two commercial airlines. The Gainesville Fire Rescue (GFR) aircraft rescue and firefighting (ARFF) Station 6 constructed in 1979 was in use until the new ARFF Station opened closer to the Airport Tower and Terminal in December 2017. The station is staffed 24 hours per day, seven days per week with two ARFF-certified personnel who operate two specialized crash apparatus. Additional units from both GFR stations and Alachua County Fire stations complement the response of the ARFF crash units as needed.



**Performance Indicators:**

**CC 5I.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), extinguishing agent requirements, apparatus, and equipment deployment objectives for each type and magnitude of aviation incident.**

**Description**

Gainesville Fire Rescue (GFR) serves the Gainesville Regional Airport (GRA) with aircraft rescue firefighting (ARFF) operations as defined in the Interlocal Agreement for Airport Fire Rescue and Police Services Exhibit 2. Station 6 is staffed by a Lieutenant and Driver-Operator certified in ARFF operations and capable of operating two ARFF-specific apparatus. These units respond to all types of aircraft incidents requiring suppression, rescue, and/or medical services. Additional units from GFR and Alachua County Fire Rescue (ACFR), if needed, respond with the ARFF team to ensure an effective response force (ERF) arrives. Testing of deployment occurs quarterly and annually and is recorded by the GRA Operations Division. Response performance can be problematic in evaluating real events due to the lack of mobile data terminals in the ARFF apparatus and the staging of additional units needed to make the ERF for an incident. Consequently, performance capability is best evaluated based on inspection/drill results and compliance with Federal Aviation Administration (FAA) guidelines.

**Appraisal**

GFR met the requirements of the airport interlocal agreement and FAA (14 Code of Federal Regulation (CFR 139) for staffing, education, and equipment as demonstrated in its most recent FAA inspection. The majority of GFR responses to aircraft incidents have been standby responses for aircraft with possible problems that have been able to land safely: 2012=9, 2013=9, 2014=9, 2015=12, 2016=12 and 2017=20 incidents. The FAA requires GFR to be able to respond to the middle of the furthest commercial runway within three minutes with the first Crash truck and four minutes with the second. GFR monitors this with time drills every quarter and typically has both trucks to that location in under three minutes. A new station opened in December 2017 at 3638 NE 39<sup>th</sup> Avenue

which allows for a quicker response to incidents that occur near the airport terminal and the commercial runway.

**Plan**

GFR will continue to provide ARFF services as contracted with the Gainesville Alachua County Regional Airport Authority (GACRAA) and will monitor its ability to meet response objectives through quarterly testing and the annual FAA inspection. GFR District Chief in charge of ARFF will establish new benchmarking based on new station location with the quarterly time drills. The Operations Assistant Chief will update the Standards of Cover Critical Task Analysis to show the ARFF response matrix.

**References**

1A.2 Most Recent FAA Inspection Report

5I.1 Interlocal Agreement for Airport Fire Rescue and Police Services

**CC 5I.2 The agency conducts a formal and documented appraisal, at least annually, that includes an analysis of response procedures, equipment, training, and after action reports to determine the effectiveness of the aviation rescue and firefighting services program and meeting the agency's goals and objectives.**

### **Description**

Gainesville Fire Rescue's (GFR) aircraft rescue and firefighting (ARFF) program is appraised annually by the Federal Aviation Administration (FAA) according to Title 14 Code of Federal Regulations (CFR) Part 139 (14 CFR 139) Airport Certification and Florida Administration Code Chapter 64J Florida Administrative Code Emergency Medical Services Requirements; results are documented in a letter from the FAA to the Gainesville Regional Airport (GRA). Also, each GFR ARFF member shall practice a timed emergency response drill with ARFF equipment and personal protective gear at least quarterly demonstrating proficiency in meeting the response time required under 14 CFR 139. This drill is administered by the Operations Division of GRA. ARFF Program Appraisals are completed annually by the District Chief assigned to this program.

### **Appraisal**

GFR has met and successfully completed all inspections, training requirements and quarterly timed drills. The addition of an internal annual appraisal was helpful to the Assistant Chief of Operations by providing a comprehensive snapshot of the program's accomplishments and needs from 2016 which included training of 21 agency personnel and evaluating the need to train additional personnel in future years.

### **Plan**

The department will continue to maintain all training records and successfully complete the FAA annual appraisals and quarterly timed drills. The Assistant Chief of Operations will work with ARFF personnel to complete an internal annual program appraisal in January of each year and identify succession plan for upcoming ARFF vacancies.

### **References**

1A.2 Title 14 Code of Federal Regulations (CFR) Part 139 (14 CFR 139) Airport Certification

1A.2 Florida State Department of Health Ch. 64J Florida Administrative Code  
Emergency Medical Services Requirements

5I.2 Most recent letter from the FAA to the Gainesville Regional Airport

5I.2 Annual Program Appraisal for Aircraft Rescue and Firefighting Program

## **Category VI: Physical Resources**

Physical resources are defined as fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted and clearly established policies.

If work is contracted outside the agency and/or to another department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators and core competencies listed herein.

**Criterion 6A: Physical Resources Plan**

Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.

**Summary:**

Gainesville Fire Rescue works closely with the City Managers' Office, the City Commission, and the local community to plan for and construct new fire stations. During the past several years, Fire Station 1 was designed and built at 525 S. Main Street and a modular station was opened to serve as Fire Station 9 at 4213 SW 30<sup>th</sup> Avenue. Development of facilities includes consideration of recommendations in the Alachua County Fire and EMS Master Plan of 2004 and on the Fire Station Location and Staffing Study of 2016. Planning for future facilities requires evaluation of the locations of Alachua County Fire Rescue stations due to automatic aid services between the two agencies.

**Performance Indicators:**

6A.1 The development, construction, or purchase of physical resources is consistent with the agency's goals and strategic plan.

**Description**

Construction or purchase of facilities to meet the agency's goals is handled through the City's Facilities Department and funded through the capital improvement plan (CIP). Facilities is responsible for managing all of the City's vertical building projects and works with the department to meet any goals and objectives in the strategic plan in these areas. The City met two Fire Station goals during the past two years: The opening of a modular station at 4213 SW 30<sup>th</sup> Avenue in September 2017 and the replacement of Fire Station 1 at 525 S. Main Street which opened in July 2018. The modular building serves as Station 9 and is the first stage of a goal to construct a multi-company station in the southwest service area to meet the increased fire protection and emergency medical needs of this growing area. Another station in need of upgrades for several years is Station 5 at 1244 NW 30<sup>th</sup> Avenue. A feasibility study was completed for Fire Station 5 to provide information on options for renovation or replacement. The Gainesville Fire Rescue (GFR) Strategic Plan Goal 6A provides guidance for development of physical facilities.

**Appraisal**

The replacement of Fire Station 1 was successfully completed in July 2018. The City also identified funding to successfully house an aerial apparatus (Quint 9) in the growing southwest commercial and multi-family residential area. Unfortunately, capital funding for renovations at Fire Station 5 had to be reallocated for other facility needs, so Station 5 is still in need of renovation or replacement.

**Plan**

GFR will continue to work closely with Facilities, City Finance, the City Manager's Office, and the City Commission to evaluate future facility needs and include them in the GFR Strategic Plan. Land for a permanent site for Fire Station 9 is being identified and a feasibility study was completed for Fire Station 5 at 1244 NW 30<sup>th</sup> Avenue which will be used to develop a plan for renovation or replacement in future Capital Improvement Plans.

## References

6A.1 Station #5 Feasibility Study

6A.1 GFR Strategic Plan – Goal 6A (Planning for Physical Facilities)



**CC 6A.2 The governing body, administration, and staff are involved in the planning for physical facilities.****Description**

The Gainesville Fire Rescue (GFR) Strategic Plan Goal 6A ensures that facilities planning involves GFR staff, the City Manager's Office, and the City Commission. Fire Station 1 which opened in July 2018 is an excellent example of the collaborative process used to plan a fire station. From the very beginning of the project, GFR staff participated in site identification, selection of consultants and contractors, and design of the station. Upcoming projects include a permanent location for Fire Station 9 in the southwest and a plan for renovation or replacement of Fire Station 5 at 1244 NW 30<sup>th</sup> Avenue.

**Appraisal**

The City of Gainesville hosted a well-attended grand opening and station dedication at Fire Station 1 on August 11<sup>th</sup>, 2018. This new station was successfully designed and constructed within a limited space and was planned with growth of the downtown area in mind. The collaborative process included design feedback from members of the Operations Bureau who would utilize the station to ensure operational and personnel needs were addressed. The Deputy Fire Chief has submitted this station for a station design award.

**Plan**

GFR is continuing the planning process for Stations 5 and 9 and will ensure that the City Commission, City Manager's Office, and GFR staff are involved in the planning process along with other key stakeholders.

**References**

6A.1 GFR Strategic Plan – Goal 6A (Planning for Physical Facilities)

### **Criterion 6B: Fixed Facilities**

The agency designs, maintains, and manages fixed facility resources that meet the agency's goals and objectives.

#### **Summary:**

Gainesville Fire Rescue (GFR) designs its facilities with consideration for community risks, such as the growing southwest commercial area and infill in the downtown area. Additional considerations include the automatic aid relationship between the City of Gainesville and Alachua County. Recent additions to GFR's facility resources are a modular unit for Fire Station 9 at 4213 SW 30<sup>th</sup> Avenue in September 2017 and the replacement of Fire Station 1 in the downtown area with a two-story state of the art building which opened in July 2018. This station was designed to house additional apparatus to meet future growth in the Power District and Innovation Hub areas. The City is also evaluating plans to remodel or replace Station 5 at 1244 NW 30<sup>th</sup> Avenue. Fire Station 3, the oldest station in GFR's inventory, is also being considered for renovation or relocation. All facilities are maintained through the City's Facilities Department in addition to daily care provided by on-duty personnel.

**Performance Indicators:**

6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, community risk reduction, training, support services, and administration).

**Description**

Gainesville Fire Rescue (GFR) has nine fire stations that support the 24 hour - 7 day per week personnel. All stations have adequate living quarters (cooking, dining, laundry, sleeping and living space) apparatus bays, and training facilities. GFR has a dedicated training facility which includes a live fire training prop, office space, three classrooms, a drill field, a four-story training tower and several training props for confined space and compressed gas emergencies. GFR's Administrative Services' building is a multi-room facility which contains clerical office and meeting spaces for the Fire Administration and Risk Reduction Bureau personnel. The Risk Reduction Bureau has outgrown the space available in the Fire Administration Building and GFR has been seeking additional space for their programs in an adjacent building known as Annex A.

**Appraisal**

GFR staff have been able to function within the confines of the current facilities; however, storage space and office space needs for Risk Reduction and Training Bureau staff and documents are exceeding capacity. Two inspectors are sharing one office space that was normally assigned to a staff support position. The Community Resource Paramedicine Program is being run out of one of the Training Bureau classrooms. Finally, the Fire and Life Safety Educator receives large quantities of car seats and bike helmets on a regular basis which are being stored in an office in the Administration area.

**Plan**

GFR will continue to address facility space needs through the City's Facilities Department and seek funding through the Capital Improvement Planning process. A long-term plan for the entire northeast complex is in the very early stages in the City Manager's Office and with the City Commission. GFR will continue to monitor the development of this plan and keep these stakeholders informed of our facility and storage needs in this area.

**References**

None

6B.2 Buildings and outbuildings are clean and in good repair, and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.

**Description**

Operations-level personnel have cleaning assignments which are split into two categories: Morning clean-up and station clean-up. Morning clean-ups occur daily, are assigned by the Lieutenant at each station, and focus on high use areas including restrooms, bathrooms, kitchen and other living spaces as well as office areas. The station clean-up is a more thorough “deep” cleaning assignment and includes the morning clean-up areas, gym areas, apparatus bays, storage areas and other lower impact spaces. Clean-ups are posted on the station bulletin board for reference. Grounds are policed by all shifts. Lawn care is contracted to an outside firm and includes mowing, edging, and trimming to be done every 7 or 14 days depending on the season. Building and facility maintenance or repairs are provided by the City’s Facilities Department through a documented work order system.

**Appraisal**

Adequate systems are in place for maintaining the agency’s buildings and grounds. GFR utilized CIP funding to update landscaping and paint for Fire Station’s 2, 3, 4 and 7 in 2017, and GFR administrative building in 2018.

**Plan**

Gainesville Fire Rescue will continue to use the established procedures for building and grounds maintenance.

**References**

6B.2 Contract for Lawn Maintenance of City Fire Stations

6B.2 Sample Station Clean-up Schedule

6B.2 Sample Work Order Request

**CC 6B.3 Facilities comply with federal, state/provincial, and local codes and regulations at the time of construction, required upgrades for safety are identified, and where resources allow, addressed. For those items that warrant further attention, a plan for implementation is identified in the agency's long term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.).**

### **Description**

All Gainesville Fire Rescue (GFR) stations are compliant with federal, state, and local codes and regulations. Fire safety inspections have been completed by GFR's Risk Reduction Bureau (RRB) with appropriate follow-up as indicated. All stations have undergone some form of renovation over the past 15 years. Examples of these renovations range from asbestos abatement, dormitory and bathroom remodels, new roofing and floors, fire alarm systems, and vehicle exhaust systems. All older stations were hardened to meet Category 3 Hurricane standards several years ago. All GFR fire stations meet Americans with Disabilities Act (ADA) code requirements. GFR is encouraging City leaders to research and develop fire sprinkler planning in new residential construction which includes addressing the need to retrofit older buildings, such as fire stations. A formal plan has not been adopted yet.

### **Appraisal**

GFR continues to work with the City Facilities Department to meet requirements in our buildings and to address health concerns. Recent efforts include mold remediation at Fire Station 2 during FY18 which required replacement of the HVAC system.

### **Plan**

GFR will continue to design and build fire stations that comply with all codes and regulations. Life safety features recommended by current NFPA standards will be considered in the construction of new stations. The GFR RRB will complete fire safety inspections of its fire stations and administrative facilities at least every other year. GFR will continue to work toward adoption of a fire sprinkler retrofit plan to include its fire stations.

### **References**

6B.3 Fire Safety Inspection Records for Fire Stations

### **Criterion 6C: Apparatus and Vehicles**

Apparatus resources are designed, purchased, and maintained to adequately meet the agency's goals and objectives.

#### **Summary:**

Gainesville Fire Rescue (GFR) provides services for fire suppression, emergency medical response (EMS), technical rescue, hazardous materials response, and aircraft firefighting and rescue (ARFF) response. The agency also provides public education, fire safety inspection, fire cause and origin investigation, and training services. Apparatus and vehicles are planned for and purchased with the goals of these programs in mind. While those goals are primarily centered around delivering services, the agency also seeks to be a responsible steward of the City's assets and resources and works closely with the City's Fleet Department to identify replacement vehicles that can cost-effectively meet service goals; for example, selecting smaller, more fuel-efficient replacement cars and dual-purpose vehicles to replace pick-up trucks, vans, and SUV's where possible.

**Performance Indicators:**

**CC 6C.1 Apparatus types are appropriate for the functions served (e.g., operations, staff support services, specialized services, and administration).**

**Description**

Gainesville Fire Rescue (GFR) apparatus support both fire suppression and emergency medical service (EMS) needs; these units include six engines, two quints, and two tower units which all provide water supply and advanced life support (ALS) services. GFR also staffs two two-person Squad trucks for EMS and rescue needs. In addition, the quints, squads, and towers also carry extrication/rescue equipment. Aircraft rescue and firefighting (ARFF) services are delivered through two ARFF crash apparatus designed specifically for this purpose. GFR has two District Chiefs on-duty at all times who operate out of SUV's specially equipped to be set up as incident command vehicles. Specialty apparatus include the hazardous materials unit at Station 2, which is specially designed to provide testing capabilities and to carry mitigation equipment. Technical rescue equipment is stored in towable trailers at Station 1. Chief officers subject to callout operate take-home vehicles equipped for emergency response. Fire inspectors, the Investigative Services Officer, the Fire and Life Safety Educator, and the Training Captains also have use of vehicles equipped for their specific needs. The GFR fleet vehicle list provides additional details on years and types of vehicles. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 5.99 of 6 for Engine Companies and 3 of 3 for Pump Capacity.

**Appraisal**

GFR has acquired apparatus and vehicles that meet the special functions of each position and assignment through the Fleet Department. Fiscal challenges have resulted in efforts to reduce fleet costs by down-sizing vehicle choices for some functions, such as changing from pick-up trucks or SUV's for fire safety inspectors or training captains to sedans or mini-vans.

**Plan**

The apparatus committee meets at least annually and submits recommendations for any changes to the Deputy Fire Chief who will continue to work with the Fleet Director to plan for new apparatus and vehicles.

## References

6C.1 GFR Fleet List

6C.1 2014 ISO Survey page 12



6C.2 A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial recognized standards, vehicle condition, department needs, and requirements.

**Description**

All city vehicles, including fire apparatus, are on a replacement schedule developed by the City of Gainesville's Fleet Department. Two new engine companies have been ordered and will be placed in service before the end of 2018. The two engines will replace the oldest frontline engines in service and those apparatus will be placed into a reserve ready status.

**Appraisal**

A current replacement plan has been in place for all apparatus and support vehicles. The plan has been effective in addressing the issues of aging equipment that is more frequently out of service compared to newer equipment. A new tower and a new quint were delivered and placed in service in 2018. The fleet replacement plan has ensured that by the end of 2019 all front-line apparatus will have been replaced with the exception of the hazardous materials response unit Hazmat 2.

**Plan**

The Deputy Fire Chief will continue to keep the City Manager's Office, Finance Department, and Fleet Department informed of fleet and apparatus needs to ensure the fleet replacement schedule is kept up to date.

**References**

6C.2 Fleet Replacement Plan for Fire Rescue

6C.3 A process is in place for writing apparatus replacement specifications that allows for employee input.

**Description**

Gainesville Fire Rescue has a process that includes employee input for determining the specifications for new Fire Apparatus. The first step in the process is notifying all Gainesville Fire Rescue members that a committee will be meeting for the purpose of developing new specifications for the next Fire Apparatus and that all are invited to attend. Those who choose not to attend the committee meeting are encouraged to share their ideas with someone on the committee. The committee meets as needed with representatives from Apparatus Manufactures to discuss options and cost. Meetings typically last from several hours to all day and are scheduled regularly until the specifications are complete and the apparatus is ordered. During the meeting, everyone on the committee is given a printed copy of the last changes of specifications. Hand written notes are recorded in the space next to the type written specifications with changes or questions for the Apparatus Manufacture.

The current list of Apparatus Committee Members (anyone can join at any time) is provided as a reference.

**Appraisal**

The current process has provided for employee input in developing specifications and effectively guided decision-making. Most recently, they have given input on the development of several different fire apparatus (TW1, TW2, Q8, E4, and SQ9).

**Plan**

The Apparatus Committee will continue to meet at least annually and more frequently when apparatus are due to be replaced within a year in order to allow for employee input in the specifications of new apparatus.

**References**

6C.3 List of Current Apparatus Committee Members

### **Criterion 6D: Apparatus Maintenance**

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs.

#### **Summary:**

Gainesville Fire Rescue (GFR) apparatus have been serviced for a number of years by the City's Fleet Department. Fleet maintains a number of employees who are certified as Emergency Vehicle Technicians (EVT) to ensure that someone is always available to support maintenance of apparatus. Aerial and ladder testing is done by contract with a third party and reports are provided by Fleet to the fire department. Pump and hose testing are completed by GFR personnel annually. There are reserve apparatus which are maintained by Fleet to ensure that a replacement can be activated while a front-line unit is out-of-service for maintenance or repair to meet reliability needs.

**Performance Indicators:**

**CC 6D.1 An apparatus maintenance program is established. Apparatus maintenance, preventative maintenance, inspection, testing, and emergency repair is conducted by trained and certified technicians in accordance with the manufacturer's recommendations, and federal and/or state/provincial regulations. Attention is given to the safety, health, and security aspects of equipment operation and maintenance.**

**Description**

Apparatus maintenance is performed by certified Emergency Vehicle Technicians (EVT) in the City of Gainesville's Fleet Department. Maintenance is recorded in a log book that shows maintenance, repairs, and inspections as they are completed by an EVT, manufacturer, or outside contractor. Gainesville Fire Rescue (GFR) Standard Operating Guideline (SOG) 602 describes the apparatus maintenance logging procedures between GFR and Fleet personnel. GFR SOG 603 Apparatus Inventory provides a systematic approach to apparatus inspection. Through this system, GFR personnel are able to alert appropriate authorities to any repairs or replacements required. Pump testing is completed in accordance with GFR SOG 607 Pump Testing. GFR SOG 610 requires that all hose is tested annually. Annual testing of apparatus aerial equipment is completed by a contracted provider.

**Appraisal**

The use of certified EVTs to maintain apparatus ensures that procedures are performed according to manufactured specifications within the guidelines established by the NFPA.

**Plan**

GFR will continue to utilize the currently established program which utilizes Fleet EVTs, GFR personnel, and third-party ladder and aerial testing.

**References**

6D.1 GFR SOG 602 Apparatus Maintenance Log

6D.1 GFR SOG 603 Apparatus Inventory

6D.1 GFR SOG 607 Pump Testing

6D.1 GFR SOG 610 Hose Testing

6D.1 Fleet Annual Aerial Test Records

6D.2 The maintenance and repair facility is provided with sufficient space and equipped with appropriate tools.

**Description**

Gainesville Fire Rescue's (GFR) apparatus maintenance is performed by certified Emergency Vehicle Technicians (EVT) in the City of Gainesville's Fleet Department located at 6317 NW 16<sup>th</sup> St. The repair facility has several large service bays with two designated for Gainesville Fire Rescue that have heavy-duty lifts and tools that can accommodate our largest fire apparatus (100' tower/ladder) for minor or major repairs. One EVT is assigned full-time to maintain and repair fire apparatus and others are assigned as necessary.

**Appraisal**

The Fleet Department has met our needs for vehicle and apparatus maintenance and repair. All City vehicles are scheduled for service on three-month intervals which has allowed the Fleet Department to stay on top of any emerging problems. Fire apparatus have been given priority for space for needed repairs and maintenance. A new Central Fleet Garage equipped to more effectively service Fire Department vehicles was opened in 2013.

**Plan**

GFR will keep in place the current maintenance and repair arrangement.

**References**

6D.2 Fleet Department Floor Plan

6D.3 An adequate number of trained and certified maintenance personnel are available to meet the program needs.

**Description**

Gainesville Fire Rescue's (GFR's) apparatus maintenance is performed by certified Emergency Vehicle Technicians (EVTs) in the City of Gainesville's Fleet Department. Fleet has three EVT's that are certified to work on fire apparatus. In addition, the City of Gainesville has at least five other mechanics that are not EVT's, but who can perform basic maintenance work, if necessary.

**Appraisal**

One EVT can handle most of the maintenance for GFR apparatus. The current system has met the needs of the agency.

**Plan**

GFR will continue to use the City of Gainesville's Fleet Department to repair and maintain vehicles and equipment.

**References**

6D.3 Fleet EVT Certification Records

6D.4 The level of supervision is adequate to manage the program.

**Description**

The City of Gainesville's Fleet Department has self-directed work teams and rotates the coordinator each week. There are two Fleet Managers assigned to supervise mechanics; both managers report to the Fleet Director. Gainesville Fire Rescue works and communicates with Fleet through a Fleet Liaison District Chief.

**Appraisal**

The established level of supervision has adequately ensured the maintenance program's effectiveness.

**Plan**

Gainesville Fire Rescue will continue to monitor the effectiveness of the supervision of the program.

**References**

6D.4 Fleet Organizational Chart

6D.5 The reserve vehicle fleet is adequate or a documented contingency plan is in place for the event that apparatus must be taken out of service.

**Description**

The Gainesville Fire Rescue (GFR) fleet inventory has three class-A pumpers, one seventy-five foot Quint, one back-up District Chief vehicle, and one Squad to use as reserve vehicles. The Air and Light truck is used as a back-up hazardous material vehicle and as a backup Squad. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 0.5 of 0.5 for Reserve Pumpers and 0.49 of 0.50 for Reserve Ladder and Service Trucks.

**Appraisal**

The reserve vehicle fleet has been adequate to meet GFRs needs. The back-up Quint has been able to function in the place of both engines and tower apparatus that were out-of-service for maintenance.

**Plan**

GFR will continue to maintain a reserve fleet to meet deployment and replacement needs.

**References**

6C.1 GFR Fleet List

6C.1 2014 ISO Survey page 12



**CC 6D.6 The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability of the agency.**

**Description**

All front line fire apparatus are inspected each morning during the apparatus check. The operating systems on the apparatus including, but not limited to, emergency lights, scene lighting, pumps, and aerial ladders are tested each morning to ensure that they are in working order. City of Gainesville Fleet performs preventative maintenance on all fire apparatus every three months. The City of Gainesville Fleet Department develops the replacement schedule for all vehicles in the City of Gainesville. Emergency repairs are handled by Fleet technicians and they are on-call 24 hours a day. Notification of on-call Fleet EVT's is completed through the Combined Communications Center.

**Appraisal**

The inspection, testing, maintenance and replacement/repair schedule set forth by the City of Gainesville Fleet Department and Gainesville Fire Rescue meets the needs to both keep current apparatus in service and routinely inspect and repair that apparatus to keep them in working order. Sufficient apparatus is kept in a reserve state and are able to be placed in service should the need arise.

**Plan**

The current plan put in place by the City of Gainesville Fleet Department and Gainesville Fire Rescue meets the needs of the organization and will be continually monitored to assure adequate apparatus for the needs of the city.

**References**

6D.6 Sample Daily Apparatus Checklist

### **Criterion 6E: Tools and Small Equipment**

Equipment and supplies are adequate and designed to meet the agency's goals and objectives.

#### **Summary:**

Gainesville Fire Rescue (GFR) uses a variety of tools and small equipment such as saws, exhaust fans, hydrant tools, light sources, cardiac monitors, and extrication equipment. Apparatus are inventoried daily to ensure tools are present and in working order. The agency also has an employee committee whose express purpose is to monitor and select the tools needed to accomplish service objectives.

**Performance Indicators:**

6E.1 Tools and equipment are distributed appropriately, are in sufficient quantities, and meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, technical rescue, emergency medical services, etc.).

**Description**

Gainesville Fire Rescue (GFR) maintains an appropriate distribution of tools and equipment in sufficient quantities in accordance with GFR Standard Operating Guidelines (SOG) 603 Apparatus Inventory. GFR has assembled a Tool and Inventory Committee to select and monitor all tools used to serve the citizens of Gainesville. One of this committee's primary focuses is to maintain unity between all front line apparatus. The committee determines what equipment each apparatus carries and ensures all apparatus are adequately stocked for their intended emergency response levels. The committee uses local, state, and national standards when deciding what an adequate equipment cache for each unit is. The 2014 Insurance Services Office (ISO) Survey resulted in credits for equipping reserve apparatus as 0.50 out of .050 for Reserve Pumpers and 0.49 of 0.50 for Reserve Ladders.

**Appraisal**

GFR has provided sufficient quantities of tools and equipment. GFR has defined appropriate equipment to meet operational needs and has adequately equipped each unit to comply with local, state and national standards.

**Plan**

GFR will continue to monitor maintenance logs and inventory records to ensure that tools are in working order and that sufficient quantities are maintained throughout all front line apparatus. GFR's Tool and Inventory Committee will continue to meet regularly to ensure that all fire apparatus are adequately equipped according to local, state, and national standards. GFR is also planning to combine two former half-time positions into a Logistics Officer position to provide additional support for this program.

**References**

6C.1 2014 ISO Survey page 12

6D.1 SOG 603 Apparatus Inventory

6E.2 Tools and equipment replacement is scheduled, budgeted, implemented, and is adequate to meet the agency's needs.

**Description**

The replacement of tools and equipment is primarily tied to the purchase of new and/or replacement apparatus. In addition, Gainesville Fire Rescue (GFR) replaces tools and equipment one of two ways: 1) Funding for non-capital equipment (purchases under \$2,000) or emergency purchases is included in the department's materials and supplies portion of the budget; and 2) Funding for capital purchases is addressed through the City's Financial and Operating Plan Capital Improvement Program (CIP) for larger purchases. Recent examples of planning and use of capital improvement funds included replacing the worn and outdated Airbags systems used for lifting heavy machinery or vehicles; replacement of Genesis hydraulic rescue systems to maintain high reliability; and, the upgrade of cribbing to include new Paratech strut kits to stabilize overturned vehicles for all Truck and Squad Companies. For the budget year 2018, tools and equipment were purchased for one of the reserve engines to make it available for immediate activation should additional resources be needed.

**Appraisal**

These processes have met agency needs and ensured that apparatus were fully-equipped with sufficient tools and equipment to carry out emergency and non-emergency service functions.

**Plan**

GFR will continue to practice daily equipment check-offs and will continue to replace equipment as needed through the established CIP and the annual operating budget.

**References**

6E.2 Current Financial and Operating Plan - Capital Improvement Program – Equipment Projects

**CC 6E.3 Equipment maintenance, testing, and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.**

**Description**

Gainesville Fire Rescue (GFR) Standard Operating Guideline (SOG) 603 Apparatus Inventory requires functional testing and inventory of equipment carried on apparatus. Regular maintenance of all Zoll cardiac monitors/defibrillators are performed by certified Zoll Technicians and records are kept by the Training Bureau Chief. Extrication equipment is maintained by Genesis Extrication Tools Rescue Systems Unlimited certified technicians. Self-contained breathing apparatus and related equipment are tested and maintained by GFR personnel who are certified by Scott. Ground ladders are tested annually by a third-party vendor. The results of functional testing and inventory are reported to the apparatus company officer who notifies the District Chief of maintenance needs. The maintenance, testing, and inspection records for extrication equipment and ladders are kept by the District Chief in charge of tools and equipment.

**Appraisal**

The inspection, maintenance, and testing of GFR equipment is conducted by qualified personnel. The appropriate records are kept by the responsible chief officers.

**Plan**

Gainesville Fire Rescue will continue to use qualified personnel and/or organizations to inspect, maintain, and repair tools, and equipment.

**References**

- 6D.1 SOG 603 Apparatus Inventory
- 6E.3 Zoll Maintenance Records
- 6E.3 Extrication Equipment Records
- 6E.3 SCBA Testing and Maintenance Records
- 6E.3 GFR Personnel SCBA Certification Records
- 6E.3 Ground Ladder Test Reports

6E.4 An inventory control and maintenance tracking system is in place and current.

**Description**

The Gainesville Fire Rescue (GFR) equipment inventory is identified and tracked by several systems specific to the program area. Capital items (original value \$2000 or more) are tracked by the city-wide capital inventory with annual reporting. In addition to the city inventory, equipment such as self-contained breathing apparatus (SOG 601), fire hose (SOG 610), and apparatus tool inventories (SOG 603) are entered into department inventory and maintenance lists. For back-up, the lists that are maintained in spreadsheet formats are also located in program specific hard-drives that are off of the general network. EMS medication and supplies are maintained by inventory forms and the station inventory lists are reviewed weekly, including specific documentation and tracking for narcotics (SOG 608) and other controlled substances. Monitoring of the expiration of medication and inventory of EMS equipment occurs daily. Maintenance of all tools and equipment is tracked through the program specific systems.

**Appraisal**

The annual City inventory ensures that GFR program managers verify that all capital equipment is accounted for. Daily and weekly inventory and maintenance checks ensure that required equipment and supplies are in place. All GFR forms are up-to-date and are tracked and maintained through the department network in both hard copies and an Excel format. An automated inventory control system would be more efficient.

**Plan**

GFR will continue to use the current systems while working to upgrade two part-time positions to a full-time Logistics Officer. When that person is in place, GFR will begin evaluating options to centralize inventory systems.

**References**

6D.1 SOG 603 Apparatus Inventory

6D.1 SOG 610 Hose Testing

6E.4 Capital Inventory Report

6E.4 SOG 601 Check out/in (SCBA)

6E.4 SOG 608 Medication Use, Storage and Disposal

6E.5 Supplies and materials allocation is based on established objectives and appropriate to meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national standards.

### **Description**

Each unit within Gainesville Fire Rescue (GFR) has a materials and supplies budget line that is established in the annual budget process based on known program objectives. Examples of specific program needs include supplies for GFR's Light Technical Rescue Team (LTRT) which may deploy locally, regionally and statewide and must be self-sufficient for a minimum of 72 hours and supplies that are compliant with the State Emergency Response Commission (SERC) and the National Fire Protection Association (NFPA) 472 Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction guidelines for the Hazardous Materials Team (HMT) which responds regionally out of GFR Fire Station #2. Supplies needed for emergency medical services (EMS) comply with the State of Florida, Department of Health, Emergency Medical Services Advanced Life Support Vehicle Inspection Report (Section 401.31, F.S) requirements and are based on the Advanced and Basic Life Support Checklists. The EMS Captain processes replacement or repair of equipment and an excess stock of equipment is maintained to ensure front line units remain in service continuously. GFR maintains a restock agreement and conducts a weekly medical supply order process with Alachua County Fire Rescue (ACFR) which agrees to replace all disposable EMS equipment utilized during patient care. Materials and supplies for Training staff, Risk Reduction staff (Inspectors, Investigator, and Fire and Life Safety Educator), and Administrative Support staff are ordered and maintained to support specific programs and events, such as the Annual Fire Prevention Week activities, Information Technology upgrades, and supplies for live-fire training. Supplies and materials allocated for areas and programs meet or exceed standards.

### **Appraisal**

GFR has successfully allocated supplies and materials to meet fire suppression, rescue, prevention, investigation, training, and administrative objectives. GFR has also adequately supplied its regional LTRT and HMT teams for successful deployment through the department's annual budget and grant funding. The weekly medical supply process has worked

well for ensuring that EMS objectives are supported by materials and supplies compliant with state standards.

**Plan**

GFR will continue to allocate supplies and materials to meet program objectives through the annual budget process and available grant programs.

**References**

6E.5 State Emergency Response Commission (SERC) Guidelines

6E.5 NFPA472 Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction

6E.5 State of Florida, Department of Health, Emergency Medical Services Advanced Life Support Vehicle Inspection Report (Section 401.31, F.S) ALS and BLS Checklists.



### **Criterion 6F: Safety Equipment**

Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment (PPE) and related equipment (e.g., self-contained breathing apparatus).

#### **Summary:**

Gainesville Fire Rescue (GFR) and the City of Gainesville have a long-standing commitment to employee health and safety. GFR issues personal protective equipment (PPE) in accordance with the current labor agreement to ensure firefighting personnel are adequately protected from occupational hazards. Self-contained breathing apparatus (SCBA) are issued and have a testing and maintenance program to ensure breathing air supplies are readily available and functioning properly at all times. Whenever applicable, safety equipment is selected to meet National Fire Protection Association (NFPA) standards and/or State of Florida or local requirements.

**Performance Indicators:****CC 6F.1 Safety equipment is identified and distributed to appropriate personnel.****Description**

All Gainesville Fire Rescue (GFR) firefighters are sized and issued Personal Protective Equipment (PPE), including coat and liner, pants and liner with built-in Class A escape belt, gloves, two hoods, helmet, boots, self-contained breathing apparatus mask, hearing protection, flashlight, and accountability tags. In 2016, GFR issued a second hood to all firefighters to help prevent re-contamination on the head and neck after fires. In addition to issued PPE, each seat on a fire apparatus has a self-contained breathing apparatus (SCBA) with a built-in PASS device that communicates with an accountability system in each District Chief vehicle. Guidelines on safety equipment are included in Article 27 of the International Association of Firefighters Local 2157 labor agreement. Information on size, year of manufacture, make, and type of PPE can be found in the District 1 desk file under PPE. Replacement request forms are utilized to track and monitor delivery of safety items.

**Appraisal**

The current system has been adequate but could be updated from Excel to a database. The database should describe what all personnel are issued, as well as a cradle to grave history for all turnout coats and pants.

**Plan**

GFR is currently seeking grants to purchase a secondary set of turn out gear for all firefighters in addition to their primary set to be able to change out and lauder their gear immediately after a fire to reduce re-exposure to carcinogens after a fire.

GFR is exploring item tracking software to enable the assigned District Chief to better track the equipment, the expected out-of-service date, and a cleaning and maintenance history.

**References**

6F.1 GFR PPE Records

6F.1 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters – Article 27 Protective Clothing and Equipment

6F.1 Sample PPE Replacement Request Form

6F.2 Distributed safety equipment is sufficient for the functions performed.

**Description**

All Gainesville Fire Rescue (GFR) operations personnel are issued personal protective equipment (PPE) free of defects and properly sized. This includes bunker coat, pants, gloves, hood, helmet, flashlight, hearing protection (SOG403) and Self-Contained Breathing Apparatus (SCBA) mask. The SCBAs with an integrated Personal Alert Safety System (PASS) device (SOG 404) and safety vests (SOG409) are assigned to each position on all emergency apparatus as well as spare air bottles. Additional SCBAs, air bottles and a portable cascade system for filling air bottles are located on the Air and Light Truck and at Station 1 and are deployed to long-term events and live fire training. Additional inventories of firefighting gear and other PPE are maintained for use when the issued items are damaged or in need of maintenance and are stored at the Logistics Officer office at Station 1. Safety equipment for EMS, technical rescue, and hazardous materials operations are available on apparatus and distribution is supervised by the GFR Training Chief. PPE is inspected daily by the user and more detailed inspections occur weekly. A full inspection of issued PPE is conducted twice annually by the Health and Safety Committee.

**Appraisal**

Safety equipment distributed to all personnel was sufficient to cover emergency and non-emergency functions performed by GFR including 21,089 calls for service in 2017, training activities, and fire inspections. The system used to maintain safety equipment was sufficient to meet all functions performed. An additional set of gear per member will assist in the timely decontamination of the gear after each fire.

**Plan**

GFR will continue to follow the current system of safety equipment distribution and repair, review current needs, and consider developing a replacement cycle for safety gear. GFR will continue to look for funding sources for a secondary set of PPE for Operations personnel. GFR will also evaluate alternative PPE for fire investigations that are more conducive to longer work periods.

**References**

6F.2 SOG 403 Hearing Protection

6F.2 SOG 404 PASS System

6F.2 SOG 409 Public Safety Vests

6F.3 Safety equipment replacement is scheduled, budgeted, implemented, and adequate to meet the agency's needs.

### **Description**

Gainesville Fire Rescue (GFR) employs a variety of methods to replace safety equipment and strives to meet or exceed National Fire Protection Association (NFPA) safety guidelines. Funds for replacement and maintenance of safety equipment are available through the department's annual budget, the City of Gainesville Capital Improvement Plan (CIP), and state grants. Personal Protective Equipment (PPE) for fire, EMS, Hazardous Materials, or Technical Rescue response are either replaced as a scheduled replacement, during daily equipment inventory checks or as required by the current International Association of Firefighters Local 2157 labor agreement Article 27 Protective Clothing and Equipment. The Health and Safety Committee conducts annual safety inspections of safety equipment and PPE, any deficiencies are corrected immediately. The Health and Safety Committee also review accident reports quarterly and makes recommendations for changes in safety equipment as described in Article 18 Health and Safety of the labor agreement.

### **Appraisal**

Safety equipment replacement has been adequate to meet the agency's needs. The department has been able to replace bunker pants and coats on a six-year replacement cycle or when necessary because of damage or contamination but is trying to pursue a five-year replacement that will support two sets. GFR has requested CIP funds and grants to implement this plan. GFR purchased additional sets of gear in FY 2016, 2017, and 2018 and, in FY 2019, plans to purchase more before the end of the fiscal year.

### **Plan**

The Health and Safety Committee shall continue to review workplace accidents and NFPA guidelines to ensure recommendations are made for adequate safety equipment. The Fire Chief will continue to coordinate requests for safety equipment purchases through the biennial budget and capital improvement plan processes. The PPE Officer shall review specifications and order additional sets by the end of FY 2019.

### **References**

2D.7 GFR Capital Improvement Plan

6F.1 Agreement between the City of Gainesville and Professional Fire Fighters of

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Gainesville Local No. 2157 of the International Association of Fire Fighters – Article 27  
Protective Clothing and Equipment

6F.3 Agreement between the City of Gainesville and Professional Fire Fighters of  
Gainesville Local No. 2157 of the International Association of Fire Fighters – Article 18  
Health and Safety

6F.4 Safety equipment maintenance, testing, and inspections are conducted by trained and qualified personnel, and appropriate records are kept.

### **Description**

Gainesville Fire Rescue's (GFR's) safety equipment is inspected and tested using several methodologies. Apparatus and equipment on apparatus are checked on a daily basis per GFR Standard Operating Guideline (SOG) 603 Apparatus Inventory. Emergency vehicles are maintained by city fleet maintenance and documented in each apparatus' "Red Book." Self-Contained Breathing Apparatus (SCBA) are checked daily, mask fit tests are conducted annually, and SCBA cylinders are hydrostatically tested every five years in accordance with SOG 408 SCBA Respirator Use and Testing. Employees assigned to Fire Station 6 are SCOTT certified SCBA repair technicians and documentation of each repair and test are kept at Fire Station 6. SCBA air supplies at Station 1, 2, 6 and Station 8 are analyzed quarterly for air-quality compliance with NFPA 1500 Standard on Fire Department Occupational Safety and Health Program. Individual Personal Protective Equipment (PPE) i.e., bunker gear, hoods, helmets, boots, gloves, are inspected on each Saturday and a record is recorded in the PPE Records. All issued PPE also receive safety inspections semi-annually by trained members of GFR's Health and Safety Committee. All bunker gear is laundered after each fire and department-wide on a semi-annual basis.

### **Appraisal**

GFR has established a good system of maintaining, testing, and inspecting all safety equipment by utilizing GFR personnel trained as technicians to test and inspect safety equipment and contracting services for air quality testing. The maintenance, testing and record keeping are completed on all safety systems and include breathing air storage systems and mask-fit testing requirements. All safety equipment inspected is cleaned and inspected after each use. GFR uses a certified third party vendor for repair of bunker gear.

### **Plan**

GFR will continue to maintain, test, and inspect its safety equipment and modify this process as needed. GFR's Health and Safety Committee will review this quarterly. Records of maintenance, tests, and inspections will be maintained. GFR should continue to search for an IT solution to track all issued PPE's records.

## References

6D.1 SOG 603 Apparatus Inventory

6E.3 SCBA Testing and Maintenance Records

6F.1 GFR PPE Records

6F.4 Sample from GFR Red Book

6F.4 SOG 408 SCBA Respirator Use and Testing

6F.4 NFPA 1500 Standard on Fire Department Occupational Safety and Health Program 2018



6F.5 A safety equipment inventory control and maintenance tracking system is in place and current.

**Description**

Gainesville Fire Rescue (GFR) safety equipment inventory control and maintenance tracking is managed with several Microsoft Excel files which are maintained on the GFR network server. Examples of guidelines include Standard Operating Guideline (SOG) 404 PASS System, which requires daily and monthly inspection of personal accountability devices and SOG 408 SCBA Respirator Use and Testing, which requires monthly testing. Personal protective equipment (PPE) issue and maintenance is tracked by the assigned District Chief.

**Appraisal**

GFR forms have been established for inventory control and maintenance tracking. The system has allowed the department to track SCBA equipment for scheduled maintenance and unit assignment.

**Plan**

GFR will continue to follow established SOG's and use the Excel spreadsheet format as its primary means to track safety equipment and maintenance tracking system. However GFR continues to explore an IT tracking system that will assist with inventory control as well as evaluate Inventory Control System for purchase from identified CIP funding.

**References**

6F.1 GFR PPE Records

6F.2 SOG 404 PASS System

6F.4 SOG 408 SCBA Respirator Use and Testing

## **Category VII: Human Resources**

Human resources are defined as all aspects of personnel administration, except those of training and competency, which are addressed in Category VIII. The heart of any organization is its people, and this category is designed to appraise the importance and results of the human resources program. Completing the human resources section may involve members from other governing entities or other elements of the community.

### **Criterion 7A: Human Resources Administration**

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.

#### **Summary:**

To ensure compliance with local, state, and federal requirements, the City of Gainesville has a Human Resources/Organizational (HR/OD) Department which provides human resources services to all departments and divisions of the City of Gainesville organization and Gainesville Regional Utilities. HR/OD services include, but are not limited to: hiring processes; promotional processes; development and distribution of policy and procedure; labor-management issues; employee appraisal processes, disciplinary processes, retention, succession planning, training of time-keepers; and personnel records processing and storage. The HR/OD department is managed by one Human Resources Director who reports to the City Manager and has staff who work with department heads and other staff to accomplish human resources functions.

**Performance Indicators:**

**CC            7A.1    A human resources manager is designated.**

**Description**

Gainesville Fire Rescue (GFR) utilizes the City of Gainesville's Human Resources and Organizational Development Department (HR/OD) for human resources services. HR/OD programs are managed by one Human Resources Director, a position established in the Gainesville Code of Ordinances, Part II, Chapter 2, Article IV, Division 1, Section 2-196, who is assisted by one Human Resources Manager. The structure of the Human Resources Department is described in its organizational chart in the Financial and Operating Plan – Human Resources Section. The GFR Fire Chief has worked directly with the designated HR/OD Director as needed to facilitate the HR Department's support of GFR human resources functions, particularly hiring and promotional processes.

**Appraisal**

The designation by the City of a Human Resources Manager has effectively supported the agency's human resources needs by providing centralized service with training and education specific to the human resources function.

**Plan**

Plan GFR will continue to work with the City's designated HR/OD Director as needed to meet the human resources needs of the agency.

**References**

- 7A.1    Gainesville Code of Ordinances, Part II, Chapter 2, Article IV, Division 1, Section 2-196 7A.1
- 7A.1    Current Financial and Operating Plan – Human Resources Section

7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

**Description**

The City of Gainesville's Human Resources and Organizational Development (HR/OD) department staffing includes positions for labor negotiations, staffing services, learning and development, compensation, and organizational development. As described in the Financial and Operating Plan – Human Resources section, HR provides “support...with comprehensive human resources services to assist with hiring and promotional processes, training and development, as well as provide guidance on succession planning, performance management, compensation, and employee relations.” The staff positions in the department support these functions.

**Appraisal**

The HR/OD department has the necessary positions and staffing to assist Gainesville Fire Rescue (GFR) in accomplishing human resources functions. The City's Human Resources Department has been able to provide adequate staff support to the agency for hiring and promotional processes, including staff attendance on-site during assessment centers, consultation on development of process components, and scheduling of candidates.

**Plan**

GFR will continue to rely on the City's HR/OD staff to accomplish its human resources administrative functions. The GFR command staff will inform the Fire Chief of any instances when HR/OD staff support may not have been or will not be sufficient to support the agency's human resources functions. The Fire Chief will work with the Human Resources Director as needed to address unmet needs.

**References**

7A.1 Current Financial and Operating Plan – Human Resources Section

7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state/provincial, and federal requirements. The policies are reviewed annually and updated as needed.

**Description**

The City of Gainesville’s Human Resources and Organizational Development Department (HR/OD) is tasked in City Policy G-1 Policy and Procedure Promulgation with the responsibility for “...the review and administration of all human resources policies and the administrative procedures, advising the Charter Officers on the establishment of administrative procedures and guidelines to ensure they comply with all City policies, local, state, and federal laws, and ensuring that the human resources goals of the City Commission are met.”

**Appraisal**

Appropriate policies have been put in place to direct the HR/OD administrative function in coordination with the City Commission and City Charter Officers. Adherence to these policies has ensured that Gainesville Fire Rescue’s human resources processes have been conducted in compliance with local, state, and federal requirements.

**Plan**

The agency will comply with related policies as needed to ensure compliance with local, state, and federal laws.

**References**

7A.3 City Policy G-1 Policy and Procedure Promulgation

### **Criterion 7B: Recruitment, Selection, Retention and Promotion**

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.

#### **Summary:**

Gainesville Fire Rescue (GFR) works in coordination with the City of Gainesville's Human Resources/Organizational Development (HR/OD) Department and its Office of Equal Opportunity to ensure compliance with local, state, and federal requirements with regard to hiring and promotional processes. Responsibility for recruitment efforts is assigned to the District Chief of the Training Bureau (TB) and is a year-round effort. Orientation for new firefighters is delivered during a six to eight week program in the TB. The TB also works closely with the Fire Chief and HR/OD to manage promotional processes and to deliver training for professional development and succession planning. The department strives to develop a diverse workforce that reflects the composition of the Gainesville community through its hiring and promotional processes.

Finally, formal employee recognition occurs through an annual awards program which seeks to recognize achievements and service excellence by department personnel, members of other city and public safety departments, and community partners.

**Performance Indicators:**

7B.1 A mechanism is in place to identify and announce potential entry level, lateral, and promotional positions.

**Description**

The process for announcing open entry level positions is managed by the City of Gainesville Human Resource/Organizational Development (HR/OD) department which posts job openings on the public web site and at [www.governmentjobs.com](http://www.governmentjobs.com). The City contracts annually with the National Testing Network (NTN) for professional recruitment and testing services. The City also offers an automated email service to those who sign up to receive job opening notifications in their areas of interest. Promotional processes, including the announcement of position vacancies, are coordinated between the Office of the Fire Chief, the Gainesville Fire Rescue (GFR) Training Bureau, and the HR/OD department per HR/OD procedures and the current labor agreement.

**Appraisal**

The current mechanism for announcing entry level positions has worked well. The mechanism for internal positions established by labor agreement and HR/OD procedures has provided consistent guidelines for announcing position vacancies.

**Plan**

GFR will continue to utilize and follow the current position announcement processes established by the HR/OD department and the labor agreements.

**References**

- 7B.1 Current contract with National Testing Network
- 7B.1 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters – Article 20 Promotion



7B.2 The agency administration and its members are part of the recruiting process.

**Description**

One of the essential job functions listed in the job description for the Gainesville Fire Rescue (GFR) District Chief of the Training Bureau is coordinating recruitment. The Training Chief and members of our recruitment team travel to local area educational facilities to present material regarding the department's culture and positions. In the office, Training staff field questions and give information to walk-ins and callers regarding the steps needed to become a firefighter for the department. Additionally Training Captains, along with recruitment team member's set-up and work in the department's booth at regularly scheduled job fairs and are critical in identifying potential recruits. Data from candidates on their sources of information are collected by the Human Resources department via recruitment codes.

**Appraisal**

Data from the Human Resources Department for the FY17-18 Firefighter Candidate process revealed that 23% of candidates learned about the process from Active City Employees, 28% by the City of Gainesville Website, 3% by Direct Mail Invitation, 5% by Employee Referral, 13% by Governmentjobs.com, 13% by some other means of notification, and 18% by "Word of Mouth."

**Plan**

GFR will continue to utilize its personnel to market the agency to prospective firefighter candidates and will work with HR/OD staff to evaluate successful recruitment efforts through data gathered from applicants.

**References**

7B.2 Recruitment Source Code Results from HR FY17 and FY18 Processes

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**CC 7B.3 Processes and screening/qualifying devices<sup>1</sup> used for recruitment and selection of initial, lateral, and promotional candidates are job related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.**

### **Description**

Screening devices used for the selection of initial, lateral, and promotional candidates include job-related testing and interviewing processes created and implemented by departmental staff in coordination with and oversight of the City of Gainesville Human Resources and Organizational Development Department, (HR/OD) in compliance with City Policy E-1 Role of the Human Resources/Organizational Development Department. Job-related advertisement and testing is customized to adhere to the requirements of each position as outlined in the official City of Gainesville job descriptions, which are approved by the City's Equal Opportunity Office (EO). Screening includes testing completed through the National Testing Network (NTN) which utilizes the International Association of Fire Fighters (IAFF) Candidate Physical Ability Test (CPAT) and the FireTEAM Testing System for: Human Relations; Mechanical Aptitude; Reading; and Math. Recruitment processes are designed to reach all segments of the community and include regularly scheduled job fairs and staff recruitment efforts at area educational facilities. The City of Gainesville Code of Ordinances Part II Chapter 8 Article III Equal Employment Opportunity expressly prohibits discrimination in employment practices and the City has established its intent to comply with regard to recruitment, hiring, training, transferring, and promotions in its Equal Opportunity Policy Statement EO-1. Promotional process requirements for operations positions are established through Article 20 Promotion of the IAFF Labor Agreement.

### **Appraisal**

The current system has worked well to produce pools of qualified candidates for hiring and promotional processes. The processes are job-related and compliance with applicable laws has been maintained under the guidance of the City's HR/OD and EO offices.

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<sup>1</sup> Examples of screening/qualifying devices: Application forms, written exams, ability tests, physical exams, psychological exams, background checks, etc.

**Plan**

GFR will continue to work closely with the City's HR/OD and EO staff to ensure compliance with recruitment, hiring, and promotional process requirements.

**References**

- 7B.1 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters – Article 20 Promotion
- 7B.3 City Policy E-1 Employment (Role of the Human Resources/Organizational Development Department)
- 7B.3 Equal Opportunity Policy EO-1 Policy Statement
- 7B.3 City of Gainesville Code of Ordinances Part II Chapter 8 Article III Equal Employment Opportunity

7B.4 The agency's workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.

**Description**

Service area demographics taken from the 2016 US Census data include: 52.1% female, 22.2% black, 10.2% Hispanic, and 7% Asian. The department's figures for these categories are: 10.16% female, 14.68% black, 8.47% Hispanic, and 2.82% Asian.

**Appraisal**

The FY17-18 firefighter candidate process (245 candidates) resulted in (9) female applicants and (59) minority applicants. Recruiting successful female candidates, particularly minority female candidates, continues to present a challenge for the agency: The last female hired into a firefighter position was in January 2018.

**Plan**

GFR will need to evaluate the results of its FY17 hiring process for firefighter candidates to identify possible gaps and barriers in the recruitment and hiring processes that can be addressed in future processes. GFR chief officers have attended, and will continue to attend conferences that present ideas for successful recruiting and retention of minority and female candidates, such as those sponsored by i-women and the International Association of Black Professional Firefighters.

**References**

7B.4 Current department demographics from GFR Personnel Database

7B.5 A new member orientation program is in place.

**Description**

The City of Gainesville provides a new employee orientation program to all new hires. Gainesville Fire Rescue (GFR) provides an extensive orientation process for new firefighters. The process is overseen by the Training Bureau and includes creating a lesson plan and an orientation schedule, then providing instruction regarding different facets of the organization and skill performance. In addition, the department reviews new firefighter skills using a probationary checklist. This checklist is completed three times: Once during orientation, once by each probationary firefighter's lieutenant during the first six months of duty, and again during the second six months of duty.

**Appraisal**

New members receive both general employee and job-specific orientation. The orientation program has been applied consistently through several hiring cycles and has worked well to provide both general and specific job knowledge.

**Plan**

GFR will provide a six week orientation to new firefighters in compliance with state and federal regulations. GFR will continue to improve the orientation schedule to best benefit new employees.

**References**

7B.5 GFR Sample Orientation Schedule for New Firefighters

7B.5 GFR Training Bureau Probationary Checklist

**CC 7B.6 A supervised probationary process is used to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills, and abilities.**

**Description**

A probationary process is required for all permanent positions in the City of Gainesville for new hires and promotions as described in City Policy 6 Probationary Period. The Gainesville Fire Rescue (GFR) probationary process includes a schedule of evaluation, probationary checklist, and an approval hierarchy extending to the head of the department, the Fire Chief. Newly hired firefighters are on probation for one year from their hire date. All probationary firefighters are evaluated biannually. Promoted employees are evaluated at six months and chief officers at one year. A recommendation is made whether to retain the employee in the position prior to or at that time. Promotional periods are documented in the IAFF Labor Agreement in Article 1 Recognition and Article 20 Promotion.

**Appraisal**

The current system has worked well and provided an adequate time period and review process to determine whether a new or promoted employee should be retained in his/her current position.

**Plan**

GFR will continue to follow the HR/OD policy for the probationary process.

**References**

- 7B.1 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Article 20 Promotion
- 7B.5 GFR Training Bureau Probationary Checklist
- 7B.6 City Policy 6 Probationary Period
- 7B.6 Sample Employee Evaluation Form
- 7B.6 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Article 1 Recognition

7B.7 The agency has an employee/member recognition program.

**Description**

An employee recognition program is outlined in Gainesville Fire Rescue (GFR) Standard Operating Guideline (SOG) 113, adopted on April 5, 2002. The department holds an annual ceremony to honor the recipients from the department and the community.

Recognitions include new hires and retirees; “Of the Year” awards for Firefighter, EMS Provider, Driver Operator, Company Officer, Chief Officer, Inspector, Instructor, Athlete, Administrative Employee, and Dispatcher; medal categories for Valor, Life Saving, and Distinguished Service; as well as service awards, awards of excellence, and recognition of education and certification.

**Appraisal**

The department’s current program has been well-executed and well-received. Attendance at the event is typically around 150 guests including dignitaries and family members.

**Plan**

GFR will continue to follow SOG 113 to promote recognition of employees.

**References**

7B.7 GFR SOG 113 Awards and Honors

7B.8 The agency's working conditions and environment attract, diverse and qualified applicants, and retains a tenured workforce.

### **Description**

Gainesville Fire Rescue (GFR) creates a positive environment that values diversity. Operations personnel work 24-hour shifts living as a family would, so it is extremely important that the agency hire qualified applicants who can work well together in all aspects of performance. Individual living quarters are provided to ensure privacy and security. Management encourages open communications throughout the ranks through both interpersonal experience, such as having “Courageous Conversations;” through opportunities for anonymous expression via “Speakup”; and by having an open door policy with the Office of the Chief. All personnel also complete required diversity training with the City’s Office of Equal Opportunity.

### **Appraisal**

The agency has had good success retaining qualified personnel for many years, including minorities and females. The significant challenge continues to be attracting larger groups of qualified female candidates, particularly from minority groups to participate in firefighter hiring processes. GFR successfully recruited and hired a minority female in the Winter 2018 hiring process. Over 20% of GFR’s workforce have been with the agency for greater than 20 years.

### **Plan**

GFR will continue to work with available resources, such as the City’s Equal Opportunity Office, Human Resources Department, the Fire College, and professional organizations to cultivate a positive and diverse workforce and environment for attracting new employees and for the retention of employees and succession planning.

### **References**

- 7B.4 Current department demographics from GFR Personnel Database
- 7B.8 Current employee list showing years of service from GFR Personnel Database
- 7B.8 GFR Courageous Conversations Presentation



7B.9 The agency conducts exit interviews or periodic employee surveys or other mechanisms are used to acquire feedback and improve policies and procedures.

**Description**

Feedback is obtained from current employees through an informal “Speak up” process where employees can choose to remain anonymous and during the annual Command Staff Retreat and Strategic Plan update. Exit interviews for retirees and employees leaving for other reasons are completed on-line for the Human Resources Department and in-person with the Fire Chief. Finally, there are several committees, such as the Tool Committee, the Training Committee, and the Health & Safety Committee, that allow employees to participate in the development of topical policies and procedures. Situational feedback may be obtained through direct surveys of employees using Survey Methods software such as a recent First Responder Survey on responses to a local homeless services site known as Grace Marketplace/Dignity Village.

**Appraisal**

The variety of methods used to acquire feedback have served the department well in providing general perspectives on the department as well as specific feedback related to distinct topics.

**Plan**

The agency will continue to rely on them for feedback regarding policies and procedures.

**References**

7B.9 Employee Exit Interview Form

7B.9 First Responder Survey for Grace Marketplace/Dignity Village

7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.

### **Description**

Gainesville Fire Rescue (GFR) chief officers engage in firefighter hiring and succession planning efforts throughout the year through identification and mentoring of upwardly mobile personnel within the department. Personnel are encouraged to attend courses at the National Fire Academy and GFR has had several chief officers successfully complete the Executive Fire Officer Program over the years. Participation in formal education is supported and encouraged by the agency and the City through recognition of degree earners at the annual awards ceremony and through the tuition reimbursement program. The department monitors its certified paramedic staff and ensures that training is planned well in advance to maintain the required number of personnel to meet its service requirements. Additional monitoring and training occurs with other specialty programs such as aircraft firefighting and rescue, hazardous materials, and technical rescue. Several of the agency's chief officers are scheduled for retirement within the next few years so succession planning has been a priority for the command staff. The command staff has been diligently monitoring needs that will result from attrition and has taken steps to identify potential candidates. Succession planning was identified during the Strategic Plan update as one of three primary areas of concern. GFR chief officers also work closely with the Office of the City Manager to evaluate inspection needs, response capacity, and deployment needs that may require submission of increment requests during budget planning cycles.

### **Appraisal**

The agency has a multi-tiered management system (District Chief, Assistant Chief, Deputy Chief, Fire Chief) that has facilitated internal development of chief officers. GFR has successfully been able to identify and develop agency personnel for service in these positions over the past several years. The development of company officers has begun early at the firefighter and driver-operator positions to ensure that personnel have had

training and opportunities to serve out-of-class in preparation to replace retiring, experienced company officers.

### **Plan**

GFR will continue to support and encourage formal training and will monitor all certification programs to ensure replacement personnel are identified and trained in anticipation of attrition needs. Succession planning may need to be formally incorporated as a goal with specific objectives in the next Strategic Plan update.

### **References**

7B.10 Sample Increment Request for Personnel

**Criterion 7C: Personnel Policies and Procedures**

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior.

**Summary:**

Personnel policies and procedures are developed and maintained by the City’s Human Resources/Organizational Development (HR/OD) Department, the City’s Equal Opportunity Office (EO), and by Gainesville Fire Rescue (GFR). Policies and procedures address aspects of performance, ethical behavior, and conduct. A corresponding disciplinary matrix is available to guide managers in utilizing a progressive disciplinary system. Employees have access to a grievance process, based on labor agreement guidelines, that allows for both individual and class action grievances. GFR works closely with the HR/OD department in administering discipline particularly any that may include suspension, training, demotion or termination.

**Performance Indicators:**

**CC 7C.1 Personnel policies, procedures, and rules are current, written, and communicated to all personnel.**

**Description**

The City of Gainesville Human Resources and Organizational Development Department (HR/OD) follows City Policy G-1: Policy and Procedure Promulgation and publishes policies on the City's Intranet, which is available to all Gainesville Fire Rescue (GFR) employees. In addition, Gainesville Fire Rescue (GFR) creates written Standard Operating Guidelines (SOG's) augmenting these policies, which are kept on a public server and available for viewing through links on the department's intranet. Changes in GFR SOG's are announced to all personnel via interoffice email messages and are published through an online document management system PowerDMS which provides 24/7 access. New employees receive information on personnel policies through their orientation with City Human Resources staff and during initial training in the Training Bureau. GFR's personnel policies are primarily found in Section 200 Rules and Regulations. GFR Training staff may also provide training on specific SOG's through the computer based training (CBT) program.

**Appraisal**

The system has provided adequate access to current city and department policies, procedures, and rules to all on-duty employees. The ability to communicate changes through PowerDMS, email, and training programs has proven to be effective.

**Plan**

The department will continue to use the current systems, including the development, modification, and publishing of its own policies, procedures, and rules.

**References**

7A.3 City Policy G-1 Policy and Procedure Promulgation

7C.1 GFR Standard Operating Guidelines Section 200 Rules and Regulations

**CC 7C.2 The agency has a policy that defines and prohibits sexual, racial, disability, or other forms of harassment, bias, and unlawful discrimination of employees/members and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.**

### **Description**

The City of Gainesville is mandated by City Ordinance Part II Chapter 8 Article III to enact and enforce equal employment opportunity (EO) and non-discriminatory employment practices. City Policy EO-1: EO Policy Statement outlines the responsibilities of the City. The EO Office has created and enforces written policies EO-1 through EO-8 prohibiting all forms of discrimination and harassment; informing charter officers regarding their responsibilities in the process; informing employees how to file a complaint; protecting employees from retaliation for filing a complaint; and outlining processes for redress of proven instances of infractions. All employees are given required training regarding these policies: 1) within 90 days of employment on the general policies; 2) every other year on various definitions and examples of all forms of discrimination and harassment; 3) every other year on diversity in the workplace. All employees may access the EO office directly without notifying their departments. All policies are available at any time to employees via the City's intranet. The City has implemented several layers of protection ensuring equal opportunity and non-discrimination for all employees, including a system for filing complaints and for remedying behavior that violates these policies. The city's Office of Equal Opportunity provides consistent oversight of compliance with the policy.

### **Appraisal**

Adherence to the City's EO policies and period diversity awareness training by the City's EO staff have ensured that Gainesville Fire Rescue staff are aware of the City's and agency's expectations regarding compliance during hiring and promotional processes and in conducting daily operations.

**Plan**

The current policies will continue to be followed and enforced.

**References**

- 7B.3 City of Gainesville Code of Ordinances Part II Chapter 8 Article III Equal Employment Opportunity
- 7B.3 Equal Opportunity Policy EO-1 Policy Statement
- 7C.2 Equal Opportunity Policy EO-2 City of Gainesville Charter Officers Duties Related to Equal Opportunity
- 7C.2 Equal Opportunity Policy EO-3 City of Gainesville Affirmative Action Policy
- 7C.2 Equal Opportunity Policy EO-4 City of Gainesville Discrimination Policy
- 7C.2 Equal Opportunity Policy EO-5 City of Gainesville Retaliation Policy
- 7C.2 Equal Opportunity Policy EO-6 City of Gainesville Disability Policy
- 7C.2 Equal Opportunity Policy EO-7 City of Gainesville Equal Opportunity Policy
- 7C.2 Equal Opportunity Policy EO-8 City of Gainesville Equal Opportunity Complaint Filing Procedure

7C.3            A disciplinary system is in place and enforced.

**Description**

Gainesville Fire Rescue's (GFR's) disciplinary system is documented by the department's Standard Operating Guideline (SOG) 200 – Rules and Regulations, the City of Gainesville's HR Policy E-3: Code of Conduct/Disciplinary Procedures, and the IAFF Labor Agreement Article 16. Policy E-3 and SOG200 contain disciplinary matrices that ascribe consequences for each level of offense for progressive disciplinary action. Informal action may be administered through records of oral counseling or written warnings which are not considered part of the progressive disciplinary process. Investigations and outcomes are tracked in a database to provide reference for supervisors on previously similar offenses. Internal investigations are guided through GFR SOG123.

**Appraisal**

GFR has had an effective disciplinary system that has complied with City and labor agreement guidelines and allowed the agency to apply the full range of actions from oral counseling to termination.

**Plan**

GFR will continue to comply with department, City, and labor agreement guidelines.

**References**

7C.1 GFR Standard Operating Guidelines Section 200 Rules and Regulations

7C.3 City Policy E-3 Code of Conduct/Disciplinary Procedures

7C.3 Agreement Between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire fighters – Article 16 Discipline and Discharge

7C.3 GFR SOG123 Internal Investigation Guidelines



7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

**Description**

The City of Gainesville Policy 28 – Code of Ethics, which covers ethics and conflict of interest, serves as the department’s internal policy. This policy is given to new employees during orientation and is available for viewing at any time on the City’s Intranet. In addition, the policy is included in the annual reminder to all City employees sent each January from the Human Resources/Organizational Development Department Director. Gainesville Fire Rescue (GFR) then publishes the annual reminder in PowerDMS and requires all employees to electronically affirm that they have received and read the reminder and policies.

**Appraisal**

Ethical behavior is a high priority in the City of Gainesville and GFR. The department’s process, including requiring an electronic signature of receipt, has ensured that each employee regularly receives and reads the ethics policy.

**Plan**

Because the policy is well-published and communicated to GFR staff members, the department will continue using the current system.

**References**

1A.8 City Policy 28 Code of Ethical Standards

7C.4 Current Annual Reminders from Human Resources Director

7C.5 A grievance/complaint procedure is published and communicated to employees/members.

**Description**

The city-wide grievance procedure is documented in City Policy E-4 Grievances. Employees covered under the IAFF labor agreement follow the guidelines in Article 17. Both documents are available on the City's Intranet. In addition, the department provides an informal complaint/feedback system called "Speak Up," which allows employees to submit entries describing suggestions or complaints anonymously. Management regularly reviews Speak Up entries and creates replies viewable to all employees.

**Appraisal**

The formal grievance procedure has provided for appropriate steps and timelines. This procedure has allowed for individual or class action grievances and can be advanced to an arbitration stage if needed. Most grievances have been for disciplinary actions or promotional processes and are generally resolved without arbitration.

**Plan**

Due to the thoroughness of the grievance policy and its publication, the department will continue using the current systems.

**References**

7C.5 City Policy E-4 Grievances

7C.5 Agreement Between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Article 17 Grievance Procedure

**Criterion 7D: Use of Human Resources**

Human resources development and utilization is consistent with the agency’s established mission, goals, and objectives.

**Summary:**

The City and Gainesville Fire Rescue (GFR) have consistently demonstrated a commitment to employee development that helps the organization, the agency, and the employee to achieve goals and objectives. GFR develops its personnel through several career development programs. Personnel can develop specific skills for certification as paramedics, hazardous materials technicians, technical rescue experts, and for aircraft rescue and firefighting. The GFR Training Bureau also conducts company officer training to help develop leadership skills. GFR supports and encourages its employees to attend programs at the Florida State Fire College in Ocala and the National Fire College in Maryland. College attendance, particularly in the Fire and Emergency Services programs, such as those at the University of Florida, is encouraged and the City provides a tuition reimbursement program to help employees with professional development.

Employee feedback is obtained through a number of sources such as, participation on committees, a question and answer “Speak-up Database” for employees to ask the Fire Chief questions or submit suggestions, and through direct surveys via Survey Methods software. Exiting employees are given the opportunity to provide feedback directly to the Equal Opportunity Office (EO) staff through an on-line exit interview and are scheduled for an in-person interview with the Fire Chief.

**Performance Indicators:**

**CC 7D.1 A position classification system and a process by which jobs are audited and modified are in place.**

**Description**

The City of Gainesville's Human Resources and Organizational Development Department (HR/OD) oversees the job classification system for Gainesville Fire Rescue (GFR). HR/OD performs audits on position classifications and individual positions as follows: 1) at the request of the Fire Chief; or 2) during HR/OD process evaluations. In addition, HR/OD, in conjunction with the GFR Training Bureau, completes periodic job task analyses on operational positions. These job tasks analyses may be completed in preparation for a position audit or for a promotional process. All position classifications and changes are overseen and must be approved by the City's Equal Opportunity Office. The position classification system guidelines are documented in City Policy C6 Classification Plan and the position classifications are listed in the General Government (GG) Position Reference plan for general government departments posted on the HR/OD intranet.

**Appraisal**

The current method has met the needs of the department. Occasionally, job task analyses are completed just prior to promotional processes. The Fire Chief has been able to work directly with HR/OD staff to audit and modify job descriptions if needed in between budget cycles.

**Plan**

The department will continue to comply with City Policy 6 and coordinate job audits and modifications with the city's HR/OD department.

**References**

7D.1 City Policy C6 Classification Plan

7D.1 General Government Position Reference

7D.2 Current written job descriptions exist for all positions, and incumbent personnel have input into revisions.

**Description**

Written job descriptions exist for all positions in Gainesville Fire Rescue (GFR). GFR management and the City's Human Resources/Organizational Development Department (HR/OD), overseen by the Office of Equal Opportunity, control revisions. During position audits, the incumbent employee will be required to answer a questionnaire regarding the position.

**Appraisal**

GFR job descriptions are thorough and have been updated as needed. Incumbent personnel's input into revising their job descriptions is limited to filling out the City's questionnaire.

**Plan**

GFR will continue to work with the HR/OD Department to revise job descriptions as needed.

**References**

- 7D.2 City of Gainesville Job Descriptions (Firefighter, Driver Operator, Lieutenant, District Chief, more upon request)
- 7D.2 City of Gainesville Job Audit Employee Questionnaire

7D.3 A personnel appraisal system is in place.

**Description**

An annual and probationary personnel appraisal system is in place for Gainesville Fire Rescue (GFR) personnel. Guidelines for completing the appraisal are provided in the City's Performance Appraisal Manual. All employees receive a performance evaluation at the close of the probationary period. The length of probation is dependent upon position and the labor agreement covering the position. After the probationary period, all employees receive a performance evaluation annually. Managers, administrative, and professional employees are evaluated using different forms and following a common review period of October 1 through September 30 of each year. The GFR performance appraisal process is controlled by the City's Human Resource/Organizational Development (HR/OD) Department, with probationary periods outlined by HR/OD guidelines and by labor agreements.

**Appraisal**

The system is thorough and regularly evaluated. The system has provided an appropriate process for the agency to use in evaluating probationary and regular employees.

**Plan**

Because the HR/OD Department controls performance evaluation policy, GFR will continue to operate under the current system.

**References**

7D.3 Performance Appraisal Manual

7D.4 Methods for employee/member input or a suggestion program are in place.

**Description**

Gainesville Fire Rescue (GFR) provides a feedback system called “Speak Up”, which allows employees to submit entries describing suggestions or complaints anonymously. Management regularly reviews these entries and creates replies viewable to all employees. A shortcut for this system is installed on the desktop of each computer in the department. This program provides year-round access for suggestions. GFR also has several committees that are active throughout the year for training, equipment, personal protective equipment, health and safety, and physical fitness.

**Appraisal**

The current program has allowed and encouraged employee suggestions through individual processes and through participation on committees. Both systems have been effective in providing opportunities for employees to submit suggestions.

**Plan**

GFR will continue to use this process for suggestions and support employee involvement through committee participation.

**References**

7D.4 Speak Up Program Sample

7D.5 Career and professional development programs are in place for all members.

**Description**

Gainesville Fire Rescue (GFR) offers career development for operational and management personnel through the promotional processes and by offering internal and external training opportunities. The department is required by labor agreement with the International Association of Fire Fighters Article 20 to provide the training and reference material required for promotion. In addition, the department sponsors personnel to attend annual conferences that include educational sessions and sponsors attendance at the National Fire Academy. The City of Gainesville has a tuition reimbursement program and offers courses through the Gainesville Corporate University, including leadership development and computer classes. GFR has also developed a Professional Development Model for sworn personnel.

**Appraisal**

Both the City of Gainesville and GFR have shown to be committed to career development as evidenced by the programs offered.

**Plan**

GFR will continue to operate with the current system.

**References**

- 7B.1 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Article 20 Promotion
- 7D.5 GFR Professional Development Model



### **Criterion 7E: Personnel Compensation**

A system and practices for providing employee/member compensation are in place.

#### **Summary:**

Employee compensation (pay rates) and some benefits, such as incentive pay, are determined in labor agreement processes conducted through bargaining between the City of Gainesville's Human Resources/Organizational Development (HR/OD) Department, Gainesville Fire Rescue (GFR) management, and the International Association of Fire Fighters Local 2157. Benefits, such as insurance, wellness, and employee health programs are provided through the City's Risk Management Department. The City uses an intranet system to post documents, such as the labor agreements, pay plans, and benefits brochures so all GFR personnel may have access to them.

**Performance Indicators:**

**CC 7E.1 Rates of pay and compensation are published and available to all employees/members.**

**Description**

The City of Gainesville's Human Resources and Organizational Development Department (HR/OD) publishes the annual pay plan for General Government (GG) employees which includes the minimum, mid-range, and maximum hourly and annual pay rates for each position. The plan is available to all employees on the City's HR/OD intranet site in the Quick Links section.

**Appraisal**

The current method of providing rates of pay and compensation to employees has met the needs of the department. All members have access to computers and the City's Intranet.

**Plan**

The department will continue to rely upon the HR/OD current method of publishing rates of pay and compensation to employees.

**References**

7E.1 General Government Pay Plan

7E.2 Member benefits are defined, published, and communicated to all employees/members.

**Description**

Gainesville Fire Rescue (GFR) employees receive benefit information initially at new employee orientation from the Human Resources Department. Benefit information is updated annually and published electronically in the Benefits Booklet available for viewing at any time on the City of Gainesville Intranet on the Risk Management Department's web page. In addition, the Risk Management Department's web page includes contact information for personal assistance with employee benefits. Annual enrollment presentations from the Risk Management Department are conducted each October to inform employees of changes to benefits and to request their updates for plan benefits for the following calendar year. The City of Gainesville has offered extensive benefits ranging from medical, disability, and life insurance and wellness programs to tuition reimbursement, pension programs, and paid leave.

**Appraisal**

The annual enrollment process has served adequately to ensure employees have updated their benefit terms.

**Plan**

GFR will continue to rely on the City's Risk Management and Human Resources Departments to publish information on benefits.

**References**

7E.2 Current Benefits Booklet

**Criterion 7F: Occupational Health and Safety and Risk Management**

The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability.

**Summary:**

The City of Gainesville and Gainesville Fire Rescue (GFR) have a long-standing commitment to general employee wellness and to occupational health and safety. Occupational safety equipment, such as self-contained breathing apparatus (SCBA); personal protective equipment including bunker gear (PPE); and exposure prevention items such as gloves and glasses for medical calls is provided in compliance with Florida State Statutes and National Fire Protection Standards. GFR has an active Health and Safety Committee and a Physical Fitness Committee; both serve to reduce injuries and illness and improve safety in the workplace. Equipment is inspected, maintained, and replaced to ensure its viability. Fire stations are inspected at least annually and each station has a vehicle exhaust system to maintain station air quality. All injury accident reports are reviewed by both GFR managers and the Health and Safety Committee for follow-up and are reported to the City's Risk Management Department. The City provides several wellness benefits, including access to the Employee Health Services Nurse Practitioner, diabetes management program, blood pressure and blood sugar checks, annual health panels, exercise-athletic training-ergonomic specialists, and more. The City also contracts with a local provider for an Employee Assistance Program for mental health wellness. All services are designed to reduce time lost and organizational costs due to employee illness or injury.

**Performance Indicators:**

7F.1 A specific person or persons are assigned responsibility for implementing the occupational health, safety, and risk management programs.

**Description**

The City of Gainesville's Risk Management Department is responsible for implementing health and safety and risk management programs and has a full-time Safety Specialist serving under the Risk Management Director for the city. Gainesville Fire Rescue (GFR) assigns a District Chief as the lead safety officer, responsible for oversight of the department's health and safety committee and the specialized health and safety programs required by the Fire Service. The existence and makeup of the Health and Safety committee is mandated by Article 18 Health and Safety of the City's labor agreement with the IAFF. In addition, the department's Training Chief serves as the safety officer in charge of exposure control.

**Appraisal**

The department has ensured effective implementation of the health and safety programs, such as SCBA fit testing and station air quality testing, through the work of the GFR Health and Safety Committee, the supervision of a chief officer, and through coordination with the City's Risk Management Department.

**Plan**

GFR will continue to comply with the requirements of Article 18 and work with the City's Risk Management Department to ensure an effective health and safety program is in place.

**References**

6F.3 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Article 18 Health and Safety

7F.2 The agency's policies and procedures report, evaluate, address, and communicate workplace hazards as well as unsafe/unhealthy conditions and work practices.

### **Description**

Gainesville Fire Rescue (GFR) assigns a District Chief as the lead safety officer, responsible for oversight of the department's health and safety committee and the specialized health and safety programs required by the Fire Service. The existence and makeup of the Health and Safety Committee is mandated by Article 18 Health and Safety of the City's labor agreement with the IAFF. The contract states that the committee should: "Make written recommendations for correction of hazardous conditions or unsafe work methods. All such recommendations shall be forwarded to the Fire Chief and include a target date for implementation." In addition, the City's Risk Management Department has established a workspace safety procedure for evaluating and addressing workplace hazards and unsafe conditions. GFR has maintained a comprehensive procedure to identify and report workplace hazards and unsafe conditions through the review of accidents and member reports to the Health and Safety Committee.

### **Appraisal**

The department's policies and procedures currently in place have identified and addressed unsafe work conditions and practices. Station inspections have been effective in finding unsafe conditions. The Health and Safety program has made significant progress in improving work practices, upgrading safety equipment, and decreasing the risk of carcinogen exposures. Regular review of accident reports identified increased rates of eye exposures which lead to issuing all members safety glasses for EMS calls.

Recommendations from the Health and Safety Committee has led to the replacement of the HVAC system at Fire Station 2 located on Archer Road to improve the air quality for the firefighters. Additional work conducted by the Health and Safety Committee has also identified a need for a 2<sup>nd</sup> set of bunker gear to limit exposure to firefighters after a fire.

### **Plan**

GFR will continue to comply with the requirements of Article 18 and work with the City's Risk Management Department to maintain a safe workplace.

### **References**

6F.3 Agreement between the City of Gainesville and Professional Fire Fighters of

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Gainesville Local No. 2157 of the International Association of Fire Fighters –  
Article 18 Health and Safety

7F.2 City of Gainesville Workspace Safety Policy

7F.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

### **Description**

Gainesville Fire Rescue's (GFR's) Health and Safety Committee oversees annual inspections for workplace risks and hazards. During quarterly meetings, the committee reviews workplace accidents and injuries, analyzing them for trends, with the goal of risk reduction. When problems are identified, the committee makes recommendations for solutions to the Fire Chief. These analyses and recommendations are documented in the meeting minutes. In addition, drivers inspect operations vehicles daily and document problems and subsequent corrections. This information, coupled with fire station workplace safety inspection notes, is stored in paper files at the fire stations. All GFR workplace buildings undergo annual fire safety inspections by the department's Risk Reduction Bureau fire safety inspectors. Data resulting from these inspections is documented in an Access database. GFR also displays safety posters in stations to aid in employee awareness.

### **Appraisal**

GFR took steps in 2017 to automate the data from accidents for easier tracking through the use of a new database created in-house. The database has all of 2017 incidents and can sort by primary apparent symptom (PAS) and the type of work being done. Through 2016 and 2017 the Health and Safety Committee caught an increase in vehicle crashes with department vehicles and were able to identify training needs that were met through EVOC courses for all employees with the new apparatus. Additionally, The Health and Safety Committee determined an increased health concern in the HVAC system at Fire Station 2 that was brought to the Fire Chief. Through work with City Facilities and the City Manager, the entire HVAC system was replaced and the air quality has improved.

### **Plan**

GFR will use the database to identify trends during quarterly Health and Safety meetings. GFR will also continue to seek funding for a second set of bunker gear to limit the exposure to carcinogens by the firefighters after responding to a fire.

### **References**

6B.4 Fire Station Fire Safety Inspection Records

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### 7F.3 Sample Health & Safety Meeting Minutes

7F.4 Procedures are established and communicated specific to minimizing occupational exposure to communicable diseases or chemicals.

### **Description**

All Gainesville Fire Rescue (GFR) emergency response personnel must maintain current emergency medical technician (EMT) certification which is renewed every two years; many are also certified paramedics. Training programs for these certifications include the use of universal precautions. GFR also provides universal precautions procedures in GFR Standard Operating Guideline (SOG) 525 Medical Protocols which are developed under the guidance of the agency contracted Medical Director from UF Health Shands Hospital and through its Exposure Control Plan for infectious disease risk, which provides extensive details.

New firefighters receive training during orientation on universal precautions, as well as hazardous materials operations level training, which includes exposure prevention.

Personal Protective Equipment (PPE) available for treatment of patients where blood or other potentially infectious materials are evident or suspected includes gloves, gowns, eyewear, fluid shields, and N95 respirators. GFR issues fire bunker gear, hoods, SCBA, boots and helmets to all firefighters performing in fires and trains firefighters in orientation on use of the equipment. Follow-up on exposure incidents is conducted by the Training Chief and the Health and Safety Committee.

### **Appraisal**

The procedures used to minimize occupational exposure have been focused on educating personnel on safe practices and for providing appropriate equipment. In 2016, GFR personnel responded to 16,913 medical incidents and 750 hazardous materials incidents. From these, 15 personnel reported exposure incidents, a majority of which involved ocular exposures. To address this trend, eye protection was issued to all members. No exposures were reported relating to hazardous materials incidents. In 2017, GFR personnel responded to 15,509 medical and 330 hazardous material calls. In that year, our personnel reported 3 exposure incidents on medical calls (all eye exposures), and none on hazardous materials calls. There were 1,365 fire calls in 2016 and 3,189 in 2017. While no documentation was filed for exposures to chemicals at fires, there is potential exposure after the fire if the gear is not immediately cleaned. All firefighters are required

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to have their gear washed after each fire to limit this exposure but unless the members have a secondary set to use, they stay in the gear after a gross decontamination for the remainder of the shift. Firefighter's PPE is inspected twice a year for compliance by the Health and Safety Committee.

**Plan**

GFR will continue to follow the established exposure prevention guidelines and will conduct appropriate training and notification for members whenever these procedures change. The Training Chief and the Health and Safety Committee will provide review and direction for reported exposure incidents. The concerns raised by the Health and Safety Committee in 7F.2 regarding potential exposure to chemicals after a fire by contaminated gear are being addressed with a gross decontamination at the scene and washing the gear at the end of shift. GFR will continue to work on obtaining funding for a second set of gear for members to trade into mid-shift and additional cancer screening for employees.

**References**

- 5F.2 SOG 525 Medical Protocols – Universal Precautions
- 7F.4 Exposure Control Plan

**CC 7F.5 The agency's occupational health and safety training program instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.**

### **Description**

Gainesville Fire Rescue (GFR) complies with Florida State Statute Chapter 633 regarding firefighter safety, specifically 633.810 which requires a “workplace safety committee.” The labor agreement between the City of Gainesville (COG) and the International Association of Fire Fighters (IAFF) Local 2157 Article 18 provides for a joint Health and Safety Committee charged with making periodic inspections of facilities, apparatus, equipment, protective clothing and devices; reviewing work conditions, work methods, and training procedures; analyzing accident reports; and making recommendations. The department maintains Standard Operating Guidelines (SOG) in Section 400, which describe operational health and safety practices. Health and safety training is started during orientation for new firefighters and continues through fire and emergency medical services training sessions at least monthly. There is weekly training for the Special Operations team members, which includes occupational health and safety topics for hazardous materials and technical rescue program operations.

### **Appraisal**

The department’s health and safety program has effectively provided instruction on occupational safety practices through all phases of employment. The program identified the need for awareness training on eye exposures in 2016 which resulted in issuing safety glasses and notified the staff resulting in a reduction of this injury from 15 to 3 in one year. The health and safety program also recommended additional training in 2016 and 2017 on the new apparatus purchased by the department focusing on use of new mirror locations and using a spotter in tight locations or when backing. Additionally, GFR provided safety training on the 16 Life Safety Initiatives during the Firefighter Stand Down week in 2016 and 2017.

### **Plan**

GFR to partner with the Health and Safety Committee and District Chief (Technical Rescue) and Training Captain (HAZMAT) to provide training and guidelines designed to meet changes in operating conditions and hazards faced by personnel. The District Chief that oversees Fleet is preparing training prior to placing any new apparatus into service. GFR's Health and Safety Committee should disseminate an annual report on accident types and recommendations to prevent the accident.

### **References**

- 6F.3 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters – Article 18 Health and Safety
- 7F.5 Florida State Statute Title XXXVII Chapter 633 Section 633.810 Workplace Safety Committees and Safety Coordinators.
- 7F.5 GFR Standard Operating Guidelines: Section 400

7F.6 The agency uses near miss reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, except for a fortunate break in the chain of events, could have resulted in a fatality, injury, or property damage.

**Description**

The Gainesville Fire Rescue (GFR) Health and Safety Committee reviews accident reports and the Operations Assistant Chief conducts an informal case study of all significant fires, Technical Rescue, and Hazardous Materials calls during the quarterly Health and Safety Committee Meetings. The Fire Chief reviews national near miss reports collected from other agencies and passes them on to the appropriate personnel for follow-up. All members have access through the City's internet to the National Fire Fighter Near-Miss Reporting System and can submit or search reports and join the mailing list. Other than these informal practices, the agency does not have a formalized or scheduled process for using near miss reporting. The GFR Training Bureau provides training on near miss calls through multi-company drill format annually.

**Appraisal**

Monthly review of all significant events during the Company Officer meetings has allowed for the District Chiefs and Lieutenants to review and discuss potential near miss events. This has been an improvement over the past where no established process of reviewing near miss events was in place. GFR reviewed 17 working fire incidents in 2017 and shares lessons learned across all three shifts.

**Plan**

The Health and Safety Committee will evaluate the effectiveness of monthly case study reviews in company officer meetings. Committee will continue to attend health and safety conferences to be aware of trends around the country and provide feedback to training staff to disseminate to GFR members.

**References**

7F.6 Sample Health and Safety Committee Quarterly Meeting Documents

7F.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc. The agency's information management system supports this process.

### **Description**

Gainesville Fire Rescue (GFR) assigns a District Chief as a safety officer who is responsible for oversight of the department's Health and Safety Committee. The makeup of the committee is mandated by the City's labor agreement with the IAFF. The contract states that the committee should: "Review and analyze all reports of accidents, deaths and job-related illnesses and injuries. Make written recommendations for prevention or corrective action." These reports are also reviewed by the Assistant Chief of Operations. The City's Risk Management Department has created a Safety Manual with procedures for investigating and documenting accidents and injuries. Accidents and injuries are reported to the Risk Management Department on the required Accident Analysis Form. These reports are copied for the Health and Safety Committee and reviewed by the employee's bureau or division managers. The City has a staff in the Risk Management Department that can conduct investigations, if needed. Internal investigations are handled by GFR supervisors or the Investigative Services Officer as directed by the Fire Chief, Deputy or Assistant Chiefs. The City Attorney's Office is charged with handling all legal actions involving the department. Documentation of accidents, injuries, and legal actions is not centralized into one information management system due to the differing nature of the documents; for example, the City's accident report form is not in a database format, it is a Word document filed with the City's Risk Management Department. However, in 2018, the agency completed development of an in-house Access database to track accident/injury data and generate reports. Legal actions are processed by the City Attorney's Office who maintains the record copies of all relevant documents.

### **Appraisal**

GFR has implemented a comprehensive system for evaluating and investigating accidents, injuries, and legal actions. GFR has been able to adequately review accident and injury records using a manual review of the reports by the Assistant Chief of Operations and the

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Health and Safety Committee. Support staff have also been able to use the reports to generate data for annual surveys, such as the National Fire Protection Association's annual fire department survey. GFR has developed a database to enter information from accident/injury reports and 2017 was the first year using the system. The database was updated for reporting capability in 2018. While there were a few complications in being able to extract specific time periods, the system can categorize the accidents based on primary apparent symptoms (PAS) and/or the type of work being done at the time of the accident. GFR has recently sent both Assistant Chiefs to training for conducting investigations.

**Plan**

GFR will continue to operate the Health and Safety Committee as prescribed by the labor agreement and will work with the City's Risk Management Department and Attorney's Office staff regarding follow-up on accidents and injuries and for processing of legal actions. GFR will also continue to update the accident reporting database and will add the ability to extract data from specific time periods.

**References**

- 5H.4 City of Gainesville Accident Analysis Form
- 6F.3 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters – Article 18 Health and Safety
- 7F.2 City of Gainesville Safety Manual



7F.8 The agency incorporates risk management practices to increase the level of decision making and the ability to identify unsafe conditions and practices during emergency operations.

### **Description**

The department has made many recent changes to increase the ability to identify and address unsafe conditions during emergency operations. Two District Chiefs respond to each working fire, one to serve as the Incident Commander and the other to serve as the Safety Officer, see Standard Operating Guideline (SOG) 510 Incident Command System. Company officer meetings entail monthly case study reviews in order to review decisions made in regard to strategies and tactics, to bring awareness to industry best practices, and share lessons learned with other shifts. Mandated weekly donning and doffing of bunker gear for all line personnel reinforces putting on safety gear properly in order to reduce preventable injuries on the fire ground. The department conducts an annual air consumption drill in order to give members an idea of their air consumption rate while working in simulated fire ground conditions, which in turn will help them make better fire ground decisions. Further, the department has a tiered system of reviewing accident reports through the Assistant Chief of Operations and the Health and Safety Committee. Using information gained from this system, the Health and Safety Committee makes recommendations on equipment, procedures, and staffing in order to prevent fire ground injuries. In addition to actions listed above, the department is planning to institute a Range of Motion Workout of the Day in order to further reduce potential fire ground injuries.

### **Appraisal**

The department has shown great improvements over the past five years in efforts to increase the level of decision making and safety during emergency operations. Incorporating regular training and actual incidents has reinforced this concept. Despite an increase of working fires in the last two years 1,365 in 2016 to 3,189 in 2017, the firefighter injuries on the fire-ground have remained low at 3 per year.

### **Plan**

The department will continue practices as listed above. Focus will include continuing to utilize a two-tiered system of reviewing accident reports and developing training and risk

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management practices in response to identified areas of weakness. GFR needs to update SOG 510 to specify two District Chiefs to each fire to meet the Safety Officer requirement. GFR needs to create an SOG on PPE that specifies how and when to clean, inspect, and practice don/doff of the gear.

### **References**

5E.2 GFR SOG 510 Incident Command System

### **Criterion 7G: Wellness/Fitness Programs**

The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.

#### **Summary:**

Gainesville Fire Rescue (GFR) follows the International Association of Fire Fighters/International Association of Fire Chiefs Fire Service Joint Labor-Management Wellness-Fitness Initiative to ensure a comprehensive approach to wellness. There are two committees that manage the wellness/fitness programs, the Health and Safety Committee and the Physical Fitness Committee. From initial testing of firefighter candidates through all stages of employment personnel are evaluated for fitness. This includes annual testing and, if necessary, follow-up with peer fitness trainers. Each fire station is equipped with appropriate fitness equipment and time is allotted for physical fitness maintenance activities for personnel on-shift.

**Performance Indicators:****CC 7G.1 The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.****Description**

Firefighter candidates are required to pass the International Association of Fire Fighters (IAFF) Candidate Physical Ability Test (CPAT). If hired, new firefighters complete a pre-employment medical examination as required by City Policy E1. The department's ongoing physical fitness program is established in the IAFF Local 2157 Labor Agreement Article 19 and is based on the IAFF/IAFC Fire Service Joint Labor-Management Wellness- Fitness Initiative. The program requires annual health assessments and five-year physical examinations as described in Attachment I. Personnel also complete an annual physical fitness evaluation. Personnel preparing for return to regular duty after extensive medical absences may be required to complete the department's annual physical fitness evaluation. Personnel may consult with the City's Employee Health Services for medical and rehabilitative services to help them successfully meet the requirements of the fitness evaluations.

**Appraisal**

The evaluation of medical and physical fitness through all phases of employment has ensured that firefighters were evaluated against occupational standards and fitness needs specific to the firefighting profession. Use of the department's annual physical fitness evaluation for personnel returning to duty after extended absences ensured that rehabilitative needs were appropriately identified for follow-up. The focus of the Physical Fitness Program on flexibility may have been the factor in a reduction of firefighter sprains and strains during physical fitness exercise.

**Plan**

The City will continue to provide medical and fitness evaluations in compliance with current labor agreement requirements. The data from these evaluations should be used to identify members who need coaching on increasing their fitness abilities.

**References**

7G.1 IAFF Attachment I Health Assessments and Five-Year Physicals

7G.1 City Policy E-1 Employment

7G.1 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Article 19 Physical Fitness

7G.2 The agency provides personnel with access to fitness facilities and equipment.

**Description**

In conjunction with the City of Gainesville, Gainesville Fire Rescue (GFR) provides access to fitness facilities, equipment, and exercise instruction. Each fire station is equipped with fitness equipment and a designated gym area. The City operates three fitness centers in addition to those at the fire stations. The Physical Fitness Committee has an annual budget of \$15,800 for fitness equipment, repairs, incentives, and assessments and in 2016 exceeded that amount by spending \$17,706.07. Needs are documented each year in the Annual Program Appraisal.

**Appraisal**

GFR has done an excellent job providing access to and maintaining exercise equipment in each station. Any fitness equipment requests are ran through the Physical Fitness Committee for approval and procurement. The City has also made excellent facilities available to all city employees, including GFR personnel. GFR and the City are very proactive in providing physical fitness resources.

**Plan**

The physical fitness and wellness plan will continue to be managed by the Physical Fitness Committee as prescribed by the labor agreement. The agency will continue to commit resources to encourage and support physical fitness in partnership with the City's fitness and wellness programs. New fitness equipment has been purchased for Fire Stations 1 and 9.

**References**

7G.1 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Article 19 Physical Fitness

7G.2 Health & Safety / Physical Fitness Program Appraisal 2017

7G.3 The agency provides wellness/fitness training to all employees/members.

### **Description**

The wellness/fitness program is established according to the guidelines in the IAFF Labor Agreement Article 19 Physical Fitness. The City of Gainesville also provides wellness/fitness education to all employees through ProClub. Gainesville Fire Rescue (GFR) provides additional wellness/fitness education annually during Firefighter Health & Safety Week and regularly with assistance of GFR's American Council on Exercise certified Peer Fitness Trainers (PFT). The Physical Fitness Committee is working with outside contractors to enact firefighter-specific nutrition and physical fitness programs. A range of motion workout of the day is in development to increase flexibility and reduce fire ground injuries. Needs are reported in the Annual Program Appraisal.

### **Appraisal**

The agency and the City have demonstrated a commitment to wellness/fitness through the long-term programs that have been implemented. Fitness assessments for 157 personnel in 2016 resulted in 146 personnel passing the requirements and only 17 requiring referrals for training and/or nutritional counseling. In 2017, that number was reduced to 16. Participation in the ProClub program run by the City has been substantial with approximately 70% having participated each year, 115 personnel in 2017.

### **Plan**

The agency will continue to emphasize wellness and fitness education through its own programs and through partnership with the City's programs. There will be a need for recertification of PFT's for further success.

### **References**

7G.1 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Article 19 Physical Fitness

7G.2 Health & Safety / Physical Fitness Program Appraisal 2017

7G.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing and behavioral counseling resources.

### **Description**

The City contracts with a private clinical group to provide services for the program. City Policy 26 provides the program description, eligibility requirements, referral guidelines, and leave policies of the program. The IAFF Labor Agreement Drug Free Workplace section on Employee Assistance Program (EAP) illustrates the structure of the program, how employees may access, and how the City may conduct referrals. Services include, but are not limited to, personal and family counseling, consultation for group training such as team building, fitness for duty evaluations, substance abuse follow-up, and critical incident stress debriefings and follow-up. The Human Relations Committee (HRC) has recently formed a Peer Support Team under a Critical Incident Stress Management (CISM) program as a resource for recognizing and responding to stress reactions in employees. This resource is deployed after specified stressful calls to assist employees and guide them to appropriate care.

### **Appraisal**

Gainesville Fire Rescue (GFR) has utilized EAP services in the past for group training, fitness for duty evaluations, and individual referrals. In 2018, GFR contracted with a Licensed Mental Health Counselor to provide unlimited sessions for members in need.

### **Plan**

The CISM program is new to the department and will require oversight until functioning fully as intended. The team will continue training and review of the progress of the program and make changes as necessary.

### **References**

7G.4 City Policy 26 - Employee Assistance Program

7G.4 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Drug Free Workplace Policy - X - Employee Assistance Program (EAP)



7G.5 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

### **Description**

Gainesville Fire Rescue (GFR) records information documenting annual fitness testing and, if needed, follow-up programs with a peer-fitness trainer in an Access database. Analysis of department-wide fitness results is done on an annual basis to examine trends and identify areas that need to be addressed. Documentation of city-wide fitness program results for department members is not kept internally. The results of a fitness program called Pro-Club are documented by the City's Risk Management Department. GFR's Physical Fitness Committee provides an annual appraisal of the fitness assessments for firefighters with an overview of the activities and a report on program expenditures. In evaluating the effectiveness of the program, specific follow-up actions are determined to target individual needs and group needs for training and/or equipment to ensure that the program meets the needs as they change from year to year. The agency completes an Annual Program Appraisal.

### **Appraisal**

The annual assessments by the Physical Fitness Committee provide good agency-level indicators of the success of the program. The reporting and analysis method for GFR's annual WFI fitness testing has required a data export from an Access database to an Excel spreadsheet where manual data manipulation is required to achieve the necessary analysis results. The data collected from the WFI has been tracked since 2009 for trending performance.

### **Plan**

The department will continue to use an annual appraisal process to evaluate the effectiveness of the wellness/fitness program to ensure appropriate follow-up actions are established for individual and group needs.

### **References**

7G.2 Health & Safety / Physical Fitness Program Appraisal 2017

7G.5 GFR Fitness Evaluation Reports Database Sample Report

## **Category VIII: Training and Competency**

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library; other collections of materials that support teaching and learning; instructional methodologies and technologies; support services; distribution and maintenance systems for equipment and materials; instructional information systems, such as computers and software, telecommunications, other audio visual media, and facilities to utilize such equipment and services. If the agency does not have these resources available internally, external resources are identified and the agency has a plan in place to ensure compliance with training and education requirements.

Central to success of the training and educational process is a learning resources organizational structure and a technically proficient support staff. The training staff should provide services that encourage and stimulate competency, innovation and a continual learning cycle. The agency or system should provide those learning resources necessary to support quality training. The agency should depict their approach to recognized state/provincial and national fire service professional standards programs in their written responses to the performance indicators in this section.

### **Criterion 8A: Training and Education Program Requirements**

A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs.

#### **Summary:**

The Gainesville Fire Rescue (GFR) training and education program has been well established for many years and is currently under the direction of the Training Bureau Chief. Three captains in the bureau are responsible for all operational level training including fire suppression and rescue operations; emergency medical services (EMS), and hazardous materials (Hazmat). They also provide program oversight for the EMS, Hazmat, Tactical Medical Support Team (TMST) and Technical Rescue programs. Training for technical rescue and aircraft rescue and firefighting is secured through certified programs, such as those conducted by the Florida State Fire College and the Jacksonville Fire Rescue Regional Fire Training Center. Training and education are delivered in a variety of ways, such as single-company and multi-company drills; on-line Web-Ex interactive instruction; classroom instruction on-site, training tower, and individual stations; and, through the GFR computer-based training database. Staff coordinates training with several partner agencies, including the Florida State Fire College, the Alachua County Office of Emergency Management, and the American Heart Association to ensure compliance with local, state, and federal guidelines.

**Performance Indicators:**

**CC 8A.1 The organization has a process in place to identify training needs. The process identifies the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions.**

**Description**

Gainesville Fire Rescue (GFR) identifies training needs through monthly company officer meetings supervised by the Chief of the Training Bureau to meet GFR Strategic Plan Goal 8A – Objective 8A.1. Training plans are then scheduled on the GFR Training Calendar. Training needs may be identified during this process or at other times throughout the year in the following ways:

- Local, state or federal requirements
- Recommendations by incident commanders or safety officers from onscene observations or as a result of incident reviews
- Initiated by supervisors
- Requested by employees
- As a result of skills evaluations from single and multi-company drills

**Appraisal**

The process centralized in the Training Bureau for identifying training needs has been successful in keeping GFR personnel trained in both basic and advanced skills. Receiving monthly feedback from the company officers ensures that needs are identified timely and effectively.

**Plan**

GFR will continue to coordinate the identification and follow-up of training needs through the Training Bureau.

**References**

8A.1 GFR Strategic Plan - Goal 8A - Objective 8A.1

8A.1 Sample GFR Training Calendar

8A.2 The agency's training program is consistent with the mission statement, goals and objectives and meets its needs.

**Description**

Gainesville Fire Rescue's (GFR) mission statement, included in the Strategic Plan, is "To protect and serve through community involvement, education, prevention, and rapid intervention by professionals committed to excellence." The Training Bureau oversees the training program which focuses on maintaining employee certifications for an all-hazards department providing services in Fire, Airport Rescue Firefighting, Hazardous Materials, Technical Rescue, and Emergency Medical Services. The training schedule is documented in the GFR Training Calendar. Examples of training that specifically contribute to goals and objectives are the territory training for personnel serving as drivers, which helps them learn effective travel routes and the quality assurance program for emergency medical services, which provides post-event learning. All firefighters are certified as Life Safety Educator-I when hired. This requirement shows the importance of community involvement, education, and prevention to the department. Standard Operating Guideline (SOG) 700 Training Bureau Mission and Operational Outline and SOG 710 Minimum Requirements for Operational Status by Rank, which will provide guidelines, are being finalized.

**Appraisal**

The program has effectively coordinated training for all emergency services provided to the public and ensures that the agency follows all elements of its mission statement.

**Plan**

The Training Bureau and company officers will continue to work together to identify and meet training needs that are in alignment with the agency's mission statement.

**References**

8A.1 Sample GFR Training Calendar

8A.2 Mission Statement in GFR Strategic Plan

8A.2 SOG 700 Training Bureau Mission and Operational Outline

8A.2 SOG 710 Minimum Requirements for Operational Status by Rank

8A.3 The training program is consistent with legal requirements for performing mandatory training.

### **Description**

Gainesville Fire Rescue (GFR) has a minimum requirement of Firefighter EMT for all employees. Furthermore, GFR has to maintain one paramedic on each vehicle, staff four Hazardous Materials (HazMat) technicians for deployment as a regional HazMat response team, and provide two Aircraft Rescue and Firefighting (ARFF) firefighters per shift. The department follows the state requirements for EMT's and paramedics with recertification occurring every two years. All firefighters, fire officers, inspectors and instructors also meet state standards for initial certification. Continuing fire and EMS training occurs through computer-based courses, hands-on training, and instruction delivered at the training bureau, and single and multi-company drills. Required training is documented in the GFR Training Database certification files. SOG 700 Training Bureau Mission and Operational Outline also includes direction on training needed to meet requirements of the Insurance Services Office (ISO) public protection classification program. The 2014 ISO Survey documents the credit for Training of 6.49 of 9.0; for Hazmat Training 0.86 of 1.00; and for Recruit Training 5 of 5.

### **Appraisal**

GFR has consistently met the legal requirements for all operational-level firefighters, EMTs and paramedics, HazMat technicians, and ARFF firefighters, as well as fire inspectors. In the 2014 ISO Survey, resulting credit for Training was 6.49 of 9.0; for Hazmat Training 0.86 of 1.00; and for Recruit Training 5 of 5.

### **Plan**

The department will continue the ongoing review of its standing practice of conducting training for all minimal requirements for department personnel and will monitor changing federal, state, and fire service best practices standards per SOG 700.

### **References**

6C.1 2014 ISO Survey page 12

8A.2 SOG 700 Training Bureau Mission and Operational Outline

8A.3 Sample Training Database Records

8A.3 2014 ISO Survey page 17

8A.4 The agency identifies minimum levels of training required for all positions in the organization.

**Description**

Minimum certification and training levels for entry into a position at Gainesville Fire Rescue (GFR) are established in each position's job description maintained by the City's Human Resources / Organizational Development Department. Minimum training for each position has been identified and is formally documented in GFR Standard Operating Guideline (SOG) 710 Minimum Requirements for Operational Status by Rank as well as GFR's Professional Development Model. The 2014 Insurance Services Office (ISO) Survey resulted in credits as follows: Officer Training 6 of 12; New Driver Training 5 of 5; Existing Driver Training 5 of 5; and Recruit Training 5 of 5.

**Appraisal**

Minimum levels of training have been established and in use for both entry level and promotion to positions within the agency.

**Plan**

GFR will continue to monitor and review minimum training requirements and amend them as needed in both the City's job descriptions and SOG 710.

**References**

- 7B.5 GFR Professional Development Model
- 7D.2 City of Gainesville Job Descriptions (Firefighter, Driver Operator, Lieutenant, District Chief, more upon request)
- 8A.2 GFR SOG 710 Minimum Requirements for Operational Status by Rank
- 8A.3 2014 ISO Survey page 17

8A.5 A command and staff development program is in place that encourages pursuit of professional credentialing.

**Description**

Staff development occurs through preparation for bi-annual promotional processes and through supervisory mentorship of potential company officers and district chiefs and out-of-class assignments. Gainesville Fire Rescue (GFR) staff are also encouraged to attend National Fire Academy (NFA) courses and those aspiring to become chief officers are encouraged to complete the NFA's Executive Fire Officer Program. The Credentialing Matrix Areas of Focus in the GFR Professional Development Model also direct staff to the Center for Public Safety Excellence's (CPSE) Credentialing. The CPSE credentialing is also introduced to new firefighters during their new-hire orientation presentation on, The Path to Accreditation. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 6 of 12 points for Officer Training.

**Appraisal**

The command and staff development program has successfully prepared GFR managers to serve as leaders in the organization. The last four fire chiefs have come from within the department after rising through the ranks beginning as firefighters.

**Plan**

GFR command staff will continue to ensure that the staff development program provides the necessary training opportunities to support effective succession planning.

**References**

- 8A.3 2014 ISO Survey page 17
- 8A.4 GFR Professional Development Model
- 8A.5 GFR Presentation: The Path to Accreditation



### **Criterion 8B: Training and Education Program Performance**

Training and education programs are provided to support the agency's needs.

#### **Summary:**

As an all-hazards, fire-based emergency medical services (EMS), non-transport agency, Gainesville Fire Rescue (GFR) must ensure that training and education are provided for fire suppression, including aircraft rescue and firefighting; basic and advanced life support; technical rescue; and, hazardous materials services. Skills development and evaluation continue throughout each firefighter's career through the efforts of the Training Bureau and Operations managers and staff. GFR contracts with the University of Florida for medical director services for the agency's EMS program. This oversight ensures that appropriate medical protocols and equipment are provided and in use and that quality assurance reviews are completed. GFR also coordinates training and education efforts with the Florida State Fire College for operational and leadership courses. Finally, compliance with training requirements for the National Incident Management System (NIMS) is achieved through coordinated efforts with the Alachua County Office of Emergency Management.

**Performance Indicators:**

8B.1 A process is in place to ensure that personnel are appropriately trained.

**Description**

Gainesville Fire Rescue (GFR) uses skills evaluations during the probationary period for new firefighters. The process for established employees is two-fold and includes training required to maintain specific certifications and training based on needs identified through company officer meetings, skills evaluations, and drills used to evaluate knowledge, skills, and abilities. These evaluations cover EMS, Fire, and Hazardous Materials skills.

Training sessions are scheduled on the Training Calendar and documented in the Training Database. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 18 of 35 points for Training Facilities and Use.

**Appraisal**

The current system has allowed GFR to identify employees who required skill remediation. The training has helped identify training processes to assist the Training Bureau Chief.

**Plan**

The department will continue to schedule and plan training that is appropriate to the fire and EMS scenarios that meet the needs of the citizens of the City of Gainesville.

**References**

8A.1 Sample GFR Training Calendar

8A.3 Sample Training Database Records

8A.3 2014 ISO Survey page 17

8B.1 Probationary Skills Evaluation

8B.2 The agency provides a training schedule that meets the organization's needs.

**Description**

Gainesville Fire Rescue (GFR) uses a department-wide training calendar and division/bureau travel/training plans that allow training activities to be scheduled. Short term training activities' schedules are presented in a monthly training outline by the Training Bureau based on the long-term (yearly) training plan developed by the Training Bureau Chief after consulting with the GFR Command Staff.

**Appraisal**

This process has allowed GFR to schedule short and long-term training activities effectively. Shift commanders have been able to consult the training calendar when scheduling the appropriate units for daily training and developing the daily riding schedule. Company officers consult the monthly training outline when establishing monthly work plans.

**Plan**

GFR will continue to schedule training on both a short-term and long-term basis with an emphasis on meeting the needs of our members and department training goals.

**References**

8A.1 Sample GFR Training Calendar

8B.2 Sample Monthly Training Outline

**CC 8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements.**

**Description**

Gainesville Fire Rescue (GFR) provides evaluation feedback for individuals through the annual appraisal process and for probationary firefighters through a semi-annual process. New firefighters receive a probationary firefighter packet (Rookie Book) that requires testing on necessary skills prior to being placed on shift and during their probationary year. Firefighters are evaluated on a yearly basis in single company and multi-company drills (MCD). These skills tests are documented in the Training Database. GFR follows Insurance Services Office (ISO) requirements as listed in Item 581 B. for company training. Basic fire, EMS and HazMat skills are evaluated and recommendations are passed on to company officers (CO) or District Chief (DC). The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 25 of 25 for Company Training Program.

**Appraisal**

The single and multi-company drill formats have been a successful component of the evaluation system and GFR received 25 out of 25 possible points for company training during the 2014 ISO Survey. Semiannual performance reviews of probationary firefighters have been an important tool for the Company Officers to evaluate the progress of new firefighters and effectiveness of the orientation program. The basic skill evaluations have identified weaknesses that have been addressed immediately with the CO or DC for remediation that same shift.

**Plan**

GFR will continue to evaluate employees on an individual, company, and multi-company basis and will complete semi-annual performance appraisals and skill check-offs for probationary firefighters.

**References**

- 7B.6 Sample Employee Evaluation Form
- 8A.3 Sample Training Database Records
- 8A.3 2014 ISO Survey page 17
- 8B.3 Sample Rookie Book
- 8B.3 ISO Item 581 B. Company Training

8B.4 The agency analyzes student evaluations to determine reliability of training conducted.

**Description**

After each training class is conducted at Gainesville Fire Rescue's (GFR) Training Bureau, students are given a feedback evaluation. Summative feedback is then used to identify any gaps in the training so that modifications can be made in the next delivery of that class.

**Appraisal**

As an example, feedback from GFR's 2017 new-hire orientation was used to modify the orientation training for 2018. GFR is awaiting feedback from probationary firefighters hired in 2018 to determine if the changes were successful to complete the feedback loop of the process.

**Plan**

GFR will continue to use evaluations to elicit feedback for program improvement.

**References**

8B.4 Sample Post-Training Feedback Evaluation

8B.5 The agency maintains a training records management system that meets recognized standards.

### **Description**

Individual training records are tracked through two databases. Didactic training is tracked using the department's proprietary Computer Based Training CBT database. Skills training is tracked using the department's Training Database. Didactic and skills training is then documented according to Standard Operating Guideline (SOG) 705 Training Activity Documentation. Employee certifications are maintained for review in individual certification files located on the department S: drive. The 2014 Insurance Services Office (ISO) Survey documented the credit of 6.49 of 9 for Training overall.

### **Appraisal**

Gainesville Fire Rescue's (GFR's) current record system has been sufficient to document, track, and maintain training and certifications of individual employees; however, it is in need of updating to enhance the user interface. The current training record management system has successfully provided accurate reports for the biennial State of Florida Emergency Medical Service Inspection as well as the 2014 Insurance Services Office Survey. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 6.49 of 9 for Training overall.

### **Plan**

GFR will continue to modify the Training Database to ensure that the system is as user friendly as possible, and will continue to ensure compliance of SOG 705.

### **References**

- 8A.3 2014 ISO Survey page 17
- 8B.5 SOG 705 Training Activity Documentation
- 8B.5 Training Database Sample Individual Employee Record
- 8B.5 Computer-Based Training Database Sample Training Record

### **Criterion 8C: Training and Education Resources**

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, and diversity, and are current.

#### **Summary:**

Gainesville Fire Rescue (GFR) has a dedicated staff and facility for training and education in the Training Bureau. The Training Bureau has its own budget and ability to acquire resources, materials, equipment, and supplies. Capital needs, such as a request for a new training tower, are addressed through the department's submission of capital improvement projects for consideration during the development of the city-wide capital improvement plan. The Training Bureau maintains a library of textbook and other written resources and has media equipment that provides access for computer-based training. The agency utilizes on-line training efforts via Web-Ex which help keep units in their home stations more frequently and reduce fuel costs and vehicle wear by providing interactive sessions between Training Bureau and the fire stations.

**Performance Indicators:**

**CC 8C.1 Facilities and apparatus are provided to support the agency's all-hazards training needs. The agency has plans addressing any facilities and apparatus not available internally to complete training activities.**

**Description**

The Gainesville Fire Rescue (GFR) Training Bureau is responsible for providing facilities and apparatus to meet the agency's all-hazards training needs and is located at 1026 NE 14th Street. It has one large classroom with an overhead projector and multi-media station, one small classroom with an overhead projector, and 12 computer work stations. GFR also has classrooms at Stations 1, 2, and 8. GFR has a state-of-the-art tactical simulator used for personnel to see multiple views of an incident and report their findings and actions to the incident commander. The simulator allows GFR staff to take pictures and videos of locations in the city and create a virtual environment with fire and smoke conditions. GFR also has a four-story training tower used for both fire suppression and technical rescue training and a new training tower at Station 1. Hands-on training is provided using both on-duty and reserve apparatus (two engines and one aerial) and live-fire training is provided using Connex boxes at the Training Bureau. Aircraft Rescue and Firefighting and Technical Rescue specialty training is accomplished through outside training centers. The 2014 Insurance Services Office (ISO) Survey page 17 documented the credit of 18 of 35 for Training Facilities and Use.

**Appraisal**

GFR has adequate facilities and access to external training resources to meet its training needs. The department has benefitted from using WebEx conferencing to reduce time out of territory and to lower fuel costs for delivery of programs such as the monthly company officer meetings which include training. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 18 of 35 for Training Facilities and Use.

**Plan**

GFR will continue to acquire and maintain training facilities and apparatus. Whenever possible, classrooms at fire stations will be used to increase unit reliability.

**References**



8A.3 2014 ISO Survey page 17

**CC 8C.2 The agency has instructional personnel with teaching qualifications and expertise to meet its needs.**

**Description**

The Gainesville Fire Rescue (GFR) Training Bureau has three dedicated training captains for fire, Emergency Medical Services (EMS), and Hazardous Materials (HazMat) disciplines as documented in the GFR Organization Chart. Furthermore, training funds are allocated to ensure that additional employees are trained as instructors to meet department-sponsored certification training and to provide field training. In addition, outside instructors are used to provide classes required for promotional and specialty classes. Required certifications are listed in the job description for Fire Captain and include, but are not limited to: Instructor I, II, and III; Paramedic; Advanced Cardiac Life Support and Live Fire Training Instructor.

**Appraisal**

GFR has well-qualified staff to provide fire, EMS, and Hazmat training in-house to meet the training needs of the agency. The use of outside instructors has allowed GFR to meet training for promotional opportunities.

**Plan**

GFR will continue to evaluate the organizational structure of the Training Bureau in relation to needed training to ensure that the agency has an adequate number of instructional personnel.

**References**

8C.2 GFR Organization Chart Showing Training Bureau

8C.2 Fire Captain Job Description

8C.3 Instructional materials are current, support the training program, and are easily accessible.

### **Description**

Instructional materials are easily accessible to all personnel. For operational level employees, instructional materials can be accessed both on the fire truck and in the station through hard copy (text) and internet access (computers). Each station is stocked with a library of instructional textbooks such as IFTSA Fire Manual, Paramedic and EMT texts, medical protocols, and medical dictionaries. Each fire truck carries a Department of Transportation (DOT) Emergency Response Guide Handbook. Further, internet access is available both in trucks and in stations to supplement textual material with the most current information available. Gainesville Fire Rescue (GFR) has an informal policy to update training materials anytime the additions or materials are changed by the Florida State Fire College (FSFC), American Heart Association, or other accrediting agency. A reference of available materials in the GFR Training Bureau library is kept in the Training Library Index.

### **Appraisal**

GFR has maintained ample access to instructional materials for all personnel. GFR fire service instructors ensure that the department maintains current training materials and inventories according to applicable articles of the labor agreement. Development of an administrative guideline would be helpful in documenting the process for identifying, obtaining, storing, and archiving materials.

### **Plan**

GFR will promote using fire and EMS-specific internet sites to bring updated information to personnel. The Training Bureau staff will maintain the library and index of instructional materials. The Training Bureau Chief will initiate development of an administrative guideline to document the process of identifying, obtaining, storing, and archiving materials.

### **References**

8C.3 Training Library Index

8C.4 The agency has a process for purchasing, developing, or modifying existing curriculum to meet its needs.

**Description**

All Gainesville Fire Rescue (GFR) curricula are based off of State Certification Requirements provided by the Florida State Fire College, the Florida Department of Health, and the American Heart Association (AHA) certification requirements. GFR follows a multi-year training and exercise plan to evaluate if when updates are required for all classes. An example of existing curricula is the new firefighter orientation schedule.

**Appraisal**

This process has been successful in ensuring that curricula and books are up to date to meet the needs of the department.

**Plan**

GFR will continue to monitor state certification and course requirements to ensure that existing curricula are up to date and new curricula are developed.

**References**

- 7B.5 New Firefighter Orientation Schedule
- 8C.4 Multi-year Training and Exercise Plan

8C.5 Equipment utilized for training are properly maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.

**Description**

Gainesville Fire Rescue (GFR) has two back-up engines and one quint/truck maintained by the City of Gainesville's Fleet Department to front-line standards. These vehicles are stocked and available for use by training personnel. Further, a full complement of emergency medical services (EMS) equipment is kept at the Training Bureau to facilitate EMS-related training. Maintenance records are kept for equipment used for training such as aerial and ground ladder testing, SCBA maintenance, and monthly hazmat air monitor calibrations.

**Appraisal**

GFR's current system has consistently provided the necessary equipment to meet the training purposes. The practice of stocking back-up fire apparatus and EMS equipment, as well as allowing for the use of fire and EMS equipment kept in station for training purposes, has assured that sufficient access is maintained for all instructors and employees.

**Plan**

GFR will continue to monitor the maintenance and upkeep of all training equipment and apparatus.

**References**

- 8C.5 Sample Aerial Certification
- 8C.5 Sample Ground Ladder Testing
- 8C.5 Sample of SCBA Maintenance
- 8C.5 Sample of Monthly Hazmat Air Monitor Calibrations
- 8C.5 Fleet Apparatus Maintenance Schedule

8C.6 The agency maintains a current inventory of all training equipment and resources.

**Description**

Currently Gainesville Fire Rescue (GFR) tracks all inventory valued above \$2000 for city inventory compliance. Standard Operating Guideline (SOG) 703 Training Bureau Equipment and Supplies Checkout documents the checkout procedure for library materials and equipment.

**Appraisal**

The current system has provided for an annual inventory update of capital equipment. There is not currently an inventory process for non-capital training equipment.

**Plan**

The GFR Training Bureau Chief should evaluate the need for developing an inventory of non-capital training equipment.

**References**

8C.6 Sample of Annual City Inventory Showing Training Equipment

8C.6 SOG 703 Training Bureau Equipment and Supplies Checkout

8C.7 A selection process is in place for training and educational resource materials.

**Description**

Gainesville Fire Rescue (GFR) currently provides courses in-house for Fire Inspector, Fire Investigator, Fire Officer-I, Fire Officer-II, and Driver-Operator. Resources and materials for all of these courses are maintained in required quantities at GFR's Training Bureau. The resource materials for these courses are selected to follow those used by the Florida State Fire College (FSFC) in delivery of their courses and are updated in tandem with FSFC. GFR SOG 700 Training Bureau Mission and Operational Outline includes these guidelines.

**Appraisal**

The current system has met the needs of the department by matching the standards of the State of Florida and by maintaining updated resource materials used in training courses delivered by GFR.

**Plan**

GFR will maintain the process by following SOG 700.

**References**

8A.2 GFR SOG 700 Training Bureau Mission and Operational Outline

**CC 8C.8 Training materials are evaluated at least annually, to reflect current practices and meet the needs of the agency.**

**Description**

Training materials are updated by the Training Bureau anytime that additions or materials are changed at the Florida State Fire College (FSFC). Prior to any course delivery, materials are evaluated by Training Bureau staff to ensure the most up-to-date version is being used. Training materials are maintained in accordance with the guidelines in the International Association of Fire Chiefs (IAFF) Labor Agreement Article 20. The Training Bureau coordinates with the City's Human Resources staff to update training materials for biennial promotional exams. The Medical Director attends quarterly in-service training and reviews the materials prior to the training. Updates are communicated through e-mail correspondence between the Medical Director and Training Bureau staff. Preparation of the annual training plan also includes evaluation of training materials.

**Appraisal**

The close working relationships with the Florida State Fire College and the Medical Director have ensured that GFR was aware of changes in practices and has been using contemporary training materials.

**Plan**

The Training Bureau will continue to ensure that the agency maintains current training materials and inventories according to the labor agreement, FSFC direction, and Medical Director instructions.

**References**

- 7B.1 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Article 20 Promotion
- 8C.8 Sample E-Mail Correspondence between the Medical Director and Training Bureau Staff



## **Category IX: Essential Resources**

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They should be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources such as water lines and hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams, lakes, cisterns, etc.

### **Criterion 9A: Water Supply**

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria.

#### **Summary:**

Gainesville Fire Rescue (GFR) serves an area that is predominately urban in nature and which has an adequate water supply system provided by Gainesville Regional Utilities (GRU).

Hydrants are tested by GFR personnel who report any service needs to GRU.

The water supply system is periodically evaluated by the Insurance Services Office (ISO) for capacity and distribution of hydrants, types of hydrants and installation, and frequency of hydrant inspections and their condition. In the 2014 ISO update, the water supply system scored 37.24 out of a total possible credit of 40. All GFR engines, quints, and tower units carry water supplies and hose to connect to the water supply system. Areas of the jurisdiction that are undeveloped can be served through apparatus water supplies and through tanker water supplies through automatic aid with Alachua County Fire Rescue.

**Performance Indicators:**

**CC 9A.1 The agency establishes minimum fire flow requirements for new development in accordance with nationally and internationally recognized standards. This information should be included in the fire risk evaluation and pre-fire planning process.**

**Description**

The agency establishes fire flow requirements for structures during pre-plan development using the National Fire Academy (NFA) fire flow formula. The closest hydrants are identified and flow for the hydrants is noted on the pre-plan. Gainesville Fire Rescue (GFR) also conducts plans reviews which assess the fire flow requirements for planned construction based on NFPA 1, and City Ordinances Chapter 10 Article II: Fire Prevention Codes, Item 8: External fire protection system requirements, which requires that no construction or development shall be permitted unless the central water distribution system located outside of the property will provide an adequate fire flow in accordance with the "Guide for Determination of Required Fire Flow" published by the Insurance Service Office (ISO). The 2014 ISO Survey page 18 describes the credits of 37.24 of 40 for the Water Supply system including 7 of 7 for Inspection and Flow Testing.

**Appraisal**

Fire flow information has been available for several years for buildings within the jurisdiction that present significant risks or consequences. The agency is limited in how many pre-fire plans can be completed each year, but has continued to add this information at a steady rate. GFR has completed approximately 200 pre-plans since our last peer assessor site visit which are accessible through the agency's mobile data terminals in GFR apparatus to provide needed fire flow requirements for fire suppression operations. GFR's fire safety inspector has been able to successfully provide recommendations to the City's Building Department for follow-up with builders for the past several years. The 2014 ISO Survey resulted in credits of 37.24 of 40 for the Water Supply system including 7 of 7 for Inspection and Flow Testing.

## **Plan**

The department will continue to target 40 commercial structures per year for new pre-plans and will continue to provide plans review services to help the City's Building Department establish needed fire flow for new construction.

## **References**

5E.2 2014 ISO Survey page 18

9A.1 Pre-plan Instructions (including NFA fire flow formula)

9A.1 ISO Guide for Determination of Required Fire Flow

9A.1 Gainesville Code of Ordinances Part II Chapter 10 Article II: Fire Prevention  
Codes Section 10-13 Item 8: External fire protection system requirements

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**CC 9A.2 An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are sufficient in volume and pressure, based on nationally and internationally recognized standards, to control and extinguish fires.**

### **Description**

Gainesville Regional Utilities (GRU) water department supplies and maintains the hydrant system and completes the installation of new hydrants using recognized standards. The University of Florida provides maintenance for hydrants on the campus. There are a small amount of privately maintained hydrant systems for areas such as Tacachale and some apartment complexes. All Gainesville Fire Rescue (GFR) engines carry 750 gallons of water, quints carry 500 gallons, and towers carry 190 gallons. Responding units have at least 2000 lineal feet or more of large diameter supply hose (5") collectively. If the department responds to an undeveloped area without adequate hydrants, tankers with drop tanks may be requested from Alachua County Fire Rescue (ACFR). GFR conducts hydrant testing annually following GFR Standard Operating Guidelines (SOG) 609 Hydrant Inspection and Maintenance and the results are maintained in the GFR Hydrant Database. The 2014 Insurance Services Office (ISO) Survey page 18 describes the credits of 37.24 of 40 for the Water Supply system.

### **Appraisal**

The GRU water department does an excellent job maintaining and upgrading the water system for the City of Gainesville. The utilization of ACFR's tankers provides adequate water if responding to an undeveloped area where no hydrants are present. Both the fixed and portable water supplies have been sufficient to extinguish fires in the service area. The 2014 Insurance Services Office (ISO) Survey resulted in credits of 37.24 of 40 for the Water Supply system.

### **Plan**

GFR will continue to provide annual hydrant testing in the City of Gainesville and report concerns to the GRU water department. The water department will continue to upgrade the system as needed. GFR will continue to rely on ACFR's portable water system for support in undeveloped areas of the city.

## References

- 5E.2 2014 ISO Survey page 18
- 9A.2 GFR Hydrant Database sample record
- 9A.2 GFR SOG 609 Hydrant Inspection and Maintenance

9A.3 The agency maintains regular contact with the managers of public and private water systems to stay informed about available water supplies.

**Description**

The department has a good relationship with the Gainesville Regional Utilities (GRU) Water Department. The district chief assigned water supply duties speaks regularly with the water department's management, as well as their repair division. The department and GRU have improved their coordination efforts in several areas. GRU and GFR are present during new development reviews, Quarterly Coordination Meetings to discuss issues relating to water supply, water quality etc. and quarterly releases of GIS locations of any newly installed hydrants. GRU has been adding the locations of private hydrants into the GIS hydrant database. When GRU has a hydrant out of service, they notify the Combined Communications Center (CCC) of the faulty hydrant who in turn notifies GFR by calling the Station in that response area.

**Appraisal**

The process of communicating with GRU is effective. There is a good relationship between the departments and any problems with hydrants and the water distribution system in general are quickly resolved. If a special need is identified in regard to water supply for an area, Gainesville Regional Utilities assists in any way possible.

**Plan**

The department will continue to work with GRU to make sure the water distribution and hydrant system works efficiently in all areas.

**References**

9A.3 Current Hydrant Map

9A.4 The agency maintains copies of current water supply sources and hydrant maps for its service area.

**Description**

The department has hydrant and water supply maps available in the department's Fire Reference Drawer. There are hard copies of the water main and hydrant maps available from Gainesville Regional Utilities Water Department. The hydrant locations are also available on the maps on the mobile data terminals in the apparatus. The hydrants are identified by color on the mobile data terminals map to give approximate flow rates.

**Appraisal**

There are many ways to access current water supply and hydrant maps while in station or enroute to a call. The department has found this system to be an effective way of accessing the hydrant and water supply maps. GRU gives us quarterly updates of all newly installed hydrants, and they are added to map system.

**Plan**

The department will continue to work with the water department to provide the most accurate hydrant and water supply information it can to its members. The department will provide as many ways as possible to access this information.

**References**

9A.3 Current Hydrant Map



9A.5 Hydrant adequacy and placement reflect the locality's known hazards and the agency's needs for dealing with those hazards. Hydrant placement is based on nationally and internationally recognized standards.

### **Description**

The hydrant spacing and required fire flow is determined by the specifications in the Insurance Services Office (ISO) Guide for Determination of Required Fire Flow. Hydrants are closer together, and ideally have a greater fire flow requirement in commercial areas, than they do in residential areas. All hydrants located in the service area have a large diameter supply outlet. There are also special hazards that require even closer spacing and fire flows. Hydrant placement is coordinated with Gainesville Regional Utilities (GRU) and is assessed by the Gainesville Fire Rescue (GFR) Risk Reduction Bureau Fire Safety Inspector who completes plans reviews. The 2014 ISO Survey page 18 documents the credit of 3 of 3 points for Hydrants.

### **Appraisal**

The GRU Water Department does a good job providing the needed fire flow to commercial, residential, and special hazard occupancies. There are exceptions where the primary occupancy has changed over the years in the older part of town. GRU upgrades the water system in these areas as funding allows. In areas where deficiencies are noted during hydrant testing, GFR reports these results to GRU for follow up. The 2014 ISO Survey resulted in a credit of 3 of 3 points for Hydrants.

### **Plan**

The department will continue to work with GRU to get the required fire flow to commercial, residential, and special hazard occupancies. All areas found to be deficient will be reported to GRU in a timely manner using the hydrant repair request form link in the hydrant database.

### **References**

2A.9 Sample Plans Review

5E.2 2014 ISO Survey page 18

9A.1 ISO Guide for Determination of Required Fire Flow

9A.3 Current Hydrant Map

9A.6 Fire hydrants are located so that each is visible and accessible at all times.

**Description**

The hydrants in the city are located so that they are visible and accessible at all times. The department places blue reflectors on the roadway to indicate hydrant locations, trims vegetation, and paints hydrants during annual hydrant testing to ensure maximum accessibility and visibility. Procedures are documented in Standard Operating Guidelines (SOG) 609 Hydrant Inspection and Maintenance.

**Appraisal**

The department, in conjunction with Gainesville Regional Utilities (GRU) Water Department, does a good job making sure all hydrants are visible and functional.

**Plan**

The department will continue to place blue reflectors, paint hydrants, and trim vegetation near hydrants to enhance their visibility and accessibility during annual testing. If conditions change due to construction projects or road construction that requires relocation of a hydrant, the department will notify GRU. The department will notify them using the hydrant repair request form in the department's hydrant database.

**References**

9A.2 GFR SOG 609 Hydrant Inspection and Maintenance

9A.7 Public fire hydrants are inspected, tested, and maintained in accordance with nationally and internationally recognized standards. The agency's fire protection related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.

**Description**

All hydrants are inspected, flowed, greased and painted during annual hydrant testing. Any problems that are noted are referred to Gainesville Regional Utilities (GRU) Water Department at this time for repair. GRU returns the completed hydrant repair request form to the district chief in charge of water supply after the repair is completed. If it is a private hydrant, it is turned over to our Risk Reduction Bureau (RRB) for follow up. Procedures are documented in Standard Operating Guideline (SOG) 609 Hydrant Inspection and Maintenance. The RRB works with property owners to address private hydrant issues and the owners secure repairs through private companies. The follow-up process also includes the University of Florida's (UF) Physical Plant staff who maintain the UF hydrant system. The 2014 Insurance Services Office (ISO) Survey page 18 documents the credit of 7 of 7 points for Inspection and Flow Testing.

**Appraisal**

The annual hydrant inspection program works well for the department. GRU does a good job completing all requested repairs or maintenance in a timely manner. The testing by GFR personnel and follow-up by RRB staff for privately owned hydrants has helped to ensure adequate water supplies are maintained for all properties in the jurisdiction. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 7 of 7 points for Inspection and Flow Testing.

**Plan**

The department will continue to utilize the system that is in place to inspect and maintain the City's hydrants. GRU will repair and perform maintenance on all public hydrants. Private hydrants will be referred to RRB for follow up.

**References**

5E.2 2014 ISO Survey page 18

9A.2 GFR SOG 609 Hydrant Inspection and Maintenance

9A.8 The agency identifies and plans for alternate sources of water supply for those areas without hydrants, where hydrant flows are insufficient, or in the event of a major disruption in public water supply capabilities.

**Description**

The department recognizes it will occasionally respond to areas without adequate water supply due to a lack of hydrants or insufficient flow. If there are no hydrants available, the department utilizes tank water on the engines and Alachua County Fire Rescue (ACFR) tankers and drop tanks to shuttle water to the scene. ACFR Tankers are capable of providing at least 250 gpm of uninterrupted water for two hours. If the problem is low flow, we have the ability to contact Gainesville Regional Utilities (GRU) Water Department to boost pressure to the system. The department's Driver-Operators are also trained in relay pumping to increase the distance that water can be moved from a stationary water source.

**Appraisal**

The system in place provides access to alternate water sources in the undeveloped areas of the city.

**Plan**

The department will continue to utilize GRU's hydrant system whenever possible. If there is no hydrant system available, the department will call for supplemental water utilizing ACFR's tankers and drop tanks.

**References**

None

9A.9 The agency has operational procedures in place outlining the available water supply.

**Description**

The agency has operational procedures that help identify the available water supply. Hydrants are flowed annually and flow tested every 5<sup>th</sup> year, hydrant domes are color-coded to reflect approximate gallons per minute (gpm). The Mobile Data Computers (MDCs) have the hydrant locations available in the mapping software color-coded to reflect approximate flows. Pre-fire plans are available on the MDCs and include available flows from area hydrants, as well as fire flow requirements for the building. Driver Operators are also trained to calculate the available water from an individual hydrant during pumping operations. Standard Operating Guidelines (SOG) 609 Hydrant Inspection and Maintenance documents the hydrant inspection and maintenance program and SOG 502 Driver describes the driver-operator hydrant responsibilities in section N.

**Appraisal**

The operational procedures in place to identify available water supply generally satisfy the department's needs when utilizing the hydrant system. Units can quickly identify and differentiate between a good hydrant and a bad hydrant and make decisions accordingly. Incident commanders can utilize the MDC maps to locate secondary hydrants and direct units to higher flow hydrants if necessary.

**Plan**

The department will continue to follow the established procedures and modify them as needed.

**References**

- 9A.2 GFR SOG 609 Hydrant Inspection and Maintenance
- 9A.9 Sample Pre-Fire Plan
- 9A.9 GFR SOG 502 Driver

## **Criterion 9B: Communication Systems**

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

### **Summary:**

The receiving of 9-1-1 calls and dispatch of units using the emergency communications system is operated in a joint effort through the Alachua County Sheriff's Office Combined Communications Center (CCC) which serves as the single answering point for all incoming 911 calls initiated in Alachua County.

The CCC provides computer-aided call processing and dispatching services for law enforcement (Alachua County Sheriff's Office and Gainesville Police Department), fire rescue (Gainesville Fire Rescue and Alachua County Fire Rescue), and ambulance services, also by Alachua County Fire Rescue. The CCC is an accredited communications center utilizing state-of-the-art equipment and technology, including an enhanced 911 system and Emergency Medical Dispatch (EMD), and Emergency Fire Dispatch (EFD) protocols. The CCC also maintains a fully-equipped backup center and a mobile communications vehicle.

All public safety radio communications occur on a single 800 MHz trunked radio system (TRS) which is maintained by agreements with Gainesville Regional Utilities Communications Division (GRUCOM). The systems had demonstrated reliability through several tropical storms in 2004, 2016, Hurricane Irma and the October 19 speaking event in 2017 at the University of Florida's Performing Arts Center, and through operations at significant special events such as University of Florida football games. Recently, however, there have been a few, albeit very infrequent, technical failures that have caused the TRS to go into a backup mode, reducing overall effectiveness. Plans are in place to identify an appropriate solution to upgrade the system to increase reliability.

**Performance Indicators:**

**CC 9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an operational plan is written.**

**Description**

Gainesville Fire Rescue (GFR) uses an 800 MHz trunked radio system (TRS) that includes all public safety agencies in Alachua County. The TRS has been operated by the Gainesville Regional Utilities Communications (GRUCom) division since 1999. The TRS provides fixed communications and backup field notifications from the Combined Communications Center (CCC) and portable and mobile communications with fire personnel. Each fire apparatus is equipped with a mobile radio. Portable radios are kept on each apparatus for use by personnel at incidents and in command officer vehicles. There is one radio per position; up to three on engines, up to four on quints and towers, up to three on squads and two on each District Chief command vehicle. Each radio has the ability to utilize Fire Ground channel A14, a direct talk-group bypassing the trunked system, to allow for better communications inside buildings or below grade level. Standard Operating Guideline (SOG) 500 Section B: Fire Ground Radio System addresses the procedures for using Fire Ground. The Memorandum of Understanding (MOU) between the City of Gainesville and Gainesville Regional Utilities for Public Safety Trunking Radio Services extended the provision and maintenance of the TRS system by GRUCom through September 30, 2020. The terms of the MOU describe the system performance requirements. GFR is also a voting member of the Radio Management Board established in Article 6 of the 1999 Interlocal Agreement between the City of Gainesville and Alachua County for Public Safety Trunking Radio Services.

**Appraisal**

The TRS system has successfully provided communication services for day-to-day operations as well as during special events, such as University of Florida Football games,

and through the series of tropical storms that passed through the area in 2004, 2016, Hurricane Irma and the October 19<sup>th</sup> speaking event in 2017.

**Plan**

GFR supported an independent evaluation of the TRS, which recommended a full upgrade of the system and compliance with P25 standards. GFR will continue to monitor performance of the system and attend Radio Management Board meetings. GFR will continue to utilize the Fire Ground channel A14 if communication difficulties occur during a working incident.

**References**

- 9B.1 GFR SOG 500 – Radio and MDC Procedures B: Fire Ground Radio System
- 9B.1 Memorandum of Understanding between the City of Gainesville and Gainesville Regional Utilities for Public Safety Trunking Radio Services
- 9B.1 Interlocal Agreement between the City of Gainesville and Alachua County for Public Safety Trunking Radio Services – Article 6



9B.2 The emergency communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals.

### **Description**

The Alachua County Combined Communications Center (CCC) is capable of receiving emergency reporting signals that are generated automatically and manually through reporting by contractors / providers of alarm monitoring services. The CCC has a specified phone number for alarm reporting companies so their incoming calls are rapidly identified and processed. The CCC also serves as the county Public Safety Answering Point (PSAP) using an enhanced 911 system to receive all incoming 911 calls. Personnel in the field have the capability to send automatic emergency signals directly to dispatchers via the 800MHz radio system and mobile data computer systems if emergency assistance and a clear radio channel / talk-group are needed. Procedures for receiving and processing incoming emergency signals are documented in CCC's Operating Procedures for processing incoming 911 and alarm calls and for responding to emergency call button activations by field units. The 2014 Insurance Services Office (ISO) Survey pages 8-11 documents the credit of 9.65 of 10 for Emergency Communications.

### **Appraisal**

The system is capable of receiving emergency reporting signals from the public and field personnel in a timely manner to ensure deployment of appropriate resources. The systems for receiving both automatic alarms (fire and medical) and field personnel emergency alarms have been in place for several years and have worked effectively to provide timely notification to dispatch center personnel of activations. The 2014 Insurance Services Office (ISO) Survey resulted in an overall credit of 9.65 of 10 for Emergency Communications.

### **Plan**

Technology enhancements for emergency reporting will continue to be addressed through the administration of the CCC by the Alachua County Sheriff's Office with the support of the Alachua County Fire Rescue Office of E911 to ensure timely reporting systems are maintained.

### **References**

9B.2 CCC Operating Procedures for Answering 911 and Alarm Lines

9B.2 CCC Operating Procedures for Activation of Emergency Call Buttons

9B.2 2014 ISO Survey pages 8-11

9B.3 The agency's communications center(s) is/are adequately equipped and designed, (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays).

### **Description**

Gainesville Fire Rescue's call taking and dispatching is done through an equipment replacement agreement with the Alachua County Combined Communications Center (CCC) which is accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). Incoming calls are received on a computerized phone system using Enhanced 911 services. CCC uses a computer aided dispatch system to process calls for service. Station alerting is done through a customized communication system with equipment at CCC and each fire station. The system also automatically activates turn-out timers, some station lighting and other equipment to support a rapid response. Radio communications are managed through computerized consoles on an 800MHz system and all phone and radio communications are recorded and available for immediate playback. There is a backup center at an alternate location and a mobile communications vehicle. The Interlocal Agreement between the City of Gainesville, The Alachua County Sheriff and Alachua County for a Combined Communications Center approved in 1999 created an Administrative Board which is responsible for making recommendations on planning and funding issues for the communications center to the Executive Board.

### **Appraisal**

The CCC is adequately equipped and designed to provide both call handling and dispatching services for Gainesville Fire Rescue through the equipment replacement agreement and funding.

### **Plan**

GFR will continue to participate in CCC Administrative Board meetings to ensure equipment needs are anticipated and addressed.

### **References**

9B.3 Interlocal Agreement Between the City of Gainesville, The Alachua County Sheriff and Alachua County for A Combined Communications Center

9B.3 CCC Equipment Replacement Agreement

9B.4 The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and has automatic backup capability.

**Description**

The Alachua County Combined Communication Center (CCC) has both battery and electrical standby generators capable of fully powering the emergency communication and dispatch functions. The system is tested on a monthly basis to ensure reliability in accordance with CCC emergency generator procedures.

**Appraisal**

CCC standard operating guidelines (SOG) and maintenance procedures are adequate and assure reliable, uninterrupted electrical power supply exists for the center.

**Plan**

Gainesville Fire Rescue will continue to rely on the established system as provided by Alachua County.

**References**

9B.4 CCC Emergency Generator Procedure

9B.5 Adequate numbers of fire or emergency dispatchers, supervisors, and management personnel are on duty to handle the anticipated call volume.

**Description**

Alachua County Combined Communication Center provides all emergency call handling and dispatching of units for GFR. CCCs policies and call-back procedures provide for minimum numbers of call-takers, dispatchers, radio operators and supervisors for day-to-day operations and any anticipated increase in call volume. CCC is managed by the Major of the Sheriff's Department of Support Services who directly supervises the Technical Services Division Manager. The Communications Operations Bureau Chief and Technology Support Bureau Chief report to the Division Manager. Both bureaus include several units that each have a unit commander or manager. Staff supervision of personnel processing calls for service includes 12 shift supervisors who supervise an approximate total of 60 employees.

**Appraisal**

CCC provides adequate numbers of fire dispatchers for call volume. The CCC also has adequate supervision at the operational level and in management and training positions.

**Plan**

The Alachua County Combined Communication Center will continue to provide adequate management and supervision and GFR will continue to monitor staffing needs and make recommendations for staffing levels.

**References**

9B.5 Sample CCC Daily Shift Roster

9B.5 CCC - Organizational Chart

9B.6 A maintenance program is in place with regularly scheduled system tests.

**Description**

The Alachua County Combined Communication Center (CCC), in conjunction with Gainesville Regional Utilities (GRU), provides an adequate inspection and maintenance program of communication and radio equipment. There are regularly scheduled system tests in place for the CCC communication and Trunked Radio System (TRS) and emergency power generators. The generator units are scheduled to run weekly, with bi-annual system inspections and annual load testing. Communication and dispatch equipment are inspected monthly and tested bi-annually. These system tests are conducted at all operational levels ranging from simple system failures or equipment malfunctions to complete radio system failure.

**Appraisal**

Regularly scheduled system testing has occurred for several years and maintenance of essential systems has successfully provided continuous operations even during severe weather.

**Plan**

The CCC will continue to conduct regularly scheduled system inspections, tests, and maintenance ensuring an adequate maintenance program.

**References**

9B.6 Trunked Radio System Inspection PM Report

9B.6 CCC Generator Record Log

9B.7 The agency has established time-based performance objectives for alarm handling. These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements, memorandums of agreement, etc.

### **Description**

In 2011, Gainesville Fire Rescue (GFR), Combined Communication Center (CCC), and Alachua County Fire Rescue (ACFR) agreed to a benchmark standard of 60 seconds for call-taking, 60 seconds for dispatching and 90 seconds overall call-processing for pre-determined, priority incident alarm handling published in the Call Processing Benchmarking Team Final Report. Monthly reports are generated by both CCC and GFR tracking system-wide and agency-specific call-processing. The 2014 Insurance Services Office (ISO) Survey resulted in credits of 20 of 20 for Alarm Receipt and 11.32 of 20 for Alarm Processing.

### **Appraisal**

In December 2016, Emergency Fire Dispatch (EFD) was implemented and in February 2017, a new county-wide Fire Station Alerting System (Purvis) was deployed. These two changes are still being vetted for the most efficient methodology, but they did both affect the system's call-processing times by having an increase in the first two quarters of 2017 and then decreasing close to the previous year's times by the third quarter. The most significant factor associated with this increase is the lack of an adequate number of priority fire-related incidents *per individual call-taker* to gain familiarity and efficiency within the EFD system. The 90th percentile for alarm handling of GFR structure fires for last 5 years were; 2013 – urban 1:58 rural 2:14, 2014 – urban 1:52 rural 1:27, 2015 – urban 1:56 rural 1:53, 2016 urban 1:56 rural 1:36, 2017 urban 2:29 and rural 2:01.

### **Plan**

Staff plans to analyze and map out the processes since EFD and the new Station Alerting implementation to identify areas that can be more efficient and reduce call-processing times. Staff is also identifying ways to increase familiarity with the EFD system for

individual call-takers. Staff will continue to evaluate call-processing times and produce monthly reports based on system-wide and agency-specific situations.

**References**

9B.2 2014 ISO Survey pages 8-11

9B.7 Call Processing Benchmarking Team Final Report

9B.7 Sample of Monthly Call-Processing Report



9B.8 Communications training programs for emergency dispatchers and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

**Description**

The Alachua County Combined Communications Center (CCC), an accredited agency since 2002, provides a comprehensive Public Safety Telecommunicator Training Program comprised of classroom education periods, on-the-job training (hands-on), shadowing, and an evaluation and review process of each trainee and employee at CCC including 911 call takers and fire rescue dispatchers. The Fire-Rescue Module used by CCC employs a comprehensive 21-day training schedule. On the job training includes all aspects of being a proficient emergency dispatcher for both paging and combat functions. Training expectations, observations, and performance are documented on the training checklist by an approved training officer from CCC for the fire dispatch position. CCC now utilizes the International Academy of Emergency Dispatch protocols for both Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD). The 2014 Insurance Services Office (ISO) Survey pages 8-11 documents the credits of 20 of 20 for Training and Certifications and 20 of 20 for Continuing Education.

**Appraisal**

The CCC, an accredited agency, meets and exceeds the State of Florida Bureau of Emergency Medical Services curriculum for basic certification of a 9-1-1 Public Safety Telecommunicator. The CCC has provided an effective and well-documented training program for emergency call-takers and fire rescue dispatchers for several years. The 2014 Insurance Services Office (ISO) Survey resulted in credits of 20 of 20 for Training and Certifications and 20 of 20 for Continuing Education.

**Plan**

The CCC will continue to provide the necessary and required training as mandated by the State of Florida, Bureau of Emergency Medical Services.

**References**

9B.2 2014 ISO Survey pages 8-11

9B.8 CCC Training Checklist for Fire Dispatcher

9B.9 The interoperability of the communications system is evaluated and documented. The agency has processes in place to provide for interoperability with other public safety agencies in the field including: portable, mobile, and fixed communications systems, tools, and equipment.

**Description**

The 800MHz Trunked Radio System (TRS) provides interoperability between internal and external public safety personnel. This radio system allows multiple public safety agencies the ability to communicate on a designated radio channel (talk group) for better on scene communication/coordination on a single system. The TRS has the capability to patch external public safety agencies/users to the Gainesville 800 MHz system. Each TRS user agency on the system has participated in several system-wide radio system failure tests, which required each agency to operate for a specific operational period, to ensure communication system interoperability during Failsoft, Site Trunking, and complete radio system failure, during the spring of 2012. Documentation of the process and expectations is included in the CCC Interoperable Radio Communications Plan, the CCC Radio System Failure Policy and the GRUCom Radio System PM Schedule. The CCC Interoperable Radio Communications Plan Guideline H. Testing Interoperable Systems requires the Alachua County Sheriff's Office (ACSO) to document the annual testing of the 800 MHz radio system interoperability.

**Appraisal**

The ACSO CCC has developed and maintained appropriate documentation of procedures for use and procedures for testing of the interoperability resources for the 800 MHz TRS. These steps have ensured effective use of the interoperability components during sustained events, such as the tropical storms of 2016 and 2017, as well as annually for large sporting events at the University of Florida.

**Plan**

In conjunction with the Radio Management Board Agreement and maintenance plan, all public safety users on the CCC/GRUCOM 800 MHz trunked radio system, and in the Radio Users Group will continue to review the interoperability of the communication system, its policies and procedures, and make adjustments, if required to ensure communication interoperability.

## References

- 9B.9 CCC Interoperable Radio Communications Plan
- 9B.9 CCC Radio System Failure Policy
- 9B.9 GRUCOM Radio System PM Schedule

**CC 9B.10 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications system and its impact of meeting the agency's goals and objectives.**

**Description**

The 800MHz Trunked Radio System (TRS), combined with staff from the Alachua County Combined Communications Center (CCC), is the core of the emergency communications system. Evaluating the effectiveness of these components each year validates the impact as it relates to Gainesville Fire Rescue's (GFR) goals and objectives. GFR began completing annual program appraisals for the Communication System in 2015. The emergency communications system is also discussed at the quarterly Radio Management Board meetings. Staffing, equipment and policies at CCC are evaluated regularly during the bi-monthly Fire User Group meetings, quarterly Administrative Board meeting and Dispatch Review Committee meetings. Staff is able to identify and address minor issues as they crop up preventing more significant issues to arise. Staffing and equipment for field equipment is evaluated regularly by GFR staff with current recommendations for replacement of all portable and mobile radios due to end-of-life concerns as well as upgrading our part-time radio technician position to something full-time to provide more hours to maintain the systems currently in place.

**Appraisal**

In 2015, GFR adopted the format recommended by the Commission on Fire Accreditation International. Using this format to complete the annual program appraisal for communications has provided comprehensive reporting on: the Status of Achieving Goals; Required Resource Needs; Significant Events; and Improvement Initiatives which gives the GFR Executive Team adequate information for follow up actions.

**Plan**

GFR will continue to use the established periodic appraisals and the formal annual program appraisal to evaluate the effectiveness of the system and its impacts on meeting goals and objectives. The City is in the process of executing a maintenance agreement with Alachua County to provide radio maintenance services. It should be signed off before the end of 2018. The City and County Commissions have been providing direction to staff on upgrading the existing system. Staff are working with a consultant, Federal

Engineering, and with Gainesville Regional Utilities (GRUCOM) to address end-of-life system upgrade and replacement needs.

**References**

9B.10 Annual Program Appraisal for Communications

9B.11 The dispatch process utilizes a formal and recognized Emergency Medical Dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of medical calls for service.

**Description**

CCC utilizes the International Academy of Emergency Dispatch (IAED) protocol for Emergency Medical Dispatch (EMD), to include providing pre-arrival instructions and triaging of medical calls for service. Quality Improvement is handled by staff from the Combined Communications Center (CCC), Gainesville Fire Rescue (GFR), and Alachua County Fire Rescue (ACFR) to evaluate random calls based on IAED requirements. Feedback is then provided both individually and system-wide to all call-takers. The 2014 Insurance Services Office (ISO) Survey pages 8-11 document the credit of 20 of 20 for Emergency Dispatch Protocols.

**Appraisal**

The IAED has awarded CCC the Accreditation Center of Excellence (ACE) for meeting a high compliance to the EMD protocol. The overall call processing time for priority EMD calls system wide for the last five years were; 2013 – 1:56, 2014 – 1:46, 2015 – 1:40, 2016 – 1:32 and 2017 – 1:27. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 20 of 20 for Emergency Dispatch Protocols.

**Plan**

Staff will continue to monitor compliance to the IAED standards for using the EMD protocol and provide quality improvement as per IAED requirements. Issues identified can be discussed bi-monthly in User's Group meetings between all stakeholders.

**References**

9B.2 2014 ISO Survey pages 8-11

9B.11 Sample EMD Protocol with Pre-Arrival Instructions

9B.12 The agency has a system in place for the recall of off-duty personnel for incidents of significance.

**Description**

The Combined Communications Center (CCC) has minimum staffing requirements to handle call taking and dispatching duties based on system needs. There is a minimum staffing on the CCC floor of 16 with 18 for peak hours between 11 am and 11 pm. A call-back system is used to enhance staffing based on specific incident needs, ie. law enforcement, fire rescue or both. Should a significant incident or influx of calls exceed their capabilities, on duty supervisors and staff will support the team and begin the process of using the call-back system through Everbridge paging.

**Appraisal**

CCC consistently handles all the calls for service with their current staffing levels. In 2017, CCC was challenged with additional responses with Hurricane Irma and the October 19th speaking event at the University of Florida's Performing Arts Center where they increased staffing to handle over 1000 additional law enforcement and nearly 100 additional fire/EMS personnel.

**Plan**

GFR will continue to meet with CCC staff through bi-weekly User's Group meetings to discuss needs and any adjustments needed for service level. GFR will also notify CCC with any plans for additional staffing or units so they can prepare for additional communication needs.

**References**

9B.12 Everbridge Callback Instructions

**Criterion 9C: Administrative Support Services and Office Systems**

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

**Summary:**

Gainesville Fire Rescue (GFR) is a department of the City of Gainesville and must coordinate with other City staff to ensure staffing and resources are in place to support the Administrative and Office functions. The Fire Chief keeps the Assistant City Manager, City Manager, and through them the Finance Staff, the City Commission, and Mayor informed of needs. Although the department functions successfully with its existing staff, there is a need to maximize our service potential and efficiency through restoration of some key positions that were deleted from the City budget approximately eight years ago including a second Fire and Life Safety Educator that is needed to serve as a Community Liaison Officer and a Staff Specialist for the Risk Reduction Bureau. For the FY18 budget cycle, the City Commission authorized the addition of a long-needed second information technology (IT) position to assist the Technical Systems Analyst, Sr. and to prepare for the retirement of that individual. The department continues to seek approval for two additional fire safety inspector positions and, within the five-year plan, an assistant fire marshal for the Risk Reduction Bureau.

Finding suitable software to replace Access-based systems has been a challenge. An attempt to implement performance software was unsuccessful when the vendor's business model failed, and the company discontinued providing service. The Access-based systems developed by GFR IT staff provide so much flexibility and agency control that it is difficult to find an off-the-shelf product with the same level of capability; however, GFR continues to evaluate potential solutions and works closely with the IT staff of Gainesville Regional Utilities (GRU) who provide city-wide IT services. The department continues to seek appropriate solutions for inventory control, payroll, staff scheduling, and database management that are affordable and properly supported by their vendors.



**Performance Indicators:**

**CC 9C.1 The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately staffed and managed.**

**Description**

Administrative support assignments are recorded in the department's organizational chart in the Financial and Operating Plan – Fire Rescue Section. Gainesville Fire Rescue (GFR) used to employ a part-time communications technician and a part-time supply person. These positions will be merged in FY19 into one full-time logistics assignment. Accounting support is provided by an Account Clerk, Sr. Support to the chief officers is provided by one Executive Assistant, Sr.; one Staff Specialist; one Staff Assistant; and one Administrative Assistant to the Fire Chief. One staff specialist position was deleted in 2010. In a report published in December 2007 by Lopez and Associates, Inc., a consultant hired by the City to assess Information Technology (IT) needs, Chapter 14 recommendations included the addition of a Computer Programmer Analyst and, at a minimum, one User Support Technician I. One of the IT positions was added to the department budget for FY18.

**Appraisal**

While not optimal, the support services are adequate based on the available revenue. There is significant dependence on computerized and electronic systems and the ability to add personnel supporting them has been limited by revenue reductions and an existing citywide IT department. This requires critical prioritization to urgent tasks and leaves other projects and items undone or delayed. Administrative personnel and Risk Reduction Bureau personnel share responsibilities from the deleted staff specialist position and have struggled to maintain the basic level of service. The agency also does not have a position dedicated to Geographic Information Systems analysis or statistical analysis and will seek to close this gap as the IT section staffing is increased.

**Plan**

GFR will continue to work on priority items and delay others. Evaluate adding Strategic Plan objectives regarding support for the information technology function and restoration

of the Staff Specialist position for the Risk Reduction Bureau. GFR will also continue to submit increment requests through the annual and biennial budget processes for positions as needed.

**References**

1A.4 Current Financial and Operating Plan – Fire Rescue Section

9C.1 Lopez and Associates, Inc. Findings and Recommendation (Rev4.1) City of Gainesville – Chapter 14 Gainesville Fire Rescue 12.15.07

9C.2 Sufficient general office equipment, supplies, and resources are in place to support agency needs.

**Description**

Gainesville Fire Rescue (GFR) has line items in its budget for materials and supplies and for office supplies for each bureau and division. Each fire station and administrative location is equipped with essential office equipment such as copiers, fax machines, desks, chairs, and smaller equipment. District Chiefs and the agency's part-time Supply Specialist can make purchases of general office equipment and supplies as needed for fire stations, such as paper, pens, pencils, and toner. The GFR Account Clerk, Sr. maintains contracts for larger equipment, such as copiers, to ensure maintenance and support comply with City purchasing guidelines.

**Appraisal**

Current levels of support for office equipment, supplies, and resources are sufficient.

**Plan**

GFR will continue to evaluate use and needs on an annual basis and request budget adjustments if needed to maintain sufficient resources.

**References**

None

9C.3 Technological resources (e.g., telecommunications equipment, computer systems, general business software) and the information management system are appropriate to support the agency's need. Access is available to technical support personnel with expertise in the systems deployed by the agency. Documentation and analysis of data (e.g., formative, process, impact, and outcome measurement) are accessible to the agency.

### **Description**

Gainesville Fire Rescue (GFR) uses personal computers (PC), laptops, and mobile data computers with appropriate business software necessary to meet the needs of the department. The Microsoft Office suite is installed on each PC and all office and station computers are networked. GFR maintains application servers and backup devices to support the Information Management Systems. To minimize costs, many of the department's databases are designed by the GFR Technical Systems Analyst, Sr. (TSA) who is on-call after hours and on weekends. Backup support is provided by one full-time temporary employee and Gainesville Regional Utilities Information Technology staff.

### **Appraisal**

GFR's Information Management System is adequate to support the essential needs of the agency; however, project management must be carefully reviewed and prioritized since there is only one regular full-time department employee and one half-time temporary department employee dedicated to the systems. The TSA has the appropriate level of expertise to support the systems. The one full-time assistant to the TSA has the appropriate level of expertise to assist with support of systems. The Information Technology (IT) team would still benefit from the addition of the second IT position for a total of three IT staff to handle IT needs, GIS analysis, and statistical analysis.

### **Plan**

GFR will continue to use department-designed software solutions when appropriate to minimize costs and maximize customization. The Fire Chief will continue to work with the TSA to monitor workload and systems and will evaluate the need to request additional IT positions and software systems at least annually.

### **References**

None

9C.4      Public reception and public information (i.e. public information officer) components support the customer service needs of the agency.

**Description**

Gainesville Fire Rescue utilizes an administration office to receive the public during business hours. Each fire station is open and receives the public during business hours. The department does not currently have a Public Information Officer due to budget limitations. Press releases are prepared through the joint efforts of the Fire Chief; Deputy and Assistant Chiefs; and District Chiefs. The department maintains a public web page, a Facebook page, and Twitter account. The restoration of the deleted Public Information Officer as a Community Relations Officer is included in Strategic Plan Goal “ Develop effective workload management for the Risk Reduction Bureau.”

**Appraisal**

The department has adequate public reception resources; however, the public information component remains a challenge in the current budget climate of unfilled staffing positions.

**Plan**

Continue to evaluate public information needs and address them through the strategic planning process.

**References**

9C.4 Strategic Plan Goal “Develop effective workload management for the Risk Reduction Bureau.”

**CC 9C.5 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.**

**Description**

Gainesville Fire Rescue (GFR) uses many documents, forms and manuals to facilitate its mission. Most forms are in electronic format and accessible through the computer network. The core of the documents are standard operating guidelines (SOGs), but also include training manuals, medical protocols, and various department and city-wide forms including those for leave, accident reporting, and incident reporting. GFR has migrated over the years toward an electronic format for most document resources as part of our conservation efforts and to ensure employees have access to the most current versions of documents. An intranet portal (GFR Web) was established several years ago for access by all GFR employees, which has a direct link to the most current forms, standard operating guidelines, the strategic plan, and other documents. GFR is transitioning documents to a document management system, PowerDMS, to ensure tracking and web-based access. Documents created by departments outside GFR, such as Human Resources and Risk Management also provide intranet access to ensure personnel can use the most current versions of documents, forms, and manuals. SOG review is assigned to a district chief who conducts reviews on an annual basis and generates updates as needed. The 2014 Insurance Services Office (ISO) Survey documents the credit of 2 of 2 points for Operational Considerations and 50 of 50 for Standard Operating Procedures.

**Appraisal**

The department has adequate documents, forms, and manuals to complete its mission and has the internal capability to review, develop, and add new references as needed. The final step needed to complete the formal review process will be the assignment of document review schedules in PowerDMS. The 2014 Insurance Services Office (ISO) Survey resulted in a credit of 2 of 2 points for Operational Considerations and 50 of 50 for Standard Operating Procedures.

**Plan**

GFR will continue to provide electronic access to all personnel to ensure use of the most current versions of documents. The department plans to expand its use of PowerDMS to establish workflows and review reminders.

### **References**

5E.2 2014 ISO Survey page 18

9B.2 2014 ISO Survey pages 8-11

9C.5 GFR Web Links for Forms

9C.5 Snapshot of PowerDMS Document Catalog Table of Contents

9C.6 Administrative support staff members have adequate training and education in order to perform their roles and responsibilities.

**Description**

Administrative support staff members must demonstrate competency during competitive selection processes before assignment to a position. Once in a position, staff are provided training through a number of resources, including the Human Resources Department, Gainesville Corporate University, the Office of Equal Opportunity, and external providers for developing hard and soft skills during their careers with the City of Gainesville.

**Appraisal**

Gainesville Corporate University provides the greatest opportunities for training, but these programs are primarily oriented toward non-technological skill development. Gainesville Fire Rescue management has supported staff attending external vendors to develop technological skills, such as those used for word processing, and spreadsheet and database management, as well as presentation skills. However, seeing the City return to providing these types of hard skill training classes in-house would make the training more available and encourage further enhancement of knowledge, skills, and abilities (KSA) for support staff.

**Plan**

Gainesville Fire Rescue will continue to support the attendance of staff at appropriate classes and will encourage attendance through the inclusion of goals and objectives to develop KSAs in individual performance evaluations and professional development plans.

**References**

9C.6 Sample of Quarterly Gainesville Corporate University Class Schedule



9C.7 Public records are maintained, available, and disposed of in accordance with local, state/provincial, and federal legal mandates. Record retention and destruction are documented in accordance with an adopted procedure.

**Description**

The Administrative Assistant to the Fire Chief is the Records Custodian for the agency. The agency follows the guidelines provided by the City of Gainesville in its Public Records Policy G-5 and the Gainesville Fire Rescue (GFR) Standard Operating Guideline (SOG) 315 Public Records Requests and Disposal. Electronic documents, including emails, are maintained and backed up on a series of servers by the Gainesville Regional Utilities Information Technology (IT) staff and by GFRs Technical Systems Analyst, Sr. Human Resources records are maintained per the State of Florida General Records Schedule GS1-SL and fire department records are maintained in accordance with the State of Florida Records Schedule GS8 for Fire Departments. Records are electronically scanned and maintained, therefore, records destruction is kept to a minimum; however, a Records Management Compliance Statement is completed for each fiscal year and submitted to the Office of the City Manager.

**Appraisal**

GFR has been able to successfully comply with State and local requirements for document management as well as public records and Freedom of Information Act requests.

**Plan**

Continue to follow State and local requirements and ensure any new staff office receive training on Public Records compliance through the Human Resources Organizational Training staff resources.

**References**

- 9C.7 City of Gainesville in its Public Records Policy G-5
- 9C.7 SOG 315 Public Records Requests and Disposal.
- 9C.7 State of Florida General Records Schedule GS1-SL
- 9C.7 State of Florida Records Schedule GS8 for Fire Departments
- 9C.7 Most recent Records Management Compliance Statement

## **Category X: External Systems Relationships**

An agency's external relationships are defined as those relationships which serve to integrate the performance of one system with another. The increased use of multi-unit systems and the increase of interagency agreements between various types of government entities necessitates regular attention to these relationships and the agreements between autonomous operating units. Agreements must be legally adopted, current, monitored, and updated within the accrediting period. Programs which rely on support from external system relationships to meet agency expectations must be referenced in the agreement.

**Criterion 10A: External Agency Relationships**

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations, and/or cost effectiveness.

**Summary:**

The City of Gainesville has executed several agreements over the years with external agencies that have supported the Gainesville Fire Rescue (GFR) mission. Agreements are primarily for services that GFR either receives or provides. Examples include the Fire Services Assistant Agreement (FSAA) for automatic aid with Alachua County; the agreement for dispatching services with the Alachua County Sheriff's Office; the agreement with Gainesville Regional Airport for aircraft rescue and firefighting services; the agreement with the University of Florida (Shands) for medical direction of the paramedic program; and, the agreement with Gainesville Regional Utilities for the 800MHz trunked radio system. All of these agreements are passed through a contract submittal process that requires review by the City Attorney's Office before the contracts can be executed by the appropriate authority with the City.

In May 2017, the Alachua County Board of County Commissioners (BOCC) notified the City of Gainesville that they intended to allow the expiration of the FSAA for automatic aid. No replacement agreement was implemented during the period of notice and the agreement expired on May 31<sup>st</sup>, 2018. On June 13<sup>th</sup>, 2018, the Gainesville City Commission and the BOCC executed the Interlocal Agreement between Alachua County and City of Gainesville Regarding Automatic Aid for Fire and EMS Services which expires September 30<sup>th</sup>, 2019.

**Performance Indicators:**

**CC 10A.1 The agency develops and maintains outside relationships that support its mission, operations, and/or cost effectiveness.**

**Description**

The City of Gainesville and Gainesville Fire Rescue (GFR) maintain relationships through interlocal agreements with Alachua County for automatic aid; the Alachua County Sheriff's Office for communications and dispatching services; the Gainesville Regional Airport for funding of airport rescue and firefighting services; Gainesville Regional Utilities GRUCOM for radio services; and the University of Florida for medical director services as listed in the Agreement and Contract Expiration Management List for GFR. The Gainesville Police Department and Alachua County Sheriff's Office support the agency's Tactical (SWAT) Medic Program. Relationships with the University of Florida and Shands Hospital supported the launch of the agency's Community Paramedicine Resource Program (CRP) during FY18. The operational objective to deliver quickest unit response is supported through automatic aid. The previous Fire Services Assistance Agreement (FSAA) expired May 31<sup>st</sup>, 2018 and was replaced with the Interlocal Agreement between Alachua County and City of Gainesville Regarding Automatic Aid for Fire and EMS Services which expires September 30<sup>th</sup>, 2019 (AAA). Although automatic was in place during the 2014 Insurance Services Office (ISO) Survey, the ISO did not apply any credits out of the 1.0 point possible for automatic aid.

**Appraisal**

Gainesville Fire Rescue (GFR) maintains effective relationships that support its mission through funding, guidance, and services. Execution of the AAA to replace the FSAA has assured support for the agency's emergency response performance objectives. The agreement is effectively allowing automatic dispatch of units from Alachua County Fire Rescue into the City of Gainesville to "achieve optimal response times" for a specific group of call types. The launch of the CRP is having a positive impact for community members with chronic healthcare and social services needs.

### **Plan**

GFR will continue to participate in local, regional, and state relationships that support its mission, goals, and objectives. GFR will also monitor response performance under the AAA and will work as directed by the Office of the City Manager and City Commission toward a longer-term agreement with Alachua County to support response objectives. GFR should also consult with ISO during the 2019 Survey to determine if credit should be given for automatic aid with Alachua County.

### **References**

2A.2 Interlocal Agreement for Automatic Aid and AAA Boundary Map

10A.1 Agreement and Contract Expiration Management List for GFR

10A.2 The agency's strategic plan identifies relationships with external agencies/systems and their anticipated impact or benefit to the agency's mission, operations, or cost effectiveness.

**Description**

The Gainesville Fire Rescue Strategic Plan specifically identifies the relationship with Alachua County to provide automatic aid in the Preparedness and Response topic Automatic Aid and Station Planning and the relationship with the Gainesville Regional Airport in the topic Airport Firefighting Services and Hazmat Services. Strategic Plan Goal 10A guides the agency's Executive Team to "Review, maintain or develop outside relationships that support our mission."

**Appraisal**

The Strategic Plan has provided information on key relationships along with a goal for establishing future relationships. GFR has been able to improve customer service through working with CCC to improve call processing times and by attending community involvement meetings.

**Plan**

GFR will continue to identify key relationships in its Strategic Plan.

**References**

- 10A.2 GFR Strategic Plan for 2018 Automatic Aid and Station Planning
- 10A.2 GFR Strategic Plan Airport Firefighting Services and Hazmat Services
- 10A.2 GFR Strategic Plan Goal 10A

10A.3 The agency researches, analyzes, and gives consideration to all types of functional relationships that may aid in the achievement of its goals and objectives.

**Description**

Although Gainesville Fire Rescue (GFR) has several long-standing relationships, such as those with Alachua County, the Gainesville Regional Airport, and Gainesville Regional Utilities for support of core services, opportunities for new relationships are researched by the Executive Team. Research may occur when a need arises or as part of the Strategic Plan; for example, Objective 7B.1 Develop a Behavioral Health Initiative included the research and establishment of a relationship with a license mental health counselor to provide services to Operations personnel beyond the City's Employee Assistance Program. New relationships have also been identified to support the Community Resource Paramedicine Program such as the use of interns from the University of Florida to assist with publishing program results. Reports on progress with relationships are provided during Executive Team meetings and during one-on-one meetings between the Fire Chief and Executive Team members.

**Appraisal**

The GFR Executive Team meets twice monthly as a group and individually in alternating weeks with the Fire Chief to assess progress in meeting goals and objectives. These meetings provide the forum for timely analysis of relationship needs and for updates on developing and established relationships to support the agency's goals and objectives.

**Plan**

The GFR Executive Team will continue to analyze needs and foster appropriate relationships to meet existing and new goals and objectives.

**References**

- 10A.3 Strategic Plan Objective 7B.1 Develop a Behavioral Health Initiative
- 10A.3 Example Executive Team Agenda: Community Resource Paramedic Program Update 2017-09-13

10A.4 A conflict resolution process exists between the organization and external agencies with whom it has a defined relationship.

### **Description**

The City of Gainesville has three primary relationships that affect Gainesville Fire Rescue (GFR): the Interlocal Agreement Between the City of Gainesville, The Alachua County Sheriff and Alachua County for a Combined Communications Center; the Interlocal Agreement Between Alachua County and City of Gainesville Regarding Automatic Aid for Fire and EMS Services (AAA) and the Interlocal Agreement Between the City of Gainesville and Alachua County for Public Safety Trunking Radio Services (TRS). The conflict resolution process for communication services is the responsibility of the Administrative Board which is to recommend dispute resolution procedures to the Executive Board. Conflict resolution for the AAA is handled through the parties responsible for the area in dispute, e.g. financial issues would be handled through the governments' budget and/or management staff and response issues would be handled by the agencies' fire chiefs. In the absence of the parties being able to resolve the conflict, the resolution process would be governed by “the laws of the State of Florida” per Section 7. Applicable Law and Venue. These laws fall under Florida State Statutes Chapter 164 Governmental Disputes. Conflict resolution for the TRS agreement is addressed through the Radio Management Board established in Article 6 and through Article 15 Dispute Resolution and Defaults. GFR has access to legal counsel through the City Attorney.

### **Appraisal**

Adequate conflict resolution processes and legal counsel are available to the agency.

### **Plan**

GFR will continue to follow the established conflict resolution processes and seek legal counsel when indicated.

### **References**

2A.2 Interlocal Agreement between Alachua County and City of Gainesville (section 7)

9B.3 Interlocal Agreement between the City of Gainesville, the Alachua County Sheriff and Alachua County for a Combined Communications Center

10A.4 Interlocal Agreement between the City of Gainesville and Alachua County for Public Safety Trunking Radio Services – Article 6 and Article 15



**Criterion 10B: External Agency Agreements**

The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program must be current, reviewed, and/or updated within the accreditation period and adopted by the appropriate governing bodies. All agreements should support the agency's effort to take advantage of any operational and cost effective benefits. Data reports, at least annually, should reflect the impact of each agreement on the agency.

**Summary:**

The interlocal agreements that the City of Gainesville has executed for various fire rescue services have been established for several years and are reviewed and amended as needed to ensure they reflect existing program and budget needs. Two excellent examples are the Fire Services Assistance Agreement (FSAA), which was amended in 2006 and the agreement with Gainesville Regional Airport for aircraft rescue and firefighting services, which was amended in 2008 to update the reimbursement and services. The longevity of the agency's agreements, and the infrequency with which they must be amended, reflects the interactive processes between partners in crafting well-designed agreements that serve all parties' best interests.

The FSAA was in use until May 31<sup>st</sup>, 2018 when it expired after 365 days' notice from the Alachua County Board of County Commissioners (BOCC). On June 13<sup>th</sup>, 2018, the Gainesville City Commission and the BOCC executed the Interlocal Agreement between Alachua County and City of Gainesville Regarding Automatic Aid for Fire and EMS Services which expires September 30<sup>th</sup>, 2019.

**Performance Indicators:**

**CC 10B.1 External agency agreements are reviewed on an annual basis and revised as necessary to meet objectives.**

**Description**

Gainesville Fire Rescue (GFR) maintains an Agreement and Contract Expiration Management List in Excel format and the Administrative Assistant to the Fire Chief provides monthly updates of contracts status to the Executive Team in the Executive Team Agenda used for its twice monthly meetings. In general, agreements are reviewed by the Executive Team several months prior to expiration to provide adequate time for revisions and should be reviewed at least once annually in November or December before the annual budget process begins in January and in preparation for the Annual Program Appraisals. GFR's Account Clerk, Sr. also monitors agreements for contractual services, such as lawn maintenance, to ensure renewals and new bid processes are executed in a timely manner. At the city-wide level, a review is conducted quarterly by the City's Purchasing Department who works with individual department staff to update the status of existing agreements.

**Appraisal**

Agency agreements have multiple levels of review to ensure that the documents are still contemporary and effective in supporting agency objectives.

**Plan**

GFR will continue to evaluate agreements through monthly Executive Team meetings as well as annual reviews and, as needed, when conditions or objectives change. The next review should occur in November-December 2018 prior to the FY20-21 budget planning cycle.

**References**

- 10A.1 Agreement and Contract Expiration Management List for GFR
- 10B.1 Sample Executive Team Agenda Section Agreement and Contract Expiration Management under Administration 2017-11-07.

10B.2 The agency has a process by which their agreements are managed, reviewed, and revised.

**Description**

Gainesville Fire Rescue's business process for agreement management includes a standing agenda item in the Executive Team monthly meetings as well as a comprehensive tracking document in Excel which lists the purpose, title, and effective and expiration dates, review term and termination requirements. Contracts that require amendments or replacements must go through a contract transmittal process which requires review by the Office of the City Attorney and the Risk Management Director.

**Appraisal**

The agency has successfully managed existing and new agreements, including a recent replacement of the automatic aid agreement in June 2018.

**Plan**

The next annual review by the Executive Team should occur in November or December 2018.

**References**

- 10A.1 Agreement and Contract Expiration Management List for GFR
- 10B.1 Sample Executive Team Agenda Section Agreement and Contract Expiration Management under Administration 2017-11-07.
- 10B.2 Sample of Completed Contract Transmittal Cover Sheet

## Exhibits/References

### CATEGORY I – GOVERNANCE AND ADMINISTRATION

#### References

- 1A.1 Chapter 12760 of the Laws of Florida
- 1A.1 Gainesville Code of Ordinances Part I Article I Section 1.04 (13)
- 1A.1 Gainesville Code of Ordinances Part II, Chapter 2, Article IV, Division 1, Section 2-196
- 1A.2 Florida State Statute Title XXIX Chapter 401 Medical Telecommunications and
- 1A.2 Florida State Department of Health Ch. 64J Florida Administrative Code Emergency Medical Services Requirements
- 1A.2 Federal Aviation Administration Aircraft Firefighting and Rescue Requirements 14 CFR 139 - Certification of Airports - Sections 139.315 - 139.319
- 1A.2 Florida State Statute Title XXXVII Chapter 633 Fire Prevention and Control
- 1A.2 Florida Administrative Code 69A Division of State Fire Marshal
- 1A.2 Most recent EMS Inspection Report
- 1A.2 Most recent FAA Inspection Report
- 1A.2 Code of Ordinances Part II Chapter 10 Article I Section 10.4
- 1A.2 SOG118 Incident Reporting
- 1A.2 SOG407 Two in-Two Out
- 1A.2 SOG408 SCBA Respirator Use and Testing
- 1A.2 SOG579 Technical Rescue Trench Rescue
- 1A.3 Sample of Florida State Fire College “A” List notification
- 1A.3 Sample of Federal Register notification
- 1A.3 Sample of FFCA Legislative page
- 1A.3 Notification of FFPC update course
- 1A.4 City of Gainesville Strategic Framework
- 1A.4 Current Financial and Operating Plan – Fire Rescue Section
- 1A.5 Job Description – Fire Chief
- 1A.6 Current Financial and Operating Plan - City Organization Chart
- 1A.6 Sample Advisory Board Information – Fire Safety Board of Adjustment

- 1A.8 City Policy 28 Code of Ethical Standards
- 1A.8 City Policy E-2 Nepotism
- 1A.9 Sample Agenda for Leadership Team Meeting
- 1A.10 Blue Ribbon Report
- 1A.10 GFR Strategic Plan: Alignment with the City of Gainesville Strategic Framework
- 1B.3 Sample Job Description: Firefighter (certified)

## **CATEGORY II - ASSESSMENT AND PLANNING**

### **References**

- 2A.1 Appendix I of the City's Charter - Legal Description of Municipal Corporate Limits
- 2A.1 Map of the City of Gainesville
- 2A.2 Fire Services Assistance Agreement between Alachua County and City of Gainesville for Fire Rescue Services
- 2A.2 Map of the Fire Services Assistance Area
- 2A.2 Interlocal Agreement for Automatic Aid and AAA Boundary Map
- 2A.3 GFR Standards of Cover Section D: Risk Assessment - Fire Management Zones
- 2A.4 Standards of Cover Section G: Performance Objectives and Measures
- 2A.5 National Fire Protection Association Fire Experience Surveys submitted by GFR for Five Most Recent Years
- 2A.6 GFR Standards of Cover Section A: Community Served
- 2A.7 GFR Standards of Cover Section D: Risk Assessment
- 2A.8 Risk Reduction Bureau Database Sample Report of Activities
- 2A.9 Sample Map with Hydrants and Streets
- 2A.9 Sample Plans Review
- 2B.1 Sample from GFR Risk Reduction Bureau Building Database with Building Details
- 2B.2 Sample Studies from Southwest Service Area
- 2B.2 Grace Marketplace/Dignity Village Chart
- 2B.3 Incident Reporting System Data Sample (Spreadsheet)
- 2B.3 Fire Suppression Annual Program Appraisal

- 2B.5 Sample Individual Building Record showing Fire Suppression Information from RRB Database
- 2C.1 GFR Standards of Cover Critical Task Matrices
- 2C.1 Sample of GFR Monthly Response Distribution (Spreadsheet)
- 2C.2 Sample of Monthly Report Series
- 2C.2 Performance Tables from 2017 Annual Compliance Report
- 2C.3 Most Recent City Commission/General Policy Committee Sprinkler Presentation
- 2C.4 ISO Survey 2014 page 12
- 2C.5 Sample First Watch Dashboard
- 2C.5 Sample Monthly 90% Performance Report
- 2C.5 Sample Time Modifications Report
- 2C.7 Sample Executive Team Agenda with Performance Data
- 2C.8 GFR Emergency Plan
- 2C.8 GFR Continuity of Operations Plan
- 2D.1 Reliability Study 2017
- 2D.3 Most Recent Set of GFR Annual Program Appraisals
- 2D.5 Most Recent Annual Program Appraisal for Fire Prevention
- 2D.5 Most Recent Annual Program Appraisal for Public Education
- 2D.7 GFR Strategic Plan 2014 Goal 2C
- 2D.7 GFR Capital Improvement Plan
- 2D.8 GFR Standards of Cover Section I: Overall Evaluation, Conclusions, and Recommendations
- 2D.9 Sample Increment Request
- 2D.9 Sample Capital Improvement Project List Showing Status of Projects
- 2D.10 2014 GFR Citizen Survey
- 2D.10 Sample Minutes from GFR External Stakeholders' Meeting
- 2D.10 Community Focus Group Meeting Notes

### **CATEGORY III - GOALS AND OBJECTIVES**

#### **References**

- 3A.1 GFR Currently Published Strategic Plan
- 3A.2 Approved Agenda Item 160487 (page 2 of Commission minutes Feb. 2, 2017)
- 3B.1 GFR Strategic Plan Goals and Objectives Section
- 3B.2 Executive Team Agenda 2018-07-12 Page 2 Documenting July 10th, 2018 Strategic Planning Meeting
- 3B.3 GFR Strategic Planning Timeline
- 3B.6 Internal Focus Group Outline
- 3C.2 GFR 2018 Strategic Plan page 4 Objective 2B.1 “Develop citizen representative group/advisory panel to review strategic plan”
- 3C.3 Sample of GFR Webpage showing link for GFR Strategic Plan
- 3C.4 GFR Strategic Plan 2018 page 12 Goal 9A “Make data-driven decisions”
- 3D.2 Sample Executive Team Agenda - July 12, 2018

### **CATEGORY IV - FINANCIAL RESOURCES**

#### **References**

- 4A.1 Current Financial & Operating Plan – Budget Overview Section
- 4A.1 GFR Strategic Plan Section Financial Considerations
- 4A.1 Email from OBF with Instructions for Budget Development of FY18 & FY19
- 4A.3 State of Florida Transparency in Financial Reporting Section Local Government Financial Reporting for Counties, Municipalities, and Special Districts
- 4A.5 Current Financial & Operating Plan – Capital Improvement Process
- 4A.6 Financial Statements 12 Month End – FY2015, FY2016, & F2017
- 4A.6 FY2018 Internal Financial Report
- 4A.6 FY2018 Quarterly Report – 9 Month End - OBF
- 4B.1 Certificate of Achievement for Excellence in Financial Reporting for Fiscal Year 2017
- 4C.2 City of Gainesville Investment Policy
- 4C.2 City of Gainesville Code of Ordinances – Section 2-438 – Investment of funds of the City
- 4C.2 City of Gainesville Comprehensive Annual Financial Report

- 4C.3 City of Gainesville Financial Services Procedures Manual – Section 41-000  
Purchasing
- 4C.3 City of Gainesville Financial Services Procedures Manual – Section 43-000  
Procurement Card Program
- 4C.3 GFR SOG 131 – Procedures for Procurement Card Purchases
- 4C.3 Purchasing Policy Resolution #170116 approved by the City Commission  
July 6, 2017
- 4C.4 Current Financial & Operating Plan – Budget Overview Section - Debt  
Management Policy
- 4C.5 Current Financial & Operating Plan – Fleet Management
- 4C.6 Current Financial & Operating Plan – Budget Overview Section - General  
Government Budget Administration Policy
- 4C.7 Current Financial & Operating Plan – Budget Overview Section – General Fund  
Reserve Policy (pages 77 – 80)
- 4C.8 FY2017 Financial & Operating Plan – General Fund Contingencies and Transfers

## **CATEGORY V - PROGRAMS**

### **Criterion 5A – Community Risk Reduction Program**

#### **References**

- 5A.1 Gainesville Code of Ordinances Part II Chapter 10 Article I
- 5A.1 Gainesville Code of Ordinances Part II Chapter 10 Article II
- 5A.1 Florida State Statute Title XXXVII Chapter 633 Fire Prevention and Control
- 5A.1 ISO Survey 2014 page 22
- 5A.2 Risk Reduction Bureau Inspection Procedure Process Chart
- 5A.2 City Ordinance 10 Article V Assembly Occupancy Safety
- 5A.3 Florida State Statute Title XXXVII Chapter 633 Part 2 Section 216
- 5A.4 Sample Development/Site Plans Review Comments from RRB Database
- 5A.6 GFR SOG 808 Fire Inspection Guidelines
- 5A.8 Florida Administrative Code 69A-39.009(1)(b)(1)
- 5A.8 Sample GFR Training Database Report for Fire Safety Inspector



### **Criterion 5B – Public Education Program**

#### **References**

- 5B.2 Fire and Life Safety Educator Job Description
- 5B.2 FLSE Training and Certification Records
- 5B.4 SOG 806 Project Get-Alarmed Procedures
- 5B.5 SOG 803 Juvenile Firesetter Program

### **Criterion 5C – Fire Investigation, Origin, and Cause Program**

#### **References**

- 5C.1 City of Gainesville Code of Ordinances part II, Chapter 10, Article 1
- 5C.2 NFPA 921: Guide for Fire and Explosion Investigations, 2017 Edition
- 5C.3 NFPA 1033 Professional Qualifications for the Fire Investigator
- 5C.3 Training records for Investigative Service Officer
- 5C.3 Investigator and law enforcement certification
- 5C.4 Agreement for Fire Investigations
- 5C.5 Annual Fire Investigation Program Appraisal

### **Criterion 5D – Domestic Preparedness, Planning, and Response**

#### **References**

- 5D.1 City of Gainesville Emergency Operations Plan
- 5D.2 Resolution 050446 Adopting NIMS
- 5D.2 City of Gainesville Emergency Operations Plan Section Exercises and Training
- 5D.2 Florida's Statewide Mutual Aid Agreement
- 5D.3 Tri-State Hazardous Materials Mutual Aid Response Team
- 5D.3 Interlocal Agreement for the North Central Florida Regional Hazardous Materials Response Team (February 2018 version)
- 5D.3 Interlocal Agreement Between Alachua County and City of Gainesville Regarding Automatic Aid for Fire and EMS Services
- 5D.4 Examples of completed FEMA forms from Hurricane Irma
- 5D.4 Example of CAD Incident Record from Hurricane Irma
- 5D.4 Example of GFR Incident Report from Hurricane Irma

- 5D.5 Sample After Action Report
- 5D.6 GFR Department Emergency Operations Plan
- 5D.6 Alachua County Comprehensive Emergency Management Plan (CEMP)
- 5D.6 Alachua County Local Mitigation Strategy
- 5D.6 GFR SOG 506 Hurricane-Tropical Storm

### **Criterion 5E – Fire Suppression**

#### **References**

- 5E.1 GFR SOG 306 Operations Division Staffing Level Maintenance
- 5E.1 GFR 2018 Annual Compliance Report-Agency Performance Tracking, Page 11
- 5E.2 SOG 510 Incident Command
- 5E.2 Blue Card Incident Command Certification Program Summary
- 5E.2 Sample GFR Training Database-Incident Command Training
- 5E.2 2014 ISO Survey page 18
- 5E.3 GFR Executive Team Agenda – Performance Measures for Fire Responses
- 5E.3 NFPA Survey for 2017
- 5E.3 FFIRS Report for 2017

### **Criterion 5F – Emergency Medical Services (EMS)**

#### **References**

- 5F.1 Appendix F: Historical Service for Fire Management Zones
- 5F.1 GFR SOG 525 EMS Medical Protocols
- 5F.1 GFR ALS / BLS Equipment Inventory Check List
- 5F.1 Emergency Medical Dispatch System Response Matrix
- 5F.1 Monthly Performance Report for the Operations Chief - Sample
- 5F.2 Agreement between the City of Gainesville and the University of Florida for Medical Director
- 5F.2 GFR Medical Director Quality Assurance Program Guideline
- 5F.4 GFR SOG 308 EMS Medical Records Release and Security
- 5F.4 Florida State Department of Health Ch. 64J-1, Florida Administrative Code  
Emergency Medical Services Requirements
- 5F.4 GFR SOG 307 EMS Incident Reporting

- 5F.5 NHTSA National Standard Curriculum for EMT-Paramedic
- 5F.5 GFR Training Database Sample Showing EMS Reporting/HIPAA Compliance Training Records
- 5F.7 GFR Medical QA Annual Quality Assurance Report 2017
- 5F.7 GFR Annual Program Appraisal Emergency Medical System 2017
- 5F.8 American Heart Association Program Administration Manual
- 5F.8 10M (Save 10 More) Campaign
- 5F.8 GFR Utstein Report First Half 2018

### **Criterion 5G – Technical Rescue**

#### **References**

- 5G.2 FL USAR LTRT GFR Type II Team #310 Operations and Mobilization Plan
- 5G.2 RDSTF US&R Type-II Standard Operations Guide (Appendix B)
- 5G.2 NFPA 1006 Standard for Technical Rescuer Professional Qualifications, 2017 Edition
- 5G.2 NFPA 1670 Standard on Operations and Training for Technical Search and Rescue, 2017 Edition
- 5G.2 Annual Program Appraisal - Technical Rescue - 2017

### **Criterion 5H – Hazardous Materials (Hazmat)**

#### **References**

- 5H.1 Map - Page 9 of the 2018 Regional Directory of the North Central Florida Regional Planning Council  
[\(<http://ncfrpc.org/Publications/RegionalDirectory/2018RegionalDirectoryWeb.pdf>\)](http://ncfrpc.org/Publications/RegionalDirectory/2018RegionalDirectoryWeb.pdf)
- 5H.1 GFR SOG 550 Hazardous Materials Apparatus/Team Deployment
- 5H.1 Gainesville Fire Rescue Hazardous Materials Response Guidelines
- 5H.1 SERC Assessment Tool for Type I Hazardous Materials Teams
- 5H.1 SERC Assessment Tool for Type II Hazardous Materials Teams
- 5H.1 Fire Rescue Response Matrix
- 5H.1 Hazmat Critical Task Matrix in GFR Standards of Cover Section D: Risk Assessment
- 5H.2 Sample HAZMAT Training Records from GFR Training Database

- 5H.2 NFPA 472 Standards for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction
- 5H.3 Annual Program Appraisal for the Hazardous Materials Program
- 5H.4 SERC Hazardous Materials Technician Refresher Task-book
- 5H.4 City of Gainesville Accident Analysis Form

**Criterion 5I - Aviation Rescue and Fire Fighting Services**

**References**

- 5I.1 Interlocal Agreement for Airport Fire Rescue and Police Services
- 5I.2 Most recent letter from the FAA to the Gainesville Regional Airport
- 5I.2 Annual Program Appraisal for Aircraft Rescue and Firefighting Program

**Criterion 5J - Marine and Shipboard Rescue and Fire Fighting Services**

**References**

- 5J Not Applicable

**Criterion 5K – Wildland Fire Services**

**References**

- 5K Not Applicable

**Criterion 5L - Other Programs**

**References**

- 5L Not Applicable

## **CATEGORY VI - PHYSICAL RESOURCES**

### **References**

- 6A.1 GFR Strategic Plan – Goal 6A (Planning for Physical Facilities)
- 6A.1 Station #5 Feasibility Study
- 6B.2 Contract for Lawn Maintenance of City Fire Stations
- 6B.2 Sample Station Clean-up Schedule
- 6B.2 Sample Work Order Request
- 6B.3 Fire Safety Inspection Records for Fire Stations
- 6C.1 GFR Fleet List
- 6C.1 2014 ISO Survey page 12
- 6C.2 Fleet Replacement Plan for Fire Rescue
- 6C.3 List of Current Apparatus Committee Members
- 6D.1 GFR SOG 602 Apparatus Maintenance Log
- 6D.1 GFR SOG 603 Apparatus Inventory
- 6D.1 GFR SOG 607 Pump Testing
- 6D.1 GFR SOG 610 Hose Testing
- 6D.1 Fleet Annual Aerial Test Records
- 6D.2 Fleet Department Floor Plan
- 6D.3 Fleet EVT Certification Records
- 6D.4 Fleet Organizational Chart
- 6D.6 Sample Daily Apparatus Checklist
- 6E.2 Current Financial and Operating Plan - Capital Improvement Program –  
Equipment Projects
- 6E.3 Zoll Maintenance Records
- 6E.3 Extrication Equipment Records
- 6E.3 SCBA Testing and Maintenance Records
- 6E.3 GFR Personnel SCBA Certification Records
- 6E.3 Ground Ladder Test Reports
- 6E.4 Capital Inventory Report
- 6E.4 SOG 601 Check out/in (SCBA)
- 6E.4 SOG 608 Medication Use, Storage and Disposal

- 6E.5 State Emergency Response Commission (SERC) Guidelines
- 6E.5 NFPA472 Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction
- 6E.5 State of Florida, Department of Health, Emergency Medical Services Advanced Life Support Vehicle Inspection Report (Section 401.31, F.S) ALS and BLS Checklists.
- 6F.1 GFR PPE Records
- 6F.1 Agreement Between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters – Article 27 Protective Clothing and Equipment
- 6F.1 Sample PPE Replacement Request Form
- 6F.2 SOG 403 Hearing Protection
- 6F.2 SOG 404 PASS System
- 6F.2 SOG 409 Public Safety Vests
- 6F.3 Agreement Between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters – Article 18 Health and Safety
- 6F.4 Sample from GFR Red Book
- 6F.4 SOG 408 SCBA Respirator Use and Testing
- 6F.4 NFPA 1500 Standard on Fire Department Occupational Safety and Health Program 2018

## **CATEGORY VII - HUMAN RESOURCES**

### **References**

- 7A.1 Gainesville Code of Ordinances, Part II, Chapter 2, Article IV, Division 1, Section 2-196 7A.1
- 7A.1 Current Financial and Operating Plan – Human Resources Section
- 7A.3 City Policy G-1 Policy and Procedure Promulgation
- 7B.1 Current contract with National Testing Network
- 7B.1 Agreement Between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters – Article 20 Promotion

- 7B.2 Recruitment Source Code Results from HR FY17 and FY18 Processes
- 7B.3 City Policy E-1 Employment (Role of the Human Resources/Organizational Development Department)
- 7B.3 Equal Opportunity Policy EO-1 Policy Statement
- 7B.3 City of Gainesville Code of Ordinances Part II Chapter 8 Article III Equal Employment Opportunity
- 7B.4 Current department demographics from GFR Personnel Database
- 7B.5 GFR Sample Orientation Schedule for New Firefighters
- 7B.5 GFR Training Bureau Probationary Checklist
- 7B.6 City Policy E-1 Probationary Period
- 7B.6 Sample Employee Evaluation Form
- 7B.6 Agreement between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Article 1 Recognition
- 7B.7 GFR SOG 113
- 7B.8 Current employee list showing years of service from GFR Personnel Database
- 7B.8 GFR Courageous Conversations Presentation
- 7B.9 Employee Exit Interview Form
- 7B.9 First Responder Survey for Grace Marketplace/Dignity Village
- 7B.10 Sample Increment Request for Personnel
- 7C.1 GFR Standard Operating Guidelines Section 200 Rules and Regulations
- 7C.2 Equal Opportunity Policy EO-2 City of Gainesville Charter Officers Duties Related to Equal Opportunity
- 7C.2 Equal Opportunity Policy EO-3 City of Gainesville Affirmative Action Policy
- 7C.2 Equal Opportunity Policy EO-4 City of Gainesville Discrimination Policy
- 7C.2 Equal Opportunity Policy EO-5 City of Gainesville Retaliation Policy
- 7C.2 Equal Opportunity Policy EO-6 City of Gainesville Disability Policy
- 7C.2 Equal Opportunity Policy EO-7 City of Gainesville Equal Opportunity Policy
- 7C.2 Equal Opportunity Policy EO-8 City of Gainesville Equal Opportunity Complaint Filing Procedure
- 7C.3 City Policy E-3 Code of Conduct/Disciplinary Procedures

- 7C.3 Agreement Between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire fighters – Article 16 Discipline and Discharge
- 7C.3 GFR SOG 123 Internal Investigation Guidelines
- 7C.4 Current Annual Reminders from Human Resources Director
- 7C.5 City Policy E-4 Grievances
- 7C.5 Agreement Between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Article 17 Grievance Procedure
- 7D.1 City Policy C6 Classification Plan
- 7D.1 General Government Position Reference
- 7D.2 City of Gainesville Job Descriptions (Firefighter, Driver Operator, Lieutenant, District Chief, more upon request)
- 7D.2 City of Gainesville Job Audit Employee Questionnaire
- 7D.3 Performance Appraisal Manual
- 7D.4 Speak Up Program Sample
- 7D.5 GFR Professional Development Model
- 7E.1 General Government Pay Plan
- 7E.2 Current Benefits Booklet
- 7F.2 City of Gainesville Safety Policy Manual
- 7F.3 Sample Health & Safety Meeting Minutes
- 7F.4 Exposure Control Plan
- 7F.5 Florida State Statute Title XXXVII Chapter 633 Section 633.810 workplace safety committees and safety coordinators.
- 7F.5 GFR Standard Operating Guidelines: Section 400
- 7F.6 Sample Health and Safety Committee Quarterly Meeting Documents
- 7G.1 IAFF Attachment I Health Assessments and Five-Year Physicals
- 7G.1 City Policy E-1 Employment
- 7G.1 Agreement Between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Article 19 Physical Fitness



- 7G.2 Health & Safety / Physical Fitness Program Appraisal 2017
- 7G.4 City Policy B-2 Formerly 26 - Employee Assistance Program
- 7G.4 Agreement Between the City of Gainesville and Professional Fire Fighters of Gainesville Local No. 2157 of the International Association of Fire Fighters - Drug Free Workplace Policy - X - Employee Assistance Program (EAP)
- 7G.5 GFR Fitness Evaluation Reports Database Sample Report

## **CATEGORY VIII -TRAINING AND COMPETENCY**

### **References**

- 8A.1 GFR Strategic Plan - Goal 8A - Objective 8A.1
- 8A.1 Sample GFR Training Calendar
- 8A.2 Mission Statement in GFR Strategic Plan
- 8A.2 SOG 700 Training Bureau Mission and Operational Outline
- 8A.2 SOG 710 Minimum Requirements for Operational Status by Rank
- 8A.3 Sample Training Database Records
- 8A.3 2014 ISO Survey page 17
- 8A.5 GFR Presentation: The Path to Accreditation
- 8B.1 Probationary Skills Evaluation
- 8B.2 Sample Monthly Training Outline
- 8B.3 Sample Rookie Book
- 8B.3 ISO Item 581 B. Company Training
- 8B.4 Sample Post-Training Feedback Evaluation
- 8B.5 SOG 705 Training Activity Documentation
- 8B.5 Training Database Sample Individual Employee Record
- 8B.5 Computer-Based Training Database Sample Training Record
- 8C.2 GFR Organization Chart Showing Training Bureau
- 8C.2 Fire Captain Job Description
- 8C.3 Training Library Index
- 8C.4 Multi-year Training and Exercise Plan
- 8C.5 Sample Aerial Certification
- 8C.5 Sample Ground Ladder Testing
- 8C.5 Sample of SCBA Maintenance

- 8C.5 Sample of Monthly Hazmat Air Monitor Calibrations
- 8C.5 Fleet Apparatus Maintenance Schedule
- 8C.6 Sample of Annual City Inventory Showing Training Equipment
- 8C.6 SOG 703 Training Bureau Equipment and Supplies Checkout
- 8C.8 Sample E-Mail Correspondence Between the Medical Director and Training Bureau Staff

## **CATEGORY IX – ESSENTIAL RESOURCES**

### **Criterion 9A - Water Supply**

#### **References**

- 9A.1 Pre-plan Instructions (including NFA fire flow formula)
- 9A.1 ISO Guide for Determination of Required Fire Flow
- 9A.1 Gainesville Code of Ordinances Part II Chapter 10 Article II: Fire Prevention Codes Section 10-13 Item 8: External fire protection system requirements
- 9A.2 GFR Hydrant Database sample record
- 9A.2 GFR SOG 609 Hydrant Inspection and Maintenance
- 9A.3 Current Hydrant Map
- 9A.9 Sample Pre-Fire Plan
- 9A.9 GFR SOG 502 Driver

### **Criterion 9B - Communication Systems**

#### **References**

- 9B.1 Interlocal Agreement between the City of Gainesville and Alachua County for Public Safety Trunking Radio Services – Article 6
- 9B.1 Memorandum of Understanding between the City of Gainesville and Gainesville Regional Utilities for Public Safety Trunking Radio Services
- 9B.1 GFR SOG 500 – Radio and MDC Procedures B: Fire Ground Radio System
- 9B.2 CCC Operating Procedures for Answering 911 and Alarm Lines
- 9B.2 CCC Operating Procedures for Activation of Emergency Call Buttons
- 9B.2 2014 ISO Survey pages 8-11
- 9B.3 Interlocal Agreement Between the City of Gainesville, The Alachua County Sheriff and Alachua County for A Combined Communications Center

- 9B.3 CCC Equipment Replacement Agreement
- 9B.4 CCC Emergency Generator Procedure
- 9B.5 Sample CCC Daily Shift Roster
- 9B.5 CCC - Organizational Chart
- 9B.6 Trunked Radio System Inspection PM Report
- 9B.6 CCC Generator Record Log
- 9B.7 Call Processing Benchmarking Team Final Report
- 9B.7 Sample of Monthly Call-Processing Report
- 9B.8 CCC Training Checklist for Fire Dispatcher
- 9B.9 CCC Interoperable Radio Communications Plan
- 9B.9 CCC Radio System Failure Policy
- 9B.9 GRUCOM Radio System PM Schedule
- 9B.10 Annual Program Appraisal for Communications
- 9B.11 Sample EMD Protocol with Pre-Arrival Instructions
- 9B.12 Everbridge Callback Instructions

### **Criterion 9C - Administrative Support Services and Office Systems**

#### **References**

- 9C.1 Lopez and Associates, Inc. Findings and Recommendation (Rev4.1) City of Gainesville – Chapter 14 Gainesville Fire Rescue 12.15.07
- 9C.4 Strategic Plan Goal “Develop effective workload management for the Risk Reduction Bureau.”
- 9C.5 GFR Web Links for Forms
- 9C.5 Snapshot of PowerDMS Document Catalog Table of Contents
- 9C.6 Sample of Quarterly Gainesville Corporate University Class Schedule
- 9C.7 City of Gainesville in its Public Records Policy G-5
- 9C.7 SOG 315 Public Records Requests and Disposal.
- 9C.7 State of Florida General Records Schedule GS1-SL
- 9C.7 State of Florida Records Schedule GS8 for Fire Departments
- 9C.7 Most recent Records Management Compliance Statement

## **CATEGORY X - EXTERNAL SYSTEMS RELATIONSHIPS**

### **References**

- 10A.1 Agreement and Contract Expiration Management List for GFR
- 10A.2 GFR Strategic Plan for 2018 Automatic Aid and Station Planning
- 10A.2 GFR Strategic Plan Airport Firefighting Services and Hazmat Services
- 10A.2 GFR Strategic Plan Goal 10A
- 10A.3 Strategic Plan Objective 7B.1 Develop a Behavioral Health Initiative
- 10A.3 Example Executive Team Agenda: Community Resource Paramedic Program Update 2017-09-13
- 10A.4 Interlocal Agreement between the City of Gainesville and Alachua County for Public Safety Trunking Radio Services – Article 6 and Article 15
- 10B.1 Sample Executive Team Agenda Section Agreement and Contract Expiration Management under Administration 2017-11-07.
- 10B.2 Sample of Completed Contract Transmittal Cover Sheet