



GAINESVILLE FIRE RESCUE

STRATEGIC PLAN

“Gainesville Fire Rescue will be recognized as the model of excellence by the provision of our services.”



Responsible

Accountable

Professional

Innovative

Dedicated

Gainesville Fire Rescue has a rich service history dating back to the late 1800's when the department provided fire suppression services from horse-drawn apparatus. Through the decades, GFR has grown from one downtown station into a well-organized municipal department with eight stations and a full-service fleet of fire engines, ladder trucks, and specialty units. GFR members now serve the community through public education, fire safety inspections, fire suppression, hazardous materials mitigation, aircraft firefighting operations, and emergency medical and rescue services.

Strategic planning is an essential tool that guides the department toward effectively and consistently meeting the needs of the community. In 1994, the department developed a strategic plan that included the mission statement, "To protect and serve our community through education, prevention, and rapid intervention by professionals committed to excellence." In 2009, GFR members developed a new strategic plan with the assistance of Almont Associates, Inc. under the guidance of Senior Vice President, Tom Weber. Gainesville Fire Rescue would like to express our sincerest thanks to Mr. Weber and the Almont Associates, Inc. team for their leadership and support gathering data and organizing goals and objectives. The 2012 update is built upon the strategic plan framework published in September 2010.

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Executive Summary

Gainesville Fire Rescue values the community we serve. It is our hope that through a community-driven strategic planning process we will successfully identify the balance between the community's service expectations and what it is willing and capable of supporting. By ensuring that the strategic plan is a living document that is disseminated to staff and regularly reviewed, updated, and published for the community and adopted by city leaders, GFR expects to achieve excellence not just in providing high quality services, but also by anticipating and being prepared for changes in our community. This strategic plan is designed to work in conjunction with GFR's Standards of Cover and Self-Assessment program, as designed by the Commission on Fire Accreditation International, to establish a sustainable business plan that will reliably guide the department's relationship with the community.

Document History

First Published	September 2010	Almont Associates, Inc.	Chief Gene Prince
Update	June 21 st , 2012	Gainesville Fire Rescue	Chief Gene Prince
Update	Nov. 1, 2012	Adopted by City Commission	Chief Gene Prince
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1.0 Strategic Planning History

1.1 Need for a Strategic Plan

The Center for Public Safety's Commission of Fire Accreditation International (CFAI) defines strategic planning as "... a process by which an organization envisions its short-term future and conducts the necessary analysis to effectively plan for that future." It can be further defined as the process by which members of an organization develop a vision for the organization's future and determine the necessary goals and objectives to achieve that vision.

Success in today's environment requires that department leaders have the ability to create a vision of the organization's future direction, as well as the course it needs to get there. Given the downsizing of the economy, organizations need to rethink their strategies, and for these strategies to be truly successful in the future, they should to be planned and implemented with employee involvement.

A strategic planning process that includes monitoring and updating will create an environment that prepares a department for adjusting to difficult times while maintaining its ability to provide services. The level of service that is provided may not be the same as the dynamic environment the department must operate in could establish a new set of expectations and redefine how services are provided. Strategic planning is a process by which adapting to changing environments is manageable with participation from the entire organization and the community. It also allows an organization to be prepared for anticipated changes or to modify its service delivery before change is forced upon it.

1.2 Strategic Planning in 1994

GFR recognized the need for strategic planning in 1994. The original plan defined the organization, established a planning team, and did an extensive survey of the department members including demographics, knowledge base, individual morale, job satisfaction, supervision, and departmental communication. The process included participation from 48 department members, doctoral students from the University of Florida, and a facilitator. During a one-day session, the group developed the department Mission Statement and a document "Work for the Future" which provided



guidelines for the department's strategic plan to be successful. The Department leadership team was tasked with carrying out the 14 recommendations. ([Appendix 1](#))

1.3 GFR's Current Strategic Planning Program

In 2010, the department received approval from the City Manager's Office to invest in development of a formal strategic plan. A copy of the 2010 plan was provided to the City Manager's Office.¹

The 2010 planning process involved environmental scans of the department membership. There was an initial anonymous survey that asked three open-ended questions:

1. What is working well in the Gainesville Fire Rescue Department?
2. What is not working well in the Gainesville Fire Rescue Department?
3. What would you like to see the department change or incorporate in its future service delivery system?

Sixty-eight surveys were returned. What was working well was noted and areas for improvement were categorized and reissued in a document that employed the nominal group technique to establish prioritization of issues. Sixty-nine of the prioritization forms were completed and returned.

A leadership team, identified as the Strategic Planning Team (SPT) in this document, was established through personal invitations and an open invitation to the entire department. Thirty members participated in a two-day strategic planning session held on March 1st & 2nd, 2010. The session included a lesson on strategic planning, review of the environmental scan, establishment of the department's Mission, Values, and Vision, a SWOT analysis, and development of goals, objectives, critical tasks, and timelines.

The 2010 strategic planning effort created a document that identified a plan of action for the following two to five years that is easy to maintain, and if updated on a regularly scheduled basis, will provide a continuous path for successful delivery of emergency services.

In September 2011, the department engaged in its first annual Strategic Plan review process. The fire chief presented an update to GFR members on the progress of the

¹ CFAI 2D.2



Strategic Plan goals and objectives established in 2010 ([Appendix 1](#)) and the members engaged in a second SWOT analysis ([Appendix 2](#)).

The department also received data for an external environmental scan through a citizens' survey conducted in November 2011. Results from this survey have been incorporated into the current GFR Strategic Plan.

The GFR Strategic Plan will be reviewed at least once annually to update goals, objectives, critical tasks, and timelines.

1.4 City of Gainesville Strategic Plan

The Gainesville City Commission publishes Strategic Goals and Initiatives in their annual Strategic Plan. Goal 1 encompasses Public Safety. GFR works with the City Manager's Office to follow-up on strategic initiatives relating to the delivery of fire rescue services to the community.

1.5 Publishing GFR's Strategic Plan

GFR will ensure that a current version of its strategic plan is approved by the City Manager's Office and the Gainesville City Commission and that it will be available at all times to department members and the public through publication on the City of Gainesville's web page for the Gainesville Fire Rescue Department².

2.0 Strategic Planning and Accreditation

2.1 The Accreditation Process

The Commission on Fire Accreditation International (CFAI), established in 1996, is overseen by the Center for Public Safety Excellence (CPSE). The CFAI's mission is to assist fire and emergency service agencies in achieving excellence through self-assessment. Achieving accreditation is a comprehensive 18 to 24-month process that involves a self-assessment in ten categories comprised of over 250 performance measures; the development and integration of the department's strategic planning

² CFAI 2D.1, 2D.2



process; and the completion of a community risk assessment and standards of cover. GFR became an applicant agency in the CFAI's accreditation process in October 2011.

To engage department members in the accreditation process, Fire Chief Gene Prince invited Winter Park Fire Chief Jim White for a presentation to GFR on October 12, 2011. Chief White described the value of the accreditation program to both the department and the community and encouraged GFR members to understand that accreditation is a process that is on-going, not a project with an end date. Agencies that achieve accreditation must provide annual updates to CFAI and go through re-accreditation once every five years.

In January 2012, Chief Prince conducted a strategic planning presentation that combined information from the September 2011 SWOT analysis, a review of the GFR Strategic Plan progress, and examples of how the process fits in with the CFAI's self-assessment categories. Several performance indicators in the self-assessment are related to the strategic planning process ([Appendix 3](#)).

2.2 Community-Driven Strategic Planning

GFR is committed to having a *community-driven strategic plan* based on both internal and external stakeholder input. Internal input is gathered through department member surveys, meetings, and SWOT analyses and external input is gathered through leadership meetings with city officials, citizens' surveys, citizens' academies, and feedback at town hall meetings and community forums conducted by the City's Planning Department.

In April 2012, the department subdivided its area of jurisdiction (property contained within the corporate city limits of Gainesville³), into 13 Fire Management Zones to facilitate community risk assessment, performance measurement, and planning. Utilizing smaller geographic units will help GFR better identify community needs for both prevention and response services.

2.3 Strategic Planning and ISO Public Protection Classification

The ISO conducts a thorough review of a community's fire suppression infrastructure, including the fire department equipment, stations, training, and operations, as well as the water supply system each 10 years with intermittent updates and assigns classifications to geographic areas within the jurisdiction. The best rating that can be

³ CFAI 2A.1



achieved is a class 1 and the worst is a class 10. Gainesville currently has an ISO class 3 PPC rating for the built-out portions of the city and a 9 for the mostly rural areas of the northern section of the city. Effective strategic planning will be essential in preparing for the next ISO rating inspection scheduled for 2014.

2.4 Fire Management Zones

Fire departments often use station first due areas for planning and assignments. Over time, stations may be closed, added or relocated and travel networks may change which will reshape those first due areas. The GFR management team determined that the planning process would be better served by creating geographic areas that could remain as fairly permanent subdivisions of the jurisdiction, easily allowing for modification or addition of planning areas as needed after annexations of county property.

GFR's Fire Management Zones (FMZ) were developed by reviewing the 2010 US Census Population data and through institutional knowledge of residential and commercial construction patterns within the jurisdiction. Where geographically practical, areas with similar risk types were incorporated into individual FMZ's; for example, FMZ A primarily contains undeveloped and rural property, whereas FMZ D contains industrial areas and the Gainesville Regional Airport. Profiles of each FMZ will be developed and maintained in the Community Risk Assessment section of the GFR Standards of Cover.

The Community Risk Assessment will be used to study both fire and non-fire risks to the community, including the probably and consequence of fire risks to the jurisdiction's buildings and identifying buildings and areas that face a maximum risk potential. This will include an annual process to assess the fire suppression capabilities of both the hydrant system and fire unit distribution and concentration through performance measurement. Studies in the FMZ's will also identify major risks, key risks, and special hazard areas as well as areas that may need specific plans to address risks or needs related to socio-economic factors⁴.

⁴ CFAI 2A.6, 2A.7, 2B.2, 2B.3, 2B.8, 2C.1



3.0 History and Internal and External Stakeholder Input

3.1 Organizational History and Structure

The City of Gainesville and its departments are governed by the Code of Ordinances as adopted in 1990. Part I – Charter Laws, Article I §1.01 and 1.02 establish the organization, general powers, and territorial limits⁵. The Fire Chief is established as a department director in Part II – Code of Ordinances, Chapter 2-Administration, Article IV, Division 1, §2-196. The agency administration complies with local, state, and federal requirements, has access to legal counsel through the City Attorney's Office, and is subject to audit by the City Auditor's Office⁶.

The first official fire chief of the Gainesville Fire Department was named in 1869: John MacArthur of the Gainesville Hose Company Number One. The department depended on volunteer “firemen” until the turn of the century. Two conflagrations occurred in the 1880s which led to a city ordinance that required all buildings built in the downtown area be constructed of brick and established an organized fire department that would become what we now know as Gainesville Fire Rescue. In 1925, the department was authorized to transition to full-time employees and added ten firefighters to its staff and, in 1927, the City of Gainesville was created by Chapter 12760 of the Laws of Florida and was officially tasked with providing fire services. In section 3.02 of the Charter of the City of Gainesville and Chapter 90-394, Laws of Florida, the Fire Chief is designated as the director of the department. The fire chief reports directly to the Assistant City Manager⁷.

Fire Station 1 was built at 204 SE 1st Street in 1904 where it remained until 1961 when it moved to its present location at 427 S. Main Street. Fire Station 2 was built in 1927 at 321 NW 10th Street. A new Station 2 was built at 2210 SW Archer Road in 1976 on land donated by the University of Florida. Fire Station 3 was built at 900 NE Waldo Road in 1960, followed by Fire Station 4 at 10 SW 36th Street in 1964, Fire Station 5 at 1244 NE 30th Avenue in 1965, Fire Station 6 at 3681 NE 47th Avenue (Gainesville Regional Airport) in 1979, and Fire Station 7 at 5601 NW 43 Street in 1980. Fire Station 8 opened in June of 2011 at 3223 NW 42nd Avenue. All fire station facilities are in compliance with local, state, and federal regulations and have been hardened to sustain hurricane category 3 conditions⁸.

⁵ CFAI 2A.1

⁶ CFAI 1B.3

⁷ CFAI 1A.1

⁸ CFAI 6B.4



The Gainesville Fire Department (GFD) handled only fire suppression activities until the mid-1970s when it placed Rescue 11 and a Hazardous Materials Unit in service. Rescue 11 responded to a variety of calls, but for the first time was staffed with firefighters trained as Emergency Medical Technicians (EMT). The Hazardous Materials Unit would continue to evolve into what is now known as HazMat 2 providing service to eleven counties surrounding Gainesville.

In 1984, all firefighters began training as EMTs and GFD became Gainesville Fire Rescue (GFR), beginning Basic Life Support EMS in October 1985. The department began training firefighters as paramedics and began providing Advanced Life Support (ALS) in January of 1990. GFR formed a Technical Rescue Team to provide high-angle, trench cave-in, and collapse rescue services in 2004 and became part of the Urban Search and Rescue Team Task Force 8.

Today GFR is a full-service fire rescue department providing all aspects of emergency services. The community has grown along with the expansion of the University of Florida. The department protects over 124,000 full-time residents in a 62 square mile area from eight fire stations. GFR's 145 firefighters responded to over 15,800 incidents comprised of over 24,000 unit responses in 2011. The department functions under a cooperative labor/management style of leadership with all members from District Chief and below represented by IAFF Local 2157.

3.2 The Environmental Scan

3.2.1 Local Situation

The Executive Summary of the City of Gainesville's FY11-12 Financial and Operating Plan states, "In the wake of the steepest economic decline since the Great Depression, the City of Gainesville faces unprecedented financial challenges. Despite four consecutive years of multi-million dollar fiscal adjustments such as: hiring and travel freezes, \$5 million in department cuts, \$2.6 million in non-departmental decrements, implementation of \$3.4 million in organizational efficiencies, revenue diversification, and more than 41 full-time equivalent position reductions, we are still confronted with the necessity of trimming \$8.3 million in order to balance the General Fund budget for FY11 and FY12."

In July 2010, the Gainesville City Commission approved the implementation of a special assessment for fire services to provide dedicated financial support for fire services. The estimated revenue generated by the assessment provided funding in FY11 and FY12 for approximately one-third of the GFR budget. This revenue



diversification has helped the city to open and staff Fire Station 8 in northwest Gainesville, but the support positions lost during the city-wide reductions, a Staff Specialist and Risk Reduction Specialist/PIO, have not been restored.

Of additional concern is the potential for risks that may cause significant impacts to the community and/or local infrastructure on a large scale. The 2011 Alachua County Comprehensive Emergency Plan (CEMP) contains data from a hazard analysis study of events during the past 40 years which has identified 17 hazard categories for our community. Vulnerability areas include *Major Transportation Incidents* from the airport, railroad, and Interstate 75; *Special Events*, such as UF athletic events; *Severe Weather* from hurricanes, thunderstorms, and tornadoes; *Hazardous Materials* from over 1,100 regulated facilities; *Flooding*; and *Extreme Temperatures* among others. GFR members are the first responders for these types of events.

3.2.2 Scope of Activities

GFR is a full service emergency response agency. It provides all of the common services associated with a fire rescue department in 2012 with the exception of patient transport. Ambulance transport service is provided by the Alachua County Department of Public Safety for the entire county. This has been an area of concern for many years, but there is no political desire at the county level to share that responsibility.

GFR provides regional hazardous materials and technical rescue response. It is the primary fire and EMS agency for the University of Florida as well as Gainesville proper and provides Aircraft Firefighting (ARFF) for the Gainesville Regional Airport. GFR also provides fire prevention, public education, code enforcement, and plans review through its Risk Reduction Bureau (RRB). Internally, the department provides training for its personnel and maintains a well-received fitness and wellness program⁹.

In 2011, Gainesville Fire Rescue responded to 12,388 EMS Calls – 1,589 Alarms – 1,189 Fire Calls - 528 Hazardous Materials Incidents and 181 Service Calls totaling 15,875 calls. The ratio of medical calls to non-medical calls continues to increase as the community grows and fire prevention efforts succeed. In 2004, the department's call load was approximately 67% emergency medical calls; in 2011 emergency medical calls totaled 78% of the call load.

The Risk Reduction Bureau completed 1,495 annual inspections, 99 fire investigations, 90 plans reviews, and 213 public education events. GFR's public education efforts

⁹ CFAI 7F.5



reached approximately 16% of the Gainesville population during 2011 with a focus on youth programs. The loss of GFR's second Risk Reduction Specialist position due to the budgetary downturn has reduced the department's capacity to reach out to a larger portion of the community, including our seniors.

GFR's Support Services Bureau (SSB) provides recruitment services, new firefighter orientation, operational training, and promotional training, and works with local partners to support community classes for CPR, Basic Lifesaving, First Aid, and First Responder classes.

3.2.3 External Environmental Scan

Gainesville Fire Rescue receives community feedback from a variety of methods, including surveys, neighborhood meetings, town hall meetings and community forums, and Gainesville's Citizens' Academy program.

3.2.3.1 The 2011 Citizens' Survey

The department contracted with the University of Florida's Florida Survey Research Center (FSRC) in 2011 to complete the Gainesville Fire Rescue 2011 Citizen Survey. The FSRC was able to make phone contact with 387 Gainesville residents residing inside the corporate city limits and asked them a total of 14 department-related questions and 12 demographic questions ([Appendix 4](#)).

While the results of the survey were consistently favorable about the quality of services provided by GFR, the feedback describing the community's level of knowledge of GFR's services indicated that citizens have an incomplete picture of the services provided by GFR members. In particular, many respondents underestimated the amount and ratio of EMS calls for service and did not realize that transport services are provided by ACFR, not GFR. This blended image of service by two departments reflects both the value of a well-established automatic aid system, and what is considered the loss of department identity that concerns some GFR members. These concerns were also expressed by department members during both SWOT analyses and are being addressed through GFR's strategic planning goals and objectives.

The entire survey is available on the City of Gainesville webpage for the Gainesville Fire Rescue Department. Some of the areas of interest for department follow-up include:



- Increasing citizens' knowledge of services provided¹⁰
- Increasing GFR's presence in the community and increasing community use of the department's webpage¹¹
- Increasing community knowledge of GFR performance¹²
- Increasing community knowledge of funding issues¹³

3.2.3.2 Community Expectations and Concerns

Informal feedback from community forums, town hall meetings, citizens' academies, and neighborhood meetings consistently support the formal findings of the 2011 survey that Gainesville's citizens expect more than just fire suppression and emergency medical responses from their fire rescue department. Many of the services citizens asked for, such as animal rescues, help with child car seats, CPR classes, and school visits are already provided or facilitated by the department which indicates a need to increase GFR's marketing of these programs. Additional ideas for programs are targeted at prevention, such as monthly wellness checks for seniors living alone, chemical safety, drug education, and residential fire sprinkler efforts.¹⁴

Public Safety Roundtable discussions held at the City's 2011 Community Forum confirmed the citizens' support of fire inspection and prevention programs and the need for adult education and life-safety programs. GFR's ability to deliver these programs has been limited by the elimination of one of the two Risk Reduction Specialist positions due to budget concerns. One of the functions of that position was to serve as the department's public information officer.

Strategic Plan Objective 5 has been established to "Improve education and information about GFR to the community" and includes an objective to restore the second Risk Reduction Specialist position.

3.2.4 Internal Environmental Scan

During nine meetings held in October 2011, department members worked in groups to identify Strengths, Weaknesses, Opportunities, and Threats that the department

¹⁰ Survey page 14 – Figure 2; page 16 – Figure 3

¹¹ Survey page 20 – Figure 6

¹² Survey page 19 – Figure 5

¹³ Survey pages 50-53 – Figures 15E, 16, 17A, and 17B

¹⁴ Survey page 16 – Figure 3; 2011 Community Forum: Focus on the Future – City of Gainesville Nov. 7, 2011



should assess while developing its future business plan. Results of the SWOT analysis were presented by the Fire Chief during a two-day strategic planning session along with progress on the 2010 GFR Strategic Plan Goals. GFR members worked together to offer updates to the goals and objectives to incorporate in the 2012 strategic plan update. SWOT topics in 2011 reflected the concerns of a department facing service challenges during uncertain financial times.

3.2.5 Impacts of Fiscal Adjustments

Even though the department has constructive relationships with city management and labor leaders, there have been workload increases and workforce reductions that are having an impact on the department's relationship with the community.

Three areas of concern were consistently reported during the SWOT analysis:

- **Succession Planning needs:** The department is going through a phase of retirements due to potential pension changes and will have a majority of less-experienced employees. While their inexperience is seen as a weakness, their youth and enthusiasm are seen as strengths. Appropriate human resources planning for transitions in department leadership are essential to the future success of the department.
- **Risk Reduction needs:** The department has annexed significant areas of commercial property in the past decade, yet there are still only three fire safety inspectors. With over 6,000 buildings subject to inspection, the Risk Reduction Bureau is facing challenges maintaining an effective commercial inspection cycle.
- **External Relationship needs:** The city has had difficulty maintaining funding for a full-time fire rescue public information officer position. There is currently only one Risk Reduction Specialist providing coordination of fire and life safety education programs so the focus has been on youth programs. Members are concerned about the limited ability of the department to market itself and its programs to the entire community and to distinguish itself and its services from those of Alachua County Fire Rescue (ACFR).

3.2.6 Internal Strengths and Weaknesses – External Threats and Opportunities

Strengths describe the positive attributes, tangible and intangible, internal to an organization. They are within the organization's control. Strengths capture the



positive aspects internal to a department and remind us of the value existing within the organization.

Weaknesses are factors that are within an organization's control that detract from its ability to provide service. Weaknesses capture the negative aspects internal to an organization that detract from the value offered. These are areas that need to be enhanced in order to deliver good customer service.

The internal strengths and weaknesses, compared to the external opportunities and threats, can offer additional insight into the condition and potential of the organization. How can we use the strengths to better take advantage of the opportunities ahead and minimize the harm that threats may introduce if they become a reality? How can weaknesses be minimized or eliminated? The true value of the SWOT analysis is in bringing this information together, to assess the most promising opportunities, and the most crucial issues. The 2010 SWOT analysis provided the basis for the SPT to review and revise GFR's Mission, Values, and Vision and the 2011 SWOT analysis helped the SPT update the departments' goal and objectives.

Opportunities are external to the organization and represent programs, relationships, technology, and other resources that may be developed as assets for the organization to overcome challenges or enhance services.

Threats, likewise, are external to the organization and may even be beyond its control requiring the organization to develop effective coping strategies and contingency plans to minimize negative impacts.

The SWOT analysis of 2011 remained consistent with the 2010 topics.

Strengths were recognized in the positive qualities of GFR's personnel; training; facilities; apparatus; leadership; education levels; public perception; water supply; and, pay and benefits.

Weaknesses were identified in succession planning; the ability to keep apparatus operating; the need for experience and hands-on training for fire suppression skill development; scheduling challenges; and, call response issues, such as a lack of quick response units and call processing performance challenges within the dispatch center.

Occasionally, strengths and weaknesses overlapped, revealing opposing perceptions that may indicate further exploration is needed; for example, benefits, fitness, leadership, and diversity show up on both lists as strengths and weaknesses.



Opportunities were seen primarily in enhancing services, obtaining training, providing public education, engaging the community, and utilizing advances in technology.

Threats were represented by potential impacts ranging from the personal and local level to the national level. Staff reductions, loss of benefits, changes in political support, job-related health hazards, increasing costs of equipment and repairs, reductions in grant and other funding sources, increasing homeless populations, economic instability, and increasing risks from domestic and international terrorism can impact the department's ability to maintain adequate staffing and response capabilities on a consistent basis.

Planning for many of these issues will be achieved during the development of the GFR Standards of Cover and Self-Assessment during FY13. An extended list of SWOT topics may be viewed in [\(Appendix 2\)](#).



4.0 Organizational Mission, Values, Vision

An organization must have a stated purpose for its existence. This should be viewed as the organization's public statement of the contribution it promises to make to help accomplish the community vision. Gainesville Fire Rescue established a mission statement in 1994. The Mission, Values, and Vision of the Department were updated in the 2010 GFR Strategic Plan.

4.1 City of Gainesville Mission Statement

The Fire Rescue Department is an essential component of the services the City as a whole provides. GFR must meet the needs of the community while helping fulfill the mission of the City. To develop its own mission statement GFR has to recognize the City's mission statement which is:

"We are committed to providing exceptional services that enhance the quality of life for the Gainesville Community"

4.2 Department Mission Statement

The department mission statement is:

"To protect and serve through community involvement, education, prevention, and rapid intervention by professionals committed to excellence."

4.3 Department Values Statement



The values of an organization are those beliefs or core principals that guide the organization; these values are shared by administration and staff, and are strongly held and not easily changed. GFR's value statement is:

Members of Gainesville Fire Rescue will be

Responsible

Accountable

Professional

Innovative

Dedicated

To excellent service for the community and each other

4.4 Department Vision Statement

This is an organization's vision for the community, not a vision of what the organization will look like in three to five years. The department's vision statement is:

***"Gainesville Fire Rescue will be recognized
as the model of excellence by the
provision of our services."***



5.0 Financial Considerations

5.1 The Budget Process

The department's mission statement, administrative structure, programs, budget, and general objectives and performance measures are described in the City's Annual Financial and Operating Plan which is formally adopted by the City Commission and published to the community on the City's intranet site¹⁵. The City operates a biennial budget process during which Budget and Finance staff meet with department managers and personnel to evaluate capital, personnel, and operating needs.

The department's five-year capital improvement plan, which includes anticipated asset maintenance and replacement¹⁶, is also updated on a biennial basis and is reviewed by a CIP committee of various city department leaders¹⁷. Resource allocation for the agency's budget is based on four programs: Administration, Emergency Operations, Risk Reduction, and Support Services and reflects the agency's goals and objectives in relation to the City Commission's Strategic Initiative¹⁸.

5.2 Budget Highlights

Gainesville Fire Rescue programs are funded through the City's general fund which is comprised of revenue from the city-owned Gainesville Regional Utilities (GRU) utility transfer; property taxes; utility taxes; charges for services; half-cent sales tax; state revenue sharing; communication services tax; and, other revenue, such as the special assessment for fire services. The general fund by itself is not enough to cover all city services. Some services, such as the Regional Transit System also receive enterprise funding. Some of GFR's programs and services are supported through interlocal agreements that include reimbursement guidelines, grant funding, cost-recovery efforts, and billing for services such as inspections¹⁹.

¹⁵ CFAI 1A.4, 1A.8

¹⁶ CFAI 4C.3

¹⁷ CFAI 3A.1, 3A.2, 3A.3, 3A.4, 4A.1, 4A.2, 4A.3, 4A.4, 4C.1, 6A.1, 6A.2

¹⁸ CFAI 1B.2

¹⁹ CFAI 4C.1



5.2.1 The GRU Transfer

The greatest proportion of the general fund comes from the GRU annual transfer. The GRU transfer represents the amount of taxes and fees that a non city-owned utility might be subject to paying to the City of Gainesville and is often confused as an additional funding source. It provides approximately 35% of the revenue going into the general fund.

5.2.2 Property Tax

Property owners do pay taxes that support their fire rescue department programs. Many taxpayers believe that their taxes cover all of the costs of providing city services. In fact, property tax revenue comprises only about 24% of the general fund. As an example, for FY11, property taxes were estimated to fund approximately \$23 million of the \$98 million general fund revenue. The budget for the fire rescue department alone is approximately \$15 million and the budget for the police department is over \$30 million. Property taxes of \$23 million are not enough by themselves to support even the \$45 million cost of public safety services.

5.2.3 The Special Assessment for Fire Services

Alachua County has funded its fire rescue department with a municipal services taxing unit (MSTU) for many years while the City did not. The City has sought to include revenue from a special assessment for fire services for over ten years. The City Commission voted to adopt the special assessment for fire services for 2010 and set a rate that would generate revenue for approximately 1/3 or \$5 million of the department's annual budget. The special assessment funds can only be used to support the fire portion of the department's operating and personal services budget, not the portion related to providing emergency medical services; therefore, the fire assessment could never be used to cover 100% of the budget for a full-service fire rescue department.

5.2.4 Airport Firefighting Services and Hazmat Services

Gainesville Regional Airport provides reimbursement to the City of Gainesville for staffing and operating Fire Station 6 as established in the 2008 Interlocal Agreement for Airport Fire Rescue and Police Services²⁰.

²⁰ CFAI 10B.1



Gainesville Fire Rescue also operates a Hazardous Materials Team which is available to an 11-county region in north-central Florida. Whenever possible, the department seeks to obtain reimbursement for the costs of training for this specialized team through grant programs. Cost-recovery efforts for response and mitigation are governed by the Gainesville Code of Ordinances Article III § 11.5-27 through 11.5-35 adopted by the City Commission in 1999.

5.2.5 False Fire Alarm Responses

Alachua County operates the False Alarm Reduction Unit which administers both city and county ordinances in an effort to reduce false alarm responses and costs for both fire rescue and law enforcement. City of Gainesville Ordinances Part II, Chapter 10, Article IV, §10-44 directs the disposition of fees and fines first be applied to administration of the program and then to the cost of response. Approximately \$65,000 was transferred to the City for FY2011.

5.2.6 Materials and Supplies

Materials and supplies for fire suppression services comply with local, state, and national standards, including National Fire Protection Association (NFPA) guidelines whenever practical²¹.

5.2.7 Water Supply System (Hydrants)

The water supply system consists of a combination of municipal and private hydrants. Gainesville Regional Utilities installs and maintains the majority of hydrants. The University of Florida handles its own hydrants. Expenses for reflective hydrant pavement markers and for hydrant paint to color code the hydrant caps for water flow come out of the GFR budget. Repairs to hydrants are handled by GRU, the UF or the property owner.

5.2.8 Personal Services versus Operating Costs

Services are provided by people, and the cost of providing municipal services for fire rescue are primarily related to personal services, not capital or equipment costs. Although adding an engine or tower may cost anywhere from \$370,000 to \$1 million, the cost of personnel to staff the apparatus has the greatest long-term impact. In the FY11 Financial Plan proposed by the City, GFR's personal services cost was estimated at \$13 million, while operating expenses were estimated at \$2 million. Certainly reductions in operating costs have been beneficial, but their savings are small in comparison to the cost of staffing. This is why the department has not been able to restore many of the positions lost over the years for support and prevention functions, such as a fourth inspector, data analyst, staff specialist, and public information officer.

²¹ CFAI 5A.3



5.3 Community Opinion on the Budget

The 2011 Citizens' Survey asked respondents if they supported increasing or decreasing funding for GFR if it would decrease or increase their insurance rates due to a change in the ISO protection class. Approximately 55% supported increasing the budget if it would improve the ISO score from 3 to 1 and approximately 59% did not support decreasing the budget if it would drop the rating from 3 to 4²².

Approximately 50% of the respondents were homeowners and only around 8% were business owners. Overall, 80% of the respondents rated the level of services received for the amount of taxes and fees to be fair to excellent, indicating that a majority of citizens felt that their expectations for service, based on their funding of the services, were being met.²³

5.4 Financial Relationship to Goals and Objectives

The City is forecast to face several more years of financial challenges. Funding a fire rescue department must take into consideration not just the cost of responding to emergencies, but also the costs for prevention efforts and the costs of maintaining a 24-hour per day, seven-day per week state of readiness for all-hazards. Through the self-assessment process and the management of goals and objectives, GFR will work with the community and its members to identify what level of service should be achieved. Goal 2 is intended to help guide the department in effectively funding service needs.

5.4.1 ISO Classification

The built-up portions of the City of Gainesville received a Public Protection Classification of 3 from the 2004 ISO inspection. Over 50% of the community has indicated it is important to them to maintain or improve the City's ISO rating. Objectives in Strategic Goals 6, 7, 8, 9 and 12 will help the department conduct the studies necessary for determining fire department apparatus and facility needs, training needs, and deployment needs related to the 2014 ISO inspection.

²² Survey page 52 Figure 17A and page 53 Figure 17B

²³ Survey page 51 Figure 16



5.4.2 Prevention, Inspection, and Public Information

Nearly half of the survey respondents who received fire safety education services reported that they did something to improve fire safety in their homes²⁴. Currently, GFR is only able to reach about 10% to 15% of the jurisdiction's population with public education and inspectors are only able to inspect commercial properties once each four to five years (with the exception of those properties which require annual inspections by law). Strategic Goals 5, 10, and 11 will help the department assess community needs and perhaps identify innovative alternatives, such as community partnerships, that may help GFR compensate for the loss of support personnel until they can be restored in future years.

5.4.3 Emergency Response – Standards of Cover

No matter how many prevention efforts are practiced, false alarm causes reduced or traffic flow solutions implemented, there will always be an expectation that when citizens are in crisis, someone will respond that can help them effectively. Strategic Goals 8, 9, and 12 will help the department annually review service delivery to determine if financial resources are being best utilized to meet the community's expectations.

GFR has been benchmarking performance for several years for call processing, turnout, and travel and has had a long-established response matrix for deployment of units based on critical tasks, needed fire flow, and occupant capability for self-evacuation. Response planning is closely coordinated with the Combined Communications Center and Alachua County Fire Rescue to ensure consistent deployment and service by both agencies to incidents. As of April 2012, GFR was in the process of formalizing its Standards of Cover and adjusting benchmarking methods to match the CFAI model²⁵.

To achieve response objectives, GFR staff work with the City Manager's Office and the City's Budget and Finance Department to include apparatus and facility planning in the long-term capital planning process which is updated biennially.

²⁴ Survey page 38 Figure 12E

²⁵ CFAI 5A.1



6.0 Preparedness and Response

6.1 Automatic Aid and Station Planning

Gainesville Fire Rescue and Alachua County Fire Rescue have worked together to provide fire suppression and emergency medical services within each other's jurisdictions for decades. In 1989, the Fire and Emergency Medical Services Agreement was adopted which established a reimbursement methodology and station development plan in accordance with Alachua County's Master Plan. The agreement has been updated periodically and was referred to as the Designated Assistance Agreement from 1996 until 2006 when it was revised and renamed as the Fire Services Assistance Agreement. The agreement supports the missions of both agencies and establishes a cost-effective method of providing closest unit response services in the City of Gainesville and the urban fringe surrounding the city limits²⁶. Strategic Goal 4 is designed to enhance communications between the two agencies.

The Alachua County Fire and EMS Master Plan was updated in 2004 and serves as a reference for both city and county planning of fire station facilities²⁷. Strategic Goal 6 is designed to address facility planning needs.

6.2 Occupational Training

GFR identifies and meets training needs through the Support Services Bureau (SSB). SSB members work with other department members and managers to develop lesson plans for specific skills, multi-company drills, and special operations skills training. Strategic Goal 7 is designed to identify training needs on a regular basis²⁸.

The SSB also provides a comprehensive training orientation for new firefighters and coordinates with GFR's Health and Fitness Committee, Physical Fitness Committee, Peer Fitness Committee, Employee Health Services, and City Risk Management to address occupational health and safety concerns. Section 400 of the GFR SOG's provides guidelines for occupational health practices, such as hearing protection, use of SCBA, use of the PASS system, use of the vehicle exhaust ventilation system, heat stress management, and the two-in/two-out rule²⁹.

²⁶ CFAI 10A.1, 10B.1

²⁷ CFAI 6A.2

²⁸ CFAI 8A.1

²⁹ CFAI 7F.5



6.3 Water Supply and Pre-planning

The ISO inspection of 2004 included an assessment of the city's water supply system in relation to fire flow needs for the community. GFR's fire pre-plan program also includes calculated fire flow needs for specific buildings in the jurisdiction³⁰.

In the 2009 ISO update, the water supply received 34.66% credit out of a possible 40%. Alternate water supply resources for rural areas not served by the water supply system of hydrants are available through requests for tanker support from Alachua County Fire Rescue³¹.

6.4 Domestic Preparedness Planning

The SSB also coordinates with the Alachua County Emergency Management Office to ensure that GFR staff participate in appropriate levels of NIMS Incident Management training. The City has also worked with agency department heads to develop Continuity of Operations Plans for each city department, including GFR. GFR participates in emergency management drills and training with Alachua County, in particular for ESF 4 and ESF 9 functions. Section 500 of the GFR SOG's provides guidelines for preparation and responses to tropical storm conditions, bomb threats, hazardous materials apparatus deployment, and technical rescue responses³².

³⁰ CFAI 9A.1, 9A.2

³¹ CFAI 9A.9

³² CFAI 5H.4



7.0 Current Goals, Objectives, Critical Tasks, and Timelines

Goals are statements describing what an organization wishes to accomplish, stemming from its mission. Goals are the ends toward which efforts will be directed and often change from year to year.

Goals and Objectives Matrix January 2012

GOAL	1	Introduction of the strategic planning process and results to the department membership, including the Mission, Values and Vision statements.
<i>Community Benefit</i>		<i>Employees gain a common understanding of customer service objectives and departmental goals.</i> <i>This goal relates to the City Commission Strategic Plan Goal 1 Public Safety Initiative 1.3 "Develop a long-term plan for public safety facilities and personnel."</i>
Objective	1.1	To ensure consistency, the labor management team will provide a concise presentation of major revisions in multiple media formats to the entire department within ninety days of receipt of the final plan.
Accreditation Reference		1A.4, 1A.8, 2D.1, 2D.2, 3A.1, 3A.2, 3A.3, 3A.4
Timeline		Three months after release of each major revision to the strategic plan.
Critical Tasks		<ol style="list-style-type: none"> 1) Submit plan to City Manager's Office 2) Publish plan in electronic format to department personnel 3) Schedule group meetings with Fire Chief and department personnel to review progress and changes 4) Publish plan on the GFR website for the public. 5) Submit revised plan as appropriate to City Commission along with updated Standards of Cover.
Objective	1.2	Any updates or completions of strategic planning goals and objectives will be provided through media resources.
Accreditation Reference		1A.4, 1A.8, 2D.1, 2D.2, 3A.1, 3A.2, 3A.3, 3A.4
Timeline		Present updates on goals and objectives at least once annually.
Critical Tasks		<ol style="list-style-type: none"> 1) Submit updates to City Manager's Office 2) Publish updated plan in electronic format to department personnel. 3) Publish plan on the GFR website for the public.
GOAL	2	Maintenance and diversification of revenues sources.
<i>Community Benefit</i>		<i>Fair and reasonable apportionment of community's financial support of the department's operating and personnel expenses.</i>
Objective	2.1	Continuation of informational campaign about the fire assessment fee program conducted by Management Team internally and to Commission members and general public.



Accreditation Reference		1B.2, 4A.1, 4A.2, 4A.3, 4A.4, 4C.1, 4C.3
Timeline		Annually – completed by October
Critical Tasks		<ol style="list-style-type: none"> 1) Review by Management Team and appropriate members of city leaders, e.g. Assistant City Manager, City Attorney representative, Administrative Services and the City's consultant to identify any needs for proposed changes. 2) Present program proposal to City Commission during annual budget planning process. 3) Plan community meetings if any significant changes are to occur. 4) Present changes via City Communications office media resources for the public. 5) Update TRIM notice insert for property owners. 6) Provide information on revenue and budget to department personnel via Labor and Management Team presentations.
Objective	2.2	Continually research other funding opportunities over the course of the next three years. (Example: Paramedic extended service programs)
Accreditation Reference		1B.2, 4A.1, 4A.2, 4A.3, 4A.4, 4C.1, 4C.3
Timeline		Annually during 1 st quarter of the fiscal year.
Critical Tasks		<ol style="list-style-type: none"> 1) Management team should review legislative changes and any potential impacts to existing revenue sources and evaluate the potential for new sources during October – Dec annually. 2) Recommendations to revenue should be presented to the City Manager's Office and Finance Departments as appropriate during the budget preparation cycle in the 2nd quarter of the fiscal year, January – March.
GOAL	3	Improve efficiency and coordination of daily task scheduling.
<i>Community Benefit</i>		<i>Reliability arriving at community-oriented events without being affected by conflicting schedules for company assignments.</i>
Objective	3.1	Creation of a single department calendar for scheduling of daily departmental events.
Accreditation Reference		8A.1
Timeline		October 1, 2012
Critical Tasks		<ol style="list-style-type: none"> 1) Research software options 2) Assess advantages of options 3) Identify best solution for GFR needs 4) Set up system and test for one month 5) Address any deficiencies after testing 6) Transition to new system through in-service training
Objective	3.2	Improve coordination of scheduling of calendar events through all divisions of the department.
Accreditation Reference		8A.1
Timeline		December 31, 2012



Critical Tasks		<ol style="list-style-type: none"> 1) Obtain feedback from personnel using scheduling system 2) Adjust system to address any deficiencies
GOAL	4	Enhance operational communication between Gainesville Fire Rescue and Alachua County Fire Rescue.
<i>Community Benefit</i>		<i>Increased efficiency and consistency in provision of customer service from both agencies.</i>
Objective	4.1	Chief Prince will continue meetings between GFR and ACFR command personnel to develop a formal communication process between the two organizations for sharing of information and transmittal of service concerns.
Accreditation Reference		10A.1, 10B.1
Timeline		Monthly
Critical Tasks		<ol style="list-style-type: none"> 1) Both GFR and ACFR chiefs should meet at least once monthly to review discrepancies in practices, procedures, training, and other activities. 2) EMS / Special Operations program managers should meet with the Medical Director to ensure consistent application of EMS protocols.
Objective	4.2	Address operational differences between GFR and ACFR.
Accreditation Reference		10A.1, 10B.1
Timeline		Monthly
Critical Tasks		<ol style="list-style-type: none"> 1) GFR Fire Chief presents information from meetings to department's chief officers during Command Staff meetings or during one-on-one division/bureau manager meetings for follow-up as needed. 2) GFR Special Ops Chief report findings to Assistant Chief and Fire Chief. 3) GFR Special Ops Chief follow-up with Operations Deputy Chief as directed.
GOAL	5	Improve education and information about GFR to the community.
<i>Community Benefit</i>		<i>Gives the community a better understanding of what the fire department does. Allows them to develop a connection to the department as a partner in improving their quality of life.</i>
Objective	5.1	Continue to examine methods and opportunities to market and brand GFR to those we serve by a branding committee.
Accreditation Reference		3A.1, 3A.2, 3A.3, 3A.4
Timeline		Annually



Critical Tasks		<ol style="list-style-type: none"> 1) Review of efforts during the previous fiscal year during Command Staff meetings in the 1st quarter of the new fiscal year to begin planning for financial requests at budget time. 2) Conduct community feedback survey at least once every three years. 3) Attend community forums 4) Attend neighborhood watch meetings 5) Meet with community leadership groups, e.g. religious leaders, business leaders, civic organizations, and real estate groups. 6) Develop informational handouts that Operations personnel can provide to citizens during station tours, public safety events, and, if appropriate, while on calls for service.
Objective	5.2	Work to establish the creation of the Public Information Officer position
Accreditation Reference	3A.1, 3A.2, 3A.3, 3A.4, 4C.1	
Timeline	Second quarter of each fiscal year until restored or sustainable alternative implemented.	
Critical Tasks		<ol style="list-style-type: none"> 1) Develop a community survey to find out what citizens expect from the department. What do they want to be informed of? 2) Obtain or complete a job task analysis for the PIO function. 3) Establish program objectives. 4) Engage City Manager's office to gain support for program objectives. 5) Submit increment requests when allowed during annual budget process in second quarter of each fiscal year (March). 6) Assess feasibility of creating a sworn position to encourage longevity in the position or the ability to rotate sworn personnel for educational enhancement.
GOAL	6	Study and make recommendations regarding GFR facilities.
Community Benefit		<p><i>Reduce safety risks to employees and the public through appropriate maintenance of facilities. Reduce risk and cost of major repairs. Reduce costs related to work-time lost and health care by reducing or eliminating injuries due to unsafe conditions. Effective and efficient service delivery through appropriate resource deployment.</i></p> <p><i>This goal relates to the City Commission Strategic Plan Goal 1 Public Safety Initiative 1.3 "Develop a long-term plan for public safety facilities and personnel."</i></p>
Objective	6.1	Conduct a needs assessment of all GFR facilities for location, physical condition, and serviceability by the District Chief project manager over the course of the next two years with a final report due September 2012.
Accreditation Reference	6A.1, 6A.2, 6B.4	
Timeline	Annually	



Critical Tasks		<ol style="list-style-type: none"> 1) Conduct fire safety inspection of each fire station once annually. 2) Conduct firefighter health and safety assessment of each station once annually. 3) Conduct facility / construction / furnishings assessment of each station once annually. 4) Present reports to Deputy Fire Chief of Operations.
Objective	6.2	Conduct a needs assessment for future station locations, availability and cost of property to accommodate future development and annexations, to include the SW 20 th Ave area from the 2009 annexation.
Accreditation Reference		2B.8, 5A.1, 6A.1
Timeline		Annually during update of Community Risk Assessment
Critical Tasks		<ol style="list-style-type: none"> 1) Review call load information at the apparatus level and the station level for distribution and concentration. 2) Review call load information for reliability of first due company responding in first due area. 3) GFR Fire Chief meet with ACFR Fire Chief to review automatic aid agreement at least once annually. 4) Review 2004 Master Plan and participate in any new master planning processes with Alachua County. 5) Fire Chief discuss potential fire station location needs with Community Development, City Planning, and City Managers' staff as needed to identify sites for research. 6) Incorporate findings of Community Risk Assessment into Standards of Cover and Strategic Plan updates.
Objective	6.3	Department will be a part of the City Commission Strategic Goals for Public Safety as it pertains to strategic initiative 1.3, developing a long term plan for public safety facilities and personnel. (To include training facilities.)
Accreditation Reference		2B.8, 5A.1, 6A.1
Timeline		Annually – usually in the 2 nd or 3 rd quarter of the fiscal year – Jan – June.
Critical Tasks		<ol style="list-style-type: none"> 1) Review and update department management plan component of the City's Financial and Operating Plan.
GOAL	7	To further define training opportunities for the Department.
Community Benefit		<i>Department personnel prepared to effectively identify and mitigate risks to the community from ever-changing sources. Ability to have less or no reliance on state or federal resources to reduce time and costs involved in handling emergency incidents.</i>
Objective	7.1	A training committee will meet quarterly to review conflicts that impede training, delivery methods and subject relevance, to identify needs for required training and opportunities for additional training to enhance our service delivery, to review current training and identify need for updating or improvement, to prioritize training goals, and to provide recommendations to the department in these areas. (Requested to insert note re: scheduling)
Accreditation Reference		8A.1



Timeline		Quarterly
Critical Tasks		<ol style="list-style-type: none"> 1) Conduct an annual survey of department personnel to identify needs and challenges to training delivery. 2) Correspond with state and national professional organizations, FFCA, FSFC, IAFF, IAFC, etc. to stay current with legislative changes affecting training requirements. 3) Submit quarterly report to Assistant Chief, Deputy Chief, and Fire Chief for follow-up.
Objective	7.2	Identify funding sources, technology, and partnerships to enhance training.
Accreditation Reference		4A.3, 8A.1, 10A.1
Timeline		Semi-annually
Critical Tasks		<ol style="list-style-type: none"> 1) Review professional journals and other appropriate resources for new tools and techniques, funding ideas, and potential partnerships during two of the quarterly meetings. 2) Report findings to the Assistant Chief, Deputy Chief, and Fire Chief for follow-up.
GOAL	8	To be prepared to meet the challenge of future service delivery.
Community Benefit		<p><i>Delivery of competent, professional service with the appropriate level of training and resources to effectively reduce risk and mitigate damage from all hazards.</i></p> <p><i>This goal relates to the City Commission Strategic Plan Goal 1 Public Safety Initiative 1.3 "Develop a long-term plan for public safety facilities and personnel."</i></p>
Objective	8.1	The department labor management team will form a team to continuously examine the current methodology for service delivery, consider options relevant to the community risks and service demands, and make recommendations for changes as conditions warrant.
Accreditation Reference		2A.6, 2A.7, 2B.2, 2B.3, 2C.1, 5A.1, 5H.4
Timeline		Annually
Critical Tasks		<ol style="list-style-type: none"> 1) Review current Standards of Cover and Response Matrix after annual completion of Community Risk Assessment update. 2) Review feedback from community surveys, forums, and other sources. 3) Recommend changes to service delivery to the Deputy Chief and Fire Chief.
GOAL	9	Achieve and maintain accreditation through the Commission on Fire Accreditation International
Community Benefit		<i>A fire rescue department with a business plan based on community expectations and developed with community input to achieve a feeling of partnership between the community and the department.</i>
Objective	9.1	Maintain GFR Strategic Plan
Accreditation Reference		2D.1, 2D.2



Timeline		Annually
Critical Tasks		1) Strategic Planning team and chief officers' review and update the strategic plan to maintain alignment with the department's management plan, self-assessment, and Standards of Cover (See Goal 1)
Objective	9.2	Develop and Maintain Standards of Cover
Accreditation Reference		5A.1
Timeline		Initially – September 2012; thereafter, annually in the first quarter of the fiscal year to review the previous year and plan for the new budget cycle.
Critical Tasks		<ol style="list-style-type: none"> 1) Draft SOC 2) Review/Edit/Finalize SOC 3) Submit SOC to Assistant City Manager and City Manager 4) Submit SOC to City Commission 5) Conduct in-service training on SOC to department personnel for awareness. 6) Submit significant changes to SOC to City Managers / City Commission as needed.
Objective	9.3	Complete Fire and Emergency Services Self-Assessment
Accreditation Reference		2B.2, 2B.3, 2B.8, 4A.4, 4C.1
Timeline		October 2012
Critical Tasks		<ol style="list-style-type: none"> 1) Prepare responses to core competencies 2) Prepare responses to performance indicators 3) Review and edit responses 4) Submit responses to accreditation mentor for review by Sept. 1, 2012 5) Submit self-assessment to CFAI by Nov. 1, 2012 6) Conduct in-service training on self-assessment results for department personnel awareness.
GOAL	10	Improve our fire prevention practices and programs to reduce community fire risk.
Community Benefit		<i>A safer, more knowledgeable community that can take an active role in preventing personal injury and property damage.</i>
Objective	10.1	Conduct annual review of public education program. (Also see Goal 11)
Accreditation Reference		2B.2, 2B.3, 2B.8, 2C.1
Timeline		Annually



Critical Tasks		<ol style="list-style-type: none"> 1) Conduct annual program review of public education in the first quarter of the fiscal year to prepare for budget requests. 2) Identify percentage of population reached through efforts. 3) Identify demographics of population reached. 4) Identify target audiences that could not be reached. 5) Develop plan for remainder of fiscal year.
Objective	10.2	Conduct a needs assessment/review to accomplish goals of inspection program, including need for additional inspectors.
Accreditation Reference		2B.2, 2B.3, 2B.8, 2C.1
Timeline		Annually
Critical Tasks		<ol style="list-style-type: none"> 1) Conduct annual program review of fire safety inspection efforts. 2) Assess department's effectiveness at successfully inspecting high-risk target hazards (SWOT analysis). 3) Assess service area's building stock and adjust inspection priorities to inspect new, high-risk and maximum-risk targets annually. 4) Identify workload concerns and make recommendations for staffing needs and program adjustments.
Objective	10.3	Establish a priority system for inspections based on hazard ratings
Accreditation Reference		2B.2, 2B.3, 2B.8, 2C.1
Timeline		Initially, August 2012; then Annually
Critical Tasks		<ol style="list-style-type: none"> 1) Develop database of building stock 2) Identify potentially high-risk and maximum-risk buildings that may need on-site assessment, inspection, fire pre-planning 3) Report findings in Community Risk Assessment in Standards of Cover and update annually.
Objective	10.4	Coordinate building inspections with pre-plans
Accreditation Reference		2B.2, 2B.3, 2B.8, 2C.1
Timeline		Annually
Critical Tasks		<ol style="list-style-type: none"> 1) Risk Reduction Chief and Operations Chief facilitate comparison of existing fire pre-plans in relation to inspections to coordinate scheduling both in an efficient manner to give the property owner and the department the information needed to successfully reduce and eliminate fire risks to the property.
Objective	10.5	Create Knox box program to include building owner education and internal system coordination
Accreditation Reference		2B.2, 2B.3, 2B.8, 2C.1
Timeline		January 2013



Critical Tasks		<ol style="list-style-type: none"> 1) Develop curriculum for program 2) Determine primary and alternate delivery methods 3) Develop program for use with new owners after initial training session has been delivered. 4) Develop tracking system to monitor program delivery.
Objective	10.6	Maintain Gate codes/Opticom list
Accreditation Reference		2B.2, 2B.3, 2B.8, 2C.1
Timeline		Quarterly comparison
Critical Tasks		<ol style="list-style-type: none"> 1) Work with CCC to identify existing method of maintaining information for dispatcher use 2) Develop GFR database so that it can be cross-referenced quarterly with CCC records both directions to improve accuracy.
Objective	10.7	Connect fire report and fire inspection systems. (also see Objective 10.2)
Accreditation Reference		2B.2, 2B.3, 2B.8, 2C.1
Timeline		October 1, 2012
Critical Tasks		<ol style="list-style-type: none"> 1) Develop comparison queries to assess the relationship between building fires and fire safety inspections by identifying whether buildings with fires have or have not been inspected.
GOAL	11	Provide fire and life safety education for the community
<i>Community Benefit</i>		<i>A population engaged at all age and socio-economic levels in creating a safer community for current and future generations.</i>
Objective	11.1	As part of the FY2013-2014 budget process, the Department will request an additional Risk Reduction Specialist for public education purposes.
Accreditation Reference		2B.2, 2B.3, 2B.8, 2C.1, 4C.1
Timeline		2 nd quarter FY12.
Critical Tasks		<ol style="list-style-type: none"> 1) Prepare increment request and submit to Finance Department. 2) Review increment request with City Manager's Office.
Objective	11.2	Expand adult/senior education opportunities
Accreditation Reference		2B.2, 2B.3, 2B.8, 2C.1, 4C.1
Timeline		During FY13
Critical Tasks		<ol style="list-style-type: none"> 1) Command Staff, District Chiefs, and Public Education Specialist identify potential stakeholders that will benefit from reduced risk to the senior population. 2) Work with these partners to develop plans to expand outreach through social and electronic media and citizen and business partners.
Objective	11.3	Create programs to offer fire and life safety home surveys
Accreditation Reference		2B.2, 2B.3, 2B.8, 2C.1, 4C.1
Timeline		During FY13



Critical Tasks		<ol style="list-style-type: none"> 1) Develop tracking method for scheduling surveys and results. 2) Review residential building fire reports to identify causation patterns. 3) Tailor home surveys to address consistent patterns within the community. 4) Work with community partners to expand delivery capability of program.
Objective	11.4	Enhance neighborhood and public information outreach programs
Accreditation Reference		2B.2, 2B.3, 2B.8, 2C.1, 4C.1
Timeline		During FY13
Critical Tasks		<ol style="list-style-type: none"> 1) Review calls for service for FY12 to identify trends in calls for service for both fire and medical calls for service. 2) Identify specific audiences that could benefit from targeted education. 3) Work with department personnel and community partners to deliver programs through person-to-person, print, and electronic media.
GOAL	12	Conduct annual appraisals of department activities
Community Benefit		<p><i>The fire rescue department delivers on its own mission and values and helps the City of Gainesville to meet its mission and values through a community-driven business planning process.</i></p> <p><i>This goal relates to the City Commission Strategic Plan Goal 1 Public Safety Initiative 1.3 "Develop a long-term plan for public safety facilities and personnel."</i></p>
Objective	12.1	Conduct annual review of strategic plan
Accreditation Reference		2D.1, 2D.2
Timeline		Annually in conjunction with updating the Standards of Cover
Critical Tasks		<ol style="list-style-type: none"> 1) Strategic Planning Team to review and modify the strategic plan in accordance with Goal 1.
Objective	12.2	Conduct annual program reviews
Accreditation Reference		3A.2
Timeline		Annually
Critical Tasks		<ol style="list-style-type: none"> 1) Develop a calendar of program reviews 2) Schedule the program reviews during Command Staff meetings 3) Provide an annual summary of program reviews for the previous fiscal year to the City Manager's office during the first quarter of the new fiscal year (Oct – Dec).



Appendix 1

[\(back to Section 1.0\)](#)

Strategic Goals and Objectives from 2010

Goal 1: Introduction of the strategic planning process and results to the department membership, including the Mission, Values, and Vision statements.

Objective 1: To provide through the labor management team a concise presentation in multiple media formats to the entire department within thirty days of receipt of the final report.

Goal 2: Maintenance and Diversification of revenues sources.

Objective 2.1: Development of an informational campaign about the fire assessment fee program conducted by Labor and Management Team by May 2010, has been completed.

Objective 2.2: Educate GFR members about fire assessment fee program by Labor and Management Team, April and May 2010, has been completed.

Objective 2.3: Establish a small team of members to research sales tax and identify an implementation process by April 2011.

Objective: 2.4: Continually research other funding opportunities to include Candidate Physical Abilities Testing, University of Florida, Paramedic Extended Service Program, contracting for services, billing for services, annexations over the course of the next five years by Fire Chief, Deputy Fire Chief of Operations, Assistant Fire Chief of Support Services, Special Operations, and Operations Chiefs.

Goal 3: Improve functionality of daily task scheduling.

Objective 3: Merging or creation of a single department calendar for scheduling of daily operational events by Assistant Chief Michael Randolph, Betty Braun, and Rusty Barrett between September 2010 and January 2011.

Goal 4: Improve operational communication between Gainesville Fire Rescue and the Alachua County Department of Public Safety.

Objective 4: Chief Prince is to establish a meeting between GFR and ACDPS command personnel to develop a formal communication process between the two organizations for sharing of information and transmittal of service concerns, within three months of the final report.

Goal 5: Create a new branding of Gainesville Fire Rescue to those they serve.

Objective 5: Examine methods and opportunities to market and brand GFR to those we serve by Deputy Chief Tim Hayes, Julie Butterfield, JoAnne Rice, Mike Tringali, and Jeff Lane and a report completed between April and September 2011.

Goal 6: Study and make recommendations regarding GFR facilities.

Objective 6.1: Conduct a needs assessment of all GFR facilities for location, physical condition, and serviceability by Richard Saulsberry over the course of the next two years with a final report due between April and September 2012.

Objective 6.2: Conduct a needs assessment for future station locations, availability and cost of property and make recommendations for future service delivery to these areas including cost benefit analysis, to be conducted by Fire Chief, Operations Deputy Chief, and Labor Management Team during the next three years.

Objective 6.3: The Fire Chief, Operations Deputy Chief, and James Lovvorn will work with the Alachua County Chief to form a joint team to examine service delivery from ACDPS Station 19 and determine future methodologies for provision of emergency service over the course of the next five years from that facility.

Goal 7: To further define training opportunities for the Department.

Objective 7.1: A training committee consisting of Support Services Assistant Chief Michael Randolph, Betty Braun, Mike Tringali, Richard Saulsberry, Shawn Hillhouse, and Pat Lewis will be formed to review conflicts that impede training, delivery methods, and subject relevance and provide recommendations to the department no later than September 2012.

Objective 7.2: The training committee consisting of Support Services Assistant Chief Michael Randolph, Betty Braun, Mike Tringali, Richard Saulsberry, Shawn Hillhouse, and Pat Lewis will examine and make recommendations regarding officer development training programs and provide recommendations by September 2011.

Goal 8: To be prepared for the effect on the 2011-2012 budget process.

Objective 8: Establish a group of department members to determine how to manage either positive or negative results of the current budget process and provide guidance through the process.

Goal 9: To be prepared to meet the challenge of future service delivery.

Objective 9: The department labor management team will meet to examine the current methodology for service delivery, consider viable options relevant to the community risks and service demands, and make recommendations for changes as conditions warrant.

These goals will require review and updating as they are accomplished. The strategic plan should be reviewed and revised by the department on an annual basis. If annually revised, this document should continue as a template for future strategic planning, and as a tool for development of annual budgets and the department's master plan.

Summary of Strategic Plan Update September 2011

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Objective Number	Objective	Status
1.1	Present 2010 Strategic Plan to entire department	Completed
2.1	Develop informational campaign on fire assessment for the community	Completed
2.2	Educate GFR members about fire assessment	Completed
2.3	Research sales tax revenue alternatives	In-progress
2.4	Research other funding opportunities over the next five years	In-progress
3.1	Create a single department calendar for daily operational events	Testing software options
4.1	Establish recurring meeting with Alachua County Fire Rescue command personnel	Completed; Chiefs meet monthly
5.1	Examine opportunities to market and brand GFR	In-progress; Committee reviewing recommendations
6.1	Conduct a needs assessment of all GFR facilities	In-progress
6.2	Conduct a needs assessment of future station locations	Pending self-assessment and development of Standards of Cover during accreditation process 2012-2013
6.3	Work with Alachua County Fire Rescue to examine service delivery around Fire Station 19	In-progress; Update – City Commission authorized staff to study service transition options 04/05/12
7.1	Further define training opportunities for the department	Completed for 2011 Ongoing for subsequent years
7.2	Make recommendations for officer development training programs	Completed for 2011 Ongoing for subsequent years
8.1	Prepare to manage positive or negative impacts of 2011-2012 budget process	Completed; Update – FY13-17 Capital Improvement Plan submitted 03/31/12 and FY13-14 budget plan submitted 04/05/12
9.1	Labor management team examine current service delivery	Pending self-assessment and development of Standards of Cover during accreditation process 2012-2013

Appendix 2

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SWOT Matrix 2011

Strengths	Weaknesses
Adaptability	Accountability
Advancement	Age – inexperience
Apparatus/Equipment	Aging apparatus
Benefits	Aging facilities
City Commission Support	Communications – dispatch
Cross-training	Communications among members
Customer Service	Diversity
Dedication	Fitness level
Diversity	Information Technology
Experience	Inconsistency – training and discipline
Family-oriented	Leadership
Fitness program	Only one EMS Squad
Grant funding	Lack of Public Information Officer
Good rapport with law enforcement	Staffing for specialty units
Health assessments	Storage
Hiring process	Training facility needs
Information Technology	Training opportunity needs
Innovative	Succession planning
Leadership	
Orientation process	
Proactive	
Professional	
Public perception	
Teamwork	
Water supply	
Work schedule	

Opportunities	Threats
Accreditation	National economic failure
ALS Transport	Merger under county control
Annexations	Loss of Commission support
Department merger	Loss of funding / limited funding
Community engagement	Lack of citizen awareness of department
Educational opportunities	Increased costs of providing services
Enhanced medic program	Impacts to pension – employment
Hazmat training with other organizations	Risk of large fires
Increase staffing to 4 on engines	Less live fire experience
Joint training with Santa Fe	Health changes in the population
Joint training with the Fire College	Legislation at the state level
New technology – computers – I-Pads	Loss of public support
New technology – EMS equipment	Private competition for services
Marketing the department	Transportation impedances – roundabouts
Increase public education / information	Terrorism risks – domestic and international
Quick response vehicle	
Skype for meetings	
Staff an engine at the airport station	
UF relationship / funding	
Uniform medical protocols	
USAR involvement in the state	
Retired GFR chief working at ACFR	

Appendix 3

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CFAI Accreditation Categories and Related Topics for Strategic Planning

- I – Governance and Administration
- II – Assessment and Planning
- III – Goals and Objectives
- IV – Financial Resources
- V – Programs
- VI – Physical Resources
- VII – Human Resources
- VIII – Training and Competency
- IX – Essential Resources
- X – External Systems Relationships

- 1A.4 The governing body approves the administrative structure that carries out the agency's mission.
- 1A.8 The governing body publishes a mission statement for the agency.
- 1B.2 Resource allocation reflects the agency's mission, goals, and objectives.
- 1B.3 The agency administration demonstrates compliance with legal requirements of local, state/provincial, and federal governments.
- 2A.1 Geographical boundaries for the authority having jurisdiction are identified.
- 2A.6 Significant economic indicators used in the planning effort are identified (e.g. revenue sources, local economic factors, insurance evaluations, and assessed valuation of various components).
- 2A.7 The water supply system that provides available fire flow for the planning zones, major risks, key risks, and special hazard areas should be documented and included in the planning effort.
- 2B.2 The frequency and probability of occurrence of fire suppression service demands are identified in each planning zone....
- 2B.3 The maximum or worst fire risks in each planning zone are identified and located....
- 2B.8 The agency utilizes a formal process periodically to assess the balance between fire suppression capabilities and fire risks in the service area. Identified imbalances are addressed through the planning process.
- 2C.1 Each planning zone and population area is analyzed and non-fire risk factors evaluated in order to establish a standards of response coverage.

- 2D.1 The fire service agency has a published strategic plan.
- 2D.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 reports.
- 3A.1 The agency publishes general organization goals directed toward achieving the agency's long-range plans. Corresponding specific objectives are published to implement these goals and incorporate the measurable elements of time, quantity, and quality.
- 3A.2 The agency establishes goals for each operational program with corresponding specific objectives that incorporate the measurable elements of time, quantity, and quality.
- 3A.3 Published materials accurately portray the agency's goals and objectives as well as mission, vision, and values in context.
- 3A.4 Agency goals and objectives are submitted to and reviewed by the governing authority responsible for establishing policy.
- 4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within their scope of services.
- 4A.2 Policies, guidelines, and processes for developing the annual budget are defined and followed.
- 4A.3 The budget process involves input from appropriate persons or groups, including staff officers and other members of the agency.
- 4A.4 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.
- 4C.1 Programs and activities based on current and anticipated revenues are adequate to maintain adopted levels of service.
- 4C.3 Future asset maintenance costs are projected with related funding plans.
- 5A.1 Given the agency's standards of response coverage and emergency deployment objectives, the agency meets its staffing, response time, pumping capacity, apparatus and equipment deployment objectives for each type and magnitude of fire suppression emergency incidents.
- 5A.3 Supplies and materials allocation (e.g. foam gasoline, fuel, batteries, etc.) is based on established objectives, is appropriate to meet fire suppression operational needs, and is compliant with local, state/provincial, and national standards.
- 5H.4 Current standard operating procedures or general guidelines are in place to direct domestic preparedness planning and response activities.
- 6A.1 The development, construction or purchase of physical resources is consistent with the agency's goals and the strategic plan.
- 6A.2 The governing body, administration and staff are involved in the planning for physical facilities.
- 6B.4 Facilities comply with federal, state/provincial and local codes and regulations.
- 7F.5 An occupational health and safety training program is established to instruct the workforce in general safe work practices, from point of initial employment through each job assignment...

- 8A.1 The organization has a process in place to identify training needs, which identifies the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions.
- 9A.1 The agency establishes minimum fire flow requirements and total water supply needed for existing representative structures and other potential fire locations. This information should also be included in the fire risk evaluation and pre-fire planning process.
- 9A.2 An adequate and reliable fixed or portable water supply is available for firefighting purposes. The identified water supply sources are sufficient in volume and pressure to control and extinguish fires.
- 9A.9 The agency identified 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.
- 10A.1 The agency develops and maintains outside relationships that support its mission, operations or cost-effectiveness.
- 10B.1 External agency agreements are current and support organizational objectives.

Appendix 4

GFR Citizen Survey Questions - 2011

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Hello, my name is and I am calling from the Florida Survey Research Center at the University of Florida. University researchers are working with the City of Gainesville Fire Rescue to conduct a citywide survey of citizens about their perceptions of and satisfaction with the services provided by GFR.

This is not a sales call and your answers will be completely confidential. You may stop the interview at any time. The survey should only take about 10 minutes to complete. May I please speak with the

person in the household who is age 18 or older and has the next birthday?

First, we have a few general questions about Gainesville Fire Rescue.

1. How familiar would you say you are with the services provided by Gainesville Fire Rescue? Would you say you're very familiar, somewhat familiar, or not at all familiar with the services provided by GFR? [VF, SF, NF, DK, R]

2. What types of services does Gainesville Fire Rescue provide for residents of the City? [INT: Do not read. Mark ALL that apply.]

[checkbox:

Responds to Building Fires

Responds to Brush Fires

Responds to Vehicle

Crashes

Responds to Calls for Emergency Medical

Assistance Responds to Hazardous Materials

Incidents Responds to Aircraft Rescues

Responds Following Natural Disasters

Inspects Existing Buildings for Fire

Codes Provides Home Fire Safety

Inspections Conducts CPR & First Aid

Classes

Provides Community Fire Safety Education (Fire Extinguisher Training, Fire Escape

Plans, etc.) Other (describe)

Don't know

Refuse]

For select not mentioned:

2A. What about [service]? Is that a service provided by GFR for residents of Gainesville?

[YNDR]

3. Are there any services that GFR does not currently offer that you believe they should?

[YNDR]

IF YES:

3A. What additional services do you think GFR should offer for Gainesville residents? [text, dr]

4. If you had to guess, about how many total calls for emergency service do you think Gainesville Fire

Rescue responds to each year? [#, DR]

4A. And, what percentage of those calls do you think are emergency medical calls? [#, DR]

5. Overall, how would you rate the services provided by Gainesville Fire Rescue to the citizens of Gainesville? Would you say GFR services are excellent, good, fair, or poor? [EGFP, DK, R]

6. And, how would you rate the average response time for Gainesville Fire Rescue crews to arrive at emergencies? Would you say the GFR's average response time is excellent, good, fair, or poor? [EGFP, DK, R]

7. From what one source do you receive most of your information about Gainesville Fire Rescue? [INT: Do not read. Prompt if needed. Mark ONE response.]

[checkbox TV news

Newspaper

GFR website

City of Gainesville website

Friends or family

Other (please describe) Don't know Refuse]

Next, we'd like to know more about any contact you've had with Gainesville Fire Rescue.

8. Have you ever received services from Gainesville Fire Rescue, such as fire or rescue services, home or business inspections, fire safety education programs or CPR and first aid classes? [YNDR]

IF NO: GO TO Q11

IF YES: Continue

9. How many times in the past three years have you received services from or had contact with GFR? [#, DR]

IF MORE THAN ONE: Please consider the most recent time you received services from or had contact with GFR.

10. What type of contact did you have with GFR? [Emergency Medical Assistance, Fire Rescue, Inspection, Fire Safety Education, CPR Class/Instruction, Other (describe), DK, R]

Next, I'll read you a list of statements about the level of service you received during your most recent contact with GFR. Please rate the GFR as excellent, good, fair, or poor for each.

IF "Emergency Medical Assistance":

How would you rate...

A. The response time for the crew to arrive? [EGFP, DK, R]

B. The courteousness & professionalism of the crew? [EGFP, DK, R] C. The explanation of treatment from the crew? [EGFP, DK, R]

- D. The medical skills of the crew? [EGFP, DK, R]
- E. The overall response to your medical emergency? [EGFP, DK, R]

IF “Fire Rescue”:

How would you rate...

- A. The response time for the fire crew to arrive? [EGFP, DK, R]
- B. The courteousness & professionalism of the crew? [EGFP, DK, R]
- C. Any explanations or question responses from the crew? [EGFP, DK, R]
- D. The competency of the crew? [EGFP, DK, R]
- E. The overall response to your fire emergency? [EGFP, DK, R]

IF “Fire Safety Education”:

How would you rate...

- A. The courteousness & professionalism of the presenter? [EGFP, DK, R]
- B. The knowledge of the presenter? [EGFP, DK, R]
- C. The quality of the fire safety information you received from GFR? [EGFP, DK, R]
- D. The usefulness of the fire safety information you received from GFR? [EGFP, DK, R]
- E. Did you do anything to improve fire safety in your home after receiving fire safety information from GFR? [YNDR]

IF “CPR Class/Instruction”:

How would you rate...

- A. The courteousness & professionalism of the instructor? [EGFP, DK, R]
 - B. The knowledge of the instructor? [EGFP, DK, R]
 - C. The clarity of the instruction you received? [EGFP, DK, R]
 - D. The overall class? [EGFP, DK, R]
 - E. Have you used the CPR skills you learned from GFR in an emergency situation? [YNDR]
11. Have you ever called 911 in Gainesville? [YNDR]

IF YES:

- A. How would you rate the dispatcher who handled your 911 call? Would you say he or she was excellent, good, fair, or poor? [EGFP, DK, R]

12. Next, I’ll read you a list of statements about Gainesville Fire Rescue. Please tell me whether you think each is true or false.

- A. Gainesville Fire Rescue is responsible for ambulance services that transport people in need of medical assistance to hospitals within the city limits of Gainesville. [TF, DK, R]
- B. The only sources of funding for Gainesville Fire Rescue programs and services are local property taxes and the “Special Assessment for Fire Services.” [TF, DK, R]
- C. Even within the city limits of Gainesville, Alachua County Fire Rescue may respond to emergency calls if they are the closest to the scene. [TF, DK, R]
- D. All Gainesville Fire Rescue responders are trained as emergency medical technicians or paramedics, so GFR fire trucks may respond to car accident scenes that do not pose a fire threat to provide emergency medical assistance [TF, DK, R]
- E. Revenues from the “Special Assessment for Fire Services” paid by homeowners in

Gainesville are used to fully fund fire rescue services and emergency medical services TF,DK,R

13. Would you rate the level of services you receive from Gainesville Fire Rescue for the amount of fees and taxes you pay as excellent, good, fair, or poor? [EGFP, DR]

14. Municipal fire departments receive a Public Classification Rating from 1 to 10, with 1 being the best score. At current funding levels, Gainesville Fire Rescue maintains a "Class-3" rating. Lowering this score tends to lower homeowners' insurance payments, while increases in this score may lead to increases in homeowners' insurance payments.

A. Given that lowering this score to a "Class-1" rating may reduce fire damages and reduce home insurance rates, would you support increasing fees for funding GFR? [YNDR]

B. Given that increasing this score to a "Class-4" rating may increase fire damages and raise home insurance rates, would you support decreasing fees for funding GFR? [YNDR]

Finally, we have a few demographic questions for statistical purposes.

15. Gender [Don't ask, just record] [M,F]

16. In what year were you born? [year]

17. What is the highest level of education you have completed? [8th grade or less; Some high school; High school graduate/GED; Technical / Vocational; Some college; College graduate; Graduate / Professional School; Refused]

18. How many years have you been living in Gainesville? [INT: If less than one year, code as "0"; if "my whole life," prompt for how many years that is.] [# , DR]

19. What is your 5-digit zip code? [# , DR]

20. Do you own your home or rent? [Own, Rent, Other, DK, R]

21. Do you own a business in the city limits of Gainesville? [YNDR]

22. Could you estimate how many miles away the nearest GFR fire house is from your home? [INT: If less than one mile, code as "0."] [# , DR]

23. Just for statistical purposes, can you tell me if your family's total yearly income before taxes is less than \$35,000 or \$35,000 or more? [Less than \$35,000, \$35,000 or more, DK, R]

IF Less than \$35,000:

23A. And, is that: [Under \$20,000, \$20,000 to \$34,999, DK, R]

IF \$35,000 or More:

23B. And, is that: [\$35,000 to \$49,999, \$50,000 to \$69,999, \$70,000 or more, DK, R]

24. Are you Spanish, Hispanic, or Latino? [INT: Prompt if needed – For example, Cuban, Puerto Rican, Mexican American, etc.] [YNDR]

25. And what is your race? [INT: Prompt if needed with response categories] [White, Black/African

American, Asian/Pacific Islander, Native American, Other (describe), DK, R]

26. Do you have any questions regarding this study or your rights as a participant? [YNDR]

IF YES: *For questions regarding this study you may contact Dr. Mike Scicchitano at the Florida Survey Research Center toll free at 866-392-3475. For questions regarding your rights as a participant you may contact the University of Florida Institutional Review Board at 352-392-0433.*

That concludes our survey, thank you very much for your time and participation.