



GAINESVILLE FIRE RESCUE

STRATEGIC PLAN 2014

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



- Responsible**
- Accountable**
- Professional**
- Innovative**
- Dedicated**

Preface

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 current plan is built upon the 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
Update	Sept. 18, 2014	Gainesville Fire Rescue	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.

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.

1.3 The Strategic Plan is Updated in 2010

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?

¹ CFAI 2D.2

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.

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 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.

1.3.1 GFR's Current Strategic Plan

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 Strategic Plan goals and objectives established in 2010 and the members engaged in a second SWOT analysis.

Progress on goals, objectives, and critical tasks are reviewed periodically by command staff and updates are presented to staff every one to two years.

The most recent Strategic Plan presentation to staff and SWOT analysis update was conducted in November 2013. Command staff reviewed the results in February 2014 and planned to publish an updated Strategic Plan in May 2014.

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 CFAI 2D.1, 2D.2

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 ([Appendix 1](#)) comprised of over 250 performance measures; the development and integration of the department's strategic planning 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 and a candidate agency in 2013. After a site visit by a CFAI peer assessment team in July 2013, GFR was recommended for CFAI accreditation at the March 2014 CPSE Excellence Conference and became an accredited agency on March 11th, 2014.

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.

GFR completed an extensive community risk analysis of the City's buildings over several months in 2013. This project, funded by a federal Assistance to Firefighters grant, has provided GFR with information on building construction, sprinkler status, usage, size, and other properties that contribute to or reduce risk levels.

In March 2014, GFR launched its first on-line customer service survey to begin gathering feedback from the community on a regular basis.

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 and assigns classifications to geographic areas within the jurisdiction. The best rating that can be 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. In 2012, the ISO changed to a five-year survey schedule and completed Gainesville's survey in February 2014. Beginning September 1, 2014, GFR's ISO rating will be a 2/2x.

2.4 Fire Management Zones

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 are maintained in the Community Risk Assessment section of the GFR Standards of Cover.

The Community Risk Assessment is used to study both fire and non-fire risks to the community, including the probability and consequence of fire risks to the jurisdiction's buildings. Testing of the hydrant water supply is conducted each month by fire personnel and fire rescue unit distribution and concentration are analyzed through performance measurement of travel times on a monthly basis. 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 factors³.

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 limits⁴. 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 Office⁵.

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 large fires 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 transitioned to full-time employees and added ten firefighters to its staff. In 1927, the

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

⁴ CFAI 2A.1

⁵ CFAI 1B.3

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 Manager⁶.

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 conditions⁷.

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 regional 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 62.7 square mile area from eight fire stations. GFR's 145 firefighters responded to over 16,000 incidents comprised of over 21,000 unit responses in 2013. The department functions

⁶ CFAI 1A.1

⁷ CFAI 6B.4

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 and the City, in FY15-16 budget planning, must still address the need to reduce costs in relation to projected revenue shortfalls.

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 2014 with the exception of patient transport. Ambulance transport service is provided by the Alachua County Fire Rescue

(ACFR) for the entire county. 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 fitness and wellness program⁸.

In 2013, Gainesville Fire Rescue units responded to 12,648 EMS Calls – 1,557 Alarms – 1,092 Fire Calls - 600 Hazardous Materials Incidents and 201 Service Calls totaling 16,098 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 2013 emergency medical calls totaled 79% of the call load.

The Risk Reduction Bureau completed 1,323 annual inspections, 61 fire investigations, 112 plans reviews, and 255 public education events. GFR's public education efforts reached approximately 17% of the Gainesville population during 2013 with a focus on youth programs. The loss of GFR's second Risk Reduction Specialist position due to the budgetary downturn has continued to reduce 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.

⁸ CFAI 7F.5

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.

Some of the areas of interest for department follow-up include:

- Increasing citizens' knowledge of services provided ⁹
- Increasing GFR's presence in the community and increasing community use of the department's webpage ¹⁰
- Increasing community knowledge of GFR performance¹¹
- Increasing community knowledge of funding issues¹²

3.2.3.1.1 The 2014 Customer Service Survey

In March 2014, GFR developed an on-line customer service survey accessed on the homepage of the GFR website www.gfr.org to begin collecting feedback from the community.

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.¹³

⁹ Survey page 14 – Figure 2; page 16 – Figure 3

¹⁰ Survey page 20 – Figure 6

¹¹ Survey page 19 – Figure 5

¹² Survey pages 50-53 – Figures 15E, 16, 17A, and 17B

¹³ Survey page 16 – Figure 3; 2011 Community Forum: Focus on the Future – City of Gainesville Nov. 7, 2011

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. The Strategic Plan continues to include an objective to restore the second Risk Reduction Specialist position.

3.2.4 Internal Environmental Scan

In November 2013, the third SWOT analysis was conducted after a presentation by the Fire Chief to department members on progress for strategic plan goals and objectives. Command staff used the results of the 2013 SWOT analysis in February 2014 to update the GFR's goals and objectives.

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 continue to impact the department's relationship with the community.

Three areas of concern are 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. Nine senior employees, including the Fire Chief and Special Operations Chief, are scheduled to retire within FY15-16. Eleven more are scheduled to retire in FY17-19 including three more District Chiefs.
- Risk Reduction needs: The department has annexed significant areas of commercial property in the past decade, yet there are still only three fire safety inspector positions. In the 2nd quarter of FY14, the third inspector position was being held vacant due to citywide budget concerns. 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.

3.2.6 Internal Strengths and Weaknesses – External Threats and Opportunities

Strengths describe the positive attributes internal to an organization within the organization's control 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. These are areas that need to be enhanced in order to deliver good customer service.

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 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 2013 SWOT analysis provided the basis for the SPT to update the departments' goal and objectives.

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 principles 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 site¹⁴. 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 replacement¹⁵, is also updated on a biennial basis and is reviewed by a CIP committee of various city department leaders¹⁶, which includes the fire chief. 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 Initiative¹⁷.

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 inspections¹⁸.

5.2.1 The GRU Transfer

A large proportion of the general fund comes from the GRU annual transfer. It can be said that the GRU transfer is representative of the amount of taxes and fees that a corporate or privately owned utility might be subject to paying to the City of Gainesville. It provides approximately 35% of the revenue going into the general fund. Budget planning for FY15 and beyond for the City will require an adjustment due

¹⁴ CFAI 1A.4, 1A.8

¹⁵ CFAI 4C.3

¹⁶ CFAI 3A.1, 3A.2, 3A.3, 3A.4, 4A.1, 4A.2, 4A.3, 4A.4, 4C.1, 6A.1, 6A.2

¹⁷ CFAI 1B.2

¹⁸ CFAI 4C.1

to a lowering of the projected transfer from GRU to the general fund approved by the City Commission under Resolution 130852.

5.2.2 Property Tax

Property owners do pay taxes that support their fire rescue department programs. Only 40% of the property in the City is taxable. Property tax revenue comprises about 24% of the general fund which supports multiple city departments. As an example, for FY13 property tax revenue was approximately \$21 million, but the budget just for the Fire Rescue Department and Police Department combined was over \$50 million.

5.2.3 The Special Assessment for Fire Services

The City had sought to include a special assessment for fire services for over ten years. The City Commission adopted 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. Special assessment funds can only be used to support the fire services 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. The assessment methodology and five-year assessable budget are scheduled for updates to be applied beginning Oct. 1, 2014.

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 Services¹⁹.

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,

¹⁹ CFAI 10B.1

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.

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 practical²⁰.

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. Reflective hydrant pavement markers and hydrant paint to color code the hydrant caps for water flow are provided by GRU. 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 the capital cost of adding an engine or tower may be anywhere from \$370,000 to \$1 million, the cost of personnel to staff the apparatus will have the greatest long-term impact.

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 4²¹. 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.²²

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-

²⁰ CFAI 5A.3

²¹ Survey page 52 Figure 17A and page 53 Figure 17B

²² Survey page 51 Figure 16

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 and the 2009 update. Over 50% of those surveyed indicated it is important to them to maintain or improve the City's ISO rating. Objectives in the strategic plan are designed to help the department achieve this objective.

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 homes²³. Currently, GFR is only able to reach about 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. Goals related to performance measurement 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. GFR has developed its Standards of Cover and adjusted performance benchmarking methods to match the CFAI 90th percentile model²⁴.

²³ Survey page 38 Figure 12E

²⁴ CFAI 5A.1

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.

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 limits²⁵. 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 2012 and serves as a reference for both city and county planning of fire station facilities²⁶.

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 basis²⁷.

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,

²⁵ CFAI 10A.1, 10B.1

²⁶ CFAI 6A.2

²⁷ CFAI 8A.1

use of the PASS system, use of the vehicle exhaust ventilation system, heat stress management, and the two-in/two-out rule²⁸.

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 jurisdiction²⁹.

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 Rescue³⁰.

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 responses³¹.

²⁸ CFAI 7F.5

²⁹ CFAI 9A.1, 9A.2

³⁰ CFAI 9A.9

³¹ 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. In February 2014, GFR Command Staff completed their review of the SWOT analysis and updated the goals and objectives to align with the 10 CFAI self-assessment categories in [Appendix 1](#).

Goals and Objectives Progress Tracking

CFAI	1	GOVERNANCE and ADMINISTRATION		
GOAL	1A	Be prepared to fill Fire Chief vacancy in December 2014		
Related Performance Measures: 1A.3				
SOC Cross-references: NA				
Objective	1A.1	Develop succession plan for interim assignment if vacancy not filled at effective date.		
Assigned to:				
Timeline:		November 1, 2014		
Task nbr.	1		Date Completed	
Task nbr.	2		Date Completed	
Task nbr.	3		Date Completed	
Progress Notes:				
Objective	1A.2	Work with Human Resources and the City Manager’s Office to develop the recruitment and hiring process to fill the fire chief vacancy.		
Assigned to:				
Timeline:		November 1, 2014		
Task nbr.	1		Date Completed	
Task nbr.	2		Date Completed	
Task nbr.	3		Date Completed	
Progress Notes:				

CFAI	2	ASSESSMENT and PLANNING		
GOAL	2A	Publish a Strategic Plan with a mission statement and goals.		
Related Performance Measures: 1A.8, 2D.1				
SOC Cross-references:				
Objective	2A.1	Complete annual update of GFR Strategic Plan		
Assigned to:				
Timeline: Annually during November thru March				
Task nbr.	1	Schedule presentation and SWOT analysis	Date Completed	
Task nbr.	2	Update narrative, goals, and objectives	Date Completed	
Task nbr.	3	Publish plan on GFR website	Date Completed	
Task nbr.	4	Submit updated plan to City Manager's Office	Date Completed	
Task nbr.	5	Schedule presentation of updated plan for City Commission adoption	Date Completed	
Progress Notes:				
GOAL	2B	Maintain Accreditation status through annual compliance reporting (ACR).		
Related Performance Measures: 2A.3, 2B.6, 2C.6				
SOC Cross-references:				
Objective	2B.1	Collect and analyze data specific to the community served.		
Assigned to:				
Timeline: January 15, 2015 for previous calendar year's data – ACR due Feb. 15.				
Task nbr.	1	Complete annual update of community risk assessment for fire risks and service demand.	Date Completed	
Task nbr.	2	Complete annual update of non-fire risks and service demand.	Date Completed	
Task nbr.	3	Update Primary Recommendations in SOC Executive Summary	Date Completed	
Task nbr.	4	Update community risk assessment Section D of GFR Standards of Cover	Date Completed	
Task nbr.	5	Update Performance Measures and Objectives Section G of SOC	Date Completed	
Task nbr.	6	Update Evaluation, Conclusion, and Recommendations Section I of SOC	Date Completed	
Progress Notes:				
Objective	2B.2	Evaluate and report on changes in compliance with standards and core competencies and progress with CFAI recommendations.		
Assigned to:				
Timeline: January 15, 2015 for previous calendar year's data				
Task nbr.	1	Review and update planning statements for performance measures with particular attention to core competencies.	Date Completed	
Task nbr.	2	Update progress on Strategic Recommendations	Date Completed	

Task nbr.	3	Update progress on Specific Recommendations	Date Completed	
Progress Notes:				
GOAL	2C	Be prepared to meet the challenges of future service delivery.		
Related Performance Measures: 2A.6, 2A.7, 2B.2, 2B.3, 2C.6, 5A.1, 5E.1, 5F.1, 5G.1, 5H.1, 5I.1				
SOC Cross-references:				
Objective	2C.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.		
Assigned to:				
Timeline:		Annually		
Task nbr.	1	Review current Standards of Cover and Response Matrix	Date Completed	
Task nbr.	2	Review feedback from community and customer surveys and meetings for changes in needs	Date Completed	
Task nbr.	3	Meet with Alachua County Fire Rescue representatives to discuss service delivery needs	Date Completed	
Task nbr.	4	Make recommendations to the Command Staff to address future delivery needs	Date Completed	

CFAI	3	GOALS and OBJECTIVES		
GOAL	3A	Improve education and information about GFR to the community.		
Related Performance Measures: 3A.1, 3A.2, 3A.3, 3A.4				
SOC Cross-references:				
Objective	3A.1	Utilize community feedback to develop and modify organizational goals.		
Assigned to:				
Timeline:				
Task nbr.	1	Conduct a community feedback survey at least once every three years based on the 2011 survey for comparison.	Date Completed	
Task nbr.	2	Participate in city-sponsored town hall meetings to gather feedback on services	Date Completed	
Task nbr	3	Develop distribution plans to direct customers and community members to GFR customer service survey.	Date Completed	
Task nbr	4	Review GFR customer service survey results from the GFR website monthly.	Date Completed	
Task nbr	5	Develop distribution plans for GFR annual report brochures.	Date Completed	
Progress Notes:				
Objective	3A.2	Restore the Risk Reduction Specialist / Public Information Officer Position		
Assigned to:				
Timeline:		October 1, 2017 or before (currently targeted in 5-year budget for FY18)		
Task nbr.	1	Document impacts of missing position in Annual Program Appraisal for Public Education 5C.7	Date Completed	
Task nbr.	2	Keep Assistant City Manager informed of need for position annually	Date Completed	
Task nbr	3	Submit increment request if allowed during annual budget process.	Date Completed	
Task nbr	4	Assess feasibility of creating a sworn PIO position to encourage longevity or rotation of operations personnel.	Date Completed	
Progress Notes:				

CFAI		4		FINANCIAL RESOURCES	
GOAL		4A		Maintenance and diversification of revenue sources	
Related Performance Measures: 1B.2, 4A.2, 4A.3, 4A.4, 4C.1, 4C.3					
SOC Cross-references:					
Objective		4A.1		Maintain Fire Special Assessment Program	
Assigned to:					
Timeline:					
Annually					
Task nbr.	1	Work with consultant and city management team for fire assessment to develop critical event schedule and provide data details to develop annual assessment plan and proposed rates.	Date Completed		
Task nbr.	2	Work with Administrative Services to present rate options for Commission review.	Date Completed		
Task nbr	3	Update TRIM fire special assessment information for August mail out to property owners by Property Appraiser	Date Completed		
Task nbr	4	Update GFR website with assessment information for the public and department employees			
Progress Notes:					
Objective		4A.2		Research alternate funding opportunities	
Assigned to:					
Timeline:					
Annually					
Task nbr.	1	Management team should review legislative changes and any potential impacts to existing revenue sources and evaluate the potential for new sources	Date Completed		
Task nbr.	2	Recommendations for revenue should be presented to the City Manager's Office and Finance Departments as appropriate during the budget preparation cycle in the 2 nd quarter of each fiscal year, January – March	Date Completed		
Progress Notes:					
Objective		4A.3		Ensure fire inspection fees are comparable with similar municipalities	
Assigned to:					
Timeline:					
FY15					
Task nbr.	1	Review current fee structure in relation to other municipalities	Date Completed		
Task nbr.	2	Submit approved changes to the City Attorney's office for update in Appendix A of the City of Gainesville Code of Ordinances	Date Completed		
Progress Notes:					

CFAI	5	PROGRAMS		
GOAL	5A	Use annual program appraisals for emergency and non-emergency services for planning.		
Related Performance Measures: 5A.7, 5B.8, 5C.7, 5D.8, 5E.7, 5F.7, 5G.10, 5I.6, 7G.7				
SOC Cross-references:				
Objective	5A.1	Complete program appraisals for fire suppression, ARFF, and wellness/fitness programs.		
Assigned to:				
Timeline: Annually in January				
Task nbr.	1	Review program appraisal from previous year	Date Completed	
Task nbr.	2	Complete appraisal for new year and submit to Fire Chief	Date Completed	
Progress Notes:				
Objective	5A.2	Complete program appraisals for fire safety inspection, cause and origin investigation, and public education programs.		
Assigned to:				
Timeline: Annually in January				
Task nbr.	1	Review program appraisal from previous year	Date Completed	
Task nbr.	2	Complete appraisal for new year and submit to Fire Chief	Date Completed	
Progress Notes:				
Objective	5A.3	Complete program appraisals for EMS, technical rescue, and hazmat programs		
Assigned to:				
Timeline: Annually in January				
Task nbr.	1	Review program appraisal from previous year	Date Completed	
Task nbr.	2	Complete appraisal for new year and submit to Fire Chief	Date Completed	
Progress Notes:				
Objective	5A.4	Publish and utilize program appraisals for planning		
Assigned to:				
Timeline: Annually in March				
Task nbr.	1	Command staff review all program appraisals and make budget recommendation	Date Completed	
Task nbr.	2	Submit program appraisals to Assistant City Manager for review	Date Completed	
Task nbr.	3	Compile summary of program appraisals in annual report for the public	Date Completed	
Task nbr.	4	Update strategic plan with needs identified by program appraisals.	Date Completed	
Progress Notes:				
GOAL	5B	Maximize effectiveness of fire safety inspection program		
Related Performance Measures: 2B.2, 2B.3, 2B.8, 2C.1, 4C.1, 5B.8				
SOC Cross-references:				

Objective	5B.1	Conduct a needs assessment to accomplish goals of the inspection program		
Assigned to:				
Timeline:		FY15		
Task nbr.	1	Complete assessment of building stock and adjust inspection priorities for target hazards	Date Completed	
Task nbr.	2	Identify workload concerns and make recommendations for staffing needs and program adjustments	Date Completed	
Progress Notes:		During FY13-14 the RRB gathered building stock information and began the process of classifying and prioritizing inspection needs.		
Objective	5B.2	Coordinate building inspections with pre-fire planning		
Assigned to:				
Timeline:		FY15		
Task nbr.	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.	Date Completed	
Progress Notes:				
Objective	5B.3	Connect fire report and fire inspection systems		
Assigned to:				
Timeline:		FY15		
Task nbr.	1	Develop comparison queries to assess the relationship between building fires and fire safety inspections by identifying inspection histories at buildings that experience fire events.	Date Completed	

Progress Notes:		RRB and IT staff have been evaluating options for data integration. An AFG grant application has also been submitted, as well as requests for capital improvement funding for software that would facilitate integration of several data sets stored separately in Access.		
GOAL	5C	Provide fire and life safety education for the community		
Related Performance Measures: 2B.2, 2B.3, 2B.8, 2C.1, 4C.1				
SOC Cross-references:				
Objective	5C.1	Create programs to offer fire and life safety home surveys		
Assigned to:				
Timeline:		FY15		
Task nbr.	1	Develop tracking method for scheduling home surveys and results	Date Completed	
Task nbr.	2	Work with community partners to expand delivery of program.	Date Completed	
Progress Notes:		During FY13-14 RRB staff reviewed residential building fire reports to identify causation patterns and have tailored home survey design to address patterns within the community.		
Objective	5C.2	Complete last phase of Knox Box program		
Assigned to:				
Timeline:		FY15		
Task nbr.	1	Develop program for use with new owners after initial training sessions has been delivered.	Date Completed	
Progress Notes:		During FY13-14 RRB staff updated the SOG801 for the Knox Box System. Building owners are notified at 1 st step and TRC for new construction and through inspectors and Company Officers on incidents and installations are tracked through Knox and updated with CCC and crews per SOG		

CFAI	6	PHYSICAL RESOURCES		
GOAL	6A	Ensure that planning for physical facilities involves GFR staff, the City Manager's Office, and the City Commission		
Related Performance Measures: 2B.8, 5A.1, 6A.1, 6A.2				
SOC Cross-references:				
Objective	6A.1	GFR will be a part of the City Commission Strategic Goals for Public		
Assigned to:				
Timeline: Annually, in preparation for City budget and capital improvement planning				
Task nbr.	1	Review and update department management plan component of the City's Financial and Operating Plan	Date Completed	
Task nbr.	2	Identify capital needs, develop new projects, recommend modifications to funding for approved projects, and coordinate project submittal with General Services Department projects during CIP planning phase.	Date Completed	
Task nbr.	3	Provide presentations as needed to the Commission regarding any need for new facilities.	Date Completed	
Progress Notes:		Fire Station 1 is currently in the approved CIP and has involved members of the Commission as well as community stakeholders. The project will begin design phase in FY14.		

GOAL	6B	Ensure that physical facilities are adequate and properly distributed to meet service level objectives and comply with codes and regulations		
Related Performance Measures: 6B.1, 6B.2, 6B.3, 6B.4				
SOC Cross-references:				
Objective	6B.1	Complete a needs assessment of all GFR facilities for location, physical condition, and serviceability by the District Chief project manager.		
Assigned to:				
Timeline: Annually				
Task nbr.	1	Conduct fire safety inspection of each fire station annually	Date Completed	
Task nbr.	2	Conduct firefighter health and safety assessment of each station annually	Date Completed	
Task nbr.	3	Conduct construction needs assessment annually	Date Completed	
Task nbr.	4	Conduct furnishing needs assessment annually		
Progress Notes:				
Objective	6B.2	Conduct a needs assessment for future station locations, availability and cost of property to accommodate future development and annexations.		
Assigned to:				
Timeline: Annually				

Task nbr.	1	Review call load information at the apparatus and station level for distribution and concentration	Date Completed	
Task nbr.	2	Review call load information for reliability of first due company responding in first due area	Date Completed	
Task nbr.	3	Review 2004 Master Plan, 2012 Update regarding recommendations for station locations	Date Completed	
Task nbr.	4	Review and participate in update of Fire Services Assistance Agreement as needed	Date Completed	
Task nbr.	5	Incorporate findings of Community Risk Assessment updates into Standards of Cover and Strategic Plan updates.	Date Completed	

GOAL	6C	Ensure there is an appropriate planning process for fleet and apparatus needs and deployment		
Related Performance Measures: 6C.1, 6C.2, 6C.3, 6C.4, 6D.1				
SOC Cross-references:				
Objective	6C.1	Complete a needs assessment of all first line and reserve apparatus		
Assigned to:				
Timeline:		Annually		
Task nbr.	1	District Chief serving as the GFR Fleet Representative will work with City Fleet staff to assess mileage, repair history, and related factors for each apparatus/vehicle.	Date Completed	
Task nbr.	2	Fire and Deputy Chief will work with City Fleet staff to evaluate fleet replacement plan in relation to identified fleet needs	Date Completed	
Task nbr.	3	Make recommendations to the City Manager regarding GFR fleet replacement	Date Completed	
Task nbr.	4	Evaluate results of distribution, concentration, and reliability studies in relation to strategic apparatus placement and deployment	Date Completed	
Progress Notes:				

CFAI	7	HUMAN RESOURCES		
GOAL	7A	Recruit, hire, promote, and retain a professional and diverse workforce.		
Related Performance Measures: 7B.3, 7B.8				
SOC Cross-references:				
Objective	7A.1	Ensure recruitment plans are reaching desired candidate pools		
Assigned to:				
Timeline: Annually				
Task nbr.	1	Review data from City Human Resources submitted by applicants to learn where they obtained information on GFR	Date Completed	
Task nbr.	2	Update recruiting plan to address identified gaps in reaching desired candidate pools	Date Completed	
Objective	7A.2	Ensure promotional processes meet the agency's needs and comply with related regulations		
Task nbr.	1	Review promotional processes with IAFF and Human Resources representatives.	Date Completed	
Task nbr.	2	Review and update SOG709 for the District Chiefs process as needed	Date Completed	
Task nbr.	3	Complete and publish SOG710 on Minimum Requirements for Operational Status by Rank	Date Completed	
Task nbr.	4	Develop and maintain a departmental succession plan	Date Completed	
Task nbr.	5	Provide professional development plans for each rank.	Date Completed	
Progress Notes:				

CFAI	8	TRAINING and COMPETENCY		
GOAL	8A	Address live-burn training needs		
Related Performance Measures: 8C.1				
SOC Cross-references:				
Objective	8A.1	Purchase or construct a resource that provides a live-burn training prop near the GFR Support Services Bureau		
Assigned to:				
Timeline:		FY15		
Task nbr.	1	Identify potential sites for buildings or portable structures that could provide live-burn training	Date Completed	
Task nbr.	2	Evaluate codes and other requirements in relation to site location and type of building or prop	Date Completed	
Task nbr.	3	Secure quotes as needed and identify funding	Date Completed	
Task nbr.	4	Consider partnerships with other agencies to address this need.	Date Completed	
Task nbr.	5	Submit plan recommendations to Fire Chief	Date Completed	
Progress Notes:				

CFAI	9	ESSENTIAL RESOURCES		
GOAL				
Related Performance Measures:				
SOC Cross-references:				
Objective				
Assigned to:				
Timeline:				
Task nbr.			Date Completed	
Task nbr.			Date Completed	
Task nbr.			Date Completed	
Progress Notes:				

CFAI	10	EXTERNAL SYSTEMS RELATIONSHIPS		
GOAL	10A	Review, maintain or develop outside relationships that support our mission		
Related Performance Measures: 10A.1 and 10B.1				
SOC Cross-references:				
Objective	10A.1	Review and evaluate existing agreements annually		
Assigned to:	Appropriate division or Bureau			
Timeline:	FY15			
		Automatic Aid Agreement	Date Completed	
		Airport Agreement	Date Completed	
		American Heart Association Agreement	Date Completed	
		Combined Communications Center Agreement and Capital Funding Amendment	Date Completed	
		False Alarm Reduction Interlocal Agreement	Date Completed	
		Forestry Open Burning MOU	Date Completed	
		Hazmat Tri-State Agreement	Date Completed	
		Hazmat North Central Florida Regional Response Team Agreement	Date Completed	
		Investigations MOU with Gainesville PD	Date Completed	
		Medical Director Agreement	Date Completed	
		National Testing Network Agreement	Date Completed	
		Trunked Radio System (GRU-Alachua County)	Date Completed	
		Trunked Radio System MOU – City of Gainesville	Date Completed	
		USAR Task Force 8 Agreement	Date Completed	
Progress Notes:				
Objective	10A.2	Evaluate opportunities for new relationships that support or enhance our cost-effectiveness efforts		
Assigned to:	Fire Chief			
Timeline:	FY15 and 16			
Task nbr.	1	Identify agencies to partner with by end of FY15	Date Completed	
Task nbr.	2	Establish relationships with identified agencies 1 st Quarter of FY 16	Date Completed	
Task nbr.	3	Completed any necessary agreements through city processes by fourth quarter of FY16	Date Completed	
Progress Notes:				

Appendix 1

[\(back to Section 2.0\)](#)

[\(back to Section 7.0\)](#)

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.