



**Commission on
Fire Accreditation
International**

Accreditation Report

**Gainesville Fire Rescue
1025 NE 13th
Gainesville, FL 32601
United States**

**This report was prepared on January 5, 2019
by the
Commission on Fire Accreditation International**

**This report represents the findings
of the peer assessment team that visited
Gainesville Fire Rescue
on December 11-14, 2018**

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EXECUTIVE REVIEW

PREFACE

Gainesville Fire Rescue recently received candidate status. On June 12, 2018, the department asked the Commission on Fire Accreditation International (CFAI) for a site visit to determine if it could be recommended for accreditation. The peer assessment team leader approved the department's documents for site visit on October 24, 2018. The peer assessment team conducted an on-site visit of Gainesville Fire Rescue on December 10-14, 2018.

In preparation for the onsite visit, each team member was provided access and reviewed the self-assessment manual, community risk assessment-standards of cover (CRA-SOC), and strategic plan posted by Gainesville Fire Rescue on the Center for Public Safety Excellence (CPSE) SharePoint site. This documentation represented a significant effort by the staff of the agency and other community agencies. The agency did not use a consultant to assist it with completing the documents required for accreditation.

SUMMARY

The CFAI has completed a comprehensive review and appraisal of Gainesville Fire Rescue based upon the ninth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM)*. The commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The peer assessment team's objectives were to validate the agency's self-assessment study, identify and make recommendations for improvement, issue a report of findings, and conclude if the agency is eligible for an award of accreditation.

The peer assessment team followed CFAI processes and Gainesville Fire Rescue demonstrated that its self-study accreditation manual, CRA-SOC, and strategic plan met all core competencies and criteria. The peer assessment team recommends accredited agency status for Gainesville Fire Rescue from the Commission on Fire Accreditation International.

The agency's success in meeting expectations is strongly tied to integrated processes for its standards of cover, and strategic plan. The CRA-SOC processes have evolved, and appropriate adjustments have been made through the implementation of necessary improvements, to match available resources to the fire and non-fire risks and related expectations in the community. The CRA-SOC appropriately identifies that most of the city has an urban population density with small pockets of rural density to the north and east of the city. There are appropriate benchmark goals and actual baseline performance statements in place that identify and measure all components of the total response time continuum.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that the alarm handling time, turnout time, and travel time for the first due and effective response force components of the total response time continuum, as contained in the CRA-SOC, are in line with community expectations.

The peer assessment team identified opportunities for improvement that are captured in the recommendations section and in the observations and performance section of the report. These recommendations flowed from discussions, interviews, and a review of agency supplied

documentation to support its self-assessment conclusions. The agency demonstrated its keen desire to immediately implement plans to address opportunities for improvement. The best example is the addition of a peak unit to assist with excessive call volume in Fire Station 3's response area.

The peer assessment team observed a strong commitment by the agency to the CFAI accreditation process and to ensuring appropriate succession training for the accreditation manager position. The past accreditation managers actively supported the current manager through this process. The current accreditation manager has a support team and one of its members will be selected as his replacement for the next accreditation in five years. The agency is committed to providing trained peer assessors for CFAI. These approaches ensure continuity, more direct access to quality improvement with similar organizations, and the engagement of a broader spectrum of the agency.

The peer assessment team had meetings with the assistant city manager, fire department staff, human resources and water department. Individually and collectively they expressed a long-standing interest in the process, having been engaged and involved from the outset of the agency's journey towards accreditation. There is clearly a commitment to continue to follow and support the implementation of identified opportunities for improvement. It can be anticipated that all representatives will be strong supporters and network participants as the full benefits of going through the self-assessment process are realized and built on in the future.

In 2016, Gainesville Fire Rescue (GFR) initiated the Community Resource Paramedic (CRP) program which uses referrals from crews and partnerships with local teaching hospitals and community-based clinics to target high needs patients that frequently use emergency medical services (EMS) services. Through partnership with University of Florida (UF) Health and UF interns, the CRP program works with individual patients and case managers to connect them to the appropriate resources to service their needs, with the end goal being to reduce their utilization of the EMS system. The CRP program received a \$50,000 grant from the University of Florida in 2017 to measure community needs and evaluate the effectiveness of the program. This program was found to result in reduced hospital readmission, reduced EMS call load, and increased quality of life for the patients it served. In fiscal year (FY) 2018, GFR extended supervision of the program to a full-time temporary position and in the FY2019 budget, a full-time permanent position for CRP coordinator has been added.

Composition

The city of Gainesville incorporated in 1869 and has operated under its current charter with a commission-manager form of government since 1927. The city also serves as the county seat of Alachua County. The history of the fire department dates to the mid-1800s where early newspaper reports mention the Gainesville Hose Company in 1864. Historically the official beginning of Gainesville Fire Department occurred in 1882. Over the next 45 years the fire department showed progress with additional equipment and personnel, but they also experienced catastrophic losses during multiple fires that included the loss of the original courthouse, factories, mills, and commercial businesses. In 1925, the city transitioned to full-time employees and added personnel and in 1927, the city was officially tasked with providing fire protection.

After providing primarily fire protection, in the mid-1970s Gainesville Fire Department added a rescue (Rescue 11) and a hazardous materials unit. This was the first time that an emergency medical technician (EMT) was added to the department's responses. This was followed with the provision of basic life support (BLS) in 1985. By January 1990, the department advanced its service provision to include advanced life support (ALS). Through the next 28 years, Gainesville Fire Rescue continued to evolve and address new and more challenging hazards. These included the addition of a technical rescue team, tactical paramedics, and a community resource paramedic (CRP) program.

Gainesville Fire Rescue serves the community population of 129,816 through 170 sworn and 10 civilian personnel operating out of 9 fire stations, administration, training bureau, and the risk reduction bureau providing an all-hazards service model. The city also experiences an approximate population influx of 50,000 people that work or visit the city daily.

The city covers 64 square miles and is in the middle of north central Florida. The city is isolated from other large cities with travel times greater than one and a half to two hours to larger cities like Jacksonville, Orlando, and Tampa. Interstate 75 runs down the city's western boundary and multiple state roads dissect the city. The city also encompasses the University of Florida that adds additional service requirements for the fire department and a magnitude of commercial and industrial properties. Over the past three to five years there has been an increase in commercial and residential properties including residential apartments that house thousands of residents and students. The city has developed millions of commercial square footage in the southwest portion of the city. Much of this construction has been limited in horizontal space thus causing the development of vertical (multi-story) structures. This evolution as well as some associated aging of infrastructure places a large demand of the Gainesville Fire Rescue Department and these demands have placed their impacts on response times and the provision of an effective response force.

The agency responded to a total of 21,089 emergencies in 2017 including: 3,189 fire calls (15 percent); 15,509 emergency medical service (EMS) calls (74 percent); and 2,391 miscellaneous calls (11 percent).

In 2014, the Insurance Services Office (ISO) visited the city to rate its public protection classification. The outcome of the visit was a lowering of the public protection classification from Class 3/9 to Class 2/2x.

Government

Council-Manager form of government
Mayor and 6 Commissioners
City Manager
Assistant City Manager
Fire Chief
Fire Department

Fire Department

9 fire stations (includes 1 ARFF)
170 uniformed and 10 civilian personnel
3 shift system

Staffed Resources

6 engine companies
4 ladder companies
1 squad unit
2 aviation rescue fire fighting (ARFF) units
2 District Chiefs

Cross-staffed Resources

1 hazardous materials unit (staffed by ladder company from Fire Station 2)

Non-staffed Units

1 air and light truck
2 mobile response units (MRU)
1 technical rescue trailer
1 hazardous materials trailer
Multiple reserve apparatus

Daily minimum staffing (all stations): 40

CONCLUSIONS

The self-assessment manual produced by Gainesville Fire Rescue was of moderate quality. The manual represented a significant effort by the staff of the agency to produce and present a quality document.

- Gainesville Fire Rescue demonstrated that all core competencies were met and received a credible rating.
- Gainesville Fire Rescue demonstrated that all applicable criteria were met and received a credible rating.
- The peer assessment team recommends accredited agency status for Gainesville Fire Rescue from the Commission on Fire Accreditation International.

RECOMMENDATIONS

The peer assessment team conducted an exit interview with the agency consisting of the assistant city manager, the fire chief, and most of the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The agency was given an opportunity to respond to any errors in findings of fact.

Strategic Recommendations

Strategic recommendations were developed from information gathered from the on-site assessment visit and the evaluation of the criteria and core competencies.

Category II – Assessment and Planning

Criterion 2C: Current Deployment and Performance

Core Competency

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

It is recommended that the agency develop a formal process to validate the critical task analysis for all risk classes.

Criterion 2D: Plan for Maintaining and Improving Response Capabilities

Core Competency

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

It is recommended that the agency document the capacity formula in the agency standards of cover document to more closely measure service demands.

Category V – Programs

Criterion 5A: Community Risk Reduction Program

Core Competency

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

It is recommended that the Gainesville Fire Recue Risk Reduction Bureau conduct a workforce analysis study to determine if current staffing is adequate for the increased inspection load of the agency.

Criterion 5B: Public Education Program

Core Competency

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

It is recommended that the Gainesville Fire Recue Risk Reduction Bureau conduct a workforce analysis study to determine if current staffing is adequate for the education program delivery in the community.

Category VI – Physical Resources

Criterion 6F: Safety Equipment

Core Competency

6F.1 Safety equipment is identified and distributed to appropriate personnel.

It is recommended that a replacement cycle for personal protection equipment in accordance with the goals and objectives of the agency is established as part of a long-term resource planning strategy.

Category VII – Human Resources

Criterion 7F: Occupational Health, Safety, and Risk Management

Core Competency

7F.5 The agency's occupational health and safety training program instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.

It is recommended that the agency formally establish the role of safety officer as a primary responsibility of the initial incident commander at each incident.

Specific Recommendations

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

Category II – Assessment and Planning

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

Performance Indicator

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

It is recommended the agency develop a plan for integration of several data sources from the agency and city building records to ensure accuracy of the risk analysis data.

Criterion 2C: Current Deployment and Performance

Performance Indicator

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

It is recommended the agency capitalize on current technology that would advance the capability to measure performance by planning zone.

Category III – Goals and Objectives

Criterion 3B: Goals and Objectives

Performance Indicator

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

It is recommended the agency ensure there is documentation that the city commission has received the strategic plan.

Criterion 3C: Implementation of Goals and Objectives

Performance Indicator

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

It is recommended that the executive staff ensure all members receive and understand the agency's goals and objectives.

Category VI – Physical Resources

Criterion 6B: Fixed Facilities

Performance Indicators

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

It is recommended that the agency continue to assess the current limitations of administrative offices by incorporating a space needs analysis for existing programs when designing new or modified administrative facilities.

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

It is recommended that the agency continue to use the budgeting process to pursue the goals and objectives defined in the agency's strategic plan regarding station location and replacement.

Category VII – Human Resources

Criterion 7F: Occupational Health, Safety, and Risk Management

Performance Indicator

7F.2 The agency's policies and procedures report, evaluate, address, and communicate workplace hazards as well as unsafe/unhealthy conditions and work practices.

It is recommended that the agency promote more consistent use of the vehicle exhaust system upon return to the station.

Category IX – Essential Resources

Criterion 9C: Administrative Support Services and Office Systems

Performance Indicators

9C.3 Technological resources (e.g., telecommunications equipment, computer systems, general business software) and the information management system are appropriate to support the agency's need. Access is available to technical support personnel with expertise in the systems deployed by the agency. Documentation and analysis of data (e.g., formative, process, impact, and outcome measurement) are assessable to the agency.

It is recommended that the agency conduct a workforce analysis to determine the need for a Geographic Information Systems analyst to better provide the needed system expertise for the agency and the service community.

9C.4 Public reception and public information (i.e. public information officer) components support the customer service needs of the agency.

It is recommended conduct a workforce analysis to determine the need to re-establish the public information officer to enhance public information and relations to the agency and the community.

OBSERVATIONS

Category I— Governance and Administration

The city of Gainesville has an elected body that forms the seven-member city commission of Gainesville, which provides policy direction to several charter officers, including the city manager who is responsible for all personnel, departments and divisions of the city's general government and for preparing and recommending an annual budget to the commission. The city manager works closely with the fire chief, the assistant city managers, finance staff, and human resources staff to provide policy direction and financial resources.

The Gainesville Fire Rescue department's organizational structure is aligned to support the agency's mission. The fire chief directs one deputy chief, two assistant chiefs, one training chief, and one emergency manager, who oversee the bureaus and divisions of the fire rescue department. The agency is structured to support emergency management city-wide; emergency operations functions; risk reduction functions, such as fire inspections and public education; and, support services, such as special operations, training, and recruitment.

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources. The city of Gainesville is given authority and responsibility for fire protection in the Gainesville Code of Ordinances when the city was created by Chapter 12760, Laws of Florida in 1927.

Gainesville Fire Rescue (GFR) complies with the legal requirements of the local, state, and federal governments. This includes, compliance with Florida Statute 401 and Florida Administrative Code 64J as it relates to the provision of emergency medical services (EMS). Compliance with Federal Aviation Administration (FAA) requirements for the aircraft rescue and firefighting program is demonstrated through the annual FAA inspection. Compliance with local, state, and federal guidelines regarding personnel issues, such as equal employment guidelines and appropriate payroll procedures, is achieved through coordination with the city's office of equal opportunity, the city attorney's office, and the city's human resources department which provide policy and procedure, legal opinion, timekeeper training and resources on hiring and discipline, labor agreements, family and medical leave.

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and objectives. The GFR administrative structure is documented in the annual financial and operating plan, fire rescue section, and consists of the fire chief, one deputy chief, one assistant chief of operations who directly supervises six district chiefs, one assistant chief who oversees the risk reduction bureau, one district chief who oversees the training bureau including the medical, technical rescue, and hazardous materials programs and one district chief serving as city-wide emergency manager, grants coordinator, and accreditation manager. This process reflects the agency's objectives established in the management plan for administration, emergency operations, fire inspections, public education, and training. This structure is reviewed annually before the start of each fiscal year's budget process.

Category II — Assessment and Planning

Gainesville Fire Rescue (GFR) is an all-hazards agency providing fire suppression, aircraft firefighting and rescue, emergency medical services (EMS), technical rescue, and hazardous materials response services as well as fire and life safety education and community training for cardio pulmonary resuscitation and first-aid. GFR response capabilities are assessed in several ways. The agency monitors the service area for changes that may impact deployment methods. Concerns are addressed through strategic planning efforts. These planning efforts and data elements were utilized to add an additional fire station in 2017. The agency has outside influences that affect deployment and include services from the combined communications center (CCC) and the level of automatic aid with Alachua County Fire Rescue. The agency works closely with the city administration and local public safety agencies to address outside influences.

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development. GFR has maintained the fire management zones (FMZ) developed in 2012 and provided additional subdivisions of the FMZs for areas requiring more detailed studies. The FMZs provide static geographic areas that better facilitate community risk assessment studies and performance studies over time. The FMZs were developed based on 2010 US Census data and known risk characteristics to allow for grouping of similar populations and service needs for planning purposes. The FMZs are documented in the GFR Standards of Cover/Risk Assessment.

The FMZs were developed in 2012. Gainesville has two less-densely populated areas that fall under the rural category for performance. Initially, studies were conducted for performance at four levels: metro, urban, suburban and rural. Due to the changes in the sixth edition standards of cover manual the city was divided into two performance areas, urban and rural.

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

GFR completed a comprehensive risk assessment using grant-funded, temporary employees who conducted site visits at buildings in the primary service area. Information from this database and the risk reduction bureau building database are used to numerically classify the risk level of buildings protected within the primary service area. The adopted methodology for categorizing the risks is based on building size, occupancy type and capacity, and use of fire suppression/sprinkler systems.

Gainesville Fire Rescue's building database has characteristics used specifically for categorizing the risk for a building. A formula is used to calculate the risk level and buildings are given a numerical value that assists the agency identify and prioritize risk reduction efforts such as fire safety inspections and public education needs. Fire risk levels for buildings are categorized as maximum, high, moderate, or low risk within each FMZ. As an example, maximum risk buildings with sprinkler protection may be reduced to the high category. The agency and the building department operate two different systems to track building inspections. These two systems do not have any correlation and cannot be merged. It is recommended the agency develop a plan for integration of several data sources from the agency and city building records to ensure accuracy of the risk analysis data.

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the

agency's deployment practices are consistent with jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency, and outcomes throughout all service areas. The agency develops procedures, practices, and programs to appropriately guide its resource deployment.

GFR utilizes a standards of cover with a community risk assessment and a critical task matrix for each of its four emergency response programs: Fire suppression, emergency medical services (EMS), technical rescue, and hazardous materials response. The agency has adopted monthly monitoring of response performance and response demand which triggers further studies, such as those conducted for the growing southwest service area where the city has added an aerial unit at a modular station (Quint 9) and the service area of Fire Station 3 where a peak unit (Squad 3) has been activated primarily for EMS needs.

GFR uses monthly monitoring for emergency response performance of calls dispatched as building fires and priority emergency medical calls. The city of Gainesville is primarily urban/rural population densities. Monthly reporting has been combined as the data for the rural classification is a small subset of the overall response. Monthly reports are emailed to members of the executive team and are discussed during executive team meetings when concerns are identified. Printed copies of all monthly reports are kept in a resource book to allow comparison studies when needed.

GFR has an established critical task matrix. The matrix was updated by the operations assistant chief in February 2018 to reflect the addition of a second district chief to establish a safety officer on moderate, high, and special/maximum risk fire, technical rescue, and special hazards incidents. The agency utilizes a generalized process that includes multi-company training drills and incident reviews of significant events are used to validate the effectiveness of the critical task matrices and any changes that may be needed. It is recommended that the agency develop a formal process to validate the critical task analysis for all risk classes.

The agency's practice is to document alarm handling as the time interval from the receipt of the alarm at the primary public service answering point (PSAP) from when the alarm is acknowledged at the communication center until the beginning of the transmittal of the response information via voice or electronic means to emergency response facilities or the emergency response units in the field. Gainesville Fire Rescue's annual performance is reported in the agency's annual compliance report which includes a five-year performance reporting period. Efforts to improve performance are discussed in bi-weekly executive team meetings. The agency's primary focus for recent years has been on turnout times which are reported in the executive team agenda for review by the fire chief, deputy fire chief, and operations assistant chief. These chief officers also have separate bi-weekly meetings which include discussions of performance compliance. Company officers can monitor their turnout time using turnout timers placed in all fire stations. The agency's communication center is in the process of being updated (2019) and the system has additional technological capabilities to enhance performance. It is recommended the agency capitalize on current technology that would advance the capability to measure performance by planning zone.

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

its control. The agency has identified the impacts of these outside influences to the authority having jurisdiction.

The adopted review methodology used by GFR has been implemented through bi-weekly executive team meetings where division and bureau chiefs report and discuss performance for their respective areas. The fire chief directs specific studies to further assess performance; for example, a unit reliability study conducted in February 2018 for responses in 2017 confirmed an opportunity to improve performance in Fire Station 3's first due area and, in 2018, a peak unit, squad 3, was added at an overtime expense. As a result of this addition, the call volume dramatically reduced the calls for Engine-3.

The agency utilizes performance monitoring on an annual cycle and is completed through the annual program appraisals which are completed after the close of each calendar year. Program managers provide comprehensive reporting on service demand, performance, resource needs, significant events, improvement initiatives, and more. Specifically, system demand and unit capacity are closely measured using the agency capacity formula. The data then drives deployment change and request for resources. It is recommended that the agency document the capacity formula in the agency standards of cover document to more closely measure service demands.

Gainesville Fire Rescue monitors response performance at the unit level on a daily and monthly basis and gaps are identified at least annually but is usually conducted more frequently by the executive team. Gaps may be identified at the system-wide level, as in the case for the identified need of an aerial device in the growing southwest portion of the service area. The operations assistant chief also reviews the annual total response area performance during the end of year annual program appraisal for fire suppression.

Gainesville Fire Rescue's continuous improvement plan consists of goals and objectives in the strategic plan, capital improvement projects, and follow up from executive team performance monitoring. This team has been meeting regularly since July 2016. Additional improvement plans take the form of capital improvement projects (CIP) as part of the city's overall capital improvement plan. An example of a completed CIP was Fire Station 1, which was opened in July 2018. Shorter range improvement planning, such as turn-out times, occurs during executive team planning meetings and one-on-one meetings with division and bureau chiefs and the fire chief where immediate and recent performance data are presented, discussed and acted on.

Category III — Goals and Objectives

Gainesville Fire Rescue (GFR) has been publishing a formal strategic plan since 2010. The plan is a multi-year, future goals and objectives, it is updated annually or biennially to ensure its alignment with city strategic initiatives and to determine whether current goals and objectives should be carried forward, modified, or archived.

GFR seeks to align its goals and objectives with the community's expectations of service delivery as an all-hazards agency. Goals and objectives are identified in program areas as well as overall administration of the agency. The agency has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves. GFR published an updated strategic plan after an agency-wide strengths, weaknesses, opportunities and threats (SWOT) analysis in September 2010. Since then, GFR has

annually updated its strategic plan and publishes the most current version on the agency's public website.

The agency's general goals and specific objectives direct its priorities in a manner consistent with its mission and appropriate for the community it serves. The GFR strategic plan is designed with goals that contain specific objectives and tasks. The goals are broad and long-term in nature. Tasks within the objectives provide timeline references. In 2018, during the intermediate update, the agency re-ordered the strategic plan to place goals and objectives at the beginning of the document to demonstrate their prominence in the plan. The agency presents its strategic plan to the city commission but does not have documentation of this process. It is recommended the agency ensure there is documentation that the city commission has received the strategic plan.

The agency uses a management process to implement its goals and objectives. One of the standing topics of the executive teams bi-weekly meetings is the strategic plan goals and objectives; it is included to ensure that the agency is making progress. At least annually the agency holds a specific executive team meeting to update the goals and objectives of the strategic plan to ensure that they are reflective of the current status and meet the future needs of the agency. This management process allows the agency to track progress and results as goals and objectives are completed and new ones are identified. This has been a regular portion of the executive team agenda, as demonstrated in the July 2018 strategic planning meeting.

The GFR executive team member responsible for the division or bureau in charge of the area encompassing specific goals and objectives has responsibility of the strategic plan. The strategic plan is designed to ensure all goals and objectives are designated to individual personnel for compliance. The agency posts the strategic plan on the department website and disseminates the goals and objectives to the district chiefs. The district chiefs are encouraged to discuss the agency's goals and objective to its members. It is recommended that the executive staff ensure all members receive and understand the agency's goals and objectives.

Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically. GFR examines and modifies the strategic plan goals and objectives annually. The most recent update by the agency was completed in July 2018 under the direction of the GFR deputy chief.

GFR executive team meets bi-weekly to discuss on-going and future accomplishment of organizational objectives as well as the processes used to achieve them. The agency uses this format to evaluate processes that ensure the goals and objectives are followed and any changes or deviations to these goals and objectives are assigned to the appropriately staff member with the institutional knowledge and experience of those areas. This format also serves as reporting structure to ensure the fire chief and deputy fire chief are informed of opportunities to improve efficiency and execution of processes.

Category IV — Financial Resources

Gainesville Fire Rescue (GFR) and the city have established financial planning policies, an established budget development process, a capital improvement planning process. The fire chief works closely with each member of the agency's executive team. The executive team works with their personnel to identify the physical and personnel resources that may be needed to achieve the agency's mission, goals, and objectives.

GFR is administratively structured to reflect the agency's program goals and objectives. Funding is allocated for personnel and resources except for capital purchases which are funded through the city's capital improvement plan. Budget monitoring occurs within the agency throughout the fiscal year to identify any gaps in resource allocation that may need to be addressed. The agency's staff with the office of budget and finance quarterly to review expenditures to date and projections for the remainder of the budget year for personal services, operating expenses, and capital outlay for all GFR programs.

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

The process for developing the annual budget is described in the city of Gainesville financial and operating plan. GFR works closely with the city manager and the budget and finance staff to follow the budget development process. The budget which includes the capital improvement plan (CIP) and development of strategic initiatives is developed for two-year cycles and is updated in the interim year. The proposed budget is presented to the city commission by the city manager during public hearings in July, is adopted in September, and becomes effective October 1st. During planning meetings, budget expenditures are reviewed, and projections are made based on planned purchases and cost adjustments for personnel and operating expenses.

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting, and auditing. The peer assessment team confirmed that the city is in receipt of the most currently available Certificate of Achievement for Excellence in Financial Reporting (certificate) from the Government Finance Officers Association of the United States and Canada (GFOA) for its Comprehensive Annual Financial Report (CAFR). The agency has submitted its most recent GFOA certificate and CAFR as prima facie compliance with this criterion.

Financial resources are appropriately allocated to support the established organizational mission, the stated long-term plan, goals and objectives, and maintain the quality of programs and services. In the initial phases of the budget preparation process the city's office of budget and finance provides the agency with a target budget based on anticipated revenues to the general fund and from the special assessment for fire services to allocate resources by unit, program and project for providing basic services using personal services, operating and capital outlay. Agency staff review the agency's programs and proposed budget to make recommendations for reductions and increments for each program area.

Category V — Programs

Criterion 5A – Community Risk Reduction Program

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

The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting and control of fires.

The Gainesville code of ordinances Part II Chapter 10 Article I include the authorization to enforce all regulations issued by the state fire marshal under Florida State Statute Title. The code of ordinances includes the adoption of the Florida Fire Prevention Code and the Life Safety Code. Gainesville Fire Rescue utilizes the Florida Fire Prevention Code adopted December 31, 2017. This code is based on both the National Fire Protection Association (NFPA) 1: *Fire Code* and NFPA 101: *Life Safety Code*. Gainesville's code of ordinances has established the lawful adoption of the Florida Fire Prevention Code and provides the fire chief and assistant fire chief with the appropriate levels of authority to enforce the adopted fire prevention code and to allow for variances. The 2014 Insurance Services Office (ISO) survey includes a review of Fire Prevention Code Regulations and resulted in a credit of 10 of 10 for Fire Prevention Code Regulations.

The GFR risk reduction bureau (RRB) conducts annual inspections of daycares, residential board and care facilities, assisted living facilities, and adult family care homes for code compliance. The RRB coordinates with the Alachua County school board fire inspector to ensure code compliance for schools within the city limits. GFR RRB works with the state and county fire marshals for inspections of state and county owned buildings within the city limits. The RRB assistant chief coordinates with the city building department to ensure code compliance in new construction, renovations, and building alterations. The process is documented in the RRB inspection procedure process chart. In 2007, GFR adopted City Ordinance 10 Article V *Assembly Occupancy Safety* to address overcrowding at bars and nightclubs and GFR uses night inspections to monitor compliance with public assembly requirements. The RRB conducts periodic inspections of commercial buildings and the GFR code enforcement/fire safety inspection program staff has successfully worked with property owners to achieve a high degree of voluntary compliance with state and local laws and ordinances. Due to the increased amount of inspections of this type of occupancy, the schedule of inspections puts these buildings on a five to ten-year frequency of inspection.

There are six personnel assigned to GFR RRB for inspection/investigation services: One assistant chief serves as fire marshal; one certified fire investigator who is also a certified fire safety inspector; and four personnel performing the duties of fire safety inspectors with one being on loan from operations. One inspector also completes plans reviews. All fire safety inspectors are certified in accordance with the Florida State Statutes. The fire safety inspectors also review citizen complaints and respond to inquiries and complete site-inspections for issuance of fireworks and construction-related burn permits. Due to an increasing amount of commercial buildings requiring fire safety inspections the agency has been challenged to meet inspection targets during recent fiscal years. There are over 6,000 business occupancies that have been identified for inspection. GFR's current staffing has allowed the RRB to cover the city on a five-year to ten-year cycle. Due to budget cuts, the RRB lost its only staff assistant position in October of 2009, which has added administrative workload to all members of the RRB. It is recommended that the Gainesville Fire Rescue risk reduction bureau conduct a workforce analysis study to determine if current staffing is adequate for the increased inspection load of the agency.

It has been observed and verified that the GFR risk reduction bureau (RRB) conducts a formal annual program appraisal to evaluate both the impact of its inspection practices as well as track the quantity and square footage of inspections performed by each inspector. As part of the ongoing program

appraisal for continuous improvement, inspection data is compared to fire loss data and used for data driven compliance-based inspection program. The annual appraisal for 2017 provided a comprehensive assessment of the GFR community risk reduction program. GFR performed 3,533 building inspections totaling 23,979,468 square feet of space inspected. GFR currently has good metrics and data collections practices imbedded in the culture of the RRB to facilitate a formal and documented community risk reduction appraisal. It was verified that the agency had records of all appraisals from 2011 to 2017.

Criterion 5B – Public Education Program

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

A public education program is in place and directed toward reducing specific risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The agency creates a public education plan for at-risk audiences based on actual calls for service, community healthcare statistics, and county health reports. In January of each year, the FLSE looks at GFR response data from the previous year and develops the public education programs and campaigns from that analysis. A large variety of programs are available for delivery on request to school age children. From these requests the agency delivered 259 education programs in 2017. Children visiting *Safety City* receive education on, but not limited to, fire safety, bicycle safety, pedestrian safety, and vehicle safety through partnerships with other city departments. Young adult programs focus on home fire safety and safe car seat usage for parents and caregivers. GFR delivers the "Remembering When" program from the National Fire Protection Association for seniors. Employees of public assemblies can attend the *Safe Assembly Training* program, which is a crowd management training class that also highlights self- conducted life safety checks. GFR also develops specialized fire and life safety education programs for other locations such as group homes and retirement communities. *Operation Extinguish* is GFR's youth fire setter intervention program based on referrals from parents/caregivers, fire investigators, and the youth judicial system either as a probation requirement or as a diversionary program. Participation in these activities is documented in the risk reduction database and reported in the public education annual program appraisal.

The agency's fire and life safety educator job description requires graduation from an accredited four year college or university with a focus on education, public relations and communication; State of Florida certification as an emergency medical technician (EMT); cardio-pulmonary resuscitation (CPR)instructor certification; valid Florida driver's license; and the ability to be available and on call 24 hours per day. GFR has one fire and life safety educator who meets these requirements. GFR's second fire and life safety educator position was deleted in FY09 due to budget restrictions. The current fire and life safety educator has earned a bachelor's degree in fire and emergency services from the University of Florida, is a national pro-board certified public fire and life safety educator, and has completed fire and life safety educator I and II. The fire and life safety educator has also completed national incident management system courses IS100, IS200, IS300, IS400, IS700, and

IS800. The fire and life safety educator has completed *Presenting Effective Public Education Program*, *Fire Prevention for High Risk Populations: Age and Disability Factors*, and *Youth Fire Setter Intervention Specialist I and II* through the National Fire Academy. The fire and life safety educator is a certified car seat instructor, certified Instructor for National Leader in Children's Safety Education (radKID), and Fire Service Instructor III. The fire and life safety educator is certified as a Florida EMT and Firefighter I. During 2017, the program reached over 27,000 citizens. Due to the elimination of the second fire and life safety educator position, GFR has ceased its fire extinguisher training program and has been time-limited in developing new adult programs. GFR has attempted to restore and modify this position as a community relations coordinator and submitted an increment request for FY18-19 which has not been approved. It is recommended that the Gainesville Fire Recue Risk Reduction Bureau conduct a workforce analysis study to determine if current staffing is adequate for the education program delivery in the community.

Each January, the risk reduction bureau assistant chief and the fire and life safety educator review response statistics, statistics from local hospitals, and statistics from the Alachua County Health Department to determine if there is a correlation between the number of particular call types and education efforts. An annual program appraisal is completed after the end of each calendar year and submitted to the fire chief. The appraisal is based on the activity of one fire and life safety educator who works with partner agencies and GFR's operational personnel to deliver programs. The annual program appraisal effectively documents the results of the risk reduction bureau's public education efforts. Measures are reported in several categories and the overall goal of reaching 17 percent of the community was exceeded for 2017, with 21 percent reached. It was verified that the agency had records of all appraisals from 2011 to 2017.

Criterion 5C – Fire Investigation, Origin and Cause Program

The agency has one full-time investigative service officer assigned to the risk reduction bureau (RRB). When the investigative services officer is off-call, the State of Florida Division of Investigative & Forensic Services is notified. All investigative services are maintained on a 24-hr basis. The RRB is currently planning an enhancement to the program by training a backup investigator. The RRB also has access to additional support and resources through local law enforcement including the Gainesville police department and the university police department. Origin and cause investigations are conducted in accordance with the National Fire Protection Association (NFPA) 921: *Guide for Fire and Explosive Investigations* (NFPA 921) and NFPA 1033: *Standard for Professional Qualifications for the Fire Investigator* (NFPA 1033).

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property. The city of Gainesville code of ordinances Part II Chapter 10, Article 1, establishes the RRB under the authority of the fire chief, to enforce the Florida Fire Prevention Code (FFPC) and Florida Statutes Chapter 633. The Gainesville Fire Rescue fire investigation program is established by the city of Gainesville as a program under the supervision of the RRB's assistant chief, who serves as the city's fire official.

All fire investigations conducted by the GFR RRB follow the guidelines set forth in NFPA 921. GFR currently uses fully researched, science based, academically sound, valid and reliable forensic methods in determining origin and cause of fires, explosions, over-pressure accidents, and other incendiary or related events. During 2016, 81 fire investigations were conducted: 67 were accidental, 7 incendiaries, (with 2 arrests), 1 juvenile fire setter, and 4 undetermined.

The RRB maintains professional requirements as outlined in NFPA 1033. The current investigator is a sworn law enforcement officer through the State of Florida. GFR has an investigator available 24 hours per day, 7 days a week to respond to all investigation requests. When the investigator is off, the state fire marshal is requested and responds. The RRB has also provided training to one fire safety inspector who serves as the backup fire investigator.

The GFR RRB completes an annual appraisal each January for all risk reduction programs, including fire prevention, public education and fire investigation. GFR's fire investigation annual appraisal summarizes investigation program performance, status of goals, training, resource needs, and referrals to GFR's fire and life safety educator. In addition to the annual appraisal, GFR evaluates the fire investigation program in preparation for semi-monthly executive team meetings; during the investigative services officer's annual performance appraisal; and, during meetings with the deputy fire chief. It was verified that the agency had records of all appraisals from 2011 to 2017.

Criterion 5D – Domestic Preparedness, Planning and Response

By approval of the city of Gainesville city commission and city manager, a city emergency manager was established in 2018 and assigned to the fire department with the rank of district chief. The emergency manager oversees a multi-agency and all-hazards response program that includes all phases of disaster response (planning, mitigation and preparedness, response, recovery, and return to normalcy). This program is outlined in the city of Gainesville comprehensive emergency operations plan, is updated with the continuity of operations plan, and utilized by the city as a whole.

The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area. The city of Gainesville participates in the Alachua County emergency operations center (EOC) and maintains a city EOC that operates at four levels of readiness. The city EOC is compliant with the National Incident Management System and uses a unified command structure for all-hazards response and coordination for resource deployment and requests. The city of Gainesville comprehensive emergency operations plan outlines the organizational structure, roles, and responsibilities of all participating departments and external agencies. The plan is published on the intranet for city employees and available on Web EOC for external partners.

Criterion 5E – Fire Suppression

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

1-10, with 1 being optimal. The current ISO PPC rating is a class 2, an upgrade from the previous score of a 3/9 prior to 2014.

The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property loss. GFR uses the National Incident Management System (NIMS) Incident Command System (ICS) standardized by the Federal Emergency Management Agency (FEMA). GFR standard operating guideline (SOG) 510, *Incident Command System*, outlines how GFR complies with NIMS. ICS procedures are followed on all types of incidents and all operations personnel have been trained at a minimum in ICS 100, *Introduction to Incident Command System*, ICS 200, *Single Resources and Initial Action Incidents*, ICS 700, *National Incident Management System, An Introduction*, and ICS 800, *National Response Framework, An Introduction*. All company officers receive additional training in the ICS to include ICS 300 *Intermediate ICS for Expanding Incidents* and the district chiefs are required to have ICS 400 *Advanced ICS for Command and General Staff*. The blue card incident command certification program has been instituted by GFR with 24 company officers and chief officers having been certified. GFR received a grant to become a blue card incident command training center and has completed all required train-the-trainer requirements.

GFR prepares an annual appraisal in January of each year. This appraisal is prepared by the assistant chief of operations. These annual appraisals provide a comprehensive report of fire suppression program components, including information on response, equipment, facilities, apparatus, water supply, and fitness, health, and safety. Additionally, data collected annually for the National Fire Protection Association (NFPA) survey and for the Florida Fire Incident Reporting System (FFIRS) are available to the agency for review. It was verified that the agency had records of all appraisals from 2011 to 2017.

The department's response and deployment standards are based upon the urban and rural population densities, and the fire suppression demands of the community. Nine fire stations provide citywide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The department's benchmark service level objectives are as follows:

For 90 percent of all structure fires, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and an officer, shall be: 6 minutes and 20 seconds in urban areas and 12 minutes and 20 seconds in rural areas. The first-due unit for all risk levels shall be capable of: providing 750 gallons of water and 1,750 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing and advancing an attack line flowing a minimum of 170 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations.

For 90 percent of residential structure fires, the total response time for the arrival of the effective response force (ERF), staffed with a minimum of 13 firefighters and officers, shall be: 10 minutes and 20 seconds in urban areas and 16 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul.

For 90 percent of all commercial/institutional structure fires, the total response time for the arrival of the ERF, staffed with a minimum of 20 firefighters and officers, shall be: 14 minutes and 20 seconds in urban areas and 20 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul.

The department's baseline statements reflect actual performance during 2013 to 2017. The department relies on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The department's actual baseline service level performance is as follows:

For 90 percent of all dispatched structure fires, the total response time for the arrival of the first-due unit, is: 8 minutes and 19 seconds in urban areas and 10 minutes and 24 seconds in rural areas. The first-due unit is capable of: providing 750 gallons of water and 1,750 gpm pumping capacity; initiating command; requesting additional resources; establishing and advancing an attack line flowing a minimum of 170 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations.

For 90 percent of all confirmed structure fires, the total response time for the arrival of the ERF, staffed with a minimum of 13 firefighters and officers for residential and 20 firefighters and officers for commercial/industrial, is: 14 minutes in urban areas and in rural areas 15 minutes and 59 seconds. The ERF is capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul.

The team also reviewed the available 2018 response time data and confirmed it is consistent with the provided information for 2013-2017.

Fire Suppression - 90th Percentile Times - Baseline Performance			2013-2017	2017	2016	2015	2014	2013
Alarm Handling	Pick-up to Dispatch	Urban	2:04	2:29	1:56	1:56	1:52	1:58
		Rural	2:01	2:26	1:36	1:53	1:27	2:14
Turnout Time	Turnout Time 1st Unit	Urban	1:34	1:32	1:30	1:29	1:41	1:35
		Rural	1:20	1:10	:59	1:04	1:34	1:16
Travel Time	Travel Time 1st Unit Distribution	Urban	5:49	5:53	5:24	5:41	5:41	6:18
		Rural	8:09	8:02	6:57	7:08	8:29	6:58
	Travel Time ERF Concentration	Urban	11:53	12:03	11:09	9:26	12:35	10:59
		Rural	13:16	15:41	8:41	10:30	12:43	5:55
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	8:19	8:42	7:47	7:53	8:17	8:29
			n=1120	n=237	n=201	n=196	n=209	n=277
		Rural	10:24	10:38	9:31	10:04	10:37	9:47
			n=98	n=20	n=11	N=23	n=23	N=21
	Total Response Time ERF Concentration	Urban	14:00	13:08	14:16	12:45	14:25	14:48
			n=137	n=50	n=21	n=30	n=16	n=20
Rural	15:59	16:59	10:38	14:58	15:00	8:28		
	n=18	n=5	n=2	n=4	n=6	n=1		

Criterion 5F – Emergency Medical Services (EMS)

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

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that meets the needs of the community. Gainesville Fire Rescue (GFR) maintains an agreement for medical director services with the University of Florida and the medical director is instrumental in ensuring appropriate protocols are in place and in use. GFR standard operating guideline (SOG) 525, *Emergency Medical Services (EMS) Medical Care Protocols* covers both BLS and advanced life support (ALS) guidelines that establish the scope of practice of both EMT and paramedic certified personnel.

GFR medical care protocols are regularly reviewed by the medical director quality assurance group to ensure modifications to the latest patient care standards are instituted. GFR has documentation standards in place to ensure medical care protocol conformity occurs and an incident report system with 100 percent of all GFR EMS incidents reported. Deployment guidelines are included in the emergency medical dispatch system response matrix used by the combined communications center for dispatch to medical incidents.

Gainesville Fire Rescue (GFR), as an ALS first response provider, operates in accordance with the Florida Department of Health Division of Medical Quality Assurance, Bureau of Emergency Medical Service and Local Certificate of Public Convenience and Necessity issued by Alachua County. GFR maintains an agreement with the University of Florida for medical director services. GFR SOG 525, *Emergency Medical Services (EMS) Medical Care Protocols* serve as the written offline medical control. Consultation with an on-line medical control physician prior to initiation of non-life-threatening therapeutic modalities outside the context of these protocols remains the standard. Orders communicated directly from the on-line medical control physician to the paramedics caring for the patient may supersede established protocol. Communication between front-line EMS units and medical control physicians is established by 800 MHz radio or direct telephone contact through ShandsCair dispatch center for a secure recorded line.

GFR has created its own EMS incident reporting system utilizing Microsoft Access. GFR's incident report system has programming links in place with the combined communications center that assigns and records 100 percent of all GFR EMS incidents. Incidents are reported with documentation standards in place to ensure emergency medical dispatch (EMD) response determinants and medical care protocol conformity occurs. The reporting system integrates computer aided dispatch and EMD programming. When a report is generated, the system includes completion requirements and reporting fields that meet GFR SOG 30, *EMS Incident Reporting* and Florida State Department of Health Chapter 64E-2, Florida Administrative Code *Emergency Medical Service* requirements, including information pertaining to responding crews, dispatch and response times, patient history, incident history, data regarding treatment rendered and patient disposition.

GFR has established and maintains a program that ensures compliance with the Health Insurance Portability and Accountability Act (HIPAA) and GFR SOG 308, *Emergency Records Release and Security*. GFR ensures all personnel receive initial HIPAA training during the new hire orientation process and provides continued training through computer-based training on EMS report writing and through quarterly in-service delivery. The department's HIPAA training sessions are typically planned for a two-year cycle delivery of elements within the national highway and traffic safety administration (NHTSA) national standard curriculum for EMT-Paramedic. To ensure compliance with the HIPAA annual training recommendations, computer-based training sessions are planned for a two-year cycle delivery of elements within the national standard curriculum for EMT-Paramedic continuing education. This tool allows responders to access an educational package to review and complete a subject comprehension test. The minimum passing score is 100 percent accuracy. Associated skills, including HIPAA regulation, SOG 308 and incident reporting compliance topics, are evaluated monthly by field training officers and assessed quarterly during paramedic educational in-service sessions. In addition, HIPAA compliance training is part of company and command staff promotional processes and training programs. Any request for release of medical records are forwarded to the department privacy officer.

GFR completed the 2017 annual emergency medical system program appraisal for the agency's command staff, which provides details on EMS incident response numbers, department response

times (turnout and travel), quality assurance trending, training topics and dates, and a strengths, weaknesses, opportunities, and threats (SWOT) analysis to provide a method to provide recommendations for improvement and program needs. It was verified that the agency had records of all appraisals from 2011 to 2017. Gainesville Fire Rescue (GFR) completes an annual quality assurance report and is submitted by the medical director quality assurance program to the fire chief for review. The minimum elements include the total number of calls reviewed, special accomplishments and program enhancements, involvement in remediation sessions or accolades, protocol or policies modified or created secondary to quality assurance review activities, overall assessment of EMS quality of service delivery within the agency.

The department's response and deployment standards are based upon the urban and rural population densities, and the emergency medical service demands of the community. Nine fire stations provide citywide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The department's benchmark service level objectives are as follows:

For 90 percent of all priority EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of two personnel including one paramedic, shall be: 6 minutes and 20 seconds in urban areas; and 12 minutes and 20 seconds in rural areas. The first-due unit shall be capable of: assessing scene safety and establishing command; sizing-up the situation; conducting initial patient assessment; obtaining vitals and patient's medical history; initiating mitigation efforts within one minute of arrival; providing first responder medical aid including automatic external defibrillation (AED); and assisting transport personnel with packaging the patient.

The department relies upon Alachua County Fire Rescue, a third-party provider, to complete the ERF component of its EMS program. The initial arriving fire department company has the capabilities of providing medical aid at the paramedic level, until the third-party provider arrives on scene. If the third-party provider unit arrives on scene first, its personnel initiate care and the staff from the initial fire department company provide support as needed.

The department's baseline statements reflect actual performance during 2013 to 2017. The department relies on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The department's actual baseline service level performance is as follows:

For 90 percent of all priority EMS responses (any EMS incident with delta or echo EMD determinant), the total response time for the arrival of the first-due unit, staffed with a minimum of two personnel, is: 8 minutes and 32 seconds in urban areas and 9 minutes and 52 seconds in the rural areas. The first-due unit is capable of: assessing scene safety and establishing command; sizing-up the situation; conducting initial patient assessment; obtaining vitals and patient's medical history; initiating mitigation efforts within one minute of arrival; providing first responder medical aid including automatic external defibrillation; and assisting transport personnel with packaging the patient. Gainesville Fire Rescue first

arriving units include at least one certified paramedic who can initiate advanced life support services.

The department relies upon Alachua County Fire Rescue, a third-party provider, to complete the ERF component of its EMS program. The initial arriving fire department company has the capabilities of providing medical aid at the paramedic level, until the third-party provider arrives on scene. If the third-party provider unit arrives on scene first, its personnel initiate care and the staff from the initial fire department company provide support as needed.

The team also reviewed the available 2018 response time data and confirmed it is consistent with the provided information for 2013-2017.

EMS - 90th Percentile Times - Baseline Performance			2013-2017	2017	2016	2015	2014	2013
NAEMD Delta and Echo calls. Incidents rarely require more than one GFR unit, so there are no concentration calculations.								
Alarm Handling	Pick-up to Dispatch	Urban	2:12	2:08	2:04	2:11	2:13	2:18
		Rural	2:08	2:02	2:08	2:05	2:11	2:21
Turnout Time	Turnout Time 1st Unit	Urban	1:25	1:22	1:17	1:21	1:33	1:28
		Rural	1:20	1:21	1:15	1:14	1:25	1:28
Travel Time	Travel Time 1st Unit Distribution	Urban	6:24	6:19	6:33	6:19	6:16	6:32
		Rural	7:56	8:01	7:45	8:02	7:34	8:07
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	8:32	7:27	8:45	8:34	8:45	8:56
			n=18887	n=3765	n=3775	n=3870	n=3891	n=3586
		Rural	9:52	9:08	9:52	10:16	9:56	10:41
			n=2762	n=707	n=697	n=548	n=423	n=387

Criterion 5G – Technical Rescue

Gainesville Fire Rescue (GFR) provides rescue and extrication services with on-duty staff and, if necessary, can activate additional staff from the department’s light technical rescue team. The light technical rescue team has been established for years and is a member of the urban search and rescue task force 8 which has been deployed both in Florida and out of state to assist other agencies with post-storm search and rescue. Guidelines for the various technical rescue disciplines are documented in GFR standard operating guidelines (SOG) and the program training and deployment are overseen by the assistant chief of operations, district chief, and training bureau district chief.

The agency operates an adequate, effective, efficient, and safe program directed toward rescuing trapped or endangered persons from any life-endangering cause (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire). Gainesville Fire Rescue completes an annual appraisal for the technical rescue program in January every year to

measure program effectiveness and to provide a summary of response components, training activity and program needs. It was verified that the agency had records of all appraisals from 2011 to 2017. The agency's district chiefs initiate incident reviews following a technical rescue call to include the assistant chief of operations, the technical rescue district chief, and personnel involved in the response to evaluate effectiveness of program operations. Findings are documented for follow-up actions.

The department's response and deployment standards are based upon the urban and rural population densities, and the technical rescue demands of the community. Nine fire stations provide citywide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The department's benchmark service level objectives are as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer on fire engines or 3 firefighters and 1 officer on aerial apparatus, shall be: 6 minutes and 20 seconds in urban areas and 12 minutes and 20 seconds in rural areas. The first-due unit shall be capable of: establishing command; sizing up to determine if a technical rescue response is required; performing rescue of victims located on surface areas where no specialized training is indicated; requesting additional resources; and providing basic life support to any victim without endangering response personnel.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 10 firefighters and officers including the technical rescue response team, shall be: 10 minutes and 20 seconds in urban areas and 16 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing first responder medical support.

The baseline statements reflect actual performance during 2013 to 2017. The agency relies on the use of automatic aid and mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The actual baseline service level performance is as follows:

It was verified and validated by the peer assessment team that the Gainesville Fire Rescue Department did not have sufficient technical rescue incidents, which required an effective response force to be assembled for 2013-2017, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the effective response force in this report.

The team also reviewed the available 2018 response time data and confirmed it is consistent with the provided information for 2013-2017.

Criterion 5H – Hazardous Materials (Hazmat)

The agency's hazardous materials team is the regional resource for the 12 surrounding counties within the North Central Florida Planning Region that include; Alachua, Bradford, Dixie, Columbia, Gilchrist, Hamilton, Lafayette, Levy, Madison, Suwannee, Taylor, and Union. The program management is overseen by the training bureau district chief, with assistance by one of GFR's three training captains, of which one specializes in hazardous materials training and operations. The hazardous materials captain oversees day-to-day management of the hazardous materials and works closely with the North Central Florida Regional Planning Council also known by its former title of local emergency planning council. The operations district chiefs have day-to-day command and incident response responsibilities and the GFR hazardous materials team is cross-staffed with a truck company that utilizes a specialized apparatus dedicated to hazardous materials response. The hazardous materials truck is deployed using a four-person crew which is assigned to Tower 2. The hazardous materials team is located within a mile of the University of Florida and is trained and equipped to conduct testing of unknown substances and to initiate mitigation efforts for spills, leaks, or other release of hazardous materials.

The agency operates an adequate, effective, efficient, and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. Gainesville Fire Rescue's (GFR) completes an annual program appraisal of the hazardous materials program in February of each year. The annual program appraisal assesses the overall performance of the hazardous materials program to ensure that the agency's goals and objectives are being met. The annual appraisal provides a program review including training and certifications, resource allocation, budget, significant events, a summary of events for the year, and a SWOT Analysis. GFR has the process of annual inspections documented in SOG139 Accreditation under the annual appraisal section. It was verified that the agency had records of all appraisals from 2011 to 2017.

The department's response and deployment standards are based upon the urban and rural population densities, and the hazardous materials response demands of the community. Nine fire stations provide citywide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and with community expectations, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The department's benchmark service level objectives are as follows:

For 90 percent of hazardous materials incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and an officer on fire engines or 3 firefighters and an officer on aerial apparatus, shall be: 6 minutes and 20 seconds in urban areas and 12 minutes and 20 seconds in rural areas. The first due apparatus staffed with hazmat operations trained personnel shall be capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.

For 90 percent of hazardous materials incidents, the total response time for the arrival of the effective response force (ERF), staffed with 18 personnel including the hazardous materials response team, shall be: 10 minutes and 20 seconds in urban areas and 16 minutes and 20

seconds in rural areas. The ERF shall be capable of providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines. If, following a hazard risk assessment, the need presents itself to special call additional hazmat technician trained personnel, they may be summoned from other on-duty companies to augment the four-member hazardous materials response team.

The baseline statements reflect actual performance during 2013 to 2017. The agency relies on the use of automatic aid and mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The actual baseline service level performance is as follows:

It was verified and validated by the peer assessment team that the Gainesville Fire Rescue Department did not have sufficient hazardous materials incidents, which required an initial or effective response force to be assembled for 2013-2017, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided in this report.

The team also reviewed the available 2018 response time data and confirmed it is consistent with the provided information for 2013-2017.

Criterion 5I – Aviation Rescue and Fire Fighting Services

The Gainesville Fire Rescue (GFR) aircraft rescue and fire fighting (ARFF) Fire Station 6, constructed in 1979, was in use until the new ARFF station opened closer to the airport tower and terminal in December 2017. The fire station is staffed 24 hours per day, 7 days per week with 2 ARFF-certified personnel who operate two specialized crash apparatus. Additional units from both GFR stations and Alachua County fire stations complement the response of the ARFF crash units as needed.

The agency operates an adequate, effective, efficient, and safe program directed toward an aviation accident or incident occurring at or in the immediate area. The GFR ARFF program is appraised annually by the district chief assigned to this program. It was verified that the agency had records of all appraisals from 2011 to 2017. In addition, GFR aircraft rescue and fire fighting program is appraised annually by the Federal Aviation Administration (FAA) according to Title 14 Code of Federal Regulations (CFR) Part 139, Airport Certification and Florida Administration Code Chapter 64J Florida Administrative Code Emergency Medical Services requirements; results are documented in a letter from the FAA to the Gainesville regional airport.

The agency's response and deployment standards are based upon the risks and the ARFF demands of the department. The airport fire station provide coverage for the airport, with the ARFF resources located at the station; and department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on CFAI standards and industry best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by the Gainesville Fire Rescue department. The agency's benchmark service level objectives are as follows:

For 90 percent of all ARFF incidents, the total response time for the arrival of the first-due unit, staffed with 1 firefighter and 1 officer on ARFF apparatus shall be: 6 minutes and 20 seconds. The first-due unit shall be capable of: establishing command; sizing up to determine

plan of action, requesting additional resources; and providing basic life support to any victim without endangering response personnel.

For 90 percent of all ARFF incidents, the total response time for the arrival of the effective response force (ERF), staffed with 15 firefighters and officers shall be: 10 minutes and 20 seconds. The ERF shall be capable of: establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during ARFF incidents; and providing first responder medical support.

The baseline statements reflect actual performance during 2013 to 2017. The agency relies on the use of automatic aid and mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The actual baseline service level performance is as follows:

It was verified and validated by the peer assessment team that the Gainesville Fire Rescue Department did not have sufficient ARFF incidents, which required an initial or effective response force to be assembled for 2013-2017, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the effective response force in this report.

The team also reviewed the available 2018 response time data and confirmed it is consistent with the provided information for 2013-2017.

Category VI - Physical Resources

Gainesville Fire Rescue (GFR) addresses their identified service level objectives via the deployment of nine fire stations and related support facilities which are strategically located throughout the city. The agency has recently completed the replacement of one central fire station; and added a modular station, built with an outlook for future growth, to an outlying service district. The agency's standards of cover and community risk assessment are used to determine apparatus selection and deployment. There is an active fleet replacement plan in place. The fleet includes 21 apparatus and 24 support vehicles. Maintenance for stations and apparatus is performed by the city's facilities and fleet departments, which are staffed with an appropriate level of trained and certified personnel.

Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place. Gainesville Fire and Rescue collaborated with Alachua County to develop a fire and emergency medical services (EMS) master plan which serves as a guiding document for station planning. Automatic aid agreements, community risk assessment results, and service level objectives are taken into consideration during site location for new stations.

The GFR strategic plan details how facilities planning involves the city commission, city administrative personnel, and GFR staff. Goals, objectives and tasks are clearly delineated in the agency's strategic plan. An example of the commitment to this process was the recent completion of a new fire station in the downtown area to replace a structure built in the 1960s. Agency personnel worked with city commissioners, the city manager, and private contractors over a ten-year period to design and build the new station.

Gainesville and Alachua County have a fire and EMS master plan which addresses community risk and call volume for automatic-aid areas. The city also commissioned an independent fire station location and staffing study in 2016. The recommendations were incorporated into the agency's strategic plan. The agency referenced the study to address a performance gap in the southwest section of the city, validating the need to build a modular station which serves as an interim solution until a multi-company station can be built in this area of the city. This station was originally staffed with a two-person squad unit, it has recently been staffed with a four-person quint that is able to provide better fire suppression capabilities. The station is a temporary solution to the growing risk and call volume in that section of the city. The agency has a 5-year lease from the property owner, after which the agreement to operate on this site will end. GFR is actively seeking to purchase property in the area to support a permanent station.

The agency designs, maintains, manages fixed facility resources that meet the agency's goals and objectives. The agency complies with building codes on the local and state level by utilizing its internal risk reduction bureau to conduct station safety inspections. Renovations to correct deficiencies are made on an as needed basis. A recent example is the complete replacement in 2018 of a heating and cooling system at Fire Station 2 to eliminate a mold issue at a station. All stations have been modified with debris resistant window and door coverings to withstand Category 3 level hurricanes. Fire stations are also compliant in respect to the Americans with Disabilities Act. After visiting all the stations and interviewing numerous employees, it is evident that the agency is committed to ensuring that facilities meet or exceed all applicable safety codes and regulations.

Most stations have appropriate living quarters, apparatus bays, and office space. Training needs for the agency are addressed at the station level and by a stand-alone training facility. Day to day facility maintenance is performed by station personnel. Repairs outside of the scope of station personnel are conducted by the city's facilities department.

Space for administrative personnel is at a premium. In particular, the community risk reduction bureau has office and storage needs that are areas of opportunity. It is recommended that the agency continue to assess the current limitations of administrative offices by incorporating a space needs analysis for existing programs when designing new or modified administrative facilities.

Fire Station 5 has had ongoing issues with a leaking roof. This station has been identified for replacement in the agency's strategic plan. Station 7 is very limited in regard to personnel living space and the ability to house more than one apparatus. Two pieces of reserve apparatus are normally stored outside at the fleet repair facility. It is recommended that the agency continue to use the budgeting process to pursue the goals and objectives defined in the agency's strategic plan regarding station location and replacement.

Apparatus resources are designed, purchased, maintained to adequately meet the agency's goals and objectives. The agency deploys a wide range of apparatus to meet the risks identified in the standards of cover. Engines, quints and tower units are all capable of establishing water supplies for fire suppression and are also outfitted with advanced life support (ALS) equipment to support the agency's EMS mission. The agency also deploys two squad units with capabilities focused on responses to EMS incidents. Aircraft rescue and firefighting capabilities are provided by two crash apparatus located at the local airport. District chiefs are provided vehicles that are equipped to perform as incident command centers. Administrative and support staff are supplied with vehicles that are appropriate for their functions. The agency has recently placed two Polaris Ranger utility vehicles into service. These off-road vehicles provide the agency with flexibility for operations in

high density crowd situations, which the agency frequently experiences due to University of Florida football events.

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs. Apparatus maintenance is managed by the city's fleet department, which is staffed by three emergency vehicle technicians (EVTs). Maintenance outside of the scope of the city's EVT's is performed by the manufacturer or a certified outside vendor. Appropriate records are maintained by the fleet department. Agency personnel are trained to perform daily and weekly inspections and report issues as they found. Procedures for inspections are appropriately described in the agency's standard operating guidelines (SOG). Log books with maintenance performed and/or needed are located on each apparatus. The fleet department creates work orders in a records management system based on the apparatus log books and reports completed repairs to the agency. Annual pump and hose testing are conducted by agency personnel. Aerial testing is conducted by a third-party vendor.

All in-service apparatus are inspected for functionality at the beginning of each shift to ensure they are ready to respond. Equipment operators receive inspection and preventive maintenance training specific to their apparatus. The city's fleet department performs periodic preventive maintenance on all apparatus based on manufacturer recommendations (generally every three to four months). Safety and health outcomes for personnel are the primary consideration when repairs and maintenance are performed. Emergency repairs are performed by the fleet department's EVT's, who are on call 24 hours a day.

The fleet department maintains two repair bays that are designated for fire apparatus. Fire apparatus are given preference for maintenance and repairs. Fleet department personnel are also able to travel to fire stations for minor repairs to reduce the need for crews to leave their response districts. The agency assigns a district chief as a liaison to coordinate communication with the city's fleet department. The agency maintains an adequate fleet of reserve apparatus to replace frontline apparatus when extensive maintenance or repairs are required. The agency has not experienced any significant periods when reserve apparatus were not available.

Equipment and supplies are adequate and designed to meet the agency's goals and objectives. Maintenance, testing, and inspections for the agency is performed by the equipment manufacturer, a qualified third-party vendor, or by agency personnel who are certified by the manufacturer. Results of all inspections and testing are reported to company officers, and maintenance records for tools and equipment are preserved by a district chief or the training chief. Small engine repair and maintenance for items such as chain saws is performed by personnel at Fire Station 8, where a cache of reserve power tools is kept available for use during large scale storm events.

The agency stresses uniformity of equipment and tools by utilizing a committee to manage apparatus inventory and the purchase of new tools. Local, state, and national standards are considered when making purchases. Funding for tools and equipment is managed through the city's capital improvement program. Funding levels are determined during the annual budgeting process and are based on program objectives. Inventory control is achieved using program specific checklists and a city-wide capital inventory system. The agency is striving to implement a logistics officer position to coordinate writing specifications and purchasing new equipment, as well as the distribution of equipment and supplies between stations and administration.

Safety equipment is adequate and designed to meet agency goals and objectives. The agency issues personal protective equipment (PPE) to all employees based on their job function. Suppression personnel are outfitted with one set of structural firefighting turn-out gear, along with helmets, boots, gloves, hoods and a self-contained breathing apparatus (SCBA) face mask. Turn-out gear extractors are located at three fire stations. When gear has been exposed to a toxic atmosphere, crews perform gross decontamination and return the gear to service until the end of the shift. At that point gear is bagged and transported (if necessary) to a fire station with an extractor. Crews then process the contaminated gear through the extractor and air dry it until it is ready to be transported back to the originating station. Replacement of turn-out gear is scheduled and budgeted for in the capital improvement plan. The agency maintains a cache of reserve turn-out gear to address situations when PPE needs to be washed or repaired.

The agency has exhibited an acknowledgment of the importance of safety equipment and has been pursuing financial resources to acquire secondary turn-out gear for each firefighter. It is recommended that a replacement cycle for personal protection equipment in accordance with the goals and objectives of the agency is established as part of a long-term resource planning strategy.

Every riding position on apparatus is equipped with an SCBA outfitted with a personal alert safety system that transmits to an accountability system located in the district chief vehicles. SCBAs are compliant with NFPA 1852: *Standard on Selection, Care, and Maintenance of Open-Circuit Self-Contained Breathing Apparatus (SCBA)*. An air and light truck with a portable cascade system is utilized for on scene air bottle replenishment at extended incidents. The SCBA program is managed by agency personnel who are trained and certified by the manufacturer. Appropriate records are maintained using an Excel spreadsheet and paper records.

Thorough inspections of PPE are performed by the health and safety committee two times per year. PPE such as hearing protection, safety glasses, safety vests and universal precautions for EMS incidents is provided by the agency. Proper use of safety equipment is described by agency policy and standard operating guidelines. The agency also supplies hazardous materials and technical rescue specific PPE on apparatus assigned to those incident types. The agency utilizes a health and safety committee to review incidents and make recommendations for improved safety equipment.

Category VII - Human Resources

Gainesville Fire Rescue (GFR) has a solid working relationship with the city's human resources and organizational development department (HR/OD). The HR department is delineated into five functional areas: learning and organizational development, administration, classification and compensation, employee and labor relations, and talent acquisition. Each area is staffed with a manager who reports to the human resources director. Support teams for each area include specialists who are proficient within their area of expertise. The human resources staff conducts labor negotiations, oversees candidate screening, directs employee development, manages the promotional exam process, administers the benefits program, consults on disciplinary activities, and maintains all administrative records for personnel. GFR personnel coordinate with the HR department, utilizing their expertise as a guide when new human relations related programs or services are implemented. The human resources department also helps to coordinate the city's strategic planning and performance management processes. GFR is considered to be a key stakeholder in the city's strategic planning process.

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements. The human resources director is the designated manager of Gainesville's human resources department. The HR director supports an integrated approach to all of the agency's human resources requirements. The HR department provides staff to administer hiring and promotional processes, as well as assessment centers. The HR director is responsible for administrative policies and procedures, and for ensuring city policies comply with local, state and federal laws.

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements. The city of Gainesville HR/OD administers testing and interviewing processes for initial, lateral and promotional processes. City policies specifically direct the HR/OD to follow local, state, and federal law. Initial screening utilizes the *Candidate Physical Agility Test (CPAT)* and the *Fire Team Testing System* to evaluate physical and mental aptitude. A panel composed of agency members ranging from firefighters to chief officers conducts the interview panel, with quality assurance oversight provided by the HR department. Promotional testing is addressed by city policy and in the city's agreement with the local bargaining unit. Candidates for the position of equipment operator are required to complete a driving course and comprehensive apparatus operation evaluation. Lieutenant, captain and district chief candidates complete written performance examinations, an assessment center evaluation, and oral interviews as part of the promotion process. Job descriptions are approved by the city's equal opportunity office. City policy clearly prohibits any type of discriminatory behavior. Recruitment practices are in place to promote hiring that reflects the demographic of the community.

Supervision for new and promoted employees is provided by the officer directly in charge of each probationary employee. New employees are provided with a skills evaluation book that clearly defines the knowledge, skills, and abilities they are expected to model. Company officers and training division personnel work together to ensure new employees receive feedback on their performance. The city utilizes a separate appraisal tool to objectively measure and ensure both new and promoted employees exhibit the required knowledge, skills, and abilities before they are removed from probationary status.

Agency personnel are actively involved in the recruiting process by attending job fairs, working directly with local schools, and investing time with candidates who contact the agency in person. The agency monitors the effectiveness of its recruitment efforts by gathering information from applicants regarding how they learned about open positions. The agency also tracks applicant demographics to determine if recruitment efforts are reaching underrepresented populations in the community. When gaps in target demographics are identified, specific recruitment activities are designed for those groups.

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior. The city deploys an overarching policy guide to clearly define how policies, procedures and rules are written and communicated to personnel. The city utilizes a document management system to provide online access to all city policies and procedures. When revisions are made, personnel are alerted through a system of online document management rosters, email, and training programs.

The city charter mandates equal opportunity and non-discriminatory hiring and employment. City policy specifically addresses sexual, racial, and disability harassment. Eight policies are in place to clearly communicate that any type of discrimination is prohibited, and employees receive initial and

ongoing training on how to report harassment or discrimination. Employees are permitted to contact the equal opportunity office without advising the agency first. The city's equal opportunity office provides oversight for compliance with discrimination policy. All city policies and procedure are in alignment with state and federal requirements.

The agency utilizes a progressive disciplinary process which is guided by city policy and is recognized by the bargaining agreement. All grievances within the last two years were resolved without a need for arbitration. The human resources department works with GFR personnel to defuse potential employee conflicts internally before the employee relations department is needed.

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives. The city's HR/OD department is responsible for maintaining the position classifications system. Job descriptions are current and are available to all employees. Audits are performed at the request of the fire chief or during periodic process evaluations. Human resources and fire agency personnel collaborate to conduct audits of job descriptions. The city's equal opportunity office approves any changes to job classifications. Job task analysis is frequently completed prior to promotional testing, ensuring relevant descriptions are in place to guide promotional assessments.

Line level employees are involved in the position auditing process, providing feedback on actual job duties for their position. All employees receive annual performance evaluations. The human resources department is currently implementing new online software to promote consistent and auditable performance evaluations for all employees.

A system and practices for providing employee/member compensation are in place. The city's HR/OD department publishes pay and compensation rates for all employees. Pay plan information is available on the city's HR/OD intranet site. Pay rates are also published in the local bargaining agreement. Benefits plans are updated annually and are also published electronically, in this case on the city's risk management intranet site. New employees receive benefits information during orientation.

The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability. The agency provides training for health and safety beginning with new employee orientation, and continuously for all members through monthly training. The agency's health and safety program complies with Florida requirements to provide a workplace safety committee. The labor agreement with the International Association of Fire Fighters (IAFF) local also speaks directly to the establishment and responsibilities of a health and safety committee. The safety committee and risk management department collaborate to review all accident reports. The program has identified and corrected deficiencies in training for eye protection, apparatus backing procedures, and the rate of vehicle accidents. The agency conducts internal case studies of fire, technical rescue and hazardous material incidents.

First arriving officers are expected to give a brief on scene report, perform a 360-degree size up with an emphasis on hazard identification, establish incident priorities, and communicate with incoming units. The agency has recently identified the need to update its standard operating guideline (SOG) for structure fires to enhance scene safety. The former practice of the agency was to send one district chief to a structure fire to fill the incident command position. Two district chiefs are now sent to each structure fire incident, with the second chief assuming the role of safety officer. The safety officer has the authority to halt any activity deemed hazardous to personnel operating on the incident. The safety

officer is also tasked with evaluating the structure for potential collapse or other conditions which could impact firefighter safety. The safety officer is required to advise the incident commander (IC) of the situation and any actions taken so that the IC can revise the incident action plan as needed. The rate of fire-ground injuries has remained consistent at approximately three per year. Agency policy mandates adherence to 2 in 2 out procedures and the use of a personnel accountability reporting system. GFR has recently become a certified training center for the *Blue Card* system. The agency is also beginning to implement the *Blue Card* system within their incident command structure. This system has improved the consistency and effectiveness of radio communications during firefighting incidents. The communications center actively monitors fireground radio traffic, alerts the IC if mayday traffic is transmitted, and participates in the activation of the agency's mayday protocol. It is recommended that the agency formally establish the role of safety officer as a primary responsibility of the initial incident commander at each incident.

GFR incorporates the risk management process in its review of accident reports. The agency utilizes online WebEx meetings to conduct agency-wide incident reviews that focus on unusual incidents or for occasions when decisions are made that are not consistent with agency SOGs. These are viewed as non-punitive learning opportunities and a way to stress best practices. The health and safety committee uses this review process to make recommendations on equipment, procedures and staffing to improve safety outcomes. During the initial tour of the agency and subsequent station visits it was noted that not all apparatus utilized the vehicle exhaust system as directed by the agency's SOG. It is recommended that the agency promote more consistent use of the vehicle exhaust system upon return to the station.

The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program. GFR utilizes the IAFF *Candidate Physical Aptitude Test* for candidates and aligns with the IAFF/IAFC Wellness-Fitness Initiative. The agency conducts physical fitness evaluations for all personnel annually and for personnel returning from extended medical leave absences. Life Scan assessments are conducted twice a year to establish baselines and monitor personnel for potential health risks. Members also receive cardiac stress tests every five years or after stress triggering events. The agency is currently exploring a move to conduct cardiac stress tests every two years.

The agency provides physical fitness facilities in each station, and personnel are required to participate in mandatory one-hour physical fitness periods during each shift. The city also operates stand-alone fitness centers which agency personnel can access. The agency utilizes peer fitness trainers who recommend fitness improvement plans based on deficiencies observed during physical fitness evaluations. The city contracts with an outside vendor to sponsor an employee assistance program that provides referrals for a multitude of potential employee/family member issues. The agency has worked with the city's employee assistance program to provide unlimited access to mental health counseling. A dedicated counselor, experienced with military and law enforcement personnel, provides confidential counseling that is regarded very positively by agency employees. The agency also maintains a critical incident stress management team to provide peer-to-peer counseling when necessary.

Category VIII — Training and Competency

Gainesville Fire Rescue (GFR) has a training and educational program that reflects the philosophy of the organization they serve and are central to its mission. GFR training and education program has

been well established for many years and is currently under the direction of the training bureau chief. Three captains in the bureau are responsible for all operational level training including fire suppression and rescue operations; emergency medical services (EMS), and hazardous materials (Hazmat).

The agency provides program oversight for the EMS, Hazmat, Tactical Medical Support Team (TMST) and technical rescue programs. Training for technical rescue and aircraft rescue and firefighting is secured through certified programs, such as those conducted by the Florida State Fire College and the Jacksonville Fire Rescue Regional Fire Training Center. Training and education are delivered in a variety of ways, such as single-company and multi-company drills and on-line distance learning.

The agency has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves. The agency identifies training needs through monthly company officer meetings supervised by the chief of the training bureau to meet GFR strategic plan. Training plans are then scheduled on the GFR training calendar.

Training needs are identified during scheduling or at other times throughout the year in the following ways: local, state or federal requirements, recommendations by incident commanders or safety officers from on-scene observations or as a result of incident reviews, initiated by supervisors, requested by employees, and as a result of skills evaluations from single and multi-company drills. Multi-company and in-station training are conducted at the training facility and at station, based feedback from operational officers and documented through on-line Web-Ex interactive instruction, classroom instruction on-site, training tower.

Training and education programs are provided to support the agency's needs. The agency provides evaluation feedback for individuals through the annual appraisal process and for probationary firefighters through a semi-annual process. New firefighters receive a probationary firefighter packet (rookie book) that requires testing on necessary skills prior to being placed on shift and during their probationary year. Firefighters are evaluated on a yearly basis in single company and multi-company drills in accordance with National Fire Protection Association (NFPA) training standards and GFR training bureau standards. GFR follows Insurance Services Office (ISO) requirements for company training. Basic fire, EMS and hazmat skills are evaluated, and recommendations are passed on to company officers or district chief. These skills tests are monitored and documented in the training database.

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, diversity, and are current. The GFR training bureau is responsible for providing facilities and apparatus to meet the agency's all-hazards training needs. The training bureau has one large classroom with an overhead projector and multi-media station, one small classroom with an overhead projector, and 12 computer work stations. GFR also has classrooms at Fire Stations 1, 2, and 8.

GFR has a state-of-the-art tactical simulator used for personnel to see multiple views of an incident and report their findings and actions to the incident commander. The simulator allows GFR staff to take pictures and videos of locations in the city and create a virtual environment with fire and smoke conditions. GFR also has a four-story training tower used for both fire suppression and technical rescue training and a new training tower at Fire Station 1. Hands-on training is provided using both

on-duty and reserve apparatus (two engines and one aerial) and live-fire training is provided using connex boxes at the training bureau. There is one ready use training pumper assigned to the training bureau that is available for front line use during large-scale emergencies. Aircraft rescue and firefighting and technical rescue specialty training is accomplished through outside training centers.

The GFR training bureau has three dedicated training captains for fire, EMS, and hazardous materials disciplines as documented in the GFR organization chart. Furthermore, training funds are allocated to ensure that additional employees are trained as instructors to meet department-sponsored certification training and to provide field training. Fire captains are required have certifications for instructor I, II, and III, and live fire training instructor. GFR has well-qualified staff to provide fire, EMS, and hazmat training in-house to meet the training needs of the agency.

Training materials are updated by the training bureau anytime that additions or materials are changed at the Florida State Fire College (FSFC) and monitored by the training bureau chief. Training materials are further evaluated during the annual training review meeting conducted by the training committee as outlined in GFR SOG 700, *Training Bureau Mission and Operational Outline*. Prior to any course delivery, materials are evaluated by training bureau staff to ensure the most up-to-date version is being used.

Training materials are maintained in accordance with the guidelines in the International Association of Fire Fighters (IAFF) Labor Agreement Article 20. The training bureau coordinates with the city's human resources staff to update training materials for biennial promotional exams. The medical director attends quarterly in-service training and reviews the materials prior to the training. Updates are communicated through e-mail correspondence between the medical director and training bureau staff. Preparation of the annual training plan also includes evaluation of training materials.

Category IX — Essential Resources

Criterion 9A – Water Supply

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria.

Gainesville Fire Rescue (GFR) serves an area that is predominately urban in nature and which has an adequate water supply system provided by Gainesville regional utilities (GRU). Hydrants are tested by GFR personnel who report any service needs to GRU. The water supply system was evaluated by the insurance services office (ISO) in 2014, for capacity and distribution of hydrants, types of hydrants and installation, and frequency of hydrant inspections and their condition.

The agency earned 27.24 points out of 30 for Section 616. All GFR engines, quints, and tower units carry adequate water supplies and hose to connect to the water supply system. Areas of the jurisdiction that are undeveloped can be served through apparatus water supplies and through tanker water supplies through automatic aid with Alachua County Fire Rescue. The peer assessment team confirmed that the agency is in receipt of a most ISO grading of 37.24 out of 40 points. The department has submitted its most recent ISO report as prima facie compliance with this criterion.

Criterion 9B – Communication Systems

The receiving of 911 calls and dispatch of units using the emergency communications system is operated in a joint effort through the Alachua County Sheriff's Office combined communications center (CCC) which serves as the single answering point for all incoming 911 calls initiated in Alachua County.

The CCC provides computer-aided call processing and dispatching services for law enforcement, fire rescue and ambulance services. The CCC is an accredited communications center through the International Association Academies of Emergency Dispatchers utilizing state-of-the-art equipment and technology, including an enhanced 911 system and emergency medical dispatch (EMD), and emergency fire dispatch (EFD) protocols. The CCC also maintains a fully-equipped backup center and a mobile communications vehicle. All public safety radio communications occur on a single 800 MHz trunked radio system (TRS) which is maintained by agreements with Gainesville regional utilities communications division. The systems had demonstrated reliability through several tropical storms and Hurricane Irma.

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information. Gainesville Fire Rescue (GFR) uses an 800 MHz trunked radio system (TRS) that includes all public safety agencies in Alachua County. The TRS has been operated by the Gainesville regional utilities communications division since 1999. The TRS provides fixed communications and backup field notifications from the combined communications center (CCC) and portable and mobile communications with fire personnel. Each fire apparatus is equipped with a mobile radio. Portable radios are kept on each apparatus for use by personnel at incidents and in command officer vehicles. There is one radio per position; up to three on engines, up to four on quints and towers, up to three on squads and two on each district chief command vehicle.

The agency has excellent radio coverage throughout the city. Where radio communications falter it is within generally known structures that create penetration issues for radio signal. The Florida fire prevention code adopted National Fire Protection Association (NFPA) 1: *Life Safety Code* in 2010; the code addresses the need for in-building radio enhancement systems to minimize the penetration issue in new construction. In 2013, the code was extended to address existing structures

Standard Operating Guideline 500: *Fire Ground Radio System*, addresses the procedures for using fire ground communications. The memorandum of understanding (MOU) between the city of Gainesville and Gainesville regional utilities for public safety trunking radio services extended the provision and maintenance of the TRS system by Gainesville regional utilities through September 30, 2020. The terms of the MOU describe the system performance requirements. GFR is also a voting member of the radio management board established in Article 6 of the 1999 interlocal agreement between the city of Gainesville and Alachua County for public safety TRS.

The peer assessment team verified that Gainesville Fire Rescue began completing annual program appraisals for the communication system in 2015. This appraisal has allowed GFR to complete the annual program appraisal for communications and provided comprehensive reporting on the status of achieving goals, required resource needs, significant events, and improvement initiatives. This gives the GFR executive team adequate information for follow up actions.

The emergency communications system is also discussed at the quarterly radio management board meetings. Staffing, equipment and policies at CCC are evaluated regularly during the bi-monthly fire user group meetings, quarterly administrative board meeting and dispatch review committee meetings. Staff is able to identify and address minor issues as they crop up preventing more significant issues to arise. Staffing and equipment for field equipment is evaluated regularly by GFR staff with current recommendations for replacement of all portable and mobile radios due to end-of-life concerns as well as upgrading our part-time radio technician position to something full-time to provide more hours to maintain the systems currently in place.

Criterion 9C – Administrative Support Services and Office Systems

Gainesville Fire Rescue (GFR) is a department of the city of Gainesville and coordinates with other city staff to ensure staffing and resources are in place to support the administrative and office functions. The fire chief keeps the assistant city manager, city manager, and through them, the finance staff, the city commission, and mayor informed of needs. Although the department functions successfully with its existing staff, there is a need to maximize their service potential and efficiency through restoration of some key positions that were deleted from the city budget approximately eight years ago.

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing. Administrative support assignments are recorded in the department's organizational chart in the financial and operating plan. Previously, GFR used to employ a part-time communications technician and a part-time supply person. These positions will be merged in FY19 into one full-time logistics assignment. In a report published in December 2007 by a consultant hired by the city to assess information technology (IT) needs, recommendations included the addition of a computer program analyst and, at a minimum, one user support technician. For the FY18 budget cycle, the city commission authorized the addition of a second information technology (IT) position to assist the technical systems analyst.

Gainesville Fire Rescue administrative infrastructure currently meets the requirements appropriate for the size and complexity of the agency. GFR has identified within its strategic plan the need for additional administrative support positions, two fire inspectors, and restoration of a public education position which will also serve as community relations officer.

An intranet portal was established for access by all GFR employees, which has a direct link to the most current forms, standard operating guidelines, the strategic plan, and other documents. GFR is transitioning documents to a document management system, PowerDMS, to ensure tracking and web-based access. Documents created by departments outside GFR, such as human resources and risk management, also provide intranet access to ensure personnel can use the most current versions of documents, forms, and manuals. Standard operating guideline review is assigned to a district chief who conducts reviews on an annual basis and generates updates as needed. Annual tracking of the documents expiration/renewal dates is performed through the PowerDMS system.

The agency's administrative assistant has been trying to learn the Geographical Information System to enhance the agency's standards of cover. It is recommended that the agency conduct a workforce analysis to determine the need for a Geographic Information Systems analyst to better provide the needed system expertise for the agency and the service community.

The agency is using a position in the community risk reduction bureau (CRRB) as the public information officer, utilizing only social media outlets. It is also recommended that the agency conduct a workforce analysis to determine the need to re-establish the public information officer to enhance public information and relations to the department and the community.

Category X — External Systems Relationships

The city of Gainesville has executed several agreements over the years with external agencies that have supported the Gainesville Fire Rescue (GFR) mission. Agreements are primarily for services that GFR either receives or provides. All agreements are passed through a contract submittal process that requires review by the city attorney's office before the contracts can be executed by the appropriate authority with the city.

The interlocal agreements that the city of Gainesville has executed for various fire rescue services have been established for several years and are reviewed and amended as needed to ensure they reflect existing program and budget needs. Two excellent examples are the Fire Services Assistance Agreement (FSAA), which was amended in 2006 and the agreement with Gainesville Regional Airport for aircraft rescue and firefighting services, which was amended in 2008 to update the reimbursement and services. The longevity of the agency's agreements, and the infrequency with which they must be amended, reflects the interactive processes between partners in crafting well-designed agreements that serve all parties' best interests.

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations, and/or cost effectiveness. The city of Gainesville and Gainesville Fire Rescue (GFR) maintain relationships through interlocal agreements with Alachua County for automatic aid; the Alachua County sheriff's office for communications and dispatching services; the Gainesville regional airport for funding of airport rescue and firefighting services; Gainesville regional utilities for radio services; and the University of Florida for medical director services as listed in the agreement and contract expiration management list for GFR. The Gainesville police department and Alachua County sheriff's office support the agency's tactical medic program. Relationships with the University of Florida and Shands hospital supported the launch of the agency's community paramedicine resource program during FY18. The operational objective to deliver quickest unit response is supported through automatic aid. The previous Fire Services Assistance Agreement (FSAA) expired May 31st, 2018 and was replaced with the interlocal agreement between Alachua County and city of Gainesville regarding automatic aid for Fire and EMS Services which expires September 30th, 2019.

The Gainesville Fire Rescue strategic plan specifically identifies the relationship with Alachua County to provide automatic aid in the preparedness and response topic automatic aid and station planning and the relationship with the Gainesville Regional Airport in the topic airport firefighting services and hazmat services. The strategic plan guides the agency's executive team to maintain or develop outside relationships that support our mission.

The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program are current, reviewed and/or updated within the accreditation period and adopted by the appropriate governing bodies. GFR maintains an agreement and contract expiration management and the administrative assistant to the fire chief provides monthly updates of contracts status to the executive team during its twice monthly meetings. In general, agreements are reviewed by the executive team

several months prior to expiration to provide adequate time for revisions and should be reviewed at least once annually in November or December before the annual budget process begins in January and in preparation for the annual program appraisals. GFR's account clerk also monitors agreements for contractual services, such as lawn maintenance, to ensure renewals and new bid processes are executed in a timely manner. At the city-wide level, a review is conducted quarterly by the city's purchasing department who works with individual department staff to update the status of existing agreements.

Organizational Chart

