



GAINESVILLE FIRE RESCUE

STRATEGIC PLAN 2017

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



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

Preface

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

Strategic planning is an essential tool that guides the department toward effectively and consistently meeting the needs of the community. In 1994, the department developed a strategic plan that included the mission statement, "To protect and serve our community through education, prevention, and rapid intervention by professionals committed to excellence." In 2009, GFR members developed a new strategic plan designed to complement the GFR Standards of Cover as a guide to achieving agency goals. The plan blends financial, historical, and contemporary information on the operation of the agency and the services it provides.

The Strategic Plan is designed to be a living document that is updated annually and shared with GFR staff, city managers, elected officials, and our community. The development of its goals and objectives are designed to identify and meet community and customer needs as well as providing for staff support and internal needs. Of great importance is our use of organizational planning to ensure continuity of leadership and the focus of our efforts. The documentation of goals and objectives provides timelines and benchmarks for department leaders to gauge and report on progress.

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Executive Summary

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

Document History

First Published	September 2010	Almont Associates, Inc.	Chief Gene Prince
Update	June 21 st , 2012	Gainesville Fire Rescue	Chief Gene Prince
Update	Nov. 1, 2012	Adopted by City Commission	Chief Gene Prince
Update	Sept. 18, 2014	Gainesville Fire Rescue	Chief Gene Prince
Update	Nov. 20, 2014	Adopted by City Commission	Chief Gene Prince
Update	Jan. 2016	Pending completion of station location and deployment study	Chief Jeff Lane
Update	Aug. 2016	Addition of Diversity Statement and Review of Recommendations in Station Location and Staffing Study by FACETS LLP in relation to SP Goals and Objectives	Chief Jeff Lane
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1.0 Strategic Planning History

1.1 Need for a Strategic Plan

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

Strategic planning is a process by which adapting to changing environments is manageable with participation from the entire organization and the community. It also allows an organization to be prepared for anticipated changes or to modify its service delivery before change is forced upon it.

1.2 Strategic Planning in 1994

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

1.3 The Strategic Plan is Updated in 2010

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

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

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

¹ CFAI 2D.2

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

A leadership team, identified as the Strategic Planning Team (SPT) in this document, was established through personal invitations and an open invitation to the entire department. Thirty members participated in a two-day strategic planning session held on March 1st & 2nd, 2010.

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

1.3.1 GFR's Current Strategic Plan

In September 2011, the department engaged in its first annual Strategic Plan review process. The fire chief presented an update to GFR members on the progress of the Strategic Plan goals and objectives established in 2010 and the members engaged in a second SWOT analysis.

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

In September 2015, GFR Executive Team members reviewed progress on the 2014 plan and, along with feedback from an on-line department member survey conducted in August 2015, updated the goals and objectives for 2016.

1.4 City of Gainesville Strategic Plan

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

1.5 Publishing GFR's Strategic Plan

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

² CFAI 2D.1, 2D.2

2.0 Strategic Planning and Accreditation

2.1 The Accreditation Process

The Commission on Fire Accreditation International (CFAI), established in 1996, is overseen by the Center for Public Safety Excellence (CPSE). The CFAI's mission is to assist fire and emergency service agencies in achieving excellence through self-assessment. Achieving accreditation is a comprehensive 18 to 24-month process that involves a self-assessment in ten categories ([Appendix 1](#)) comprised of over 250 performance measures; the development and integration of the department's strategic planning process; and the completion of a community risk assessment and standards of cover. GFR became an accredited agency on March 11th, 2014 and its Annual Compliance Report was approved by CFAI in April 2015.

2.2 Community-Driven Strategic Planning

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

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

In March 2014, GFR launched its first on-line customer service survey to begin gathering feedback from the community on a regular basis. In January 2015, GFR also launched a postcard customer survey for users without internet access to receive feedback on both emergency and non-emergency services.

2.3 Strategic Planning and ISO Public Protection Classification

The ISO conducts a thorough review of a community's fire suppression infrastructure, including the fire department equipment, stations, training, and operations, as well as the water supply system and assigns classifications to geographic areas within the jurisdiction. The best rating that can be achieved is a class 1 and the worst is a class 10. Effective September 1, 2014, GFR's ISO rating is a 2/2x, an improvement from the 2009 3/9 rating. The City will be evaluated again in 2019.

2.4 Fire Management Zones

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

As areas with unique concerns are identified, FMZ's are re-drawn to isolate those areas for follow-up. In 2014, this resulted in four new FMZ's: The Empowerment Center for the homeless (aka Dignity Village) in northeast Gainesville; the Oak Hammock retirement/assisted living complex off SW Williston Road; the Pineridge residential area off NW 34th Boulevard; and the Blues Creek neighborhood off NW 43rd Street. Each of these areas can now easily be studied with respect to service demand and travel times.

The Community Risk Assessment is used to study both fire and non-fire risks to the community, including the probability and consequence of fire risks to the jurisdiction's buildings. Testing of the hydrant water supply is conducted each month by fire personnel and fire rescue unit distribution and concentration are analyzed through performance measurement of travel times on a monthly basis. Studies in the FMZ's will also identify major risks, key risks, and special hazard areas as well as areas that may need specific plans to address risks or needs related to socio-economic factors³.

3.0 History and Internal and External Stakeholder Input

3.1 Organizational History and Structure

The City of Gainesville and its departments are governed by the Code of Ordinances as adopted in 1990. Part I – Charter Laws, Article I §1.01 and 1.02 establish the organization, general powers, and territorial limits⁴. The Fire Chief is established as a department director in Part II – Code of Ordinances, Chapter 2-Administration, Article IV, Division 1, §2-196. The agency administration complies with local, state, and federal requirements, has access to legal counsel through the City Attorney's Office, and is subject to audit by the City Auditor's Office⁵.

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

⁴ CFAI 2A.1

⁵ CFAI 1B.3

The first official fire chief of the Gainesville Fire Department was named in 1869: John MacArthur of the Gainesville Hose Company Number One. The department depended on volunteer “firemen” until the turn of the century. Two large fires occurred in the 1880s which led to a city ordinance that required all buildings built in the downtown area be constructed of brick and established an organized fire department that would become what we now know as Gainesville Fire Rescue. In 1925, the department transitioned to full-time employees and added ten firefighters to its staff. In 1927, the City of Gainesville was created by Chapter 12760 of the Laws of Florida and was officially tasked with providing fire services. In section 3.02 of the Charter of the City of Gainesville and Chapter 90-394, Laws of Florida, the Fire Chief is designated as the director of the department. The fire chief reports directly to the Assistant City Manager⁶.

Fire Station 1 was built at 204 SE 1st Street in 1904 where it remained until 1961 when it moved to its present location at 427 S. Main Street. Fire Station 2 was built in 1927 at 321 NW 10th Street. A new Station 2 was built at 2210 SW Archer Road in 1976 on land donated by the University of Florida. Fire Station 3 was built at 900 NE Waldo Road in 1960, followed by Fire Station 4 at 10 SW 36th Street in 1964, Fire Station 5 at 1244 NE 30th Avenue in 1965, Fire Station 6 at 3681 NE 47th Avenue (Gainesville Regional Airport) in 1979, and Fire Station 7 at 5601 NW 43 Street in 1980. Fire Station 8 opened in June of 2011 at 3223 NW 42nd Avenue. All fire station facilities are in compliance with local, state, and federal regulations and have been hardened to sustain hurricane category 3 conditions⁷.

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

In 1984, all firefighters began training as EMTs and GFD became Gainesville Fire Rescue (GFR), beginning Basic Life Support EMS in October 1985. The department began training firefighters as paramedics and began providing Advanced Life Support (ALS) in January of 1990. GFR formed a Technical Rescue Team to provide high-angle,

⁶ CFAI 1A.1

⁷ CFAI 6B.4

trench cave-in, and collapse rescue services in 2004 and became part of the regional Urban Search and Rescue Team Task Force 8.

Today GFR is a full-service fire rescue department providing all aspects of emergency services. The community has grown along with the expansion of the University of Florida. The department protects over 125,000 full-time residents in a 63 square mile area from eight fire stations. GFR's 154 firefighters responded to over 17,000 incidents comprised of over 21,800 unit responses in 2014. The department functions under a cooperative labor/management style of leadership with all members from District Chief and below represented by IAFF Local 2157.

3.2 The Environmental Scan

3.2.1 Local Situation

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

In July 2010, the Gainesville City Commission approved the implementation of a special assessment for fire services to provide dedicated financial support for fire services. The estimated revenue generated by the assessment provided funding in FY11 and FY12 for approximately one-third of the GFR budget. This revenue diversification has helped the city to open and staff Fire Station 8 in northwest Gainesville, but the support positions lost during the city-wide reductions, a Staff Specialist and Risk Reduction Specialist/PIO, have not been restored and the City, in FY15-16 budget planning, must still address the need to reduce costs in relation to projected revenue shortfalls.

Of additional concern is the potential for risks that may cause significant impacts to the community and/or local infrastructure on a large scale. The 2011 Alachua County Comprehensive Emergency Plan (CEMP) contains data from a hazard analysis study of events during the past 40 years which has identified 17 hazard categories for our community. Vulnerability areas include *Major Transportation Incidents* from the airport, railroad, and Interstate 75; *Special Events*, such as UF athletic events; *Severe Weather*

from hurricanes, thunderstorms, and tornadoes; *Hazardous Materials* from over 1,100 regulated facilities; *Flooding*; and *Extreme Temperatures* among others. GFR members are the first responders for these types of events.

3.2.2 Scope of Activities

GFR is a full service emergency response agency. It provides all of the common services associated with a fire rescue department in 2015 with the exception of patient transport. Ambulance transport service is provided by the Alachua County Fire Rescue (ACFR) for the entire county. GFR provides regional hazardous materials and technical rescue response. It is the primary fire and EMS agency for the University of Florida as well as Gainesville proper and provides Aircraft Firefighting (ARFF) for the Gainesville Regional Airport. GFR also provides fire prevention, public education, code enforcement, and plans review through its Risk Reduction Bureau (RRB). Internally, the department provides training for its personnel and maintains a fitness and wellness program⁸.

In 2015, Gainesville Fire Rescue units responded to 15,167 EMS Calls – 1,778 Alarms – 1,170 Fire Calls - 708 Hazardous Materials Incidents and 250 Service Calls totaling 19,073 calls. The ratio of medical calls to non-medical calls continues to increase as the community grows and fire prevention efforts succeed. In 2005, the department's call load was approximately 67% emergency medical calls; in 2015 emergency medical calls totaled 79% of the call load. Many non-EMS calls have multi-unit responses, such as vehicle accidents with extrication and building fires. Of the 24,271 unit responses in 2015 12% were fire-related responses while EMS responses equaled 67%.

The Risk Reduction Bureau completed 2,860 annual inspections totaling over 26.5 million square feet. (The Fire Safety Inspector position that was held vacant during 2014 was filled in January 2015.) The RRB also conducted 56 fire cause and origin investigations and 144 plans reviews. GFR's public education efforts reached over 21,000 citizens during 2015 including 372 car seat installations, smoke detector installations, and crowd manager training. The loss of GFR's second Risk Reduction Specialist position in 2008 has continued to reduce the department's capacity to reach out to a larger portion of the community, including our seniors.

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

⁸ CFAI 7F.5

3.2.3 External Environmental Scan

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

3.2.3.1 The GFR Citizens' Survey

The department contracted with the University of Florida's Florida Survey Research Center (FSRC) in 2011 and again in 2014 to complete the Gainesville Fire Rescue Citizen Survey. GFR asked FSRC to increase the total number of respondents and to keep the same questions from 2011 to provide a comparison with 2014 results.

Survey results show some improvement in community awareness of GFR Services⁹; however, awareness of the volume and type of emergency calls for service responded to is still low¹⁰. Ratings for GFR response times improved in 2014 with 46.8% rating them as "excellent" and 25.8% as "good." This is an increase from a total for both ratings of 67.4% in 2011 to 72.6%¹¹.

The [complete survey](#) is available to the public on the GFR website.

3.2.3.1.1 The 2014 Customer Service Survey

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

3.2.3.2 Community Expectations and Concerns

Informal feedback from community forums, town hall meetings, citizens' academies, and neighborhood meetings consistently support the formal findings of the 2011 survey that Gainesville's citizens expect more than just fire suppression and emergency medical responses from their fire rescue department. Many of the services citizens asked for, such as animal rescues, help with child car seats, CPR classes, and school visits are already provided or facilitated by the department which indicates a need to increase GFR's marketing of these programs. Additional ideas for programs are targeted at prevention, such as monthly wellness checks for seniors living alone, chemical safety, drug education, and residential fire sprinkler efforts.¹²

⁹ GFR 2014 Citizen Survey page 14 – Figure 2

¹⁰ GFR 2014 Citizen Survey page 18

¹¹ GFR 2014 Citizen Survey page 21 – Figure 5

¹² GFR 2011 Citizen Survey page 16 – Figure 3; 2011 Community Forum: Focus on the Future – City of Gainesville Nov. 7, 2011

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

3.2.4 Internal Environmental Scan

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

3.2.5 Impacts of Fiscal Adjustments

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

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

- Succession Planning needs: The department is going through a phase of retirements due to potential pension changes and will have a majority of less-experienced employees. Nine senior employees, including the Fire Chief and Special Operations Chief, are scheduled to retire within FY15-16. Eleven more are scheduled to retire in FY17-19 including three more District Chiefs.
- Risk Reduction needs: The department has annexed significant areas of commercial property in the past decade, yet there are still only three fire safety inspector positions. In the 2nd quarter of FY14, the third inspector position was being held vacant due to citywide budget concerns. With over 6,000 buildings subject to inspection, the Risk Reduction Bureau is facing challenges maintaining an effective commercial inspection cycle.
- External Relationship needs: The city has had difficulty maintaining funding for a full-time fire rescue public information officer position. There is currently only one Risk Reduction Specialist providing coordination of fire and life safety education programs so the focus has been on youth programs.

3.2.6 Internal Strengths and Weaknesses – External Threats and Opportunities

Strengths describe the positive attributes internal to an organization within the organization's control and remind us of the value existing within the organization.

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

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

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

The internal strengths and weaknesses, compared to the external opportunities and threats, can offer additional insight into the condition and potential of the organization. How can we use the strengths to better take advantage of the opportunities ahead and minimize the harm that threats may introduce if they become a reality? How can weaknesses be minimized or eliminated? The true value of the SWOT analysis is in bringing this information together, to assess the most promising opportunities, and the most crucial issues. The 2013 SWOT analysis provided the basis for the SPT to update the departments' goal and objectives.

3.2.7 New Opportunities – FACETS Station Location and Staffing Study

During 2016, the City of Gainesville contracted with FACETS Consulting LLP to execute a study of GFR's current and future service needs. The FACETS team conducted site visits and consulted with a professional architect to prepare a report for the Fire Chief and City Administration on the present location and condition of stations and apparatus; operations and administrative staffing; and technology and programs to support service needs. FACETS prepared a list of 13 recommendations which have been incorporated into the GFR Strategic Plan.

4.0 Organizational Mission, Values, Vision, and Diversity

An organization must have a stated purpose for its existence. This should be viewed as the organization's public statement of the contribution it promises to make to help accomplish the community vision. Gainesville Fire Rescue established a mission statement in 1994. The Mission, Values, and Vision of the Department were updated in the 2010 GFR Strategic Plan and the agency's commitment to diversity was formalized in 2016.

4.1 GFR Diversity Statement

In 2012, GFR began formalizing its diversity initiative into a plan similar to that developed by the United States Coast Guard. The [GFR Diversity Statement](#) addresses Recruitment; Selection; Development; and Leadership needs and strategies. The document is available publicly through GFR's website.

4.2 City of Gainesville Mission Statement

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

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

4.3 Department Mission Statement

The department mission statement is:

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

4.4 Department Values Statement

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

Members of Gainesville Fire Rescue will be

Responsible

Accountable

Professional

Innovative

Dedicated

To excellent service for the community and each other

4.5 Department Vision Statement

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

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

5.0 Financial Considerations

5.1 The Budget Process

The department's mission statement, administrative structure, programs, budget, and general objectives and performance measures are described in the City's Annual Financial and Operating Plan which is formally adopted by the City Commission and published to the community on the City's intranet site¹³. The City operates a biennial budget process during which Budget and Finance staff meet with department managers and personnel to evaluate capital, personnel, and operating needs.

The department's five-year capital improvement plan, which includes anticipated asset maintenance and replacement¹⁴, is also updated on a biennial basis and is reviewed by a CIP committee of various city department leaders¹⁵, which includes the fire chief. Resource allocation for the agency's budget is based on four programs: Administration, Emergency Operations, Risk Reduction, and Training and reflects the agency's goals and objectives in relation to the City Commission's Strategic Initiative¹⁶.

5.2 Budget Highlights

Gainesville Fire Rescue programs are funded through the City's general fund which is comprised of revenue from the city-owned Gainesville Regional Utilities (GRU) utility transfer; property taxes; utility taxes; charges for services; half-cent sales tax; state revenue sharing; communication services tax; and, other revenue, such as the special assessment for fire services. The general fund by itself is not enough to cover all city services. Some services, such as the Regional Transit System also receive enterprise funding. Some of GFR's programs and services are supported through interlocal agreements that include reimbursement guidelines, grant funding, cost-recovery efforts, and billing for services such as inspections¹⁷.

5.2.1 The GRU Transfer

A large proportion of the general fund comes from the GRU annual transfer. It can be said that the GRU transfer is representative of the amount of taxes and fees that a corporate or privately owned utility might be subject to paying to the City of Gainesville. The City Commission reduced the transfer amount (Resolution 130852)

¹³ CFAI 1A.4, 1A.8

¹⁴ CFAI 4C.3

¹⁵ CFAI 3A.1, 3A.2, 3A.3, 3A.4, 4A.1, 4A.2, 4A.3, 4A.4, 4C.1, 6A.1, 6A.2

¹⁶ CFAI 1B.2

¹⁷ CFAI 4C.1

from \$38.1 million in FY14 to a projected \$35.2 million in FY16. It provides approximately 32% of the revenue going into the general fund.

5.2.2 Property Tax

Property owners do pay taxes that support their fire rescue department programs. Only 40% of the property in the City is taxable. Property tax revenue comprises about 27% of the general fund which supports multiple city departments. As an example, for FY14 property tax revenue was approximately \$26.5 million, but the expenses just for the Fire Rescue Department and Police Department combined was over \$64 million¹⁸.

5.2.3 The Special Assessment for Fire Services

The City had sought to include a special assessment for fire services for over ten years. The City Commission adopted the special assessment for fire services for 2010 and set a rate that would generate revenue for approximately 1/3 or \$5 million of the department's annual budget. Special assessment funds can only be used to support the fire services portion of the department's operating and personal services budget, not the portion related to providing emergency medical services; therefore, the fire assessment could never be used to cover 100% of the budget for a full-service fire rescue department. The assessment methodology and five-year assessable budget were updated during 2014. The projected revenue in FY16 is \$5.3 million, approximately one-third of the fire-rescue annual budget. During FY17 budget discussions, the City Commission raised the issue of the fire assessment no longer covering its original value of 50% of the assessable GFR budget and whether future budget efforts should contain a mechanism for maintaining the 50% value.

5.2.4 Airport Firefighting Services and Hazmat Services

Gainesville Regional Airport provides reimbursement to the City of Gainesville for staffing and operating Fire Station 6 as established in the 2008 Interlocal Agreement for Airport Fire Rescue and Police Services¹⁹.

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

¹⁸ 2014 CAFR page 2 Statement of Activities

¹⁹ CFAI 10B.1

5.2.5 False Fire Alarm Responses

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

5.2.6 Materials and Supplies

Materials and supplies for fire suppression services comply with local, state, and national standards, including National Fire Protection Association (NFPA) guidelines whenever practical²⁰.

5.2.7 Water Supply System (Hydrants)

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

5.2.8 Personal Services versus Operating Costs

Services are provided by people, and the cost of providing municipal services for fire rescue are primarily related to personal services, not capital or equipment costs. Although the capital cost of adding an engine or tower may be anywhere from \$370,000 to \$1 million, the cost of personnel to staff the apparatus will have the greatest long-term impact.

5.3 Community Opinion on the Budget

The 2011 and 2014 Citizens' Survey asked respondents if they supported increasing or decreasing funding for GFR if it would decrease or increase their insurance rates due to a change in the ISO protection class. An increase in support for raising the budget (55% to 62.4%) was seen in the 2014 survey when asked in relation to the ISO PPC classification, reduction of fire damages, and the reduction of homeowners' insurance rates.²¹

5.4 Financial Relationship to Goals and Objectives

The City is forecast to face several more years of financial challenges. Funding a fire rescue department must take into consideration not just the cost of responding to emergencies, but also the costs for prevention efforts and the costs of maintaining a 24-

²⁰ CFAI 5A.3

²¹ 2014 GFR Citizen Survey Page 55

hour per day, seven-day per week state of readiness for all-hazards. Through the self-assessment process and the management of goals and objectives, GFR will work with the community and its members to identify what level of service should be achieved.

5.4.1 ISO Classification

The built-up portions of the City of Gainesville received a Public Protection Classification (PPC) of 3 from the 2004 ISO inspection and the 2009 update. Over 50% of citizens surveyed indicated it is important to them to maintain or improve the City's ISO rating. In 2014, the ISO PPC was upgraded from 3/9 to 2/2x. The City will be evaluated again in 2019.

5.4.2 Prevention, Inspection, and Public Information

The percentage of citizens who implemented fire safety practices in the home after receiving fire safety information increased from 44.4% to 60%. This has been achieved with limited resources in the Risk Reduction Bureau. GFR will continue to include strategic plan goals designed to increase community outreach.

5.4.3 Emergency Response – Standards of Cover

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

GFR has been benchmarking performance for several years for call processing, turnout, and travel and has had a long-established response matrix for deployment of units based on critical tasks, needed fire flow, and occupant capability for self-evacuation. Response planning is closely coordinated with the Combined Communications Center and Alachua County Fire Rescue to ensure consistent deployment and service by both agencies to incidents. GFR has developed its Standards of Cover and adjusted performance benchmarking methods to match the CFAI 90th percentile model²².

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

²² CFAI 5A.1

6.0 Preparedness and Response

6.1 Automatic Aid and Station Planning

Gainesville Fire Rescue and Alachua County Fire Rescue have worked together to provide fire suppression and emergency medical services within each other's jurisdictions for decades. In 1989, the Fire and Emergency Medical Services Agreement was adopted which established a reimbursement methodology and station development plan in accordance with Alachua County's Master Plan. The agreement has been updated periodically and was referred to as the Designated Assistance Agreement from 1996 until 2006 when it was revised and renamed as the Fire Services Assistance Agreement (FSAA). The agreement supports the missions of both agencies and establishes a cost-effective method of providing closest unit response services in the City of Gainesville and the urban fringe surrounding the city limits²³.

The Alachua County Fire and EMS Master Plan was updated in 2004 and 2012 and serves as a reference for both city and county planning of fire station facilities²⁴; however, the 2012 plan did not include recommendations for City station locations.

In June 2014, GFR activated Squad 2, a two-person unit deployed to provide primarily EMS responses in southwest Gainesville. The area this unit services includes a number of assisted living and nursing facilities, with more in construction and others expanding their capacities. The department received City Manager approval to contract with a professional consultant for a station location/deployment study in FY16 to evaluate the impact of commercial, institutional, and residential growth on service demand in the southwest and how that fits in with the overall deployment plan. The recommendations from the plan were reviewed by GFR's Executive Team in August 2016 to update and align the SP Goals and Objectives and Standards of Cover recommendations.

In December 2015, an Interlocal agreement was executed between the City and Alachua County that 1) Suspends payments under the FSAA for FY16 and FY17; 2) gives GFR responsibility for providing services to the SW 20th Avenue area beginning FY18; 3) retains ownership of Station 19 by the County; and 4) transfers ownership and responsibility of Forest Park (adjacent to Station 19) to the City in FY18.

During FY16 and FY17, the City is expected to move forward with construction of Station 1 and identification of a temporary site for a modular building and eventual permanent site for Station 9 in the southwest service area.

²³ CFAI 10A.1, 10B.1

²⁴ CFAI 6A.2

6.2 Occupational Training

GFR identifies and meets training needs through the Training Bureau. Training members work with other department members and managers to develop lesson plans for specific skills, multi-company drills, and special operations skills training.

Training staff also provide a comprehensive orientation for new firefighters and coordinate with GFR's Health and Fitness Committee, Physical Fitness Committee, Peer Fitness Committee, Employee Health Services, and City Risk Management to address occupational health and safety concerns.

Section 400 of the GFR SOG's provides guidelines for occupational health practices, such as hearing protection, use of SCBA, use of the PASS system, use of the vehicle exhaust ventilation system, heat stress management, and the two-in/two-out rule²⁵.

6.3 Water Supply and Pre-planning

The ISO inspection of 2014 included an assessment of the city's water supply system in relation to fire flow needs for the community. GFR's fire pre-plan program also includes calculated fire flow needs for specific buildings in the jurisdiction²⁶.

In 2014, ISO credits for the water supply system increased to 37.24 from 34.66 in 2009 out of a possible 40. Alternate water supply resources for rural areas not served by the water supply system of hydrants are available through requests for tanker support from Alachua County Fire Rescue²⁷.

6.4 Domestic Preparedness Planning

The Training Bureau also coordinates with the Alachua County Emergency Management Office to ensure that GFR staff participate in appropriate levels of NIMS Incident Management training. The City has also worked with agency department heads to develop Continuity of Operations Plans for each city department, including GFR.

In 2015, GFR was assigned the lead role, using existing staff resources, for emergency management coordination for the City of Gainesville. GFR also participates in emergency management drills and training with Alachua County, in particular for ESF 4 and ESF 9 functions. Section 500 of the GFR SOG's provides guidelines for preparation and responses to tropical storm conditions, bomb threats, hazardous materials apparatus deployment, and technical rescue responses²⁸. GFR sought funding

²⁵ CFAI 7F.5

²⁶ CFAI 9A.1, 9A.2

²⁷ CFAI 9A.9

²⁸ CFAI 5H.4

for a full-time position, but it was not approved for the FY17 budget and will be kept as part of the five-year budget plan.

7.0 Current Goals, Objectives, Critical Tasks, and Timelines

Goals are statements describing what an organization wishes to accomplish, stemming from its mission. In August 2016, the GFR Executive Team completed their update of the goals and objectives in alignment with the 10 CFAI self-assessment categories in [Appendix 1](#) and incorporating the FACETS Recommendations.

7.1 Station Location and Staffing Study 2016 Recommendations

1. Build Station 9 and staff with an engine: **6A.4**
2. Operate Squad 2 in or near its current location: **6A.3**
3. Establish a calculated staffing factor; update biennially: **2C.2**
4. Continue Diversity Initiative: **7A**
5. Add two Fire Inspectors: **5C.1** and **1A.1** Fire-year budget plan
6. Create a structured demand reduction program for low acuity EMS calls: **5B.2**
7. Staff an Emergency Management position: **5E.1** and **1A.1** Five-year budget plan
8. Seek funding for technology and staff support. **9A**
9. Investigate implementation of Community Paramedicine Program: **5B.1** (on hold)
10. Increase minimum staffing of engines to four: **2C.3**
11. Relocate Station 3 farther to the northeast: **2C.4**
12. Place an engine company at Station 8; plan to move Station 7 to the northeast US 441: **2C.5**
13. Replace Station 5 and create a facility master plan for remaining facilities: **6A.2.**

7.2 Goals and Objectives Progress Tracking

CFAI	1	GOVERNANCE and ADMINISTRATION		
GOAL	1A	Improve organizational efficiency (Criterion 1B: Agency Administration)		
Objective	1A.1	Reorganize existing command staff – Completed in January 2016		
Objective	1A.1	Develop plan for additional personnel to meet the administrative structure needs of the organization. FACETS Recommendation 5 – Add two Fire Inspectors and Recommendation 7 – Staff an Emergency Management positions...		
Assigned to:	Executive Team			
Timeline:	FY17-21			
Task nbr.	1	Identify post-reorganization gaps in span of control or chain of command	Date Completed	
Task nbr.	2	Submit personnel needs in five-year budget (FY18-22)	Date Completed	
Task nbr.	3	Monitor progress obtaining additional positions and adjust plan as needed	Date Completed	
Progress Notes:				

CFAI	2	ASSESSMENT and PLANNING		
GOAL	2A	Publish a Strategic Plan with a mission statement and goals. (Criterion 2D: Strategic Planning)		
Objective	2A.1	Complete annual update of GFR Strategic Plan		
Assigned to:	Executive Team			
Timeline:	Annually during November thru March			
Task nbr.	1	Schedule presentation and SWOT analysis	Date Completed	
Task nbr.	2	Update narrative, goals, and objectives	Date Completed	
Task nbr.	3	Publish plan on GFR website	Date Completed	
Task nbr.	4	Submit updated plan to City Manager's Office	Date Completed	
Task nbr.	5	Schedule presentation of updated plan for City Commission adoption	Date Completed	
Progress Notes:				

GOAL	2B	Increase community involvement in strategic planning process.		
Objective	2B.1	Develop citizen representative group/advisory panel to review strategic plan		
Assigned to:	Deputy Chief Rice			
Timeline:	End of FY16			
Task nbr.	1	Conduct brainstorming session for plan and possible panel members	Date Completed	
Task nbr.	2	Establish Panel	Date Completed	
Task nbr.	3	Conduct Community / Town Hall Meeting	Date Completed	
Task nbr.	3	Develop on-line survey for strategic plan feedback	Date Completed	
Task nbr.	4	Organize meeting to present feedback	Date Completed	
Task nbr.	5	Review community recommendations with Executive Team and Command Staff	Date Completed	
Task nbr.	6	Select and implement recommendations	Date Completed	
Progress Notes:				
GOAL	2C	Be prepared to meet the challenges of future service delivery.		
Objective	2C.1	The department labor management team will form a team to continuously examine the current methodology for service delivery, consider options relevant to the community risks and service demands, and make recommendations for changes as conditions warrant.		
Assigned to:				
Timeline:	Annually			
Task nbr.	1	Assemble Labor-Management Team	Date Completed	July 2016
Task nbr.	2	Review current Standards of Cover and Response Matrix	Date Completed	
Task nbr.	3	Complete station location and deployment study with FACETS Consulting LLP	Date Completed	July 2016
Task nbr.	4	Review feedback from community and customer surveys and meetings for changes in needs	Date Completed	
Task nbr.	5	Meet with Alachua County Fire Rescue representatives to discuss service delivery needs	Date Completed	
Task nbr.	6	Make recommendations to the Command Staff to address future delivery needs	Date Completed	
Objective	2C.2	FACETS Recommendation 3: Establish a calculated staffing factor to guide hiring numbers and promotions; update biennially.		
Assigned to:				
Timeline:				
Task nbr.	1		Date Completed	
Task nbr.	2		Date Completed	
Task nbr.	3		Date Completed	
Task nbr.	4		Date Completed	

Objective	2C.3	FACETS Recommendation 10: Increase minimum staffing of all engine companies...in accordance with national standards.		
Assigned to:				
Timeline:				
Task nbr.	1	Conduct Gap Analysis, Impact – Cost/Benefit Study	Date Completed	
Task nbr.	2		Date Completed	
Task nbr.	3		Date Completed	
Task nbr.	4		Date Completed	
Objective	2C.4	FACETS Recommendation 11: Relocate Station 3 further to the northeast.		
Assigned to:				
Timeline:				
Task nbr.	1	Conduct Impact – Cost/Benefit Study	Date Completed	
Task nbr.	2	Evaluate potential to improve ISO classification to 1 (one)	Date Completed	
Task nbr.	3		Date Completed	
Task nbr.	4		Date Completed	
Objective	2C.5	FACETS Recommendation 12: Place an engine company in service at Station 8 and begin planning to relocate Station 7 to the northeast along US 441.		
Assigned to:				
Timeline:				
Task nbr.	1	Conduct Impact – Cost/Benefit Study	Date Completed	
Task nbr.	2	Evaluate potential to improve ISO classification to 1 (one)	Date Completed	
Task nbr.	3		Date Completed	
Task nbr.	4		Date Completed	

CFAI	3	GOALS and OBJECTIVES	
GOAL	3A	Improve methods for education and information about GFR to the community.	
Objective	3A.1	Restore the Risk Reduction Specialist / Public Information Officer Position (request included in 5-year budget plan – see 1A.1)	

CFAI	4	FINANCIAL RESOURCES		
GOAL	4A	Maintenance and diversification of revenue sources		
Objective	4A.1	Research alternate funding opportunities		
Assigned to:				
Timeline:		Annually		
Task nbr.	1	Management team should review legislative changes and any potential impacts to existing revenue sources and evaluate the potential for new sources	Date Completed	
Task nbr.	2	Recommendations for revenue should be presented to the City Manager's Office and Finance Departments as appropriate during the budget preparation cycle in the 2 nd quarter of each fiscal year, January – March	Date Completed	
Progress Notes:		Government Services Group was contracted to complete a report on the value of services provided to the University of Florida. The Fire Chief and City Manager's Office initiated a dialogue with UF officials during FY16. City Commission budget discussions for FY17 also raised the issue of maintaining the original intent of the fire assessment to fund 50% of the assessable budget. It was not changed for FY17 but can be revisited for FY18.		

CFAI		5		PROGRAMS	
GOAL		5A		Use annual program appraisals for emergency and non-emergency services for planning.	
Objective	5A.1	Publish and utilize program appraisals for planning			
Assigned to:		Executive Team			
Timeline:		Annually in February			
Task nbr.	1	Executive Team review all program appraisals and make budget recommendation	Date Completed		
Task nbr.	2	Submit program appraisals to Assistant City Manager for review	Date Completed		
GOAL		5B		Implement programs that better meet the needs of the community.	
Objective	5B.1	Implement Community Paramedicine Program. Unable to gain funding support during FY16 or FY17 budget plan. FACETS Recommendation 9 – Investigate the implementation of a community paramedicine program...			
Objective	5B.1	Use sprinkler initiative to reduce fire risk in homes			
Assigned to:		Chief Rice			
Timeline:		FY 16			
Task nbr.	1	Conduct four side-by-side sprinkler demonstrations for the community	Date Completed	4/30/16	
Task nbr.	2	Develop a HFSI public education campaign	Date Completed		
Task nbr.	3	Identify and hire a consultant to conduct the Economic Impact Study	Date Completed		
Task nbr.	4	Work collaboratively with area stakeholders to continue to build support for program	Date Completed	August 2015	
Progress Notes:		Sprinkler demonstrations have been conducted in 2015 and 2016 at GFR's Fire Safety Expos. GFR has CCOM support to continue work on this initiative.			
Objective	5B.2	FACETS Recommendation 6 – Create a structured demand reduction program to lower the number of low acuity EMS calls at facilities.			
Assigned to:					
Timeline:					
Task nbr.	1		Date Completed		
Task nbr.	2		Date Completed		
Task nbr.	3		Date Completed		
Progress Notes:					

GOAL	5C	Maximize effectiveness of fire safety inspection program		
Objective	5C.1	Conduct a needs assessment to accomplish goals of the inspection program. FACETS Recommendation 5 – Add two fire inspector positions. See 1A.1 – included in five-year budget plan.		
Assigned to:	Steve Hesson			
Timeline:	FY17			
Task nbr.	1	Complete assessment of building stock and adjust inspection priorities for target hazards	Date Completed	
Task nbr.	2	Identify workload concerns and make recommendations for staffing needs and program adjustments (See 1A.1 ref five-year budget plan)	Date Completed	January 2016
Progress Notes:	During FY13-14 the RRB gathered building stock information and began the process of classifying and prioritizing inspection needs. In FY16 still developing plan to easily and regularly identify new buildings from C.O.'s to add to list.			
Objective	5C.2	Coordinate building inspections with pre-fire planning; incorporate hydrant inspections with pre-fire planning.		
Assigned to:	Chief Cowart			
Timeline:	FY17			
Task nbr.	1	Risk Reduction Chief and Operations Chief facilitate comparison of existing fire pre-plans in relation to inspections to coordinate scheduling both in an efficient manner to give the property owner and the department the information needed to successfully reduce and eliminate fire risks to the property.	Date Completed	
Task nbr.	2	Operations Chief will review the possibility of merging the current hydrant plan into the preplan and building inspections.	Date Completed	
Progress Notes:	Some preliminary discussions and evaluation made during FY16. Chief Cowart to evaluate feasibility of meeting this objective.			
Objective	5C.3	Connect fire report and fire inspection systems.		
Progress Notes:	An interim solution in 2016 added a manual entry field for the Investigative Services Officer to cross-reference fire investigations to inspection records.			

GOAL	5D	Provide fire and life safety education for the community		
Objective	5D.1	Improve education through Operation C.A.R.E. by increasing delivery of Pediatric ALS (PALS) department-wide/ACLS and PALS to the public/CPR to the public.		
Assigned to:	Chief Hillhouse			
Timeline:				
Task nbr.	1	Confirm Instructors	Date Completed	
Task nbr.	2	Develop Web-page and on-line payment	Date Completed	
Task nbr.	3	Develop Advertising/Outreach program	Date Completed	
Progress Notes:				
Objective	5E.1	FACETS Recommendation 7 – Staff an Emergency Management position and seek additional resources to ensure the City’s emergency management program is effective in the event of a large-scale emergency. Also see 1A.1 Five-year budget plan.		
Assigned to:	Chief Rice			
Timeline:				
Task nbr.	1		Date Completed	
Task nbr.	2		Date Completed	
Task nbr.	3		Date Completed	
Progress Notes:				

CFAI		6		PHYSICAL RESOURCES	
GOAL		6A		Ensure that planning for physical facilities involves GFR staff, the City Manager's Office, and the City Commission (Criterion 6A: Physical Resources Plan, 6B: Fixed Facilities)	
Objective		6A.1		GFR will be a part of the City Commission Strategic Goals for Public Safety planning.	
Assigned to:					
Timeline:		Annually, in preparation for City budget and capital improvement planning			
Task nbr.	1	Review and update department management plan component of the City's Financial and Operating Plan	Date Completed		
Task nbr.	2	Identify capital needs, develop new projects, recommend modifications to funding for approved projects, and coordinate project submittal with General Services Department projects during CIP planning phase.	Date Completed		
Task nbr.	3	Provide presentations as needed to the Commission regarding any need for new facilities.	Date Completed		
Progress Notes:					
Objective		6A.2		Complete construction project for Fire Station 1 replacement.	
Progress Notes:		Site cleared and design underway. Construction anticipated in FY17.			
Objective		6A.2		FACETS Recommendation 13 – Replace Station 5 at the current location.	
Assigned to:					
Timeline:					
Task nbr.	1	Complete Impact/Cost-Benefit Study	Date Completed		
Task nbr.	2		Date Completed		
Task nbr.	3		Date Completed		
Progress Notes:		Funding in the CIP is available for Fire Station 5 renovations; however, revised assessments of the cost of work needed exceed available funding.			
Objective		6A.3		FACETS Recommendation 2 – Continue the operation of Squad 2 in its current location or a suitable location nearby.	
Assigned to:					
Timeline:					
Task nbr.	1		Date Completed		
Task nbr.	2		Date Completed		
Task nbr.	3		Date Completed		
Objective		6A.4		FACETS Recommendation 1 – Build Station 9 near the intersection of SW Archer Road and I-75 and staff with an engine company.	
Assigned to:					
Timeline:					
Task nbr.	1		Date Completed		
Task nbr.	2		Date Completed		
Task nbr.	3		Date Completed		

GOAL	6B	Ensure that physical facilities are adequate and properly distributed to meet service level objectives and comply with codes and regulations (Criterion 6A: Physical Resources Plan, 6B: Fixed Facilities)		
Objective	6B.1	FACETS Recommendation 13 - ...create a facility master plan for the stations and fire facilities. (See 6A.2 for Station 5 replacement)		
Assigned to:				
Timeline:				
Task nbr.	1	Conduct fire safety inspection of each fire station annually	Date Completed	
Task nbr.	2	Conduct firefighter health and safety assessment of each station annually	Date Completed	
Task nbr.	3	Conduct construction needs assessment annually	Date Completed	
Task nbr.	4	Conduct furnishing needs assessment annually	Date Completed	
Task nbr.	5	Evaluate citizen access needs (front door and landscape features) for modifications.	Date Completed	
Progress Notes:				
Objective	6B.2	Conduct a needs assessment for future station locations, availability and cost of property to accommodate future development and annexations.		
Assigned to:				
Timeline:				
Task nbr.	1	Send out request for quotes/proposals for station location/deployment study.	Date Completed	September 2015
Task nbr.	2	Select vendor	Date Completed	
Task nbr.	3	Submit report to Executive Team for comment	Date Completed	
Task nbr.	4	Submit report to City Manager's Office	Date Completed	
Task nbr.	5	Provide presentation to City Commission	Date Completed	
Objective	6B.3	Implement Transition Agreement for Station 19		
Progress Notes:		This objective was implemented for FY16-17		

GOAL	6C	Ensure there is an appropriate planning process for fleet and apparatus needs and deployment (Criterion 6C: Apparatus and Vehicles)		
Objective	6C.1	Complete a needs assessment of all first line and reserve apparatus		
Assigned to:	Chief Rice			
Timeline:	Annually			
Task nbr.	1	District Chief serving as the GFR Fleet Representative will work with City Fleet staff to assess mileage, repair history, and related factors for each apparatus/vehicle.	Date Completed	
Task nbr.	2	Deputy Chief and Operations Chief will work with City Fleet staff to evaluate fleet replacement plan in relation to identified fleet needs	Date Completed	
Task nbr.	3	Update Reserve Fleet Plan	Date Completed	
Task nbr.	4	Make recommendations to the City Manager regarding GFR fleet replacement	Date Completed	
Task nbr.	5	Evaluate results of distribution, concentration, and reliability studies in relation to strategic apparatus placement and deployment	Date Completed	July 2016 – See FACETS Recommendations
Progress Notes:				

CFAI	7	HUMAN RESOURCES		
GOAL	7A	Recruit, hire, promote, and retain a professional and diverse workforce. (CFAI Criterion 7B: recruitment, Selection, Retention and Promotion) FACETS Recommendation 4 – Continue to invest in programs to hire and promote diversity among the GFR workforce including the Department’s Diversity Initiative, mentorship, and cadet programs.		
Objective	7A.1	Ensure recruitment plans are reaching desired candidate pools		
Assigned to:				
Timeline:				
Task nbr.	1	Review data from City Human Resources submitted by applicants to learn where they obtained information on GFR	Date Completed	
Task nbr.	2	Update recruiting plan to address identified gaps in reaching desired candidate pools	Date Completed	
Objective	7A.2	Utilize effective hiring processes		
Assigned to:				
Timeline:				
Task nbr.	1	Review most recent hiring process with internal staff	Date Completed	
Task nbr.	2	Review most recent hiring process with HR/EO staff	Date Completed	
Task nbr.	3	Survey newly hired firefighters after completion of orientation	Date Completed	
Task nbr.	4	Use feedback to revise next hiring process	Date Completed	
Progress Notes:				
Objective	7A.3	Implement the departmental Diversity Initiative Plan		
Progress Notes:		The Diversity Initiative was formalized in FY16 along with GFR’s Mentorship/Cadet program. Courageous Conversations was introduced to the workforce in FY16.		

GOAL	7B	Have a safe and healthy workforce.		
Objective	7B.1	Develop a Behavioral Health Initiative		
Assigned to:	Chief Rice			
Timeline:				
Task nbr.	1	Utilize the SMARTER Program (Stress Management and Response Tactics for Emergency Responders) for firefighter orientation.	Date Completed	
Task nbr.	2	Complete "Train the Trainer" training for designated staff.	Date Completed	
Task nbr.	2	Deliver the SMARTER Program department wide to emphasize awareness and prevention.	Date Completed	
Task nbr.	3	Work with the Union/Management team to develop a resource help list for employees.	Date Completed	
Progress Notes:				
Objective	7B.2	Formalize accident review and follow-up process (SOG)		
Progress Notes:	Framework for database in place, still transferring data.			

CFAI	8	TRAINING and COMPETENCY		
GOAL	8A	Meet the professional development needs of department personnel (Criterion 8A: Training and Education Program Requirements)		
Objective	8A.1	Ensure promotional processes meet the agency's needs and comply with related regulations		
Progress Notes:	Completed during FY16			

Objective	8A.1	Ensure specific training needs are met		
Assigned to:	Chief Hillhouse			
Timeline:				
Task nbr.	1	Prepare for ARFF recertification	Date Completed	FY16
Task nbr.	2	Coordinate hazmat training with GRU Energy Delivery/Gas	Date Completed	
Task nbr.	3	Blue card training	Date Completed	FY16
Task nbr.	4	PALS training	Date Completed	
Task nbr.	5	Implement Power DMS	Date Completed	
Task nbr.	6	Implement Learning Management System	Date Completed	
Progress Notes:	Additional Blue card training will be held in early FY17.			

CFAI		9		ESSENTIAL RESOURCES	
GOAL		9A		Make data-driven decisions. (Criterion 9C: Administrative Support Services and Office Systems) FACETS Recommendation 8 – Seek sufficient funding to provide a more supportable and comprehensive information technology system and staff to support GFR operations.	
Objective		9A.1		Develop succession plan for Technical Systems Analyst, Sr. position	
Assigned to:		Chief Lane			
Timeline:		FY17-19			
Task nbr.	1	Submit an additional position in five-year plan for TSA II	Date Completed	Sept. 2015	
Task nbr.	2	Work with GFR TSA Sr. to evaluate current systems and requirements to maintain or convert them	Date Completed		
Task nbr.	3	Consult with GRU Chief Information Officer to develop plan	Date Completed	1 st meeting scheduled for 2/17/16	
Task nbr.	4	Receive and evaluate report from GRU IT regarding knowledge transfer needs.	Date Completed		
Progress Notes:		GRU has attended several meetings with GFR TSA Sr. to evaluate technical support needs for programs.			
Objective		9A.2		Purchase comprehensive, sustainable records management software that facilitates analysis of performance, training, fleet, equipment, inspection, public education, and other department records.	
Progress Notes:		Power DMS will be implemented in FY17 to meet several of these needs.			
Objective		9A.2		Evaluate future automated payroll needs as the City moves toward replacement of its payroll / HR software.	
Assigned to:					
Timeline:					
Task nbr.	1	Identify payroll software used by other FR agencies	Date Completed		
Task nbr.	2	Evaluate unique departmental parameters	Date Completed		
Task nbr.	3	Determine if there is a suitable software solution to replace MS Access payroll database	Date Completed		
Progress Notes:					
Objective		9A.4		Utilize an effective mobile-data platform.	
Progress Notes:		Evaluating MS Surface			

GOAL	9B	Maintain effective communication systems. (Criterion 9B: Communication Systems)		
Objective	9B.1	Identify communication systems needs		
Assigned to:				
Timeline:				
Task nbr.	1	Station Alerting System	Date Completed	
Task nbr.	2	Mobile Communications	Date Completed	
Task nbr.	3	Portable Communications	Date Completed	
Task nbr.	4	Interoperability	Date Completed	
Progress Notes:		Station Alerting upgrade should be executed in FY17. The Radio Management Board has begun the process of assessing options for replacement/upgrade of the Trunked Radio System.		

GOAL	9C	Develop effective workload management for the Risk Reduction Bureau. (Criterion 9C: Administrative Support Services and Office Systems)		
Objective	9C.1	Complete a workload analysis to identify personnel and software needs.		
Assigned to:		Chief Hesson		
Timeline:		FY17		
Task nbr.	1	Inspection activities analysis	Date Completed	
Task nbr.	2	Investigator activities analysis	Date Completed	
Task nbr.	3	Public Education activities analysis	Date Completed	
Task nbr.	4	Administrative duties analysis	Date Completed	
Task nbr.	5	Software needs analysis	Date Completed	
Progress Notes:				

CFAI	10	EXTERNAL SYSTEMS RELATIONSHIPS		
GOAL	10A	Review, maintain or develop outside relationships that support our mission. (Criterion 10A: External Agency Relationships and 10B: External Agency Agreements)		
Objective	10A.1	Review and evaluate existing agreements annually		
Assigned to:		Executive Team		
Timeline:		FY17		
Progress Notes:		Added to Executive Team agenda.		

Appendix 1

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CFAI Accreditation Categories

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

City Strategic Initiatives

3.2 Improve educational, employment and re-entry opportunities for young persons

4.3 Identify barriers and challenges to human potential that are related to attracting and retaining quality employees (Diversity initiative)

5.2: “Infrastructure and Transportation” is to develop a Public Facilities Master Plan and includes Fire Department buildings.

5.3 Improve transportation options for seniors city-wide, including eastside, and explore partnerships for more flexible services (Community Paramedicine)

6.6 ...create and implement neighborhood capital improvement plans tied to the vision of the future for the city (The sprinkler initiative)

8.4 Assist in developing a master vision and a comprehensive funding plan to address community needs (Community Paramedicine)