



ALACHUA COUNTY FIRE RESCUE



STRATEGIC PLANNING 2017-2020

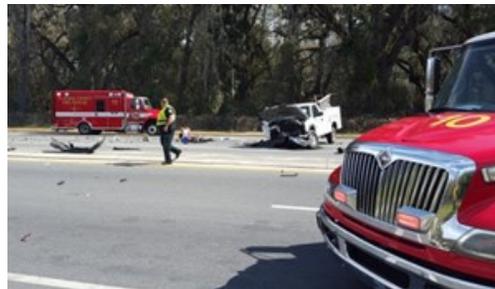




TABLE OF CONTENTS



Fire Rescue Headquarters Building

Foreword from the Chief.....	3
Introduction.....	4
Vision.....	4
Mission.....	4
Philosophy.....	5
Core Values.....	6
Environmental Scan.....	6
FY2017-2020 Strategic Initiatives.....	11
• Strategic Initiative 1 Finance & administration.....	12
• Strategic Initiative 2 Operations.....	22
• Strategic Initiative 3 EMS.....	24
• Strategic Initiative 4 Technical Services Division.....	26
• Strategic Initiative 5 Fire Prevention.....	30
• Strategic Initiative 6 Emergency Management.....	31
Appendix.....	35



Alachua County Fire Rescue Strategic Plan

Foreword by Chief William K. Northcutt



On behalf of the men and women of Alachua County Fire Rescue Department, we proudly submit to you our FY 2017 – FY 2020 Strategic Plan

Fire Rescue Strategic Plan - Second Edition. On the pages to follow you will see some of our successes from the first Plan and learn about our new strategic initiatives which represent the needs of our department. They demonstrate the core values with which we operate, while simultaneously embodying many environmental factors and influences. This plan continues to align with Alachua County's strategic priorities for public safety, financial health, economic growth, youth development, cultural excellence, and customer service.

Each of these initiatives have been thoughtfully established to enhance the service levels commensurate with all hazards within the jurisdiction and authority of the Alachua County Fire Rescue as defined in the County of Alachua Charter and Code of Ordinances. Each initiative is the product of a risk assessment that revealed gaps, both in departmental capabilities and in providing services to our citizens, employees, and other stakeholders. In addition to the previous environmental scan, which assessed industry and global trends in fire, Emergency Medical Services (EMS), rescue, homeland security services, and the diversity initiatives supported by the Board we have revised some areas based on pilot results and changes in our environment. Conclusively, we have successfully formulated a plan, which accurately forecasts the needs of the department for the next three to five years.

The Board of County Commissioners, along with the County Manager, has sincerely embraced our Strategic Plan, championing our collective betterment in ways that are unprecedented in the history of the county. Through their unwavering support, we have achieved several key intended outcomes as well as some that would have seemed inconceivable during harsh economic times such as those currently faced by many county governments. These outcomes, or accomplishments, are a direct result of the words, sentences, photographs, and figures included on the pages that follow.

This plan is a living, breathing instrument representing a roadmap to restoring our department to optimum levels. Collectively, we acknowledged that the path would not be one easily traveled, but we would set out on this journey together with a common, relentless cause unyielding to all adversity or criticism. When we implemented our first Strategic Plan we resolved to put our best foot forward; now we have unbridled our eagle wings and embraced our resurgence!



INTRODUCTION

FY 2017 – 2020 Strategic Plan for Alachua County Fire Rescue Department



This document, developed by members of the Alachua County Fire Rescue, encompasses our vision, mission, values and their influences on our organizational goals, objectives, and strategic plan. This is the second edition of our comprehensive strategic plan.

Our strategic plan team consists of twenty-six sworn members representing all labor divisions. All ranks, from firefighter to chief officers participated in the process. The initiatives included in this document were selected because of the high caliber of the members who were involved.

VISION

Alachua County Fire Rescue, a diverse organization, is recognized as an innovative leader in public safety services that is sought out and emulated by others.

MISSION

Public servants dedicated to enhancing and caring for the lives of those in our community through preparedness and an immediate response to any and all of life's emergencies.

Our mission statement is our focus while serving the citizens of Alachua County. Ultimately, our customers decide the services we deliver. Our personnel have an obligation to provide those services in the safest, most professional, and efficient manner.



PHILOSOPHY

Aligned with the Manager's county-wide strategic priorities - Public safety, financial health, economic growth, youth development, culture of excellence, and customer service, Alachua County Fire Rescue (ACFR) is positioned to provide the community with the resources necessary to meet their needs consistently and proficiently. Responsive, qualitative public safety services provided by committed ACFR personnel build community equity and determine the trust stakeholders invest in our leadership. Our key stakeholders and the beneficiaries of our Strategic Plan are the citizens of Alachua County, business community, ACFR members, elected officials, Neighborhood Planning Units (NPU), and Alachua County Fire Rescue.



Continuing our shared focus with Interim Manager Lieberman's strategic priorities, we sustain our involvement with our stakeholders by continuously establishing, nurturing and maintaining strong relationships through meaningful interaction well beyond emergency response. We listen acutely to their needs while continuously seeking opportunities to retain our responsiveness.

ACFR strives to provide diverse programs that meet the personal fulfillment and professional development needs of our personnel. In recognition of the need to encourage members' support of our vision and mission, we continually strive to motivate and increase participant incentives, strengthen morale, enhance individual self-worth, and promote confidence. This is accomplished by the use of Teams for employee's recognition, program development, program oversight, fire tools and apparatus upgrade.





CORE VALUES

Our **Organizational Core Values** determine our image. The image of the department is determined by each member's commitment to, and practice of, our values. Our members' collective professionalism determines the integrity of our organization. Membership within the Alachua County Fire Rescue denotes that each member must value the personal needs and aspirations of others and recognize the need for:

VALUES

- Communication:** Transfer or exchange of ideas or information between parties and understanding the intent or meaning of the message through any media.
- Integrity:** The courage to stay true to your character and organizational values in the face of adversity.
- Diversity:** Our organization embraces the differences among our employees and reflects the unique nature of our community.
- Compassion:** A sincere desire to demonstrate kindness, provide care, and alleviate the suffering of those we serve.

ENVIRONMENTAL SCAN



Our commitment is to anticipate, understand, and meet or exceed the expectations of our internal and external customers. Through continuous "environmental scanning", we analyze trends, programs, and services for all customers assuring their satisfaction with the services received. Considering this, ACFR initiated an environmental scan which involved conducting a comprehensive review of the constantly changing operating environment. This review yielded trends, clues, and indications of events or factors that could impact the successful execution of our strategic plan. Collectively, the ACFR planning team pooled their knowledge of external trends at the federal, state, regional, and local area levels, in addition to their observations and experiences within the department. The following summary includes the key impact and implications of the team's environmental scan, which were factors in the development of our strategic plan



Fire Prevention and Life Safety



The mission of all Fire Rescue departments is the protection of life and property. The best protection is a robust prevention program. Through inspection programs, pre-construction plan reviews, and a diverse fire and life safety programs, ACFR can address potential hazards before they become emergencies. By educating the public on the potential causes of fires and other emergencies, we can develop a culture of preparedness that will help decrease the preventable accidents.

The “culture of preparedness” is an ever growing trend throughout the United States. As this culture of preparedness evolves, there will be an increase of prevention-driven mandates and laws. These mandates and laws may cover a wide variety of subjects such as fire safety during agritourism operations, greater coordination between fire codes and building codes, and greater requirements for analysis and documentation of current trends and practices.

ACFR’s Life Safety Branch is dedicated to staying current with these trends and leading the way to a safer culture in Alachua County.

Homeland Security

Resilience is the focal point for homeland security through preparation, protection, responsiveness, recovery, and mitigation. Homeland Security requires partnerships with government, private industry and other emergency management entities, as well as community involvement. As a result of these partnerships and community involvements, ACFR will increasingly be seen as a Homeland Security resource for the Metropolitan Alachua County Region.



Emergency Preparedness and Response

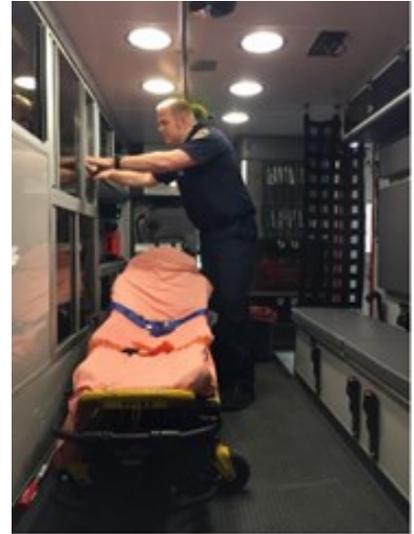


A prior Alachua County Citizen Satisfaction Survey indicated that some citizens are not sure about the County’s readiness for natural disaster or terrorism (38%). In response to these results, ACFR has placed greater emphasis on shared responsibility, collaboration, coordination, and decision making between the Department of Homeland Security, FEMA, and with U.S. Fire Administration for prevention, preparedness, response, and recovery. As a part of emergency preparedness, ACFR has developed and implemented the Alachua County Emergency Preparedness Institute with objectives of being the lead, trailblazing organization in community education, readiness, and community-level survival.

CERT PROGRAM

Emergency Medical Services (EMS)

In an effort to provide training and programs to our EMS partners, there will be greater commitment to engage Federal, State, Regional and Local EMS organizations. These efforts will support life safety strategies of the local community. Allied organizations, such as the American Heart Association and Department of Public Health, will also be invited to partner with us and educate the public on emergency medical services. Strategies to enhance standard of response coverage for basic life support and advanced life support will be developed.



Special Operations



Supported by findings from the previous assessments, the current task force stations remain overwhelmed and struggle to adequately meet the demands for Special Operation Services. Without a defined line item budget, there are increasing needs and demands for addressing risks for technical rescue incidents such as water, confined space, high angle, trench excavation, structural collapse, as well as hazardous materials incident mitigation.

Professional Development

With the steady attrition rates experienced over the past several years and the projected, cyclical impacts of those retirements affecting industry knowledge retention, it is projected that the department will continue to experience reduced expertise as the pool of diverse knowledge continuously retires with those members hired approximately twenty-seven years ago. Despite the steady attrition rates of recent years, the department has experienced record low vacancy rates due in part, to recent enhancements in recruitment and hiring. It is also presumed that these enhancements will result in higher recruit retention rates, higher career success and more dynamic industry leaders benefiting the department, the county, and fire industries. With these environmental changes, the department has deliberately shifted its focus towards aggressive training and professional development to assure an array of training capabilities impacting both State mandated and departmentally required training, as well as optional, professional development-based training. Incidentally, there will continue to be an ongoing need to evaluate current processes so that a minimal loss of industry expertise and experience would result with each retirement.



Line of Duty Deaths and Injuries

As determined by the assessment of ACFR's risks and vulnerabilities, prevention has become the focus of occupational safety and health programs. ACFR will continue playing a pivotal advocacy role for a culture of health, fitness, and behavior that enhances emergency responder safety, survival, and quality of life.



Facility Enhancements and Expansions



While ACFR has just recently constructed two replacement facilities facility and infrastructure maintenance, improvements, and expansions have been minimal and have not grown at a pace relative to the growth of the county, departmental programs, staffing, and training activities on either the National or Local levels. Consequently, greater emphasis on appropriate maintenance and adequate space will be required to meet the increasing needs of our stakeholders.

Funding

As County funding is expected to remain static, there is a growing trend to maximize existing departmental budgets by responsibly facilitating daily business practices in ethical, business-savvy ways that result in savings. Likewise, there is an increased interest in analyzing the impact of federal fire grants on local fire departments' capabilities to protect life, property, and the environment. ACFR has successfully applied for and received a SAFER (Staffing for adequate Fire and Emergency response) Grant for four person staffing at rural stations. The department has also applied for another grant to add an additional engine to its fleet. The Board of County Commission voted to utilize a Fire Assessment as a funding source.





ORGANIZATIONAL PRIORITIES

The greatest obligation of Alachua County Fire Rescue is emergency preparedness and response. When our customers call, we answer, timely and professionally. We continually implement programs, activities, and services premised in emergency response. A structured and well-planned budget supports our emergency services needs. Activities related to fire prevention, training, safety, maintenance, communications, support services, and human resources, comprise a strategic approach to the overall organizational priorities.



To assure that we accomplish our vision and mission, the strategic approach includes:

- I. Human Resource Management**
- II. Professional Development**
- III. Emergency Preparedness and Response**
- IV. Facilities, Equipment, Supplies, and Technology Acquisition**
- V. Customer Service Programs Development**
- VI. Public Information, Education, and Relations Delivery**

As a priority, we will deliver the highest quality service attainable in the most cost-effective manner. By continuously evaluating departmental operations, we will ensure a sufficient return on the appropriated funds. These evaluations will entail performance and resource measurements to maintain efficiency and accountability, and will be implemented for each initiative. Fundamentally, the purpose of these initiatives is to enhance services while maximizing resources for the benefit of our stakeholders.





STRATEGIC INITIATIVES

1. Encourage Community involvement and feedback
2. Establishment of uniformed equipment on all engine apparatus
3. Improve Internal communication
4. Establish a Quality Assurance Team
5. Improve accountability for staff training
6. Expansion of the Training Branch and increase the opportunity for continuing education
7. Reinstate Public Education
8. Enhance community preparedness
9. Continue to increase Field Operations Staffing
10. Diversification of funding sources



In its entirety, we are confident that this Strategic Plan will produce needed improvements in fire services within the county of Alachua. We recognize the financial challenges that continuously affect our county's progress and are consistently mindful of all foreseeable fiscal impacts and implications when querying data and compiling costs projections. Although we have achieved numerous components of many of the eleven initiatives, most of the plan remains unfunded; however, a fiscally responsible and well-communicated strategic plan positions ACFR and the county of Alachua to maximize unanticipated financial opportunities, and to more accurately plan for the future. Continued support from the Manager and the BoCC is essential to effective financial planning and full implementation of this strategic plan.





STRATEGIC INITIATIVES

- 1 -

Finance and Administration



Cheryl Ellis
Assistant Director

Administration

Abstract

The Administration section provides high quality support and logistical services to field personnel and other county agencies, enabling them to accomplish the mission to provide for the health and welfare of Alachua County citizens and visitors. Administration is organized into the General Accounting Branch, the Revenue and Collections Branch, and the Information and Technology Office.

Historical Narrative

The General Accounting Branch is responsible for the annual budget development, purchasing functions, expenditure monitoring, grant & contract coordination and administration, accounts payable and payroll functions, and personnel coordination. This branch has managed growing workloads with 3.0 F.T.E.s by implementing and utilizing new technologies. For example, all payroll functions are automated utilizing the Operations Branch's scheduling software, Telestaff for Operations employees, and the county's electronic time sheet system for administrative employees. In FY16, the county implemented a new financial system to improve the efficiency of many manual, paper driver processes.

The Revenue and Collections Branch is responsible for the administration of the department fee schedule. The Branch operates with 9.0 F.T.E.s, two of which are working supervisors. This branch records, bills, and collects the largest non-tax, fee-based revenue source for Alachua County. This consists of user fees related to rescue and transport services. In FY2016, total EMS charges were \$15.6M; Medicare/Medicaid Write Downs were \$2.4M (15.4%), resulting in Billable charges of \$13.1M (84%). This percentage of billable charges is above other similar agencies that average around 71%. The bad debt write offs estimated by county finance and accounting were \$3.4M (22%). The resulting Net EMS Charges were \$9.7M. This success can be attributed to the efforts of the Revenue and Collections Branch, and the EMS crews who provide the core billing information from patients. In April 2015, this branch took over the billing process for Bradford County EMS. This agreement allowed the branch to add 3.0 F.T.E.s that addressed, not only the workload taken on for Bradford County, but also the workload issue for Alachua County. The Revenue and Collections Branch was reorganized into two functions, billing and collections.

The Information and Technology Office is responsible for technical support of all hardware and software programs within the department. The Office consists of 2.0 F.T.E.s who provide support for over 150 computers/laptops and 7 servers. In addition, the Office provides support for applications, database management and query, Computer Aided Dispatch (CAD) mobile management, and electronic patient/fire reporting management. The Department currently has several specialized applications that the Office supports including the electronic EMS and fire reporting systems, ambulance billing software, and Telestaff scheduling server management. The Office provides nearly 24/7 software/hardware and network support to field

operations. Previous emergency medical services and computer aided dispatch experience give these employees a unique insight into IT needs of the department.

Initiatives

1. Fire Explorers Program

Goal: The purpose of this program is to provide opportunities for teens to experience life as a firefighter. Teenagers between the ages of 14 and 21 will gain valuable knowledge, training, and skills that will help them succeed. This program requires participation and completion of a number of different assignments and events monthly. This program will not only be a huge benefit to our local youth but also help develop and mold possible future leaders of Alachua County Fire Rescue.

Objectives:

- Have informational/training meeting for establishment of Fire Explorer Post on Spring 2017.
 - a. Committee of 5 to 6 people will be established for Fire Explorers Advisory Committee
 - b. This committee will receive information and training to start the Fire Explorers Post
 - c. Members involved must take the Youth Protection Course that will be provided
 - d. Will discuss liability and insurance information
 - e. \$40 annual fee to establish post
 - f. \$24 annual fee per person for both youth and members involved
- Develop Policies/guidelines/requirements before the Fire Explorers Open House
- Open House to obtain local youth in the program will be held Spring 2017
 - a. Location and time to be determined
- Safety Classes will be provided to youth and members involved by end of Summer 2017
- Establish lesson plans and training schedule before July 1st, 2017
- Obtain uniforms and gear for youth before July 1st, 2017
- Fully established ACFR Fire Explorers Post by July 1st, 2017
- Begin monthly meetings and trainings by Fall 2017
- Have 6 month review of Fire Explorers Program
 - a. Successes
 - b. Failures
 - c. What needs to be added or changed to make better
- Depending on number of youth in program, may consider establishing an east and west side post to expand ACFR Fire Explorers Post

Finance and Administration

Communication

Evaluation/Assessment:

The purpose of the communication initiative is to make improvements and educate employees on all the support functions that administration and finance provides. This initiative would give employees insight into what we do, why we do it, and how we do it.

Strategies:

- Intranet – Create a synopsis of each branch within the section with contact information. Create a monthly “Did You Know” story which would be posted on the intranet and emailed to all employees.
 - This project is still in process – anticipate December 2017 implementation
- Podcasts – three podcasts were completed in FY17. We will continue these efforts by completing at least one podcast per quarter.

Financial:

No financial impact is anticipated from the above strategies.

Performance Analysis:

Annual Internal Survey – Find out if employees understand the operations of the section. Find out if employees had a positive or negative experience with our services. Solicit suggestions on what we can do differently, improve, etc. This is proposed to be completed by December 2017, a year after the strategies are in place.

Diversify Funding Sources

Evaluation/Assessment:

There is a high level of competition for limited resources between programs and departments. It is critical that a dedicated funding source be established for core services such as public safety. A fire assessment would provide a dedicated funding source for the majority of fire and first response expenditures.

Strategies:

- Educate the Commission and community regarding the benefits of a fire assessment. This would be accomplished through staff and consultant presentations.
 - The Board is currently in process of considering the fire assessment as an alternate funding source or fire protection services to be implemented in FY18.

Performance Analysis:

The decision whether to implement a dedicated funding source for fire rescue services is ultimately a Board of County Commission decision. Staff performance should be measured based on how educated the decision makers and community members become regarding the initiative.

Continuing Education Initiative

Evaluation/Assessment:

Training is needed in all fiscal departments to increase revenue, efficiency and to plan for the future (succession planning). As of right now, the medical billing department trains reactively instead of proactively.

Strategies:

- Cross-Training - Similar positions are currently being cross-trained. If a person is sick or quits, another person can step into that role.
- All major assignments within the fiscal and billing areas have redundancy due to our cross-training efforts. Cross training efforts will continue when staff turnover needs occur. New World User Groups – participate or lead focused user groups related to key areas of the new financial system to ensure consistency and compliance in financial transactions.,

Financial:

There will be training costs and possible travel related expenditures. Staff will work with the chief to identify funding and prioritize training efforts within that funding allocation.

Performance Analysis:

We will know the trainings have been successful when revenue increases and staff become comfortable in stepping into another role. In addition, when the office experiences a vacancy, the effects are not dramatic and daily operations continue on schedule instead of falling behind.

Implement Best Practices

Evaluation/Assessment

The purpose of this initiative is not to only collect as much revenue as possible for the County, but also to become a leader in best revenue practices in the State. We will do this in the most efficient and cost effective manner. The intent is to utilize the new financial system (New World) in the most effective and efficient manner which is in direct correlation with the education initiative.

Strategies:

- Educate both field and admin staff as outlined in the education initiative.
- Monitor other agencies/departments and emulate the more successful.
 - Include looking at agencies/departments that are working through the same issues we are.
 - Visit the agencies/departments to exchange information.
 - Attend conferences, user groups, and training

Financial:

There will be some travel related expenditures for site visits. It is anticipated that the increased revenue from implementing this initiative will exceed the additional expenditures.

Performance Analysis:

The analysis is increased revenue, improved collection rate, and efficiency. We will continue to analyze data to ensure improvements are experienced.

Compliance Program

Evaluation/Assessment

The purpose of this initiative is to ensure compliance with the Centers for Medicare and Medicaid Services as it pertains to EMS reporting and billing.

Strategies:

- Initiate a draft compliance plan/program for EMS reporting and billing.
 - Overview will be drafted by December 2017
 - Focused review on signatures drafted by March 2018

Financial:

There may be training requirements related to compliance.

Performance Analysis:

The Branch will use periodic internal audits performed monthly and quarterly beginning in March 2018 to determine success. We anticipate the addition of some criteria to the existing quality assurance process.

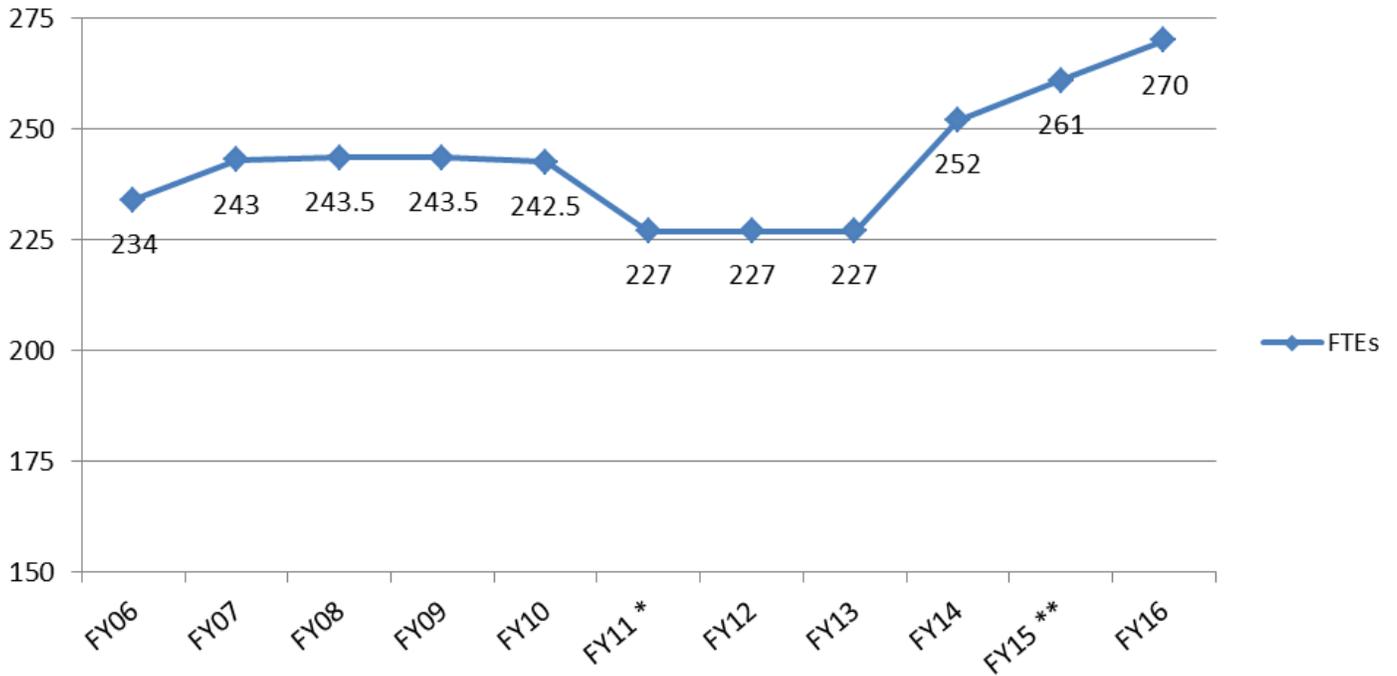
Fire Rescue Full Time Employees

FTEs	FY06	FY07	FY08	FY09	FY10	FY11 *	FY12	FY13	FY14	FY15 **	FY16
Administration	8	8	8	7	6.5	4	4	4	4.05	4.05	4.05
Special Recruitment	5	5	5	5	5	0	0	0	0	0	0
Emergency Management	3	4	5	4	4.5	4	4	4	4	4	4
Wildfire Mitigation	0	4	4	5	3	0	0	0	0	0	0
Enhanced 911	6	6	6.5	6.5	6.5	6	6	6	5.95	5.95	5.95
Rescue Medical Services	106.5	104.5	104	105.5	103	103.5	102	103.5	104	109.5	118.5
Fire Protection Services	105.5	111.5	111	110.5	114	109.5	111	109.5	134	137.5	137.5
Total Authorized FTEs	234	243	243.5	243.5	242.5	227	227	227	252	261	270

* FY11 Adopted FTEs of 229.0 was adjusted to 227.0 with the conversion of 5.0 Firefighters to 3.0 Staffing Lieutenants; FY14 Includes 22.0 positions awarded under the SAFER Grant; FY15 includes 6.0 additional staffing positions offset by overtime savings.

** FY15 Adopted FTEs of 258.0 was adjusted to 261.0 with the addition of 3.0 FTEs in Ambulance Billing for the Bradford County Agreement

Department of Fire Rescue Adopted FTE History



Five Year Budget Comparison

	FY13	FY14	FY15	FY16	FY17
Personal Services	16,730,799	17,533,625	19,165,298	19,599,257	22,329,146
Operating Expenditures	6,829,705	6,782,456	7,230,631	7,535,824	7,270,366
Capital Outlay	696,697	328,697	1,481,125	516,310	413,005
Total Operating	24,257,201	24,644,778	27,877,054	27,651,391	30,012,517
Grants and Aid	30,385	30,385	30,104	30,104	30,104
Transfers Out	60,000	60,000	-		31,080
Reserves			62,500		
Total Expenditures	24,347,586	24,735,163	27,969,658	27,681,495	30,073,701

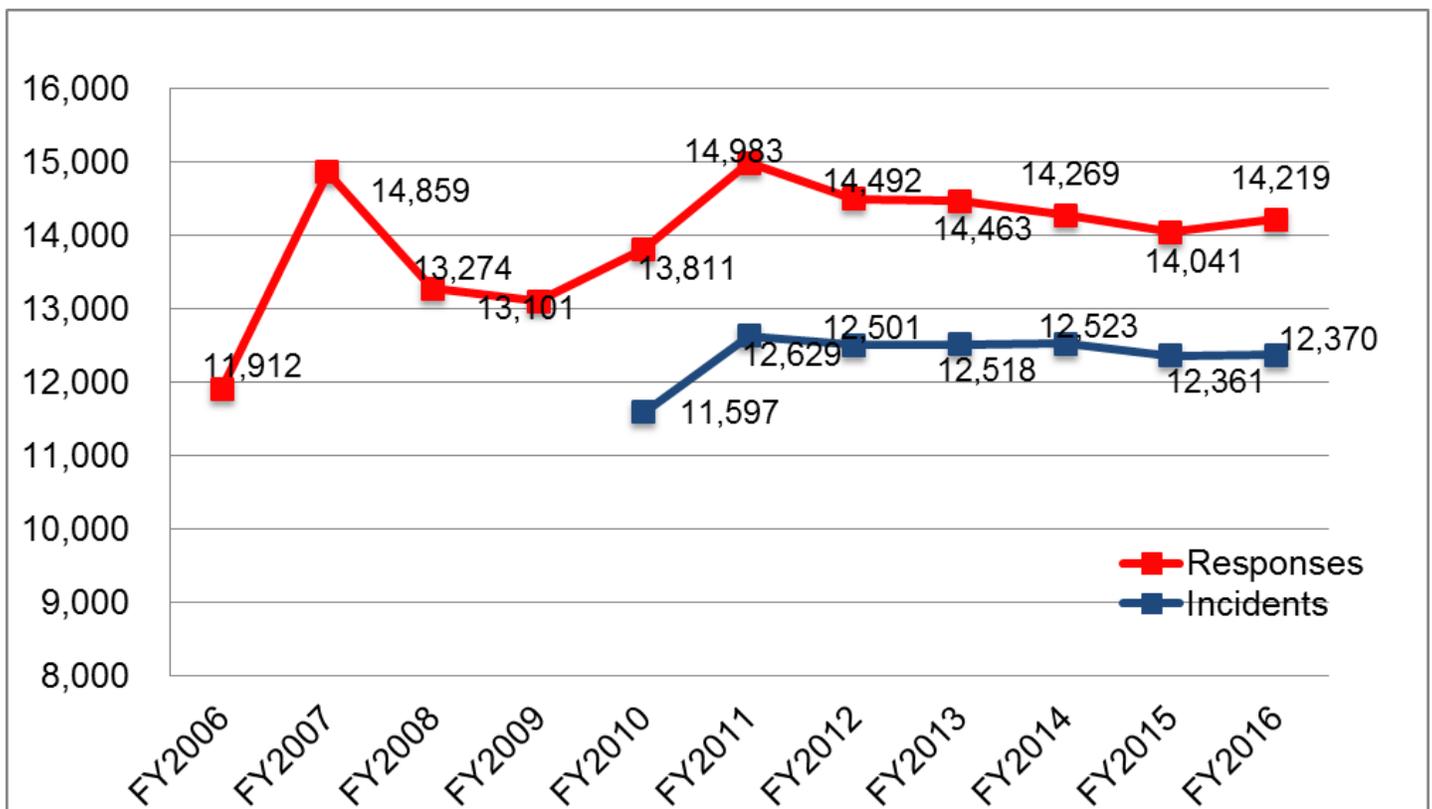
* FY15 Adopted budget includes \$1M SAFER Grant Expenditures and \$1M for Self Contained Breathing Equipment Replacement

Five Year Actual Expenditure Comparison

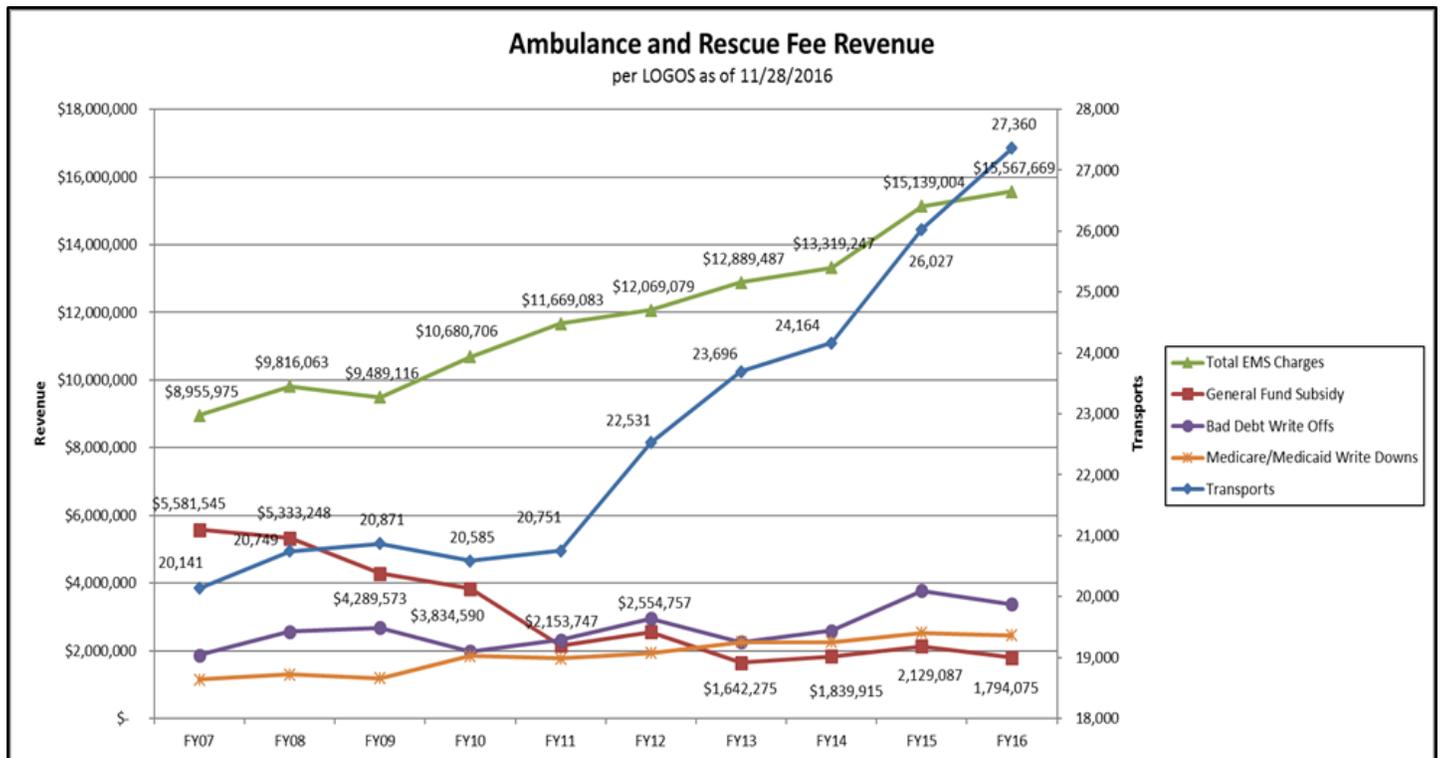
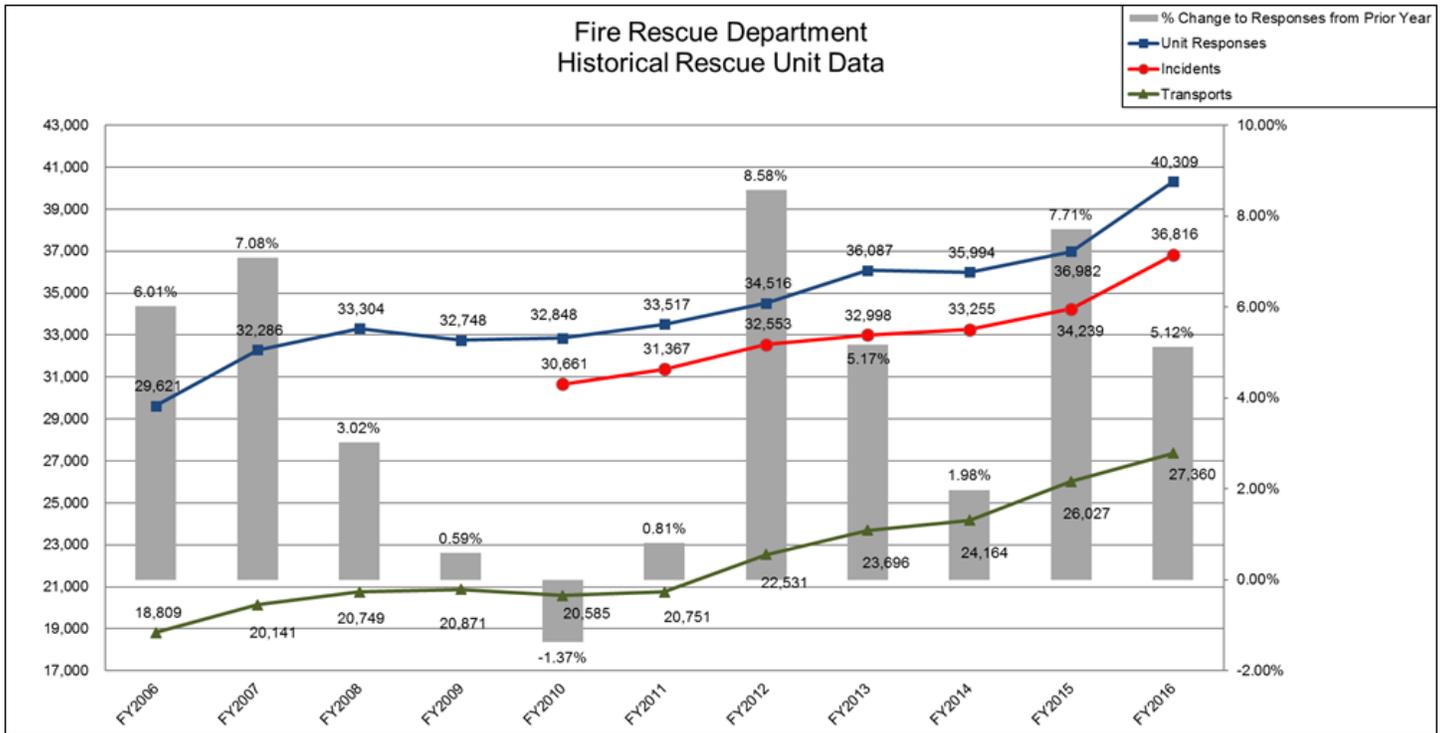
	FY12	FY13	FY14	FY15	FY16
Personal Services	15,549,765	16,615,457	17,512,690	18,411,865	19,524,106
Operating Expenditures	6,214,191	6,430,207	6,801,133	6,389,897	5,905,161
Capital Outlay	390,567	652,816	275,228	1,389,703	431,644
Total Operating	22,154,523	23,698,480	24,589,051	26,191,466	25,860,911
Grants and Aid	30,385	30,385	30,385	30,103	30,103
Total Expenditures	22,184,908	23,728,865	24,619,436	26,709,092	25,891,014

* FY15 Actual Expenditures includes \$1M SAFER Grant Expenditures and \$1M for Self Contained Breathing Equipment Replacement

10 Year Fire Response Data



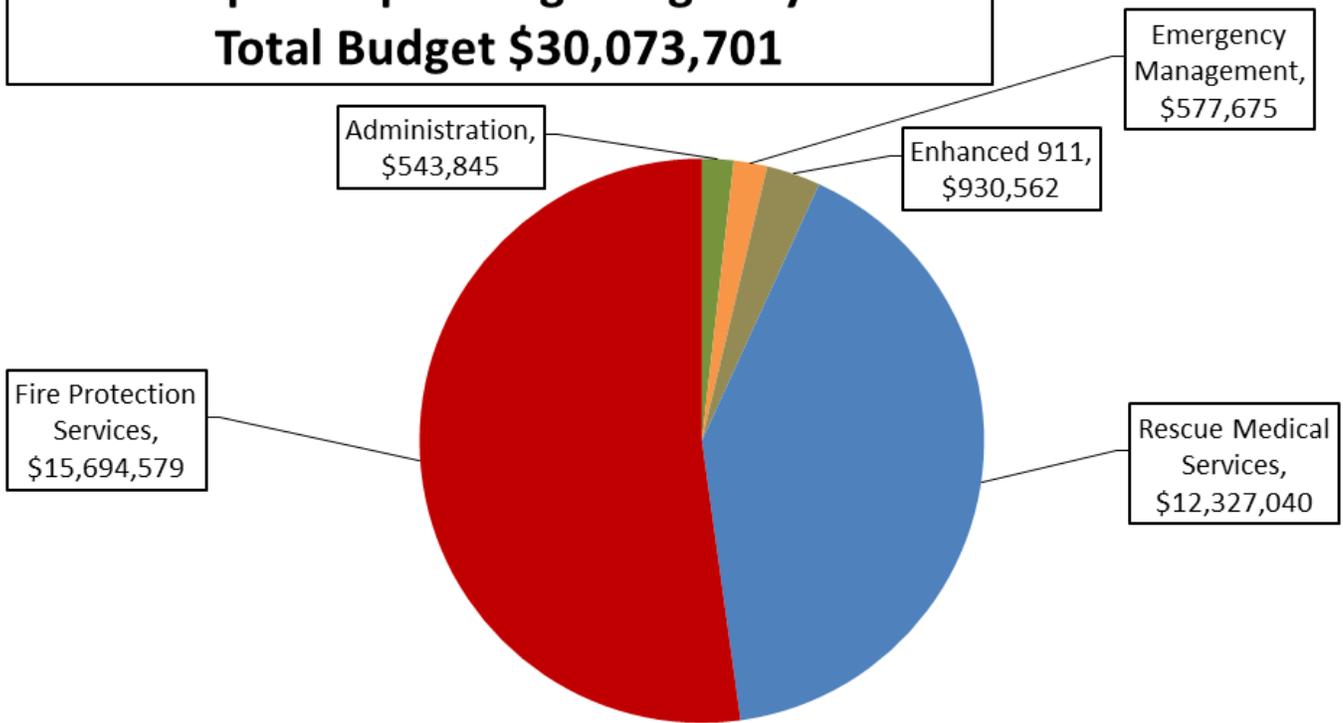
10 Year Rescue Response Data



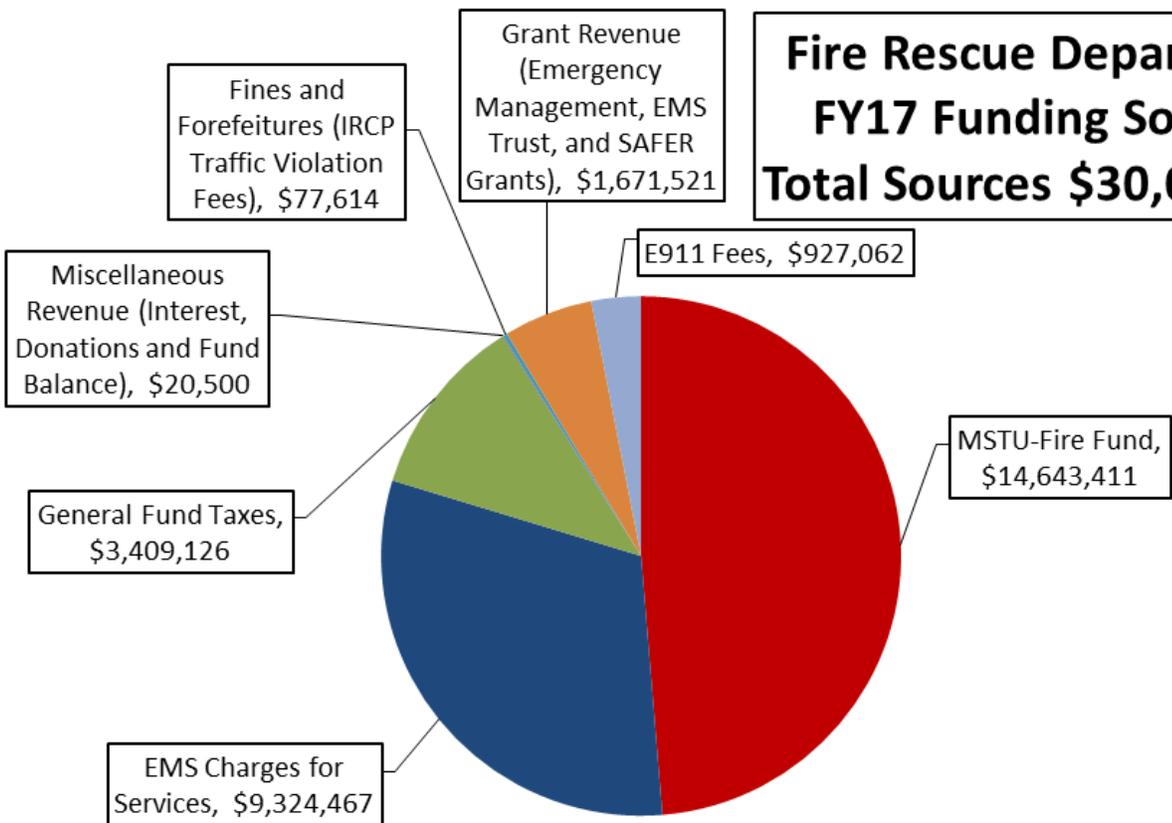
Summary of Ambulance and Rescue Fee Revenues										
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Total EMS Charges	\$ 8,955,975	\$ 9,816,063	\$ 9,489,116	\$ 10,680,706	\$ 11,669,083	\$ 12,069,079	\$ 12,889,487	\$ 13,319,247	\$ 15,139,004	\$ 15,567,669
Medicare/Medicaid Write Downs	\$ 1,145,726	\$ 1,300,975	\$ 1,183,623	\$ 1,851,471	\$ 1,769,934	\$ 1,936,832	\$ 2,258,486	\$ 2,261,376	\$ 2,526,518	\$ 2,450,213
Billable Charges	7,810,249	8,515,089	8,305,493	8,829,234	9,899,148	10,132,248	10,631,001	11,057,871	12,612,486	\$ 13,117,456
Bad Debt Write Offs	\$ 1,866,393	\$ 2,569,516	\$ 2,679,101	\$ 1,978,829	\$ 2,325,335	\$ 2,955,335	\$ 2,261,502	\$ 2,592,328	\$ 3,775,104	\$ 3,370,930
Net Revenue Actual	5,943,857	5,945,573	5,626,391	6,850,405	7,573,814	7,176,913	8,369,499	8,465,543	8,837,381	9,746,526
Transports	20,141	20,749	20,871	20,585	20,751	22,531	23,696	24,164	26,027	27,360
General Fund Subsidy	\$ 5,581,545	\$ 5,333,248	\$ 4,289,573	\$ 3,834,590	\$ 2,153,747	\$ 2,554,757	\$ 1,642,275	\$ 1,839,915	2,129,087	1,794,075
EMS FTEs	104.5	104.0	105.5	103.0	103.5	102.0	103.5	103.5	106.5	118.5
Note: Bad Debt Write-Offs are accounts determined to be uncollectible; the annual amount is determined by Finance and Accounting.										

Summary of Ambulance and Rescue Fee Revenues										
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Ambulance Fees - Regular	8,911,211	9,722,408	9,380,346	10,634,054	11,585,249	12,010,490	12,814,305	13,233,692	14,999,937	15,453,717
Other Charges	44,764	93,656	108,769	46,651	83,834	58,589	75,182	85,555	139,067	113,952
Total EMS Charges	\$8,955,975	\$9,816,063	\$9,489,116	\$10,680,706	\$11,669,083	\$12,069,079	\$12,889,487	\$13,319,247	\$15,139,004	\$ 15,567,669
Medicare/Medicaid Write Downs	\$ 1,145,726	\$ 1,300,975	\$ 1,183,623	\$ 1,851,471	\$ 1,769,934	\$ 1,936,832	\$ 2,258,486	\$ 2,261,376	\$ 2,526,518	\$ 2,450,213
Billable Charges	7,810,249	8,515,089	8,305,493	8,829,234	9,899,148	10,132,248	10,631,001	11,057,871	12,612,486	13,117,456
Bad Debt Write Offs	\$ 1,866,393	\$ 2,569,516	\$ 2,679,101	\$ 1,978,829	\$ 2,325,335	\$ 2,955,335	\$ 2,261,502	\$ 2,592,328	\$ 3,775,104	\$ 3,370,930
Net Revenue Actual	5,943,857	5,945,573	5,626,391	6,850,405	7,573,814	7,176,913	8,369,499	8,465,543	8,837,381	9,746,526
Note: Bad Debt Write-Offs are accounts determined to be uncollectible; the annual amount is determined by Finance and Accounting.										

**Fire Rescue Department
FY17 Adopted Operating Budget by Section
Total Budget \$30,073,701**



**Fire Rescue Department
FY17 Funding Sources
Total Sources \$30,073,701**





STRATEGIC INITIATIVE

-2-

Operations



Harold Theus
Deputy Chief

Abstract

The operations section is responsible for the provision of emergency response, fire protection/prevention, and emergency medical service (EMS) to the community. Operations is the largest section in the department with 248 members, 234 of which are uniformed personnel assigned to operations that staff emergency units 24/7. The Deputy Chief oversees major programs, support functions, life safety and prevention, along with equipment and supplies procurement and maintenance.

Historical Narrative

The BoCC (Board of County Commissioners) is responsible for providing fire protection services to the unincorporated areas of the county as well as the cities of Archer, Waldo, Hawthorne and Alachua. All fire service throughout Alachua County is provided either directly or through contracts with other participants within the Fire Services Network. Alachua County provides direct services by way of eight suppression units, one quint aerial device and a heavy extrication squad. These units provide advanced life support coverage with responses exceeding 14,000 for FY 16. The Department is the sole Emergency Medical Services Ambulance provider in Alachua County by way of the Certificate of Public Convenience Need. Emergency Medical Services is accomplished by operating fifteen rescue units, twelve 24/7 and four 6 days per week during peak call loads. Rescue units responses for FY16 exceeded 40,000.

Initiatives

1. Advertising the organization

Goal: Although ACFR is well known in its surrounding counties, many counties are unaware of the department. The intent of this initiative is to advertise the department Statewide. Advertising the department Statewide will increase our diversity recruitment.

Objectives:

- Create a Department badge that is specific to and reflects the uniqueness of Alachua County.
- Replace the current Class A uniform with a design to include a jacket, hat and belt and sizes tailored to each individual.
- Design T-Shirts for off duty wear
- Participate in Statewide Fire/EMS Department competitions

2. Explore the re-establishing Special Operations

Goal: The purpose of this program is to explore the opportunity of providing dedicated teams of individuals capable of performing skilled rescue operations during emergencies. The teams are Urban Search and Rescue (USAR), Hazardous Material (HAZ-MAT) and Technical Rescue. The Teams would be a resource that would benefit Alachua County and its surrounding counties

Objectives:

- For Teams to respond to 911 calls along with rescue units and other apparatus, making extrication and special rescues in the least amount of time.

3. Establishment of uniformed equipment on all engine apparatus

Goal: This initiative will enable a smooth transition of crews into backup trucks when station assigned vehicles are down for maintenance and repairs. Having all apparatus with similar equipment will save the time needed to get missing equipment on the apparatus.

Objectives:

- Begin equipping all apparatus including reserves with all the necessary equipment

4. Internal Communication

Goal: Increase internal communication within the department to enable the sharing of important information that impact all employees. This will foster good work relationships and productivity.

Objectives:

- Begin providing monthly Podcasts.
- Quarterly Company Officer meetings.

5. Encourage Community Involvement and Feedback

Goal: Developing good relationships with the citizens we serve is important in building a successive fire department. It is imperative that citizens gain trust in the men of women of the fire department that serves their community. This initiative when implemented can be used as a self-evaluation tool to better the department's customer service experience.

Objectives:

- Explore affixing Social Media decals onto all apparatus (FaceBook, Twitter, etc.) encouraging citizens to comment on our service.
- Provide regular public service announcements through radio/TV.
- Have a Public Information Officer in place by 2019.
- Explore affixing individualized decals on units for station identification.

6. Regionalized numbering of Fire station

Goal: Currently our stations do not have numbers that reflect the region located. Having all stations numbered by the region they are located in will enable clear identification of what region an emergent situation is located. This reduces confusion of units dispatched from stations into their region.

Objectives:

- Assess current numbers
- Establish numbers for each region of the County
- Begin numbering



STRATEGIC INITIATIVE

-3-

Emergency Medical Services



Jeff Taylor
Assistant Chief

Abstract

The purpose of the Emergency Medical Services Strategic Plan Initiative is to fully enhance the level of Emergency Medical Services in Alachua County by 2019.

Branch Overview

EMS

Emergency Medical Services (EMS) is one of the primary services provided by members on shift. Being current with laws and regulations is critical. Our staff participates in service delivery decisions with the Medical Directors as well as proposed state-wide changes being recommended by the industry. Current medical direction provides innovative approaches to patient care that stays abreast of trends and best practices. Coordination with the training function is critical to maintain our high-quality services while implementing innovative solutions to patient care. The challenges facing this area are: Funding for technology improvements for patients and employee safety. Medical Directors provide an integral part in the delivery of advanced training, quality assurance, and advances in service delivery.

HEALTH & SAFETY

The Health & Safety Officer's responsibilities continue to be more complex with an increase in the illnesses that our members are exposed to and the injuries associated with the services we provide. As we have observed in the previous year, infectious diseases are prevalent. The acquisition of equipment and training is often difficult during crisis. The need to evolve with best practices and the funding necessary to appropriately train employees, while providing protection of the infectious disease threat to patients and employees, has been affected by recent cuts in funding. Short term needs have been addressed but long term needs will still need to be addressed through efforts being considered in the areas this function supports.

LOGISTICS

The Central Supply Warehouse (CSW) is responsible for the systematic selection, procurement, warehousing, and logistics of supplies and services for ACFR. CSW coordinates purchasing requests and manages inventory control for over 800 stock items - Everything from paper towels, medical drugs, and supplies to personnel protective equipment. The CSW staff focuses on acquiring high quality products, services, and supplies at the best cost and is responsible for the majority of the department's receiving, distribution, and shipping operations, ensuring all ACFR work locations are stocked with the appropriate medical and station supplies. When natural or man-made disasters require the distribution of emergency relief supplies, CSW plays a critical role in Emergency Support Function 11 at the Emergency Operations Center (EOC).

Alachua County Fire Rescue has seen a steady rise in calls for both non-emergency and emergency services. Not only have the requests for services increased but the complexity of those requests has increased as well. The delivery of pre-hospital medical care has changed dramatically and health care reimbursement has become more complicated. This has created a need for extensive education for accuracy and billing practices.

Goals:

- Obtain CASS accreditation by January 2019
- Establish, train, and begin operation of EMS QA Team by 07/17. Team will meet goal of reviewing 30% of monthly reports in the first month of operation and will continue to seek processes that improve this percentage to 60% by December 2017.
- Develop a policy for Narcotics Management to include receipt, distribution, tracking, and destruction of all narcotics used by ACFR by October 2017. Obtain and install a “narcotics safe” at Headquarters to improve security of narcotics by June 2017.
- Review and revise as needed Chapter 17-Paramedic Clearance Protocol by October 2017. Implement the new process in October 2017 with goal of clearing all “uncleared paramedics” within a six-month time frame.
- Implement a “System Status” process for the Peak Load Division by January 2018. This will include research, procurement, installation, and training on software that manages this process.



STRATEGIC INITIATIVE

-4-

Technical Services Division



Abstract

The purpose of the enhanced ACFR technical services strategic planning initiative is to increase delivery of hands-on training opportunities needed to meet the needs of our evolving department

Historical Narratives

Larry Stewart
Assistant Chief

Historically, ACFR Technical Services is tasked with providing both online and hands-on training for the department. The online training is accomplished primarily through the use of Target Solutions. Target Solutions is a web based program which allows for the delivery of educational materials to all personnel within the department via an internet connection. Given our 962 square miles within the county, this technology is required to meet the needs of the department. Additionally, ACFR Technical Services provides first person training on-site at our training facility at Lofton High School. The Lofton Training facility is a multi-story facility built and run in cooperation with the Alachua County School Board. Finally, the use of on-scene or at-station training is delivered by one of the four current captains in the Technical Services Branch and through the use of Field Personnel, who have received specialized training in specific topics.

Initiatives

1. **Develop an Annual Training Plan (ATP) and make it available to all personnel**

Goal: Create a department-wide Annual Training Plan (ATP) to include fire skills training, facilities training, EMS training, monthly drills and personnel development training

Objectives:

- Identify motivated personnel and form an Annual Training Plan Committee to develop and evaluate lesson plans and perform field training exercises by June 1, 2017. To be completed by ACFR Technical Services Branch
- Conduct quarterly meetings of the ATP Committee to review the current ATP and develop/coordinate future training and lesson plans. (1st meeting to be conducted by July 1, 2017) To be completed by Technical Services Branch and the ATP Committee.
- Create an ATP calendar and update it monthly to include fire skills training, facilities training, EMS training, monthly drills and personnel development training by June 1, 2017. Diligent efforts shall be made to determine the best method of calendar availability to include Outlook Calendar, TargetSolutions, SharePoint and any other plausible possibilities. To be completed by Technical Services Branch in consultation with ACFR IT.

- Make the ATP calendar available to all personnel via desktop by June 1, 2017. To be completed by ACFR Technical Services Branch in consultation with ACFR IT.
- Annual Training Plan training materials need to be emailed to all personnel monthly with explanations of required training topics, lesson plans and associated reference materials. To be completed monthly by the Technical Services Branch beginning July 1, 2017.

Goal: Develop an ACFR Training Evaluation process/form for use by field personnel

Objective:

- The use of online surveys and forms as well as the need for assignment of activity will be finalized for implementation by October 1, 2017. To be completed by the ATP Committee.

Financial Impact: The only financial impact would be the use of personnel funding of overtime for members of the ATP Committee who are not on shift to attend quarterly meetings and monthly training sessions as assigned.

Evaluation/Assessment: Monthly training assignments and adherence to the Annual Training Plan shall be evaluated through reports generated by the learning management system (currently Target Solutions). These reports shall determine if adequate training is being completed and attended as well as effectiveness of the assigned training staff. These reports shall be reviewed at the quarterly ATP Committee meeting.

2. Expand the Technical Services Branch to form a Field Training Division and an Administrative Division.

Goal: Administrative Division to improve training delivery, consistency and provide 24/7 coverage of Health and Safety Officer functions.

Objectives:

- (Option 1) Establish 1 Training Captain (56 hr.) per shift (3 total FTE's) and 2 Training Captains in administration (2 FTE's) by October 1, 2018.
- Research shall be conducted to evaluate other similar departments that utilize both field and administrative Training Captains by Technical Services by October 1, 2017
- Technical Services Branch will prepare a presentation for delivery to the ACFR Administrative Chiefs regarding the pro's, con's, practical applications and identified road blocks by November 1, 2017
- Determine/Develop a practical plan for implementation, funding, and description of job functions/requirements by February 1, 2018.
- Address the need for a Captain salary adjustment to account for additional responsibilities, training/education, and rank hierarchy discrepancies that are present between the Lieutenant and Captain positions. This will need to be done through collective bargaining to begin in FY 16-17 and proceed as necessary

Goal:

- (Option 2) Research and Develop a plan for reassignment of shift Lieutenants and/or Rescue Lieutenants to Technical Services for training purposes and assignments.

Objective

- Research cost effectiveness for reassignment versus paying OT for field personnel training purposes to include use of staffing personnel and/or reassignment for a 3-6 month period. This will be reviewed by the ATP Committee and presented by January 1, 2018.

Financial Impact: Financial impact would be rather significant when considering the creation of one (1) FTE with benefits package. Also, the personnel overtime would have to be analyzed and considered with the second option. The possibility of the ACFR Fire funding moving from an MSTU to an MSBU (Tax Assessment) may be one source of funding for the increased FTE in Training. Other sources such as grants and reorganization must also be considered.

Evaluation/Assessment: Again, the monthly training assignments and adherence to the Annual Training Plan shall be evaluated through reports generated by the learning management system (currently Target Solutions). These reports shall determine if adequate training is being completed and attended as well as effectiveness of the assigned training staff. These reports shall be reviewed at the quarterly ATP Committee meeting. An improvement in the percentage of personnel completing training and an increased provision of training opportunities would be the evaluation of a successful training plan.

3. Improve the accountability for training that is required and/or assigned to personnel.

Goal:

- Train all officers to current training requirements, operations, TargetSolutions management, and personnel reporting.

Objective:

- Conduct training for all new and current officers annually (at minimum). This will be done by ACFR Technical Services during orientation and in the Company Officer Meeting formats. These should begin by October 1, 2017.

Goal:

- Assure that personnel hold themselves and their assigned subordinates accountable for their assigned training.

Objective

- Conduct training for all new and current officers annually (at minimum). This will be done by ACFR Technical Services during orientation and in the Company Officer Meeting formats. These should begin by October 1, 2017.
- Employee coaching and counseling should be invoked to assure completion of assignments. Should employees fail to comply, then the progressive disciplinary action process should be followed. This shall be overseen by the District Chiefs.

Financial Impact: Financial impact would be minimal and would not be different from current practices. Company Officer meetings are planned quarterly for all field officers.

Evaluation/Assessment: Again, the monthly training assignments and adherence to the Annual Training Plan shall be evaluated through reports generated by the learning management system (currently Target Solutions). These reports shall determine if adequate training is being completed and attended as well as effectiveness of the assigned training staff. These reports shall be reviewed at the quarterly ATP Committee meeting. An improvement in the percentage of personnel completing training and an increased provision of training opportunities would be the evaluation of a successful training plan.

4. Increase the opportunity for continuing education and officer development utilizing the provision of certified courses by ACFR.

Goal:

- Offer a minimum of one (1) 40 hour certification class approved by the Bureau of Fire Standards and Training (BFST) by 12/31/2017. This would be coordinated by Technical Services with consideration to utilize line personnel certified as instructors.
- Develop a continued education training plan to offer training for Driver Operator, Fire Officer I, and Fire Officer II certification. This should be completed by Technical Services and the ATP Committee by 12/31/2017
- Continue the current agreements that offers Critical Care Paramedic training to field personnel.
- Continue the current agreements that offers Paramedic training to field personnel through Santa Fe College and City College.

Financial Impact: Financial impact would be minimal and would not be different from current practices. The use of field personnel for training classes may result in a slight increase in overtime costs.

Evaluation/Assessment: The offering of developmental and continuing education classes can be evaluated quarterly and annually by the ATP Committee to determine the effectiveness and if the participation levels of the program is meeting the needs of personnel and the department. If the classes fail to attract the number of students that is acceptable to the department director or designee, then the classes will cease.





STRATEGIC INITIATIVE

-5-

Life Safety & Internal Affairs Branch



John Adler
Fire Marshal

Abstract

Fire prevention activities are handled with three (3) members within the Life Safety/Internal Affairs Branch. The Fire Marshal conducts all complaint investigations and is the authority having jurisdiction for fire code enforcement. Two fire inspectors conduct fire safety inspections and enforcement of code violations of existing structures as well as plans review and inspections in new construction.

History

The Life Safety Branch is responsible for the protecting life and preventing fires through a comprehensive fire prevention program. This program has evolved over the years. The branch is responsible for identifying potential fire and life safety hazards through the review of all commercial new construction plans, inspections during all phases of construction, and annual inspections of existing businesses. The last few years has seen new growth for Alachua County that has challenged the branch to become more efficient. These challenges have been successfully met. The past success of the Branch set the tone for a successful future.

Goals:

- Creation of an Inspection Process Modality
- Integration of Fire Marshal Inspections with Operational Pre-plans
- Creation of a Public Education Program



STRATEGIC INITIATIVE

-6-

Emergency Management



John Shaw
EM Director

Develop Alachua County Emergency Management Into a Leading National Program

Abstract

Alachua County Emergency Management will, over the next several years, bolster the strength of its program to make it a nationally-recognized leader in preparedness, response, recovery, and mitigation. The forward leaning direction of the program will ensure it is scalable to all hazards, responsive to the needs of citizens and partners, and demonstrative of a culture of preparedness countywide.

Historical Narrative

Alachua County Emergency Management has historically been progressive in its approach to planning for disasters: frequent meetings with stakeholders, frequent trainings designed to supplement the knowledge of Emergency Response Team personnel (those working in the Emergency Operations Center), and innovative approaches to community preparedness planning, including a robust social media presence. The program has traditionally conducted these activities with minimal and highly competent personnel.

Initiatives

STRATEGY 1: Increase Emergency Response Team (ERT) preparedness and capabilities.

GOAL 1.1: Increase planning capabilities by 2019.

Current plans are not readily coordinated. Modernizing the plans and procedures to streamline and coordinate documents is necessary to build an organic emergency preparedness system. Additionally, though ERT members currently interact with program staff, developing emergency preparedness plans requires the work of the full team. As such, maximizing the relationship between program staff and ERT members will build depth in plan execution, increase the amount of coordination between plans, and lead to more efficient response and recovery efforts.

GOAL 1.2: Increase training capabilities by 2019.

Current trainings are typically conducted via face-to-face sessions, which unfortunately limits the audience as not all members of the ERT have schedules that can be accommodated. Modernizing training delivery by offering webinars and pre-recorded podcasts and presentations will improve the reach capacity of Emergency Management's training program. Alternative training delivery formats have been requested from partners, as well.

Additional measures to increase training capabilities include:

- Integrating trainings with newly developed plans, policies, and procedures to ensure maximum comprehension of the documents;
- Developing more trainings with the regional resources housed in Alachua County (the Mutual Aid Radio Communications Unit, the Mobile Incident Mapping Unit, the Medical Support Unit, and the Unmanned Aerial Vehicles Team).

GOAL 1.3 Increase exercise capabilities by 2019.

A fully developed emergency preparedness system integrates exercises with plans and trainings. The work completed in Goals 1 and 2 will contribute to the facilitation of appropriate and critical exercises. Additionally, Emergency Management personnel will pursue additional trainings and certifications to increase their exercise development skills.

Also of interest to the exercise program is to host more exercises with the regional assets housed in Alachua County (the Mutual Aid Radio Communications Unit, the Mobile Incident Mapping Unit, the Medical Support Unit, and the Unmanned Aerial Vehicles Team). The personnel on these teams as well as the use of the equipment, as part of a combined resource system, will increase our overall response capabilities in the coming years and solidify Alachua County as an emergency management leader in the state.

STRATEGY 2: Engage the whole community.

GOAL 2.1: Develop a multi-faceted public information campaign to enhance community preparedness beginning in 2017.

While ACEM currently does phenomenal work on social media, increasing Emergency Management's social media presence and strategies are necessary to remain a leader in social media emergency management in Florida. A formalized Social Media Strategy will be developed in 2018 prior to the start of Hurricane Season (June 1, 2018).

Continued outreach through traditional media is of critical importance to ensuring the residents of Alachua County are prepared for any emergency which may impact them. As such, Emergency Management will engage in the following actions:

- Develop public service announcements (PSAs) to play on local radio stations in 2017.
- Develop public service announcements (PSAs) to play on local television stations by 2018.
- Develop Alachua County-specific emergency preparedness publications by 2018.
- Increase the capabilities of the website to function best for the public's needs in 2017.

GOAL 2.2: Develop an internship program by 2018

Interns provide a fresh view on the progress of an agency. The internship program would include trainings, setting goals and deliverables, etc. in accordance with best practices among other agencies and emergency management programs.

GOAL 2.3: Develop a program focusing on disaster preparedness and resilience for neighborhoods by 2018.

Currently in existence is the Disaster Resilient Neighborhoods program. This program will be adjusted based on national lessons learned and best practices to better serve the community. The desire of the program is to create neighborhoods that look out for one another during a disaster and are able to directly communicate the needs of the neighborhood to personnel at the EOC, creating a more efficient response to the disaster.

GOAL 2.4: Develop a strategy focusing on disaster preparedness and resilience for vulnerable populations in 2019.

Emergency Management will develop a strategy focusing on disaster preparedness and resilience for vulnerable populations. Vulnerable populations in emergency management are those with disabilities, those with special medical needs, the homeless, those with language barriers, the elderly, etc. During disasters, effective outreach targeting the vulnerable populations is of the utmost importance to ensuring overall community resilience. Full and appropriate development of this strategy is expected to take over a year, and will capitalize on the gains and lessons learned through the development and refinement of the Disaster Resilient Neighborhoods program.

GOAL 2.5: Develop a strategy focusing on disaster preparedness and resilience for faith-based organizations in 2020.

The faith-based organizations often times will support the community during disasters by providing resources, sheltering, or other assistance. Building upon the success and lessons learned from the Disaster Resilient Neighborhoods program, as well as the disaster preparedness strategy for vulnerable populations, Emergency Management will develop a strategy to further develop the relationship between our office and the faith-based community.

GOAL 2.6: Develop a strategy focusing on disaster preparedness and resilience for private businesses in 2021.

The expedient economic recovery of a community is critical to its overall resilience. As such, Emergency Management seeks to develop a strategy encouraging businesses to be prepared for disasters both large and small. This strategy will be drafted in accordance with national best practices, and may bolster the overall ESF-18 Business & Industry component of the EOC.

STRATEGY 3: Engage more with community agencies.

GOAL 3.1: Present at new employee orientation by 2018.

As Incident Command System courses are required of all employees, Emergency Management would like to present at new employee orientations. This would afford an opportunity for the new employees to understand their role in the emergency response and recovery organization, and to understand that they may be critical to the functioning of the EOC even if they are not physically present at the EOC. Part of this training would also be to encourage personal preparedness; if county employees are able to prepare their personal lives ahead of a disaster, they will likely be able to focus more on their emergency response role as they know their families and loved ones are safe.

GOAL 3.2: Develop and distribute podcasts beginning in 2017.

In accordance with departmental best practices, Emergency Management seeks to develop several podcasts designed for both county employees as well other supporting organizations to understand their mission in the emergency response and recovery organization.

GOAL 3.3: Attend district chief meetings beginning in 2017.

To better facilitate cooperation among public safety personnel, Emergency Management seeks to attend ACFR district chief meetings. By knowing of the capabilities all are able to bring, it may allow for an increased efficiency in the response to large incidents, such as those requiring mapping capabilities.

STRATEGY 4: Pursue accreditation through the Emergency Management Accreditation Program by 2020.

GOAL 4.1

Very few emergency management programs globally are accredited, and securing Alachua County's accreditation would signify its strength as a leading emergency management program not only in Florida, but also in the nation. Emergency management accreditation is contingent upon one-hundred percent compliance with a rigorous peer-reviewed assessment of the entirety of a program and extends beyond the normal day-to-day operations of Alachua County Emergency Management to include the readiness of its partner agencies around the county, as well. Accreditation is valid for five years.



Appendix



STRATEGIC PLANNING TEAM 2017

NAME	RANK	DIVISION OF LABOR
<i>Beasley, John</i>	<i>Rescue Lieutenant</i>	<i>Operations</i>
<i>Bosier, Grant</i>	<i>Driver Operator</i>	<i>Operations</i>
<i>Cason, Edward</i>	<i>Lieutenant</i>	<i>Operations</i>
<i>Dabney, Drew</i>	<i>District Chief</i>	<i>Operations</i>
<i>DeSear, Matthew</i>	<i>Rescue Lieutenant</i>	<i>Operations</i>
<i>Edison, Craig</i>	<i>Driver Operator</i>	<i>Operations</i>
<i>Harper, Samuel</i>	<i>Firefighter/Paramedic</i>	<i>Operations</i>
<i>Hines, Jacqueline</i>	<i>Sr. Staff Assistant</i>	<i>Administration</i>
<i>Horner, Jennifer</i>	<i>Program Coordinator</i>	<i>Emergency Management</i>
<i>King, Eric</i>	<i>Rescue Lieutenant</i>	<i>Operations</i>
<i>Mallard, Jonathan</i>	<i>Rescue Lieutenant</i>	<i>Operations</i>
<i>Patterson, Justin</i>	<i>Driver Operator</i>	<i>Operations</i>
<i>Richardson, Jonathan</i>	<i>Firefighter Paramedic</i>	<i>Operations</i>
<i>Rivera, Robin</i>	<i>Rescue Lieutenant</i>	<i>Operations</i>
<i>Rulapaugh, Kevin</i>	<i>Lieutenant</i>	<i>Operations</i>
<i>Scott-Kotb, Karem</i>	<i>Firefighter Paramedic</i>	<i>Operations</i>
<i>Smith, Robert</i>	<i>Firefighter/EMT/Chaplain</i>	<i>Operations</i>
<i>Stewart, Larry</i>	<i>Assistant Chief</i>	<i>Technical Services</i>
<i>Shaw, John</i>	<i>Director</i>	<i>Emergency Management</i>
<i>Taylor, Jeff</i>	<i>Assistant Chief</i>	<i>EMS</i>
<i>Torsell, David</i>	<i>Rescue Lieutenant</i>	<i>Operations</i>
<i>Theus, Harold</i>	<i>Deputy Chief</i>	<i>Operations</i>
<i>Walters, David</i>	<i>Rescue Lieutenant</i>	<i>Operations</i>
<i>Wesley, Kevin</i>	<i>Captain</i>	<i>Training</i>
<i>Winningham, Chad</i>	<i>Rescue Lieutenant</i>	<i>Operations</i>
<i>Woods, Misty</i>	<i>Lieutenant</i>	<i>Operations</i>