

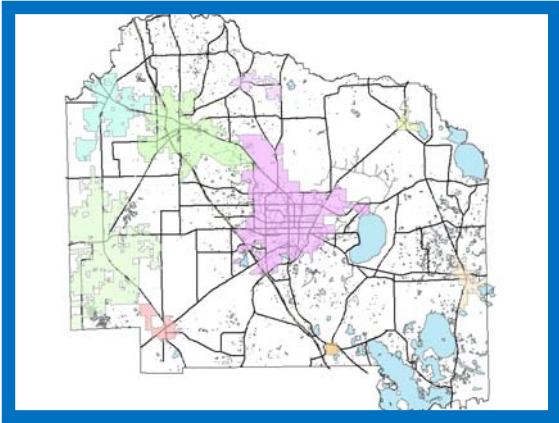


2016 Alachua County



Fire Rescue Department


Enhanced 911/Communications Emergency Management



Operations



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INTRODUCTION



William K. Northcutt
Chief



Our 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 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.*

Greetings and Welcome,

The following information will provide you with an overview of your Fire Rescue Department (ACFR) and services provided. As you review the material it will become apparent that ACFR is a full service provider of non-emergency and emergency services. We are a professional quasi-military organization that works diligently to be progressive, effective, and cost efficient for the citizens we serve.

Alachua County Fire Rescue is organized into four (4) sections; Fire Rescue Operations managed by Deputy Chief Harold Theus, Emergency Management managed by Dave Donnelly, Enhanced E911/Communications managed by Keith Godwin, and Finance & Administration managed by Cheryl Ellis. Each Section Chief is empowered with authority and responsibility for their respective section. Section Chiefs are accountable for implementing our "Mission" and delivering our "Vision" twenty-four hours a day, seven days a week.

Fire Rescue Operations is the largest section of the Department with 228 personnel. This Section is organized into three Branches; Emergency Medical Services, Technical Services, and Field Operations. The Emergency Medical Services is a heavily programmatic Branch that provides oversight and implementation of Emergency Medical Services, Logistics, Fire/EMS Agreements and Health & Safety. The Technical Services Branch provides oversight and implementation of Fire/Rescue/EMS training and Life Safety & Internal Affairs. The largest Branch in this Section is Field Operations. This Branch provides the delivery of fire/rescue/EMS services at the advanced life support level (ALS) via eight fire engines, one aerial engine, one heavy duty squad, and fifteen rescue units, twelve providing service 24/7 and three 6 days per week during peak call load periods.

The Emergency Management Section is the smallest Section with 4 personnel. However,

their scope of work is critical. They are responsible for the preparation, planning, response coordination, and recovery during large scale incidents such as severe weather and natural/accidental major events. This Section operates out of our Emergency Operations Center. Emergency Management is the coordinating authority during all disasters.

The Enhanced 911/Communications Section is responsible for addressing properties in the unincorporated area and participating municipalities within Alachua County. The Section also manages our public safety radio system. The addressing process provides critical data which is necessary for dispatching fire and law enforcement units to emergency incidents throughout the County. In addition, they also provide mapping during large scale incidents such as wildfires.

The Finance and Administration Section is organized into three branches: General Accounting, Revenue & Collections, and Information & Technology. This Section provides oversight and implementation of our Budget. They ensure that bills are paid, revenues are received, billing for services is completed, and computer communication services are delivered. The Revenue and Collections branch is responsible for collecting fees generated by approximately 27,000 patient transports and enjoys some of the best results in the industry by collecting 80.3% of billable charges.

Future Challenges

Improve External/Internal Communication.

- Communication is one of Alachua County's Core Values. It is our desire to improve communication with our customers and employees in order to improve the quality of service we provide to all our customers. To achieve this goal, ACFR has taken several steps to improve communication by using social media, surveys and New Outlets. We believe that community feedback is important in providing excellent service to our customers.

Public Information and Recruiting

- For the FY11 budget, our recruitment and public information positions were eliminated. As a result, ACFR had limited opportunities to share stories and how community is impacted, whether favorable or not with the public. The lack of recruitment efforts has hampered ACFR's ability to increase the number of qualified minorities and women who apply for positions when they are available. Our goal is to add a Public Information/ Recruiter position.

Maintaining Staffing Levels

- The Board approved the use of projected fund balance to support maintaining the 3 person minimum staffing in rural areas for the remainder of FY16 after the Safer Grant expires in March 2016. Continuation of funding is important to the service delivery in these areas.

Public Education

- Public Education was eliminated due to budget cuts in 2010. This has contributed to a loss of contact with schools and reduction in fire safety education to children and the elderly, two of the most vulnerable groups affected by fire and other injuries. The elimination of this important program also limits our exposure to children for career pairing as we plan for future firefighters.

I am confident that as you become more familiar with ACFR it will become evident that we are a value-driven professional organization dedicated to responsive, respectful, and courteous customer service.

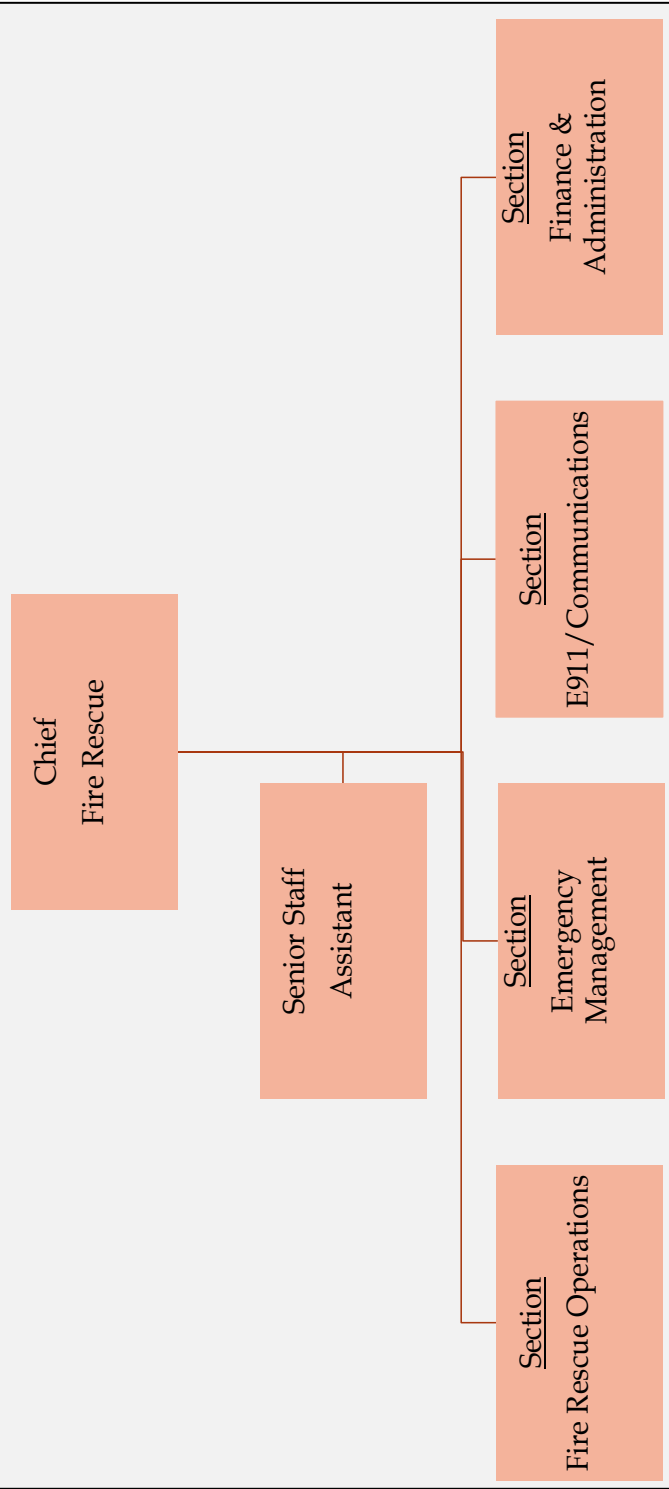
Public Safety First,

W. K. Northcutt

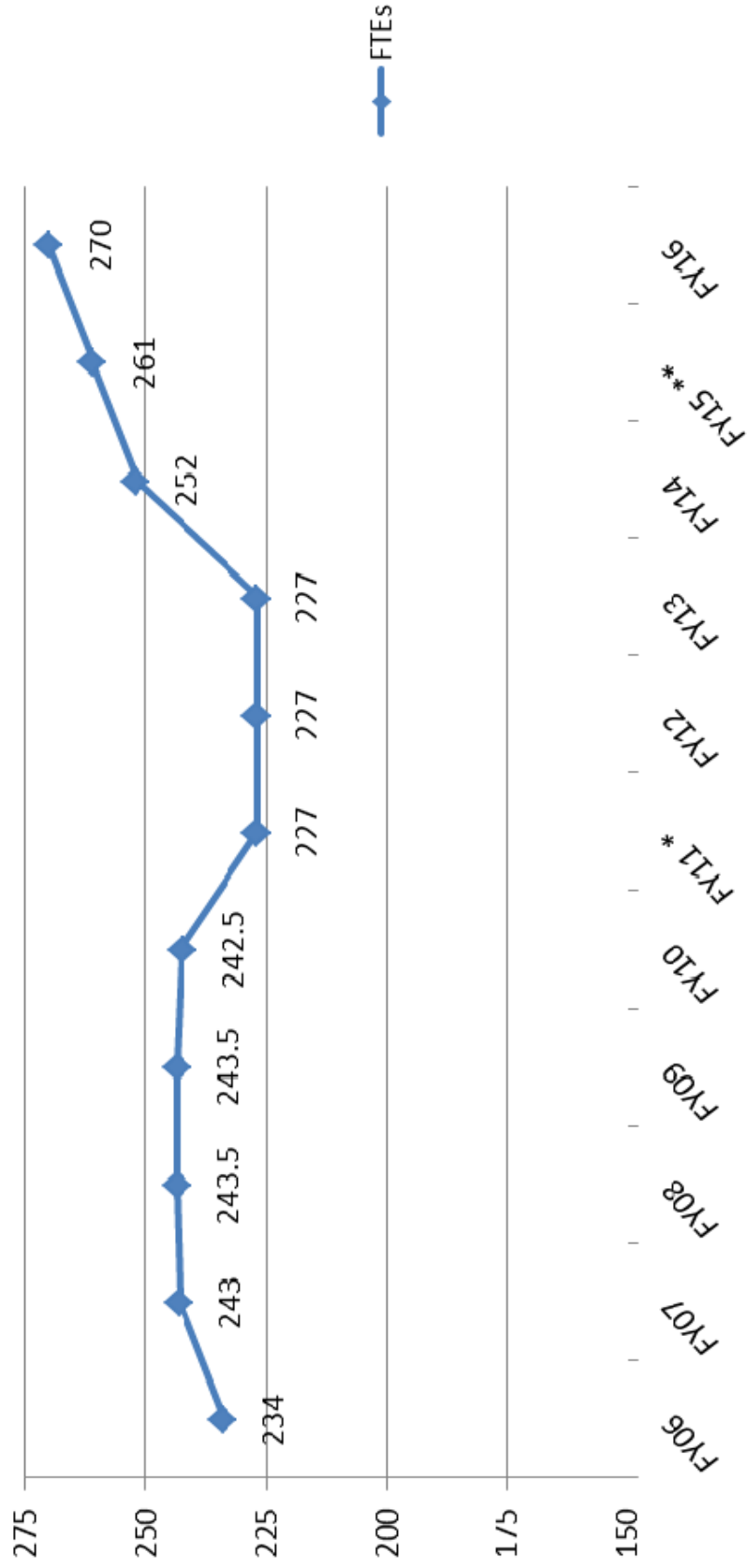
William Northcutt, Chief

ORGANIZATION CHART

Fire Rescue Department William K. Northcutt, Chief



Department of Fire Rescue Adopted FTE History



*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

FTE History Detail

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

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OPERATIONS



Harold Theus
Deputy Chief



The Operations Section is responsible for the provision of emergency response fire protection/prevention and emergency medical services (EMS) to the community. The Operations Section is the largest Section in the Department. It is made up of 232 members, 217 of which are uniformed personnel assigned to Operations that staff emergency units 24/7. The Deputy Chief oversees major program functions as well as the support functions; life safety and prevention as well as equipment and supplies.

Future Challenges for the Section

- **Increase diversity**

One of our values is diversity. To accomplish greater diversity, Alachua County Fire Rescue has committed resources to increase the number of qualified minorities and women applying for advertised vacancies through specified advertising, active outreach, and community involvement. The goal of Alachua County Fire Rescue is to reflect the diversity of the communities we serve.

- **Improve internal communication**

Alachua County Fire Rescue seeks to promote a sense of pride and unity among the employees of the organization. To accomplish this goal, the organization is committed to communicating the organizational goals, values, and mission utilizing multiple modes of communications.

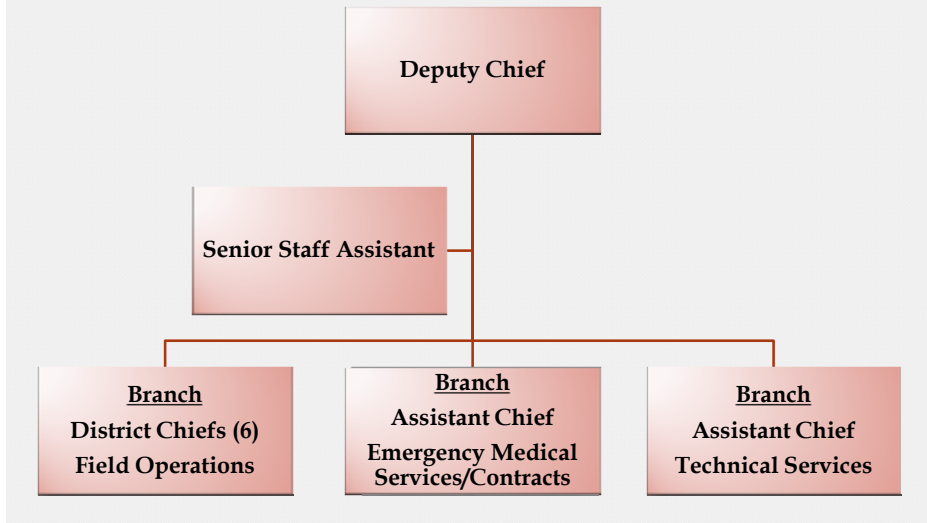
- **Promote community feedback**

ACFR seeks to promote feedback from the community we serve. The organization understands that community feedback is essential in measuring results of service delivery.

- **Improve Wellness/Fitness**

ACFR along with the International Association of Fire Fighters have a desire for healthy lifestyles. Due to the physical demands of the job, it is essential that all uniformed personnel maintain a high level of fitness and wellness.

Fire Rescue Department
Operations
Harold Theus, Acting Deputy Chief



Field Operations Branch

This Branch delivers fire suppression, rescue, and emergency medical services to the citizens and visitors of Alachua County. We staff fourteen (14) fire/rescue locations 24/7. All of the Department's units are staffed to the advance life support (ALS) level.

The BoCC is responsible for fire protection services to the unincorporated areas of the County, the Cities of Archer, Hawthorne and Waldo and by contract to the City of Alachua. Fire suppression is provided via direct



service provider or contract with participants of the Fire Services Network. The Department operates nine fire trucks and one squad unit, all staffed with paramedics. Total responses for service from County fire units exceeded 14,000 in FY15. This is an increase of 24% over the last ten years. (Fire/EMS Master Plan).

The City of Gainesville and the urban/urban cluster area around the City of Gainesville are protected by Alachua County Fire Rescue and Gainesville Fire Rescue Department via the Fire Services Assistance Agreement (FSAA). The FSAA is a fully reciprocal agreement that ensures the closest units are dispatched to emergency incidents regardless of political jurisdiction. Emergency

operations between the two agencies are seamless.

By Ordinance the BoCC is the sole provider of EMS transport throughout Alachua County, unincorporated and incorporated areas. The Department operates twelve Advanced Life Support (ALS) rescue units (ambulance) that had 36, 982 responses in FY15, resulting in 26, 662 transports. This represents approximately 3,000 responses per rescue unit per year. This is a 30% increase over the last 10 years (Fire/EMS master Plan). Because of this increase, the BoCC authorized the expansion of the Critical Care Peak Load Division to provide service six days a week and 13 hours per day. The Peak Load Units are equipped with enhanced equipment and Critical Care Paramedics.

Field Operations Branch

The Department continues work on challenges to enhance the provision of service to Alachua County. Challenges include:

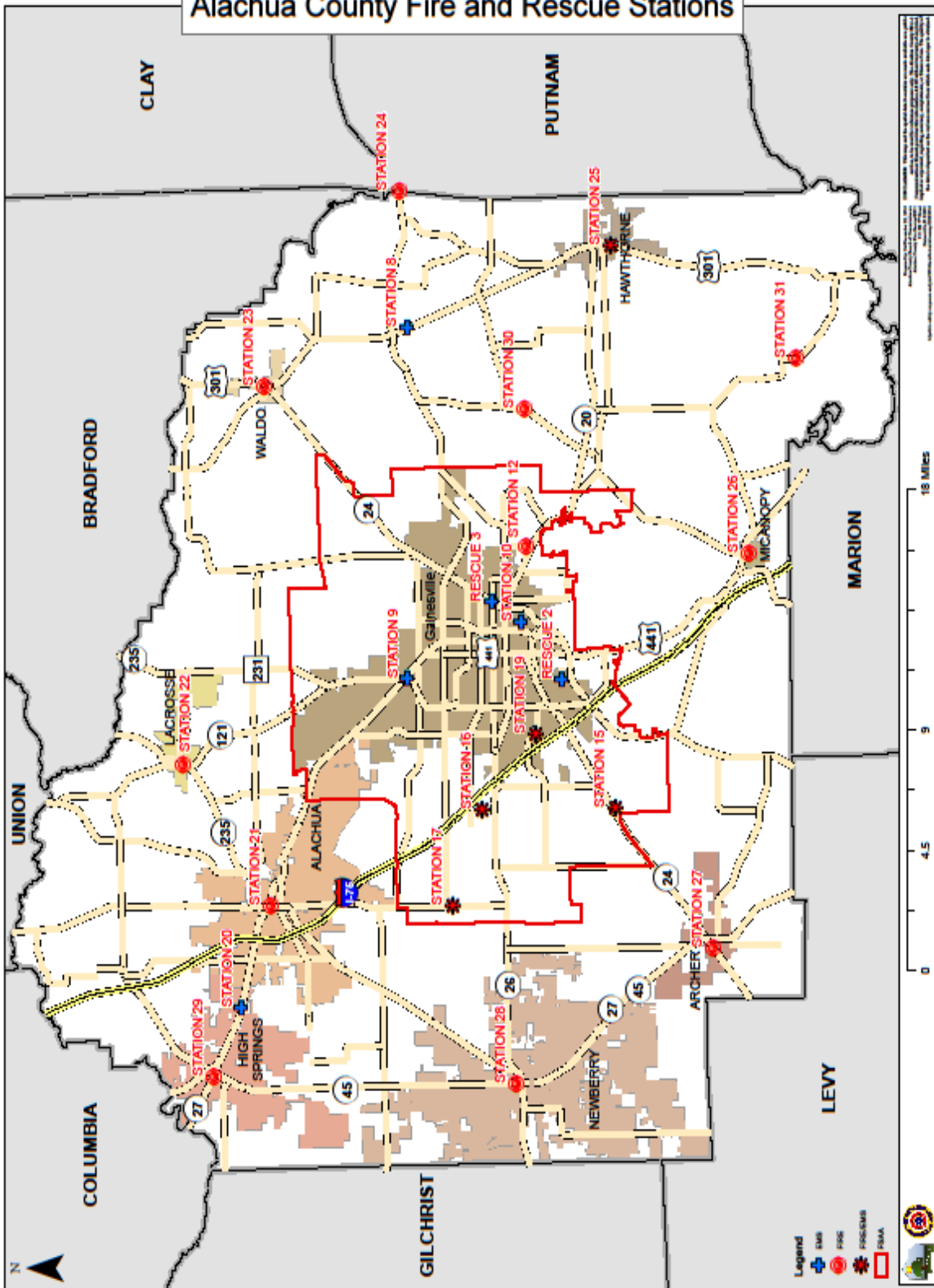
- The maintaining of a four person staffing in rural areas for safe operations and 2 in/2 out compliance.
- Keeping up with development growth our last fire station was built in 1999. Consider expansion of the Peak Load Division.
- Calls for service continue to increase. 2005—2015 responses:
 - Fire responses 11,322—14,041 a 24% increase
 - EMS responses 28,416—36, 982 a 30% increase

In 2014, the Department received a new Insurance Service Office (ISO) Certification rating, improving from a Class 4 to a Class 3. This results in an improved ISO rating for calculating fire insurance rates for property owners within Alachua County.

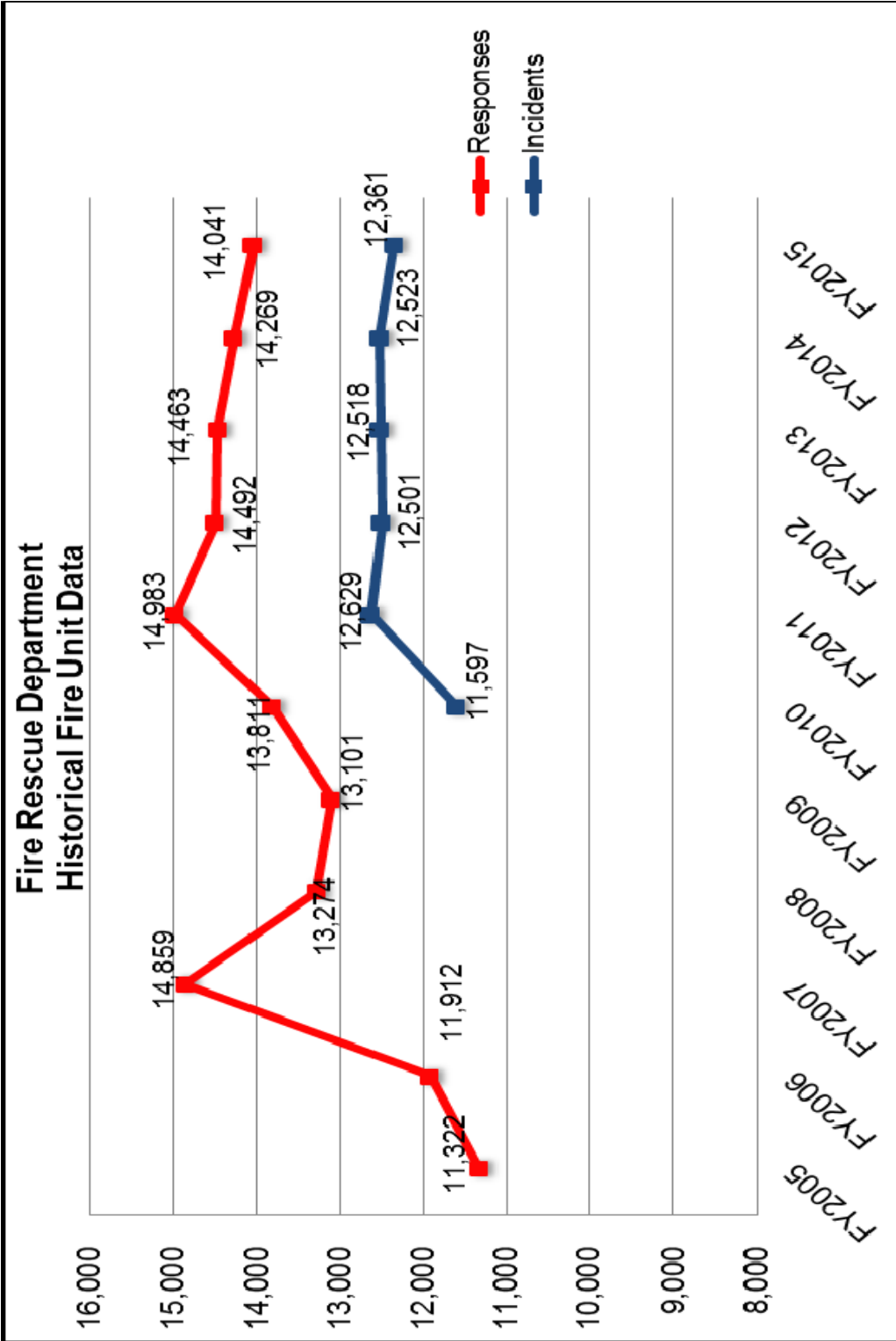
The Department achieved the ISO Water Shuttle Certification in 2015. This certification will allow all property owners within 5 miles of an ACFR Fire Station to receive a reduction in insurance premiums by improving their ISO Classification regardless of available fire hydrants.



Alachua County Fire and Rescue Stations



Fire Unit Response Data



Fire unit responses have increased 26% from FY04 to FY14. There have been significant Master Plan compliant additions in the rural areas (i.e. Archer, Hawthorne, and Waldo). However, Master Plan recommendations to maintain the level of service to the urban cluster area around the City of Gainesville have fallen short. The last fire resource added to the urban cluster around the City of Gainesville was Station 15 in 1999.

Emergency Medical Services Branch

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 patient and employee safety. Medical Directors provide an integral part in delivery of advanced training, quality assurance, and advances in service delivery.



Complexity of patient treatment have increased. Hospital to hospital transfer have also increased and the Department has not kept up with the demand. Call loads have increased by 30% .

Complexity of patient treatment have increased. Hospital to hospital transfer have also increased and the Department has not kept up with the demand. Call loads have increased by 30% .

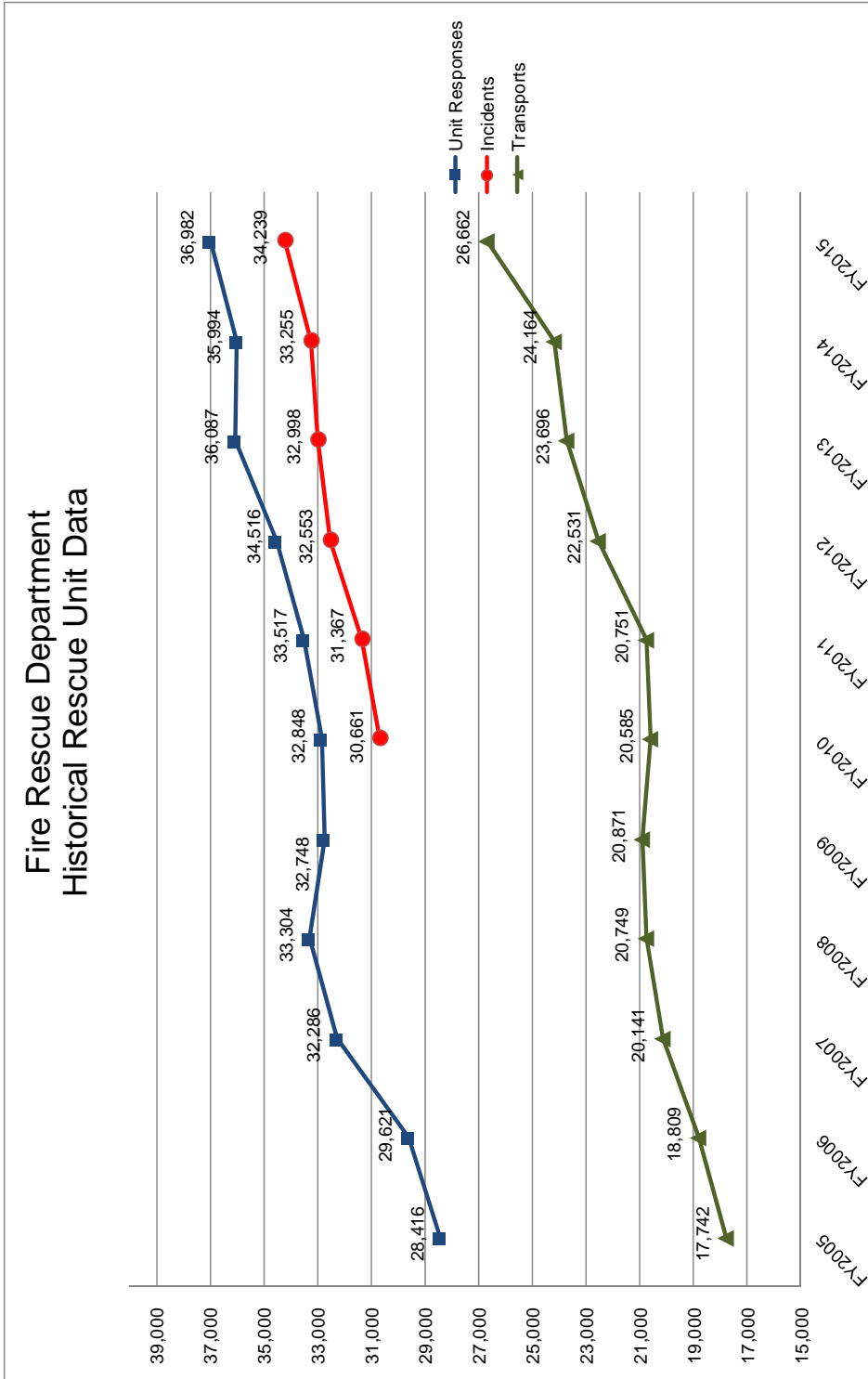
Responses

2005—28,416

2015—36,,982



Rescue Unit Response Data



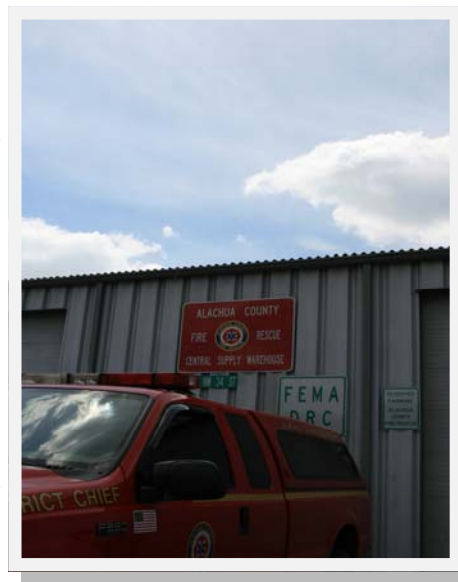
The Adopted Fire/EMS Master Plan identifies a ratio of rescue units to number of incidents at 1 rescue /2,160 incident. In FY05, the last time a rescue unit was added bringing the number to twelve, the ratio of incident/rescue unit was 1:2,750 or 27% above the adopted Master Plan recommended workload. Rescue unit responses have increased 33% from FY14 to FY14.

EMS- Health & Safety responsibilities

The Health and Safety Officer responsibilities continue to be more complex with 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 the 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.

EMS- Logistics Responsibilities

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. They also ensure that 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.

Technical Services Branch

This Branch provides a wide range of services to department and the community as a whole. Included in these services is the overseeing of production and delivery of fire rescue training, community education and services. Other areas in which Technical Services have direct oversight; include the Fire Marshall's Office, Internal Affairs, promotional and new hire testing, orientation and administration.

Fire Rescue Training is conducted to provide members with required education into new techniques and equipment and is delivered in both an electronic format and direct didactic formats. Electronic formats includes the use of a training platform called "Target Solutions". The department services an area of 962 square miles with three work shifts, and direct course delivery is made possible with the use of this platform.



Department course materials, testing and information can be distributed throughout the department without the time constraints of traditional teaching. Hundreds of hours of training is available, both through assigned programs approved by our medical director and hot topics currently in focus in today's society.

Direct hands on training is accomplished through the use of district drills at our training center at the Professional Academy Magnet School at Loften High School. Several years ago ACFR and the Alachua County School Board entered into an interlocal agreement to construct a fire training facility at the high school. This cooperative venture provides dedicated live fire training and classroom setting for direct hands on training to ACFR and allied agencies personnel. This also provides direct contact and teaching of the students currently enrolled in the Fire and Emergency Services program at Loften. Phase one is complete, and we are well underway with phase two at Loften. Phase three is being considered with the understanding that future growth of the facility holds the promise of further advancement of both programs.

We also have a number of cooperative training partnerships within the community. Santa Fe College, City College, the Florida State Fire College and a number of other educational facilities work in a joint effort to provide educational opportunities to their students through clinical rotations with ACFR, and in turn these ventures afford our personnel educational opportunities with these institutions.



Life Safety/Internal Affairs responsibilities

Fire prevention activities are handled with three (3) members within the Technical Services 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.

This Branch currently charges a fee for conducting these inspections which covers a portion of the cost of services. Efforts within this Branch is impacted by budget reductions that resulted in the elimination of all public education activities in 2010. Public Education efforts included safety training for children and older adults, two of the groups most affected by fires and other injuries. The long term impact of these reductions will be difficult to quantify.



EMERGENCY MANAGEMENT



David Donnelly
Director of Emergency Management

As a function of government, Emergency Management is the County's system for dealing with complex disasters. The system is a collaborative effort across county departments as well as with Community Partner agencies that facilitate mitigation, preparedness, response, and recovery activities. The end goal of Emergency Management is to build a Disaster Resilient Community, an element that lends itself to the overall Sustainability of the County.

Fire Rescue's Emergency Management Section is responsible for performing technical work to develop, implement and maintain the County-wide disaster program. The Section is the custodial agency for the County's Emergency Operations Center. The Center serves as the main coordination point for decision-making, information and resources during disaster response and recovery.

Fire Rescue Department
Emergency Management
David Donnelly, Director



Florida Statute Chapter 252 requires all counties in the State to have an Emergency Management Program, a Director and a Comprehensive Emergency Management Plan. To implement the program, the Section completes an Annual Scope of Work which includes, but is not limited to, the following activities:

- Coordination with the State Division of Emergency Management and the Regional Domestic Security Task Force
- Maintenance of the County's Monitoring, Alerting and Notification capabilities
- Carrying out of a Training and Exercise program to include the development of a Multi-year Training and Exercise Plan.
- Maintenance and updating of the County's Critical Facilities Inventory
- Maintenance of Comprehensive Resource Management Program
- Participation in the Statewide Shelter Space Deficit Reduction process
- Maintenance of the County Comprehensive Emergency Management Plan

In addition to the Scope of Work, the County is required to maintain a registry of People with Special Needs, conduct reviews of local health care facilities' plans, have adopted a Local Mitigation Strategy and be in compliance with the Department of Homeland Security's National Incident Management System (NIMS) criteria.

The Emergency Management Section is required by Florida Administrative Code Chapter 27P to ensure the County has the following capabilities:

- Notification of Emergency Response Team of disaster and/or activations
- Warn the general Public of impending emergencies
- Communicate with the State, Municipalities, other Community Partners, neighboring Counties and the Federal government
- Activate and conduct Emergency Operations Center functions
- Communicate Public Information regarding the situation, shelter openings, hazard areas, etc.
- Conduct Impact and Damage Assessments
- Provide Mass Care for populations impacted by an incident
- Conduct evacuations of populations at risk before or during an incident

Under the Comprehensive Emergency Management Plan, Emergency Management is required to conduct Public Outreach and Preparedness activities. This includes presentations on hazards in the County and preparedness steps to address them. Additionally, the Section manages the Community Emergency Response Team (CERT) program, which teaches individuals how they can prepare and respond to an emergency. The role of these volunteers in Emergency Management includes Food and Water distribution, damage assessment and traffic control.

ENHANCED 911/COMMUNICATIONS



Keith Godwin
Bureau Chief of Communications



Enhanced 911 (E911) is a system that routes both wireline and wireless calls to the correct 911 Center based on the callers location. To facilitate this, the E911 Office procures and maintains E911 hardware/software systems used by 911 call-takers, administers Geographic Information System (GIS) databases, and assigns and maintains addresses to meet a 911 standard.

Locating emergency calls from a variety of devices is central to the delivery of effective emergency services. In January of 2011, local E911 capital reserve funds and State of Florida E911 Grant funds replaced the emergency telephone equipment in the Combined Communication Center at a cost of \$1.695M.

E911 systems provide location information to CCC call-takers based on the caller's phone number for landline or geographic coordinates (lat/long) for wireless calls. The E911 Office maintains the data that is used by CCC call-takers. The Computer Aided Dispatch (CAD) system uses this information to make unit and response route recommendations, in addition much of the data call-takers see on their maps and call screens originates in the E911 Office. Currently, E911 relies on both traditional databases and GIS (spatially enabled) databases.

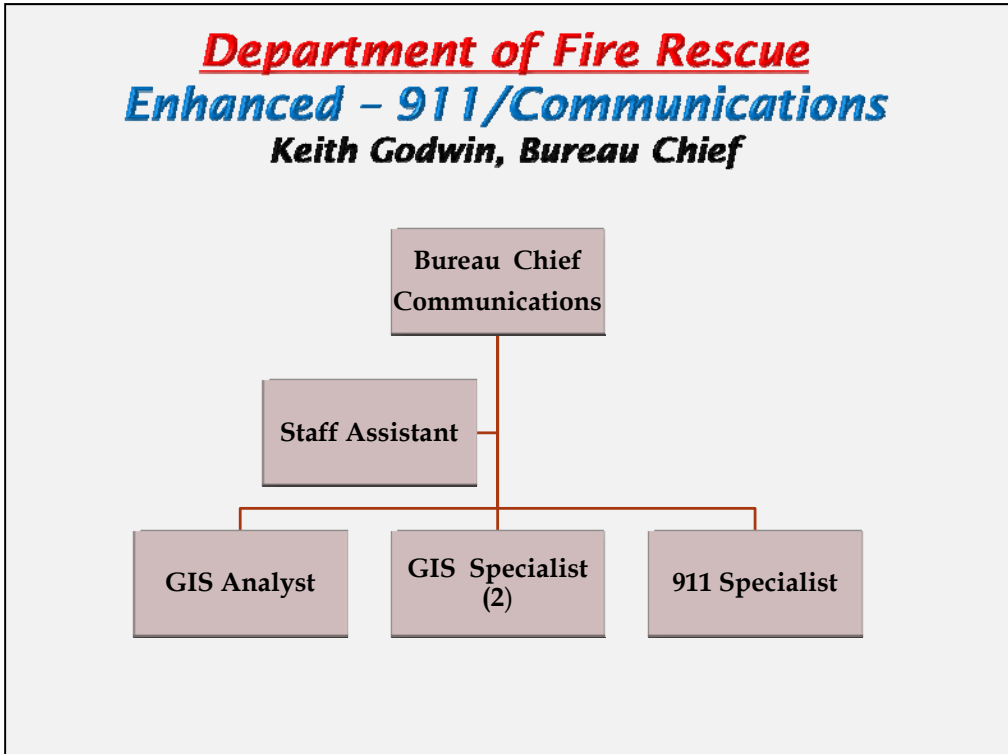
The E911 Office continually strives to provide the citizens of Alachua County with the best available 911 system. Our approach to locating a caller to 911 is comprehensive: from ensuring that 911 call-takers have up-to-date, well-functioning equipment to making sure a structure is assigned and displays a 911 standard address. Additionally, GIS data maintenance is consistently scrutinized to improve and refine an emergency services response.

Alachua County was the 2nd county in the State of Florida to initiate text-to-911 services which began on November 3, 2014.

Since that date, the CCC receives approximately 2-4 text-to-911 messages a month. The messages vary from a 19 year old individual threatening suicide, in-progress fights, and a report of drug sales, which resulted in the arrest of the individual.

Another milestone in Alachua County is the availability of Smart911. Smart911 allows any person with access to an email address, a telephone phone, and the Internet, to create a *Safety Profile*. The *Safety Profile* may contain information about medications a person is taking, directions to their residence, pictures of their family, even automobile descriptions. If a person calls 911 from any telephone number contained within their *Safety Profile*, the information within the profile will be delivered to the Alachua County Combined Communications Center.

The E911 Office is funded by the Emergency Communications Number E911 System Fund. E911 funds are generated from a fee levied on telephone subscribers, under Florida Statute 365.172 and may only be used for E911 purposes. No MSTU or General funds are utilized in the operation of the E911 Office. In 2014, the Florida legislature voted to reduce the then current 911 fee from \$0.50 to \$0.40 while also requiring pre-paid wireless cellular service providers to collect this fee. Florida Statute 365.172 allows a county to maintain up to but not to exceed 30% of the fees collected in a fiscal year for the purposes of creating a capital replacement fund. The use any funds in a capital reserve status are governed by Florida Statute.



FINANCE & ADMINISTRATION



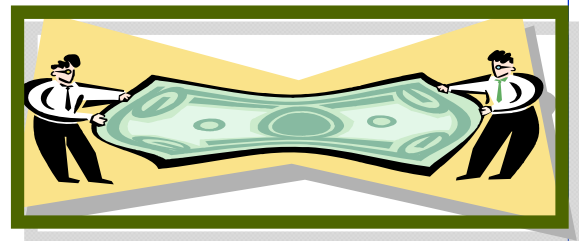
Cheryl Ellis
Assistant Director



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 .

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 will be implementing a new financial system which is anticipated to improve the efficiency of many manual, paper driver processes.

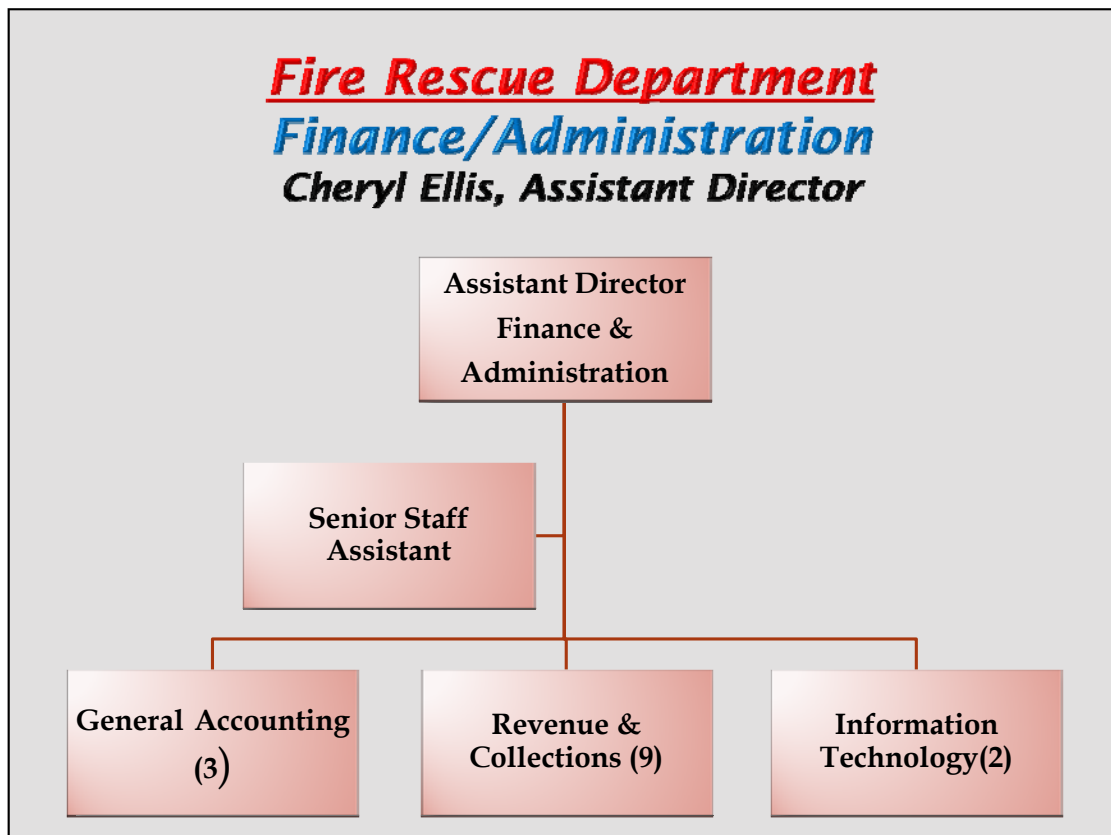
The Revenue and Collections Branch is responsible for the administration of the department fee schedule. The Branch operates with 9.0 F.T.E.s, two of which are working supervisors. This branch records, bills, and collects the largest non-tax, fee-based revenue source for Alachua County. This consists of user fees related to rescue and



transport services. In FY2015, total EMS charges were \$15.1M; Medicare/Medicaid Write Downs were \$2.5M (16.7%), resulting in Billable charges of \$12.6M (83.3%). 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 \$3.8M (24.9%). The resulting Net EMS Charges were \$8.8M. This success can be attributed to the efforts of the Revenue and Collections Branch, and also to the efforts of 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.Es which 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.Es 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.



FINANCIAL INFORMATION

Five Year Budget Comparison

	FY12	FY13	FY14	FY15	FY16
Personal Services	16,649,024	16,730,799	17,533,625	19,165,298	19,599,257
Operating Expenditures	7,320,040	6,829,705	6,782,456	7,230,631	7,535,824
Capital Outlay	1,193,534	696,697	328,697	1,481,125	516,310
Total Operating	25,162,598	24,257,201	24,644,778	27,877,054	27,651,391
Grants and Aid	30,385	30,385	30,385	30,104	30,104
Transfers Out		60,000	60,000	-	
Reserves				62,500	
Total Expenditures	25,192,983	24,347,586	24,735,163	27,969,658	27,681,495

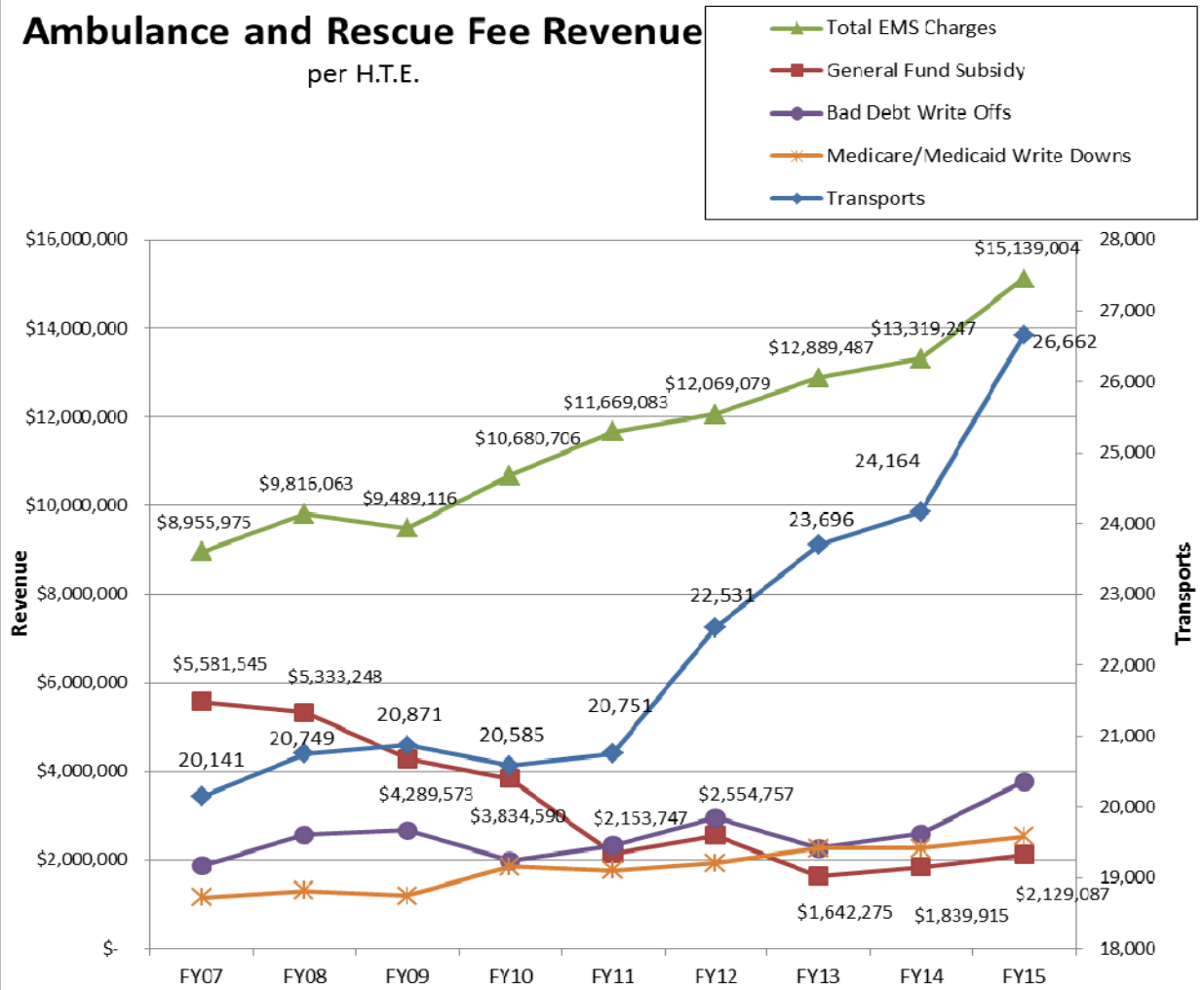
* FY15 Adopted budget includes \$1M SAFER Grant Expenditures and \$1M for Self-Contained Breathing Equipment Replacement

Five Year Actual Expenditure Comparison

	FY11	FY12	FY13	FY14	FY15
Personal Services	16,296,494	15,549,765	16,615,457	17,512,690	18,411,865
Operating Expenditures	6,470,742	6,214,191	6,430,207	6,801,133	6,389,897
Capital Outlay	1,613,501	390,567	652,816	275,228	1,389,703
Total Operating	24,380,737	22,154,523	23,698,480	24,589,051	26,191,466
Grants and Aid	30,385	30,385	30,385	30,385	30,103
Total Expenditures	24,411,122	22,184,908	23,728,865	24,619,436	26,709,092

FINANCIAL INFORMATION

Ambulance and Rescue Fee Revenue
per H.T.E.



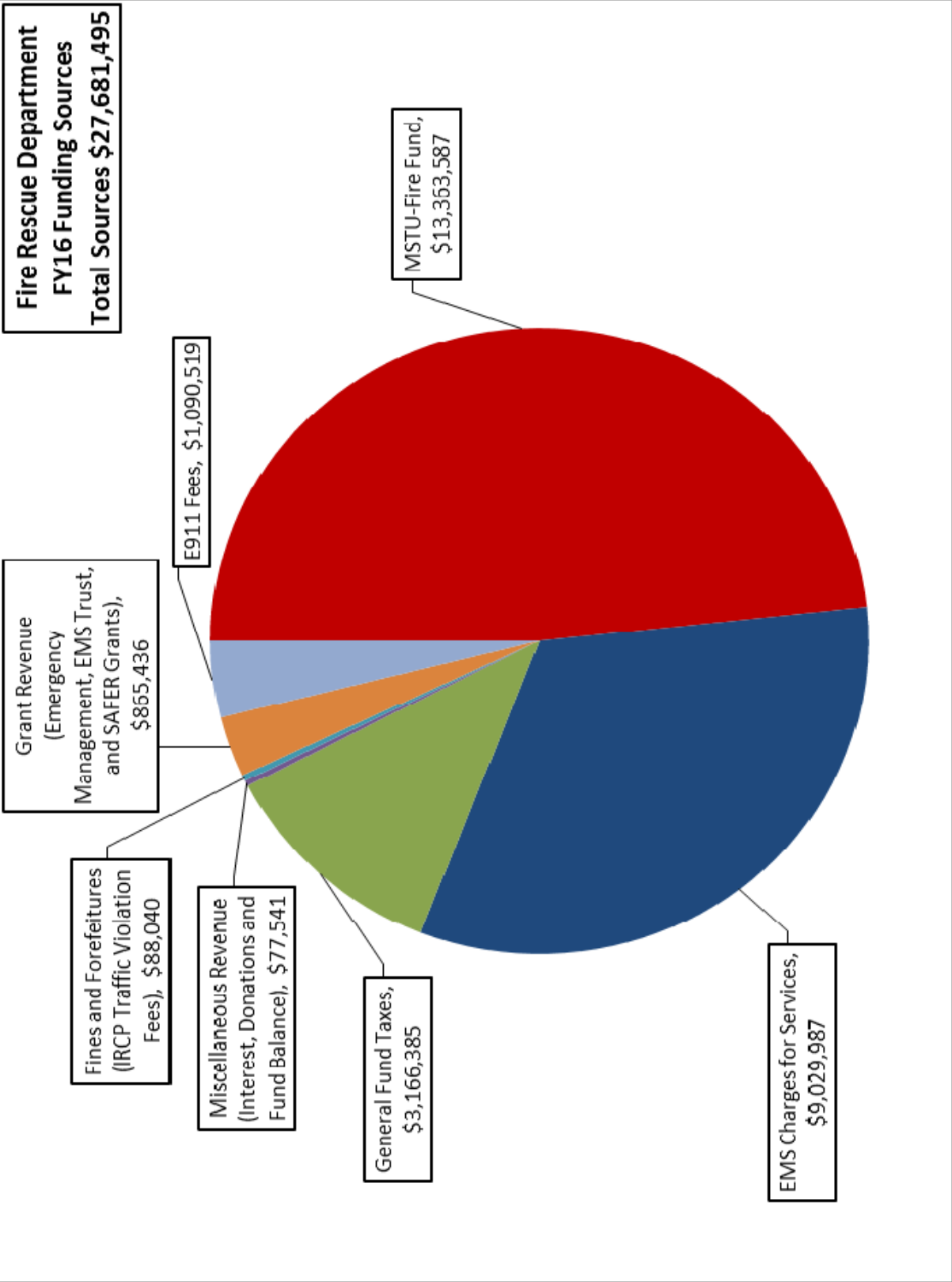
FINANCIAL INFORMATION

Summary of Ambulance and Rescue Fee Revenues										
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	
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	
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	
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	
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	
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	
Transports	20,141	20,749	20,871	20,585	20,751	22,531	23,696	24,164	26,662	
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	
EMS FTEs	104.5	104.0	105.5	103.0	103.5	102.0	103.5	103.5	106.5	
Note: Bad Debt Write-Offs are accounts determined to be uncollectible; the annual amount is determined by Finance and Accounting.										

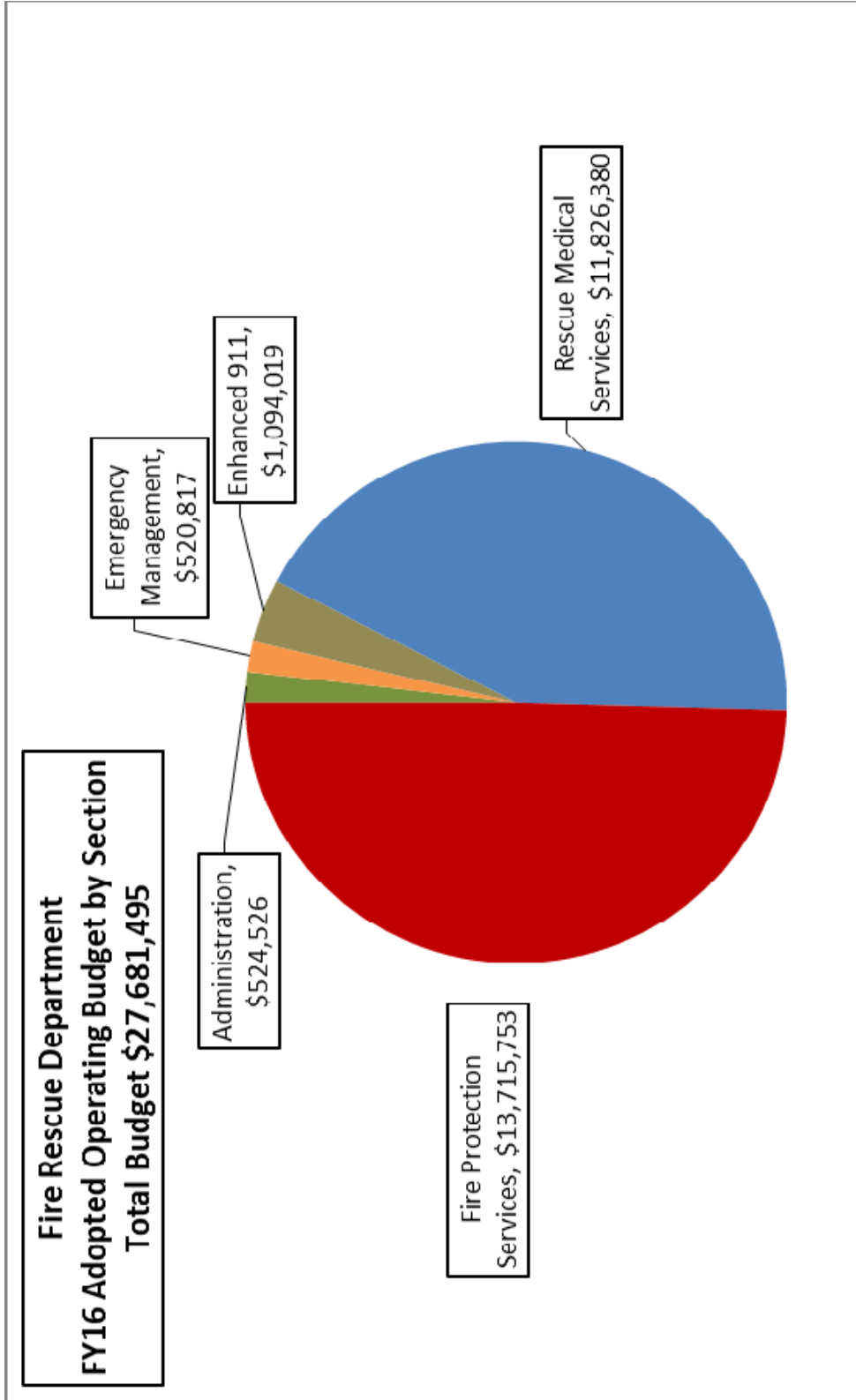
FINANCIAL INFORMATION

Summary of Ambulance and Rescue Fee Revenues										
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	
Ambulance Fees - Regular	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	
Other Charges	44,764	93,656	108,769	46,651	83,834	58,589	75,182	85,555	139,067	
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	
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	
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	
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	
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	
Note: Bad Debt Write-Offs are accounts determined to be uncollectible; the annual amount is determined by Finance and Accounting.										

BUDGET



BUDGET



DEPARTMENT HISTORY

1965

Funeral Homes in the county advise they can not financially afford to continue running ambulance services. Walt Wilson establishes Alachua Ambulance Service Inc, the first privately owned business that exclusively operates ambulance service in Alachua County.

1970

Beazy Stephens purchases Alachua Ambulance Service, Inc. from Walt Wilson. Alachua Ambulance Service, Inc., under a sole source contract with Alachua County, provides ambulance service to Alachua County. Three ambulances (two in Gainesville, one in High Springs) answer approximately 4,500 calls a year

1974

The Alachua Ambulance Service, Inc. can no longer operate as a privately owned business. The County formed the Department of Public Safety as the sole EMS Provider for Alachua County. The 18 full-time and 5 part time personnel become Alachua County Employees.

The municipal Fire Chiefs in Alachua County negotiate contracts with the Board of County Commissioners to provide fire service in unincorporated Alachua County. Ten fire districts are established including the unincorporated area surrounding the City of Gainesville.

1975

Collection rate for EMS services is approximately 38%.

1976

Privatization of the Ambulance Service is considered by the BoCC. Performance criteria are established and a Request for Proposals (RFP) is opened. Proposals are received from the private sector. No one can provide similar service for less in County subsidy.

1980

The EMS system is enhanced to a Countywide Advanced Life Support (paramedics). County begins hiring dual certified (EMS and Firefighter)

Personnel.

Eight (8) advanced life support ambulances are located throughout the County. Some units are collocated in existing fire stations others are located in rental units. Annual call load is approximately 16,000 with a ratio 2,000 calls per unit.

1985

City of Newberry refuses to renew their fire services inter-local with the County. County deploys a fire apparatus to its EMS station located at Half Moon Station (SR45 between Archer and Newberry),

The City of Alachua annexes large portions of Alachua County and offers a partnership with Alachua County for the County to provide fire service in their corporate limits, as well as unincorporated Alachua County. The City of Alachua and Alachua County enter into a long term fire rescue partnership.

1986

A temporary facility is constructed in Jonesville on CR241. The fire truck assigned at Halfmoon is relocated to the Jonesville Station. Dual role apparatus are determined to be the most cost-effective method to provide both EMS and Fire Suppression to an area.

The City of Gainesville requests \$675,000 to provide fire suppression by contract in the unincorporated area.



1987

The Office of Emergency Management is established within the Department of Public Safety.

DEPARTMENT HISTORY CONT'D

1988

The City of Gainesville nearly doubles their contract cost for fire suppression services and demands \$1.1 million. The City also closes GFR Station # 7 on NW 43 St in the Northwest urban "fringe".

Alachua County purchases equipment and deploys an ALS fire apparatus at NW 34 St. and U.S. 441 to provide fire service to the unincorporated area previously serviced by GFR Station 7.

The City of Gainesville and Alachua County negotiate a 7-year Fire and First response Agreement. The Agreement identifies personnel training, equipment standards and locations of stations that would be built by either government over the following seven years.

The County hires a Fire Inspector to review commercial development plans and conduct on-site inspections based on the NFPA Life Safety and Fire Prevention codes.

1989

A Fire Master Plan is developed for delivery of fire services.

1990

Alachua County hires its first E-911 Coordinator.

Station 19 (SW 20th Ave and 43rd Street) opens. Station houses an engine company, rescue unit, and district chief.



1991

The Ambulance Billing Department is transferred to ACFR Support Services Division from the Clerk of Court (Finance and Accounting). Collection rates immediately increase by 10%.

1993

Fire Rescue Station 16 opens at 1600 Ft. Clark Boulevard. This is a multi-company station that houses a fire engine, a tower-ladder truck, and a heavy rescue truck.

1994

Fire Rescue Station 12 opens at 1200 SE 43 Street. This single company station that houses an advanced life support engine.



1995

The agreement with the City of Gainesville expires and Alachua County negotiates Interlocal Agreements with 10 municipalities and independent fireboards. The "Fire Services Network" is defined in Alachua County.

1996

Alachua County and City of Gainesville enter into an Interlocal agreement for the provision of fire/rescue services. The Agreement known as the "Designated Assistance Agreement" or "DAA" will remain in effect for ten years.

1999

The company Analytica was hired by the BoCC to examine and produce a report on service delivery. Consolidation of services were discussed with the City of Gainesville.

Fire Rescue Station 15 established at the 8900 SW Archer Rd. This station houses an ALS fire engine (Engine relocated from Station 16) and a rescue unit (relocated from the Halfmoon Station).

ACFR headquarters moves their current location at 911 SE 5th St. This facility was the former administrative headquarters for the Alachua County Sheriff's Office and the County Jail.

DEPARTMENT HISTORY CONT'D

2000

The Alachua County Combined Communication (CCC) and Emergency Operations (EOC) open. The CCC provides centralized receiving point for all 911 calls and emergency dispatch service for nearly all emergency service agencies in the County. The CCC is owned by the BoCC and contractually operated by the Sheriff.

The EOC serves as central command and the voice of county government during disasters, managing information and resources to handle large emergencies.

First full time Public Educator hired. Partnership with the Alachua County School Board established to teach all elementary school age children (approximately 15,000) fire and life safety lessons annually.

2002

The Department receives funding for 15.0 entry level firefighter positions to address overtime staffing issues. This significantly reduces the unscheduled and mandatory overtime.

Non-binding ballot initiative to merge Alachua County and Gainesville Fire Departments into one agency. The referendum passed by a significant majority.

2003

The Department receives funding for an additional rescue unit to address call load capacity. The annual call load had grown to 26,625 calls or 2,663 calls per unit.

Adding the 11th unit resulted in a call load per unit ratio of 2,420 per unit.



2004

The City of Archer and Alachua County negotiate a partnership agreement for the staffing and operation of the City of Archer Fire Station.

BoCC authorized funding for development of a new Fire/EMS Services Master Plan.

EOC is activated for Hurricane Charlie and Tropical Storms Frances and Jeanne during 2004 Hurricane Season. This was the first major activation of new EOC.

2005

The Department receives funding for an additional rescue unit to address call load capacity. The annual call load had grown to 29,621 calls or 2,693 calls per unit..

Adding the 12th unit resulted in a call load per unit ratio of 2,468 calls per unit.

Wildfire Mitigation Program implemented.

2006

BoCC adopted 2004 Fire/EMS Master Plan. The BoCC established the Fire MSTU as a "Temporary Funding Source" (BoCC evening meeting February 2, 2006).

The City of Archer adopts the MSTU-Fire millage as a mechanism to pay for Fire Rescue Services within the incorporated area of Archer.

Second full time Public Educator hired to meet program demands from the community.

The Designated Assistance Agreement is replaced with a new agreement between Alachua County and the City of Gainesville for fire/rescue services. This agreement simplifies the reciprocal billing process and provides for closest unit dispatching regardless of political boundaries. This new agreement is titled Fire Services Assistance Agreement (FSAA).

DEPARTMENT HISTORY CONT'D

2007

The Board hires a consultant to assess the possibility of implementing a Fire Assessment as a funding source. The BoCC votes not to implement the consultant's recommendations.

Smaller Municipalities form the Municipal Fire Authority to negotiate a combined single fire service agreement. The initiative fails and the Municipal Fire Authority dissolves.



2008

Groundbreaking ceremony is held for a replacement station in Jonesville (the initial station was "temporary" when opened in 1986). This is the first "green" certified fire rescue station.

Ground breaking ceremony is held for a new Rescue station (#10) located in central downtown Gainesville (across the street from Headquarters). Station 10 houses two (2) rescue units. Each unit averages approximately ten (10) responses per shift (3,650/year). This is also a certified "green" facility.

The County entered into an inter-local agreement with the City of Gainesville to functionally consolidate the Public Information Officer Positions and responsibilities. This is the first step toward the possibility of future functional consolidations between Departments.

Two positions were eliminated from the Wildfire Mitigation Program (Supervisor and Senior Planner).

2009

The City of Waldo consented via ordinance to impose the MSTU-Fire within the corporate limits and merge their fire department with Alachua County.

Due to budget reductions two positions were eliminated from the Wildfire Mitigation Program (Supervisor and Senior Planner).

Budget reductions also included a Program Manager which resulted in the elimination of the Department's Reserve Program.

2010

BoCC authorizes funds to hire Government Services Group (GSG) to prepare Fire Assessment for sustainable funding for fire protection services. Fire Assessment moves forward with the cities of Alachua, Archer, Hawthorne, and Waldo consenting to join Assessment prior to BoCC final vote to impose. Fire Assessment rejected by BoCC.

Due to further budget reductions, the Wildfire Mitigation Program eliminated. The prescribed fire element of the Wildland Mitigation Program is re-assigned by the BoCC to the County Environmental Protect Department.

Due to lean budget years and budget reductions the Fire Protection Public Education Program was eliminated. This was a nationally recognized program that reached 15,000 students annually. This was one of the only programs nationally with a documented "save".

Due to budget reductions the Public Information Office shared between Alachua County Fire Rescue and Gainesville Fire Rescue is eliminated. Completed Local Mitigation Strategy, which is the planning document that identifies hazards in each of the jurisdictions in the County.

DEPARTMENT HISTORY CONT'D

2011

The annual number of Rescue Unit responses continues to increase. Over the last 10 years our responses have increased an average of 4.4% per year. In 2011 we exceed 36,000 responses. The ratio of responses per unit is at an all-time high of 3,000 responses/Rescue Unit. (Fire/EMS Master Plan)

The annual number of Fire Unit responses also continues to increase. Over the last 10 years our responses have increased an average of 7.13% per year. In 2011 we exceeded 15,700 responses. (Fire/EMS Master Plan)

Efforts of Emergency Management Section resulted in Alachua County receiving "Storm Ready" re-designation for the third time.

Enhanced 911 achieved Countywide addressing via inter-local agreements with municipalities except the City of High Springs.



2012

Alachua County becomes one of the first Emergency Alert System (EAS) Authorized Alerting Authorities under the new Integrated Public Alert and Warning System (IPAWS) in Florida.

Fire Rescue partners with Sheriff's Office and the University of Florida on the use of the County's rapid emergency notification system, CodeRed.

2013

In a cooperative venture between the BoCC and the Alachua County School Board, the Department's first training facility is opened at Lofton High

School.

In an effort to address the changing advanced medical transportation needs the BoCC approved the funding to implement a Critical Care Transport Unit. This unit specializes in the care and transportation of critical care patients. The unit is devoted to long and medium distance transfers for critical care patients.

The 2012 Fire/EMS Services Master Plan update is adopted by Board.

Completed a significant capital project with the installation of emergency power generators in six Fire Rescue Stations.



2014

ACFR selected for the Assistance to Firefighters Grant (AFG) Staffing for Adequate Fire and Emergency Response (SAFER) award. This Award provides funding for twenty two (22) entry level firefighter positions to increase the minimum daily staffing at our rural stations in the cities of Archer, Hawthorne, and Waldo.

To address the increasing number of out of town patient transfers. A 40 hour Critical Care Rescue Unit Pilot Program is implemented.

The Department receives the Insurance Service Office (ISO) Certification rating of Class 3, from a Class 4. This certification will improve the ISO rating for calculating fire insurance rates within Alachua County.

DEPARTMENT HISTORY CONT'D

2015

Relocated Station 25 from Grove Park to the newly renovated fire station in Hawthorne.

The Department achieves the Insurance Service Office (ISO) Water Tanker Certification. This allows property owners with improved property that is located within five miles of an ACFR operated Fire station but not within 1,000 feet of a fire hydrant to benefit from the Class 3 rating.



2016

Two Bariatric units become a part of the ACFR fleet to safely transport patients.

As a result of the increase in call loads and inability for the department to do out of County transfers. The BoCC authorizes an expansion of the Critical Care Peak Load Division with the purchase of 3 Rescues. The Critical Care units operate on a staggered shift 13 hours a day, 6 days a week. All the units are fully equipped at the Advanced Life level and staffed with Critical Care Paramedics.

The BoCC approves the use of projected fund balance to support maintaining the 3 person staffing in rural areas for the remainder of FY16. Continue funding is important for service delivery in rural areas.

