MCFR Quarterly Report
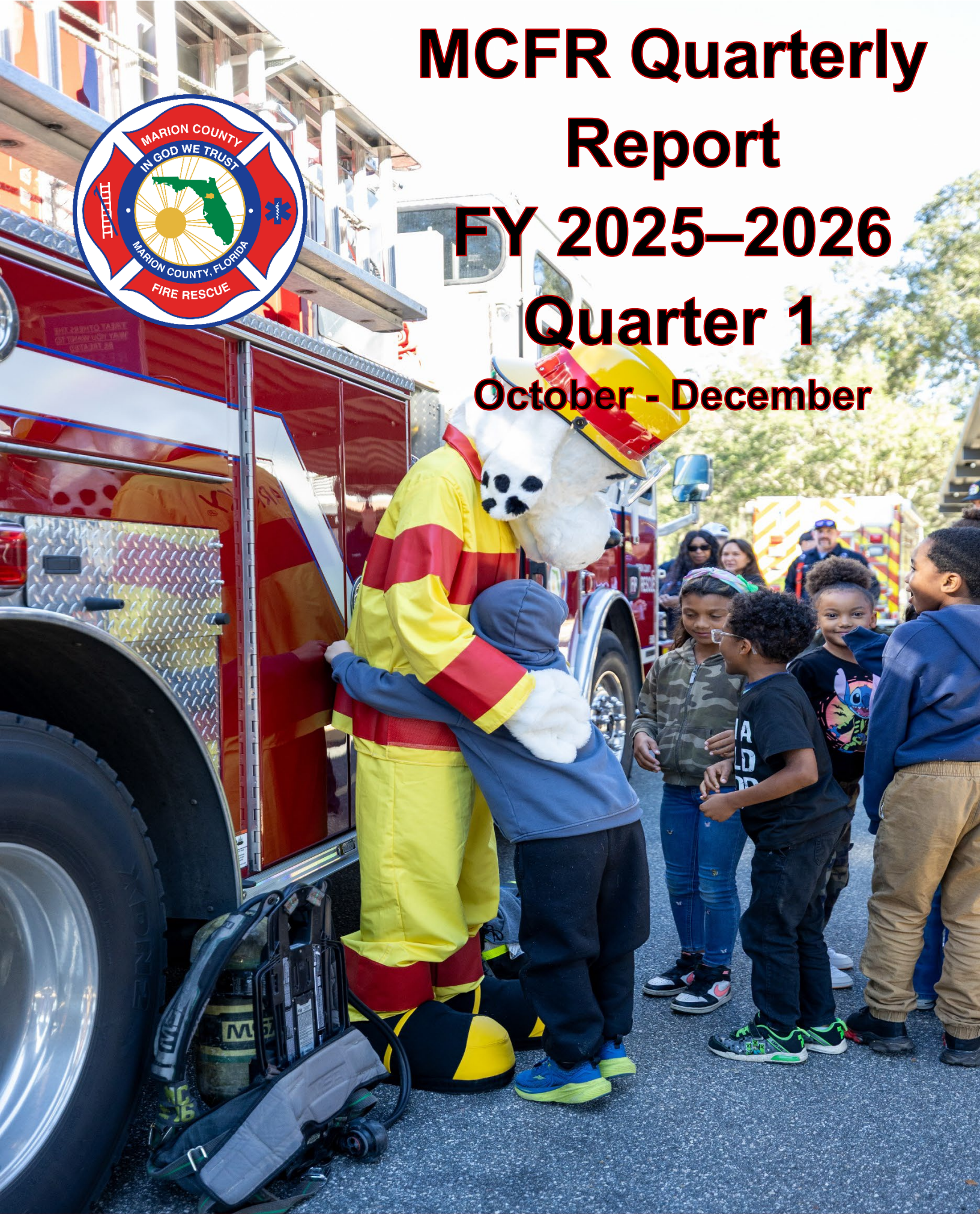# FY 2025–2026
Quarter 1
October - December

We proudly protect life and property with honor, compassion and respect.

TABLE OF CONTENTS

OPERATIONS

Service Demand

MCFR crews responded to 24,804 calls for service during this quarter—an increase of 2.9% over the same quarter during the prior fiscal year. The greatest demand for service was for emergency medical service (EMS) incidents, accounting for 74% of overall service demand. The following figure illustrates the percentages of service demand based upon the categories within the National Fire Incident Reporting System (NFIRS).

Figure 1 MCFR Service Demand by NFIRS Incident Type
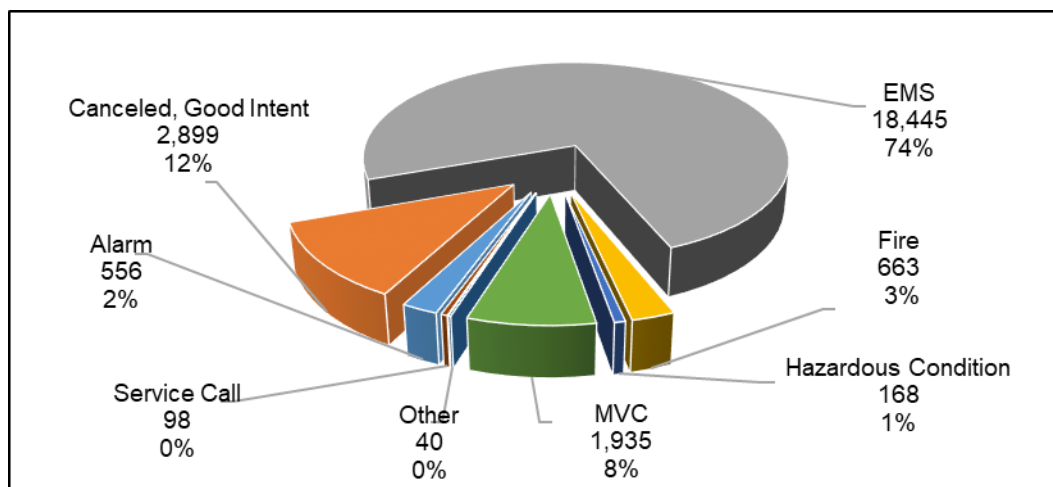
For purposes of a more in-depth view of the patients that are classified within the broader categories of medical calls and inter-facility transfers, the focus is primarily on those being transported. The following figure illustrates the categories of primary impression (the paramedic's determination of complaint based on gathering patient information and assessing the patient) for all patients transported within the quarter.

Figure 2 Patient Transports by Primary Impression

Primary Impression	Count
Abdominal	825
Alcohol/Drugs	493
Allergic Reaction	86
Altered Mental Status	500
Behavioral	279
Cardiac	1,186
Environmental	11
General Medical	5,997
OB/GYN	110
Pain	1,274
Respiratory	145
Trauma	2,681
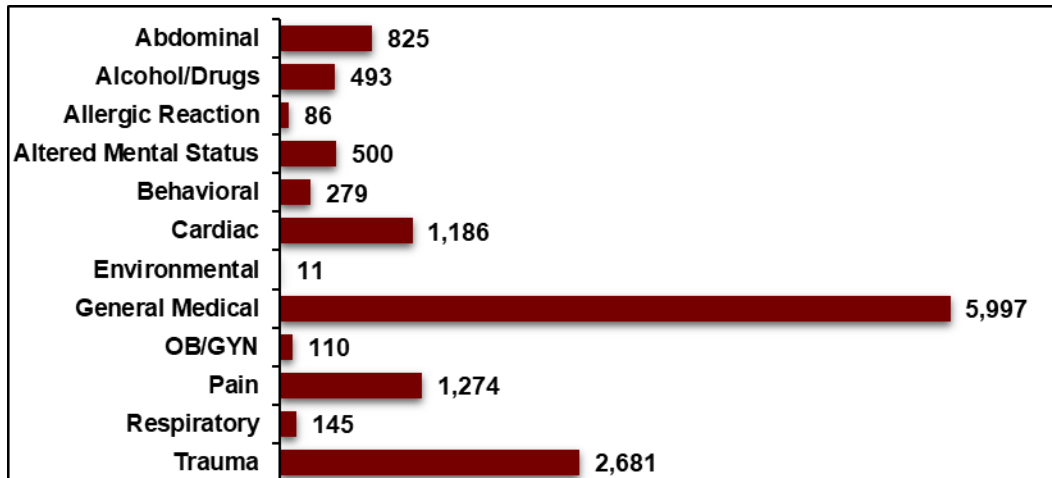
Marion County Fire Rescue works hand-in-hand with the local hospital organizations. The following figure illustrates the locations where patients were transported, with a combined total of 13,587 transports during the quarter.

Figure 3 Patient Transports by Destination

Destination	Count
AdventHealth Belleview	199
AdventHealth Ocala	3,918
AdventHealth Timberridge	398
HCA Florida Ocala Hospital	4,165
HCA Florida Foxwood Emergency	54
HCA Florida West Marion Hospital	2,537
HCA Florida Silver Springs ER	224
HCA Florida Summerfield Emergency	178
HCA Florida Maricamp Emergency	84
The Villages Regional Medical Center	969
UF Health Neighborhood Hospital Ocala	263
Shands Hospital at UF	295
Other	303

One of the most significant goals for providing emergency medical services within the community is the ability to reduce illness and death wherever possible. The metric that illustrates this well is the ability to obtain return of spontaneous circulation (ROSC) in cardiac arrest patients. ROSC means that the patient's heart began working at a level sufficient to produce a pulse.

Figure 4 Cardiac Arrest

40 patients met death in field criteria upon arrival, no treatment provided

	Transported With ROSC	Treated Without Transport	Total
FY 25/26	48	15	153
FY 24/25	36	7	137
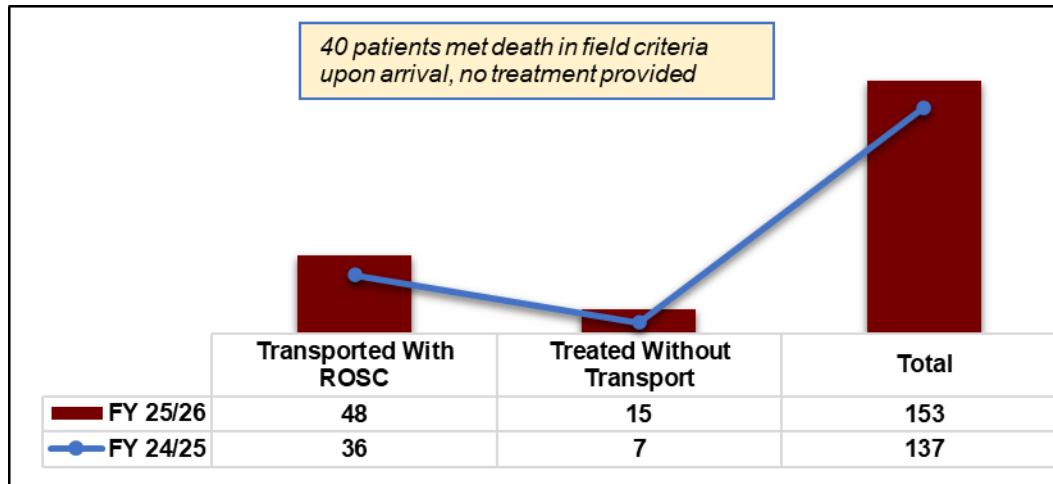
Hospital Interface

The ability for Marion County Fire Rescue units to be available to respond to additional calls for service is impacted by the time spent at the receiving hospital. Working with the local hospitals, the first performance measure illustrated below is the transfer of patient care to hospital staff within 30 minutes of transport unit arrival at the hospital—with a target of 30 minutes or less for 90% of patients. Data first started becoming available for UF Health Neighborhood Hospital in mid-July 2024 when the facility opened.

Figure 5 Transfer of Care Less Than 30 Minutes

	AdventHealth Ocala	HCA Florida Ocala Hospital	HCA Florida West Marion Hospital	The Villages Regional Medical Center	UF Health Neighborhood Hospital Ocala (UF)	All Facilities
FY 25/26	98.08%	98.96%	97.23%	96.38%	99.62%	97.82%
FY 24/25	98.45%	98.10%	97.88%	98.13%	98.16%	97.92%
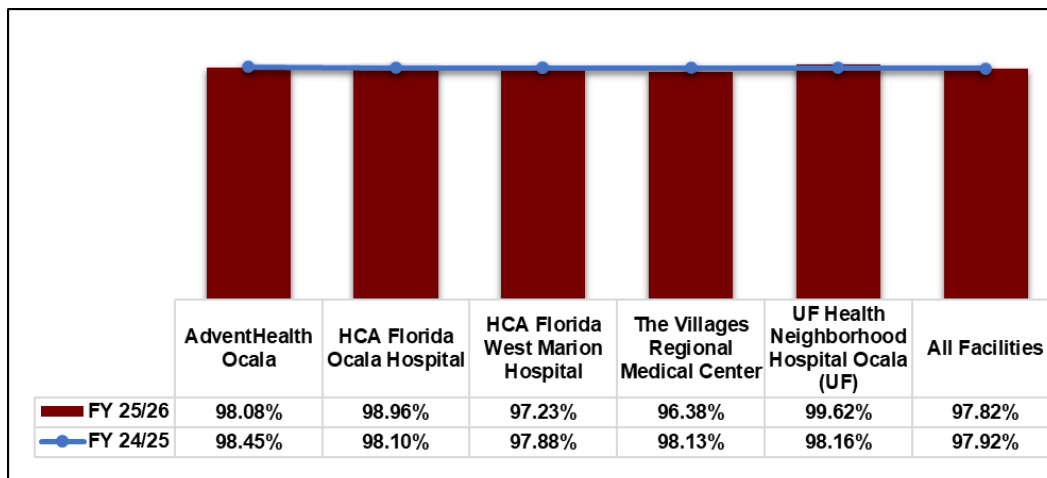
Response Time Performance

The ability to decrease damage and injury from incidents of all types is impacted by the time it takes for units to arrive. Generally, this is best calculated using only those incidents that were emergency response (lights and sirens). Performance is categorized by population density and the City of Ocala. Urban p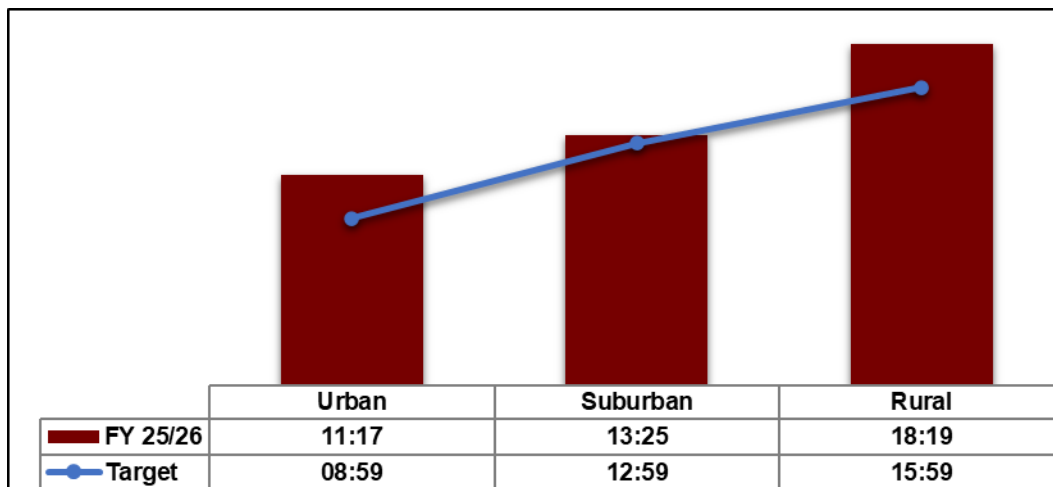opulation density is greater than 1,000 persons per square mile, suburban is 500 to 1,000 persons per square mile and rural is less than 500 persons per square mile. The following figure illustrates the performance for the current quarter based on population density.

Figure 6 First Arriving Unit

	Urban	Suburban	Rural
FY 25/26	11:17	13:25	18:19
Target	08:59	12:59	15:59

For medical incidents, the first arriving unit may be a transport unit or a non-transport unit, but both are staffed by paramedics and are able to provide lifesaving care. However, the ability to transport the patient to a receiving facility so that they can receive definitive treatment is the second goal. The following figure illustrates the performance for the current quarter based on population density.

Figure 7 First Arriving Transport

	Ocala	Urban	Suburban	Rural
FY 25/26	11:04	11:17	13:25	18:19
Target	08:59	08:59	12:59	15:59
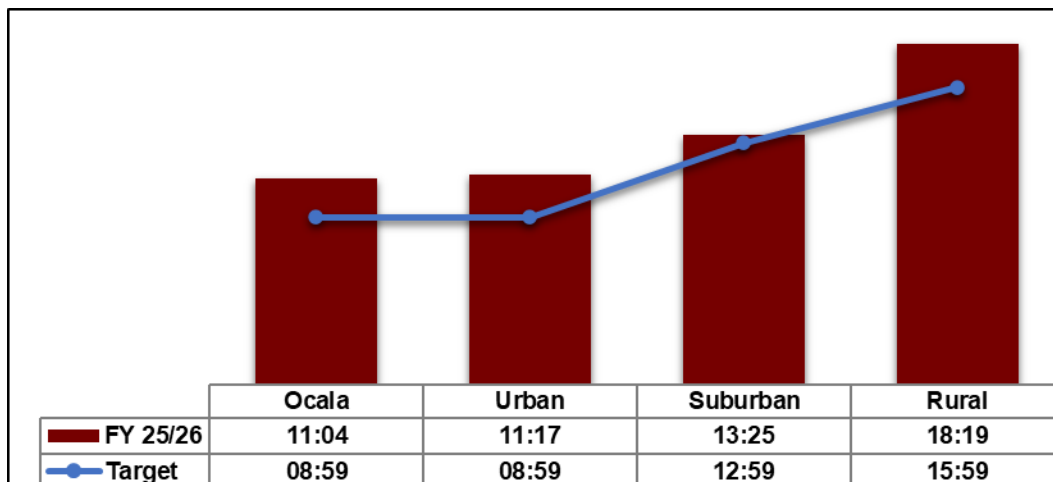
Temporal Analysis of Service Demand

Another component in understanding the nature of service demand is the day of the week and the time of day that calls occur. For this quarter, the following figure illustrates the demand based on the day of week with the lowest demand on Sundays and the highest demand on Fridays.

Figure 8 Service Demand by Day of Week

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
■ Percentage	14.42%	14.60%	15.16%	14.04%	15.22%	13.81%	12.75%
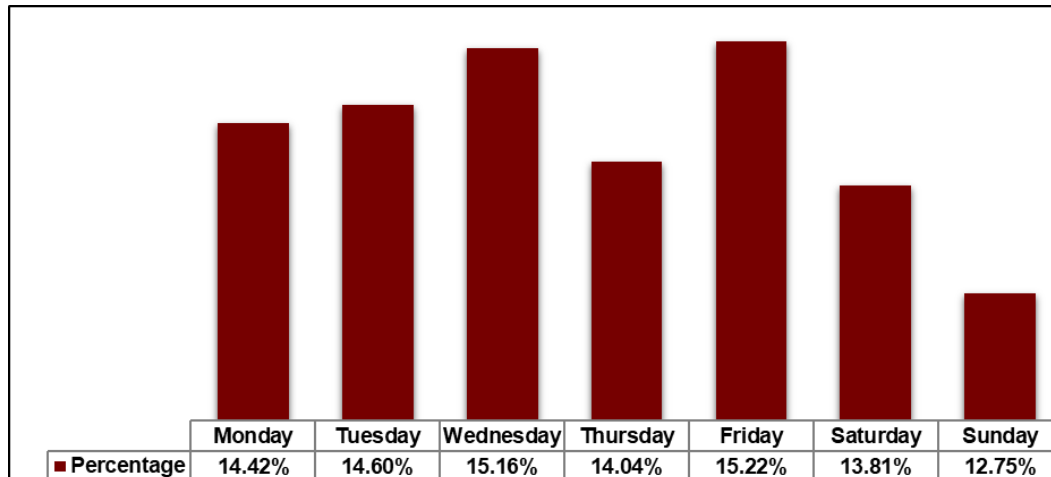
The following figure illustrates the service demand by time of day. As illustrated, the trend for service demand coincides with the movement of the population throughout the day. As the activity of the population increases, so does the demand for service.

Figure 9 Service Demand by Time of Day
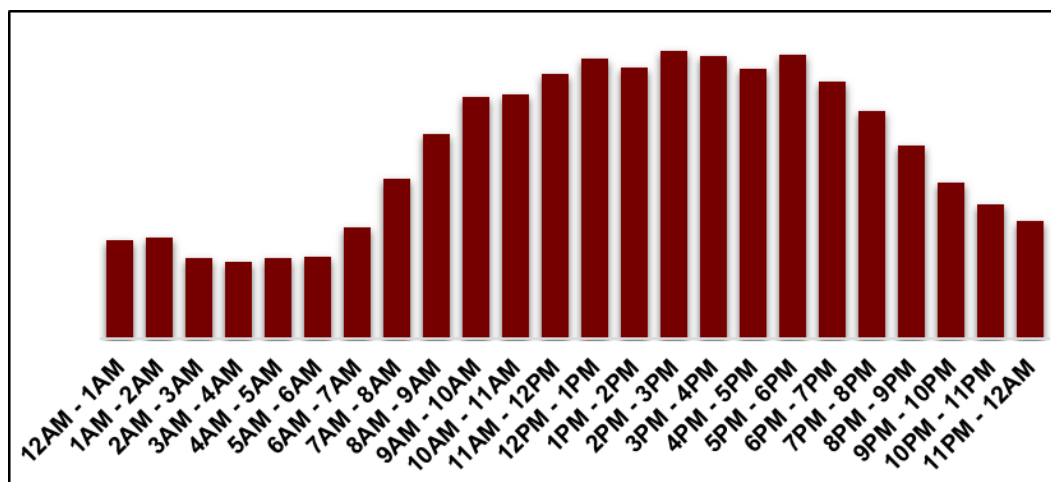
Workload and Concurrency

Workload is a measurement of the percentage of hours spent assigned to incidents, relative to the hours in service. Marion County Fire Rescue has adopted the following benchmarks as it relates to unit hour utilization.

Unit Hour Utilization	Reference
0.30 or Less	Unit has an acceptable workload.
0.31 to 0.34 (Yellow Line)	Unit has an increased workload.
0.35 or Greater (Red Line)	Unit has a concerning workload.

While non-transport units are active with incident responses, none of them reach an increased workload. In contrast, the majority of transport units spend many more hours assigned to incidents. The following figure illustrates the workload for the transport units for the current quarter.

Figure 10 Unit Hour Utilization
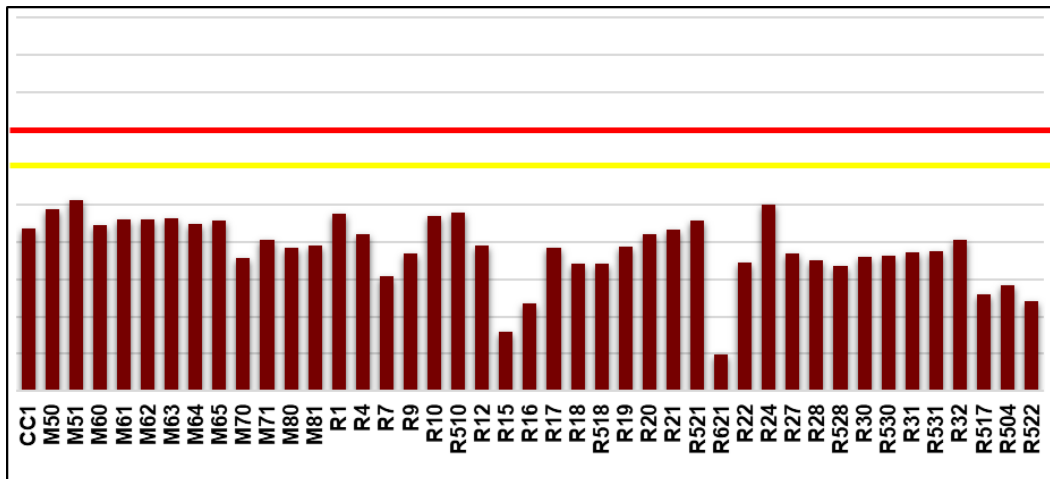
The department's ability to respond to calls may be impacted by the number of incidents occurring simultaneously. This measure is referred to as call concurrency and is illustrated in the following figure. As concurrency increases, there are fewer units available to respond to additional calls for service.

Figure 11 Concurrent Incidents

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20+
Percent	1.5	3.3	4.9	6.2	7.2	8.0	8.6	9.1	9.1	8.4	7.7	6.5	5.5	4.3	3.0	2.2	1.5	0.8	0.4	0.8
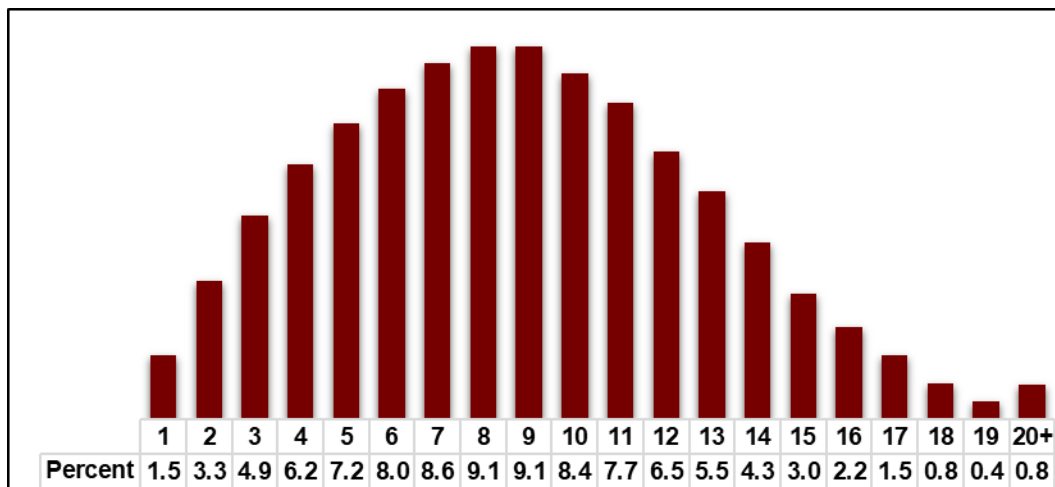
AMBULANCE BILLING

Charts

Marion County Fire Rescue transport units (equipment and staffing) are primarily funded within the General Fund of Marion County. This budget each year presumes an estimated amount of revenue that will be received through billing for transported patients. As illustrated in the following figure, the total revenues for the first quarter bring year-to-date total revenues $937,382 lower than the budgeted amount for the fiscal year.

Figure 12 Revenue

	Oct-25	Nov-25	Dec-25	Year to Date
Revenue	$2,147,056	$1,480,726	$2,434,837	$6,062,618
Budgeted	2,333,333	2,333,333	2,333,333	$7,000,000
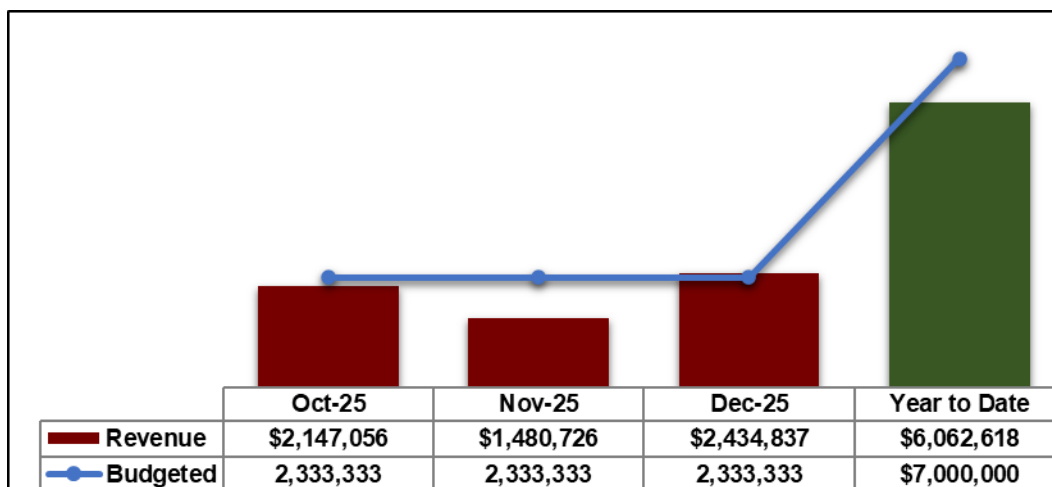
Marion County Fire Rescue Billing staff works with many insurance companies, Medicaid, Medicare, Veterans Administration and others as well as directly billing the patient. This often results in more than one bill sent for each transport until full payment is received, as illustrated in the following figure.

Figure 13 Revenue Received / Bills Sent

	Oct-25	Nov-25	Dec-25
Revenue	$2,147,056	$1,480,726	$2,434,837
Bills Sent	11,826	3,733	4,664
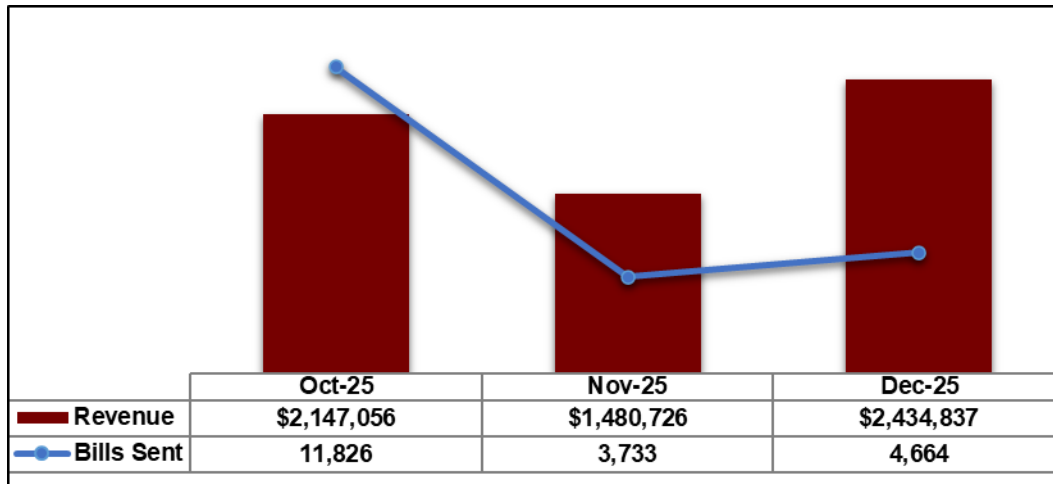
The following figure illustrates the various sources of revenue that account for the total revenue received during the quarter.

Figure 14 Revenue by Payor Type

	Medicare	Medicaid	Insurance	Facility Contract	Bill Patient	Standby Events
Net Revenue	21.15%	0.84%	70.32%	1.76%	5.05%	0.89%
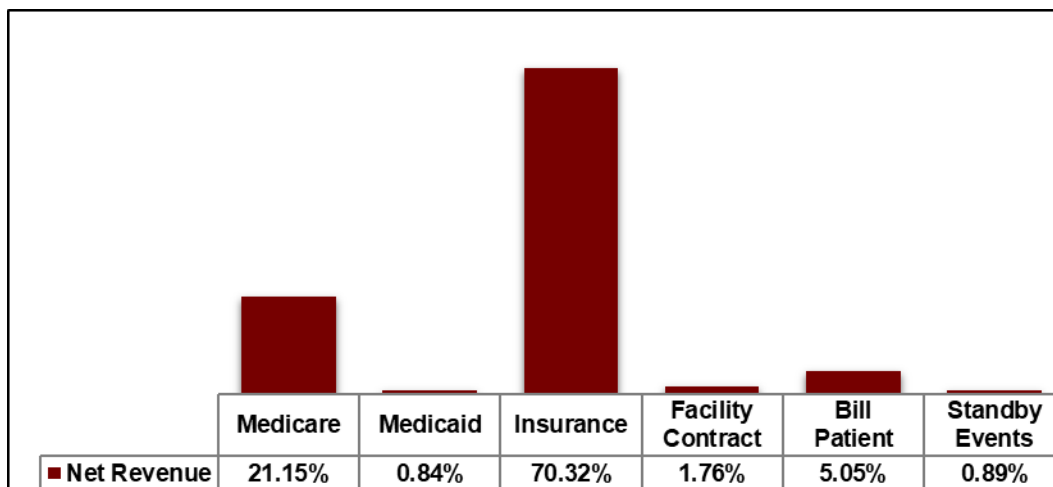
The following figure illustrates the various sources of charges that account for the total bills sent during the quarter.

Figure 15 Charges by Payor Type

	Medicare	Medicaid	Insurance	Facility Contract	Bill Patient	Standby Events
■ Net Charge	21.87%	3.59%	70.79%	0.98%	2.77%	0.00%
Net Charge	$1,593,828	$261,260	$5,159,170	$71,449	$201,816	$0
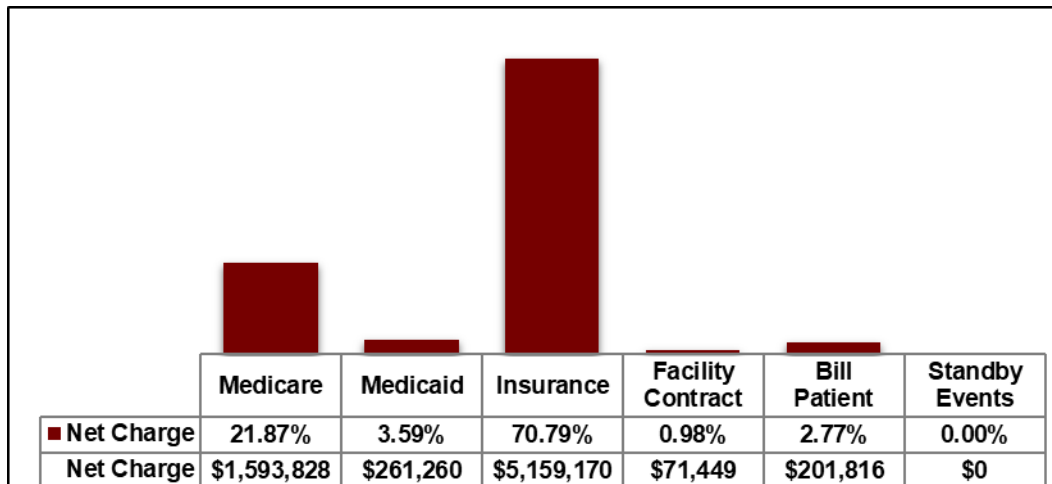
Within guidelines set by the Centers for Medicare & Medicaid Services (CMS), patient bills are categorized into specific levels of service—advanced life support (ALS), basic life support (BLS) and critical care. This is illustrated below for those patients billed during the quarter.

Figure 16 Transports by Level of Care

	ALS1 Emergency	ALS1 Non-Emergency	ALS2 Emergency	BLS Emergency	BLS Non-Emergency	Critical Care
■ Transports	80.1%	0.1%	1.1%	17.5%	0.0%	1.2%
Transports	9,253	7	128	2,019	5	136
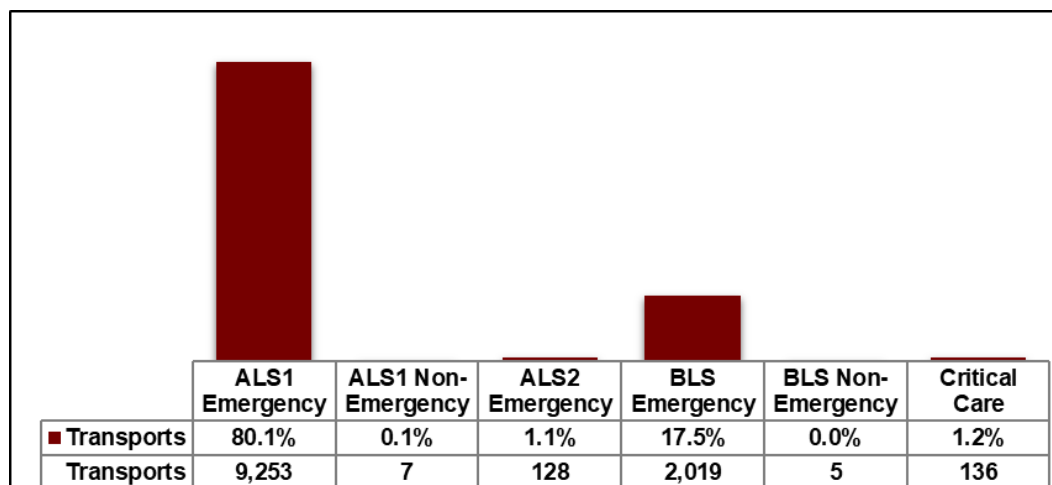
To fully understand the overall charges/revenue, the above service levels are combined with the rates below. Marion County Fire Rescue performs an annual ambulance rate survey and provides a recommendation as to whether to propose a rate change. Medicare and Medicaid rates are set by CMS without any input from transport agencies.

Figure 17 Current Ambulance Rate

Level of Care	Marion County 12/20/2022 to Present	Medicare 2025	Medicaid 8/1/2013 to Present
BLS Non-Emergency	$550.00	$266.22	$136.00
BLS Emergency	$600.00	$436.17	$136.00
ALS1 Non-Emergency	$650.00	$319.46	$190.00
ALS1 Emergency	$700.00	$517.96	$190.00
ALS2 Emergency	$850.00	$732.10	$250.00
SCT (Critical Care)	$1,125.00	$865.21	$295.00
Standard Mileage	$12.50	$9.15	$3.00
SCT Mileage	$13.75	$7.63	$3.00
Notes: Medicare only pays 80% of listed rate. Medicaid only pays mileage for out-of-county transports.			

The final analysis considers each of the preceding data points and provides a view of the actual net revenue received based on the gross charges submitted. The following figure illustrates the average collection rate for Marion County Fire Rescue.

Figure 18 Marion County Ambulance Collection Rate

Analysis Date	Analysis Range	Amount Billed	Amount Collected	Collection Rate
1/20/2026	06/01/2024–05/31/2025	$32,150,268	$26,020,630	80.93%
1/20/2026	07/01/2024–06/30/2025	$32,069,820	$25,898,070	80.76%
1/20/2026	08/01/2024–07/31/2025	$32,047,614	$25,770,908	80.41%
			Overall Average	80.70%
Analysis is based on revenue received specifically for the same patients billed and excludes other revenues received during the analysis range.				

FIRE AND EMS IMPACT FEES

What Are Fire and EMS Impact Fees?

Impact fees are one-time charges imposed on new development to fund capital infrastructure needed to support growth. Marion County adopted Fire and EMS Impact Fees (Ordinance 2025-17) to ensure new development contributes fairly to the cost of fire stations, emergency vehicles, medical equipment, and other growth-related capital assets. These fees are collected at the time a Certificate of Occupancy is issued and are placed in separate trust funds for Fire Protection and Emergency Medical Services.

- Fire Protection Impact Fees are imposed in unincorporated areas and certain municipalities (Belleview, Dunnellon, Reddick, McIntosh).
- EMS Impact Fees are imposed countywide, including within incorporated areas such as the City of Ocala.
- Collected fees cannot be used for operations or maintenance.

Fees may be used for:

- Land acquisition
- Fire/EMS stations and facilities
- Emergency vehicles and apparatus
- Capital equipment
- Previously approved capital projects (if they meet statutory criteria)

Quarterly reporting is required by ordinance and through the interlocal agreement with the City of Ocala.

Figure 19 EMS Impact Fee Summary

Description	Amount
Total EMS Impact Fees Collected This Quarter	$10,322 (Residential); None for Commercial
Cumulative Total EMS Impact Fees Collected (YTD)	$10,322
EMS Impact Fee Expenditures This Quarter	$0
Unexpended EMS Impact Fee Fund Balance	$0 (Budgeted fund balance is $0 since fund was not budgeted.) Fund balance for actuals is $10,322
Notes: *Information is not available yet.*	

Recent Use of EMS Fees:

- No expenditures to date

Figure 20 Fire Impact Fee Summary

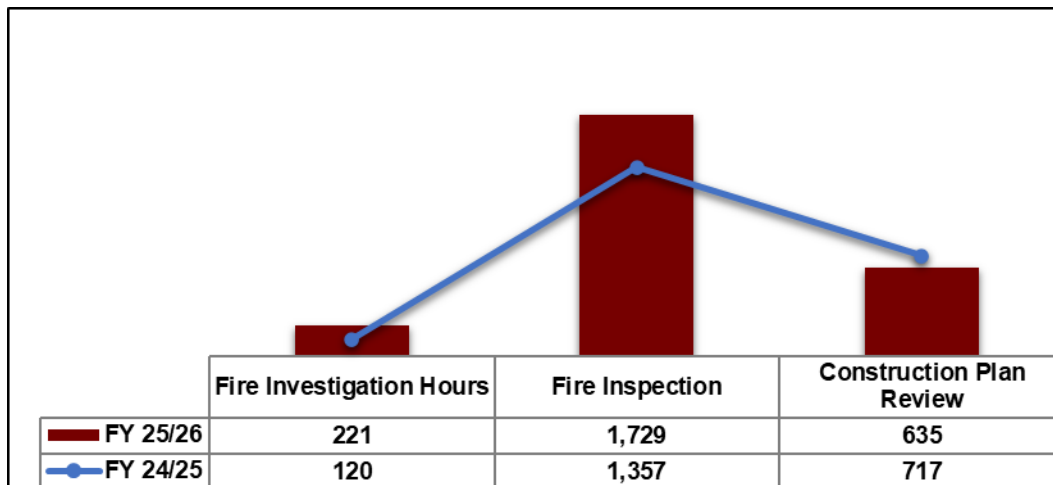| Description	Amount
Total Fire Impact Fees Collected This Quarter	$27,767 (Residential); None for Commercial
Cumulative Total Fire Impact Fees Collected (YTD)	$27,767
Fire Impact Fee Expenditures This Quarter	$0
Unexpended Fire Impact Fee Fund Balance	$0 (Budgeted fund balance is $0 since fund was not budgeted.) Fund balance for actuals is $27,767
Notes: *Information is not available yet.*	

Recent Use of Fire Fees:

- No expenditures to date

FIRE PREVENTION

Charts

Figure 21 Fire Prevention Activity

	Fire Investigation Hours	Fire Inspection	Construction Plan Review
FY 25/26	221	1,729	635
FY 24/25	120	1,357	717

Development

The Marion County Fire Rescue (MCFR) Fire Prevention team continues to work with our community partners by managing the sustained increase in construction projects. Many projects are underway which involve a considerable amount of staff time to review plans and perform inspections in the interest of public safety.

Figure 22 Project Update

Project	Status
World Equestrian Center (WEC)	• Final inspections are underway for the new four-story Event Center, with an expected opening in January 2026 • The Event Center Parking Garage is complete and operational • Construction continues on the WEC retail shops along SW 80th Avenue
Tractor Supply	• Construction continues on a new Tractor Supply in Silver Springs Shores • Plans have been submitted and approved for two additional Tractor Supply locations
Dollar Tree Distribution Center	• The five-year project was completed in December 2025 • The facility contains a 1.8 million square foot warehouse with advanced robotic selection and sorting • Support buildings include a recycle building and maintenance building, as well as other facilities
Marion County Fire Rescue Fire Station Projects	• Final fire inspections are complete for Orange Springs Station 13 remodel for career staff • Final inspections are complete for Golden Ocala Station 20 expansion and remodel • Site work and underground fire protection inspections are in progress for the new Station 11 at the Fire College
Marion County School Board	• Inspections continue at the new high school in Marion Oaks with expected opening in August 2026 • Plans have been approved, and construction will start soon on the replacement middle school in Silver Spring Shores
Summer Pointe Village	• Construction continues at the site with final inspections underway on some of the units • Once complete this project will bring over 500 residential units to the community
Retail Centers	• Construction is underway for a new Publix Supermarket and Walmart Supercenter in Marion Oaks • A new Walmart Neighborhood Market is proposed off SE Hwy 42 • Plans have been approved for a new Target on SW Hwy 200 • Plans review are in progress for a new Home Depot on SW Hwy 200
Restaurants/Fuel Centers	• Several quick service restaurants are under construction including Starbucks, Tropical Smoothie, and Chipotle • Buc-ee's plans have been recently submitted and approved at the new interchange • Work is nearing completion on several fuel stations including 7-Eleven and RaceTrac
Warehouse	• Construction continues off SW Hwy 484 for an industrial park. The project will have several storage buildings ranging from 50,000 to 150,000 square feet • Construction continues at the ID Logistics (Trailhead Center) off SW Hwy 484 • Construction has begun on a new 300,000 square foot warehouse on SE 58th Avenue

Fire Inspections

MCFR fire inspectors completed several large projects during this quarter adding to the commercial space in Marion County. One notable completion was the Dollar Tree Distribution Center. This project evolved over five years and contains nearly two million square feet of space at the property. Another large project completed this quarter was the four-story World Equestrian Center (WEC) Event Center. Formally known as the Manor, this complex will host meetings of all sizes with several thousand square feet of space. Additionally, the facility offers four separate restaurants, private dining rooms, and other facilities. Fire Prevention has experienced over a 25% increase in inspections requests over this time last year. This can be attributed to several projects now underway and seeking final approvals to open.

Fire Investigation

The Fire Prevention Division continues to support the Operations Division with a dedicated local fire investigator program. A member of the Fire Prevention Division is on call 24 hours a day, seven days a week, to assist with fire investigation origin and cause determination. Fire Prevention works closely with many different partners to complete investigations including the Bureau of Fire Arson and Explosive Investigation (BFAEI), the State Attorney, and other law enforcement agencies.

The Fire Prevention Division was requested to investigate 17 fires in the first quarter of FY 2025-2026. A total of 221 staff hours were spent during the first quarter on fire investigation activities including on-scene investigations, follow-ups, court testimony, and report writing. Injuries documented during this quarter were primarily cooking-related injuries. Many of these incidents were deemed preventable and our Community Risk Reduction is working on messages for public education.

Staffing Update

The Fire Prevention Division continues to cross-train staff members to better meet the needs of our community. Cross-training allows prevention staff to accommodate requests for plans review, fire inspections/investigations, and public education. The Fire Investigator Trainee is entering the final phase of training and will soon begin conducting fire investigations as the primary investigator. Additionally, another staff member has begun training on plans review to further enhance our ability to provide exceptional customer service. Future plans are in place to continue cross-training to provide exceptional customer service and meet the needs of the community.

Annual Inspection Program

The Fire Prevention Division continues to conduct an annual fire inspection program. Performing annual fire inspections allows fire inspectors the opportunity to meet with business owners to assist them in identifying and correcting any deficiencies. This proactive program is intended to provide fire safety guidance and positive public relations. The annual inspection program is assigned to one inspector who is assisted by others as time allows. For the first quarter of FY 2025-2026, fire inspectors completed 738 annual inspections. The annual inspections resulted in 225 re-inspections to ensure identified concerns were addressed. The efforts of this program increase safety awareness, reduce risk, and provide benefits to public education.

Community Risk Reduction/Public Education

Marion County Community Risk Reduction (CRR) continues to partner with our community to provide educational programs. During this quarter, Fire Prevention Public Education partnered with the Marion County School Board for Fire Prevention Month. The theme this year focused on escape planning and calling 9-1-1. This program was taught in partnership with our Operations Division along with a special appearance by Sparky the Fire Dog. During the month of October, over 12,000 children participated in the events from 27 local elementary schools.

Public Education participated in several other events during this quarter including the Ocala Christmas Parade, Bring the Harvest Home, and Safe Walk to Schools. Each year the community event request grows and the ability to impact citizens allows more opportunities for education. During the first quarter of FY 2025-2026, Marion County Fire Prevention participated in 70 events and interacted with over 35,000 residents.

Once again, MCFR has partnered with the Marion County Tax Collector to promote fire safety messages. The Marion County Tax Collector has provided space in the annual tax notice for fire prevention safety messages. This partnership allows public education messages to reach many households throughout the County. Check your tax notice for important fire safety messages. MCFR appreciates the cooperation and support from the Tax Collector for this valuable partnership.

PUBLIC SAFETY COMMUNICATIONS

Marion County Public Safety Communications (PSC) is a dual-Accredited Center of Excellence (ACE) and accredited by the International Academies of Emergency Dispatch (IAED) in call processing of Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD). As a dual ACE, PSC is required to maintain or exceed a high level of service and compliance with protocols. The IAED ACE accreditation covers the call-taking aspect of the communications center using compliance to protocols as the primary focus.

PSC is also accredited by the Florida Telecommunications Accreditation Commission (FLA-TAC) which is a division of the Florida Police Accreditation Coalition (FLA-PAC). This is a policy driven accreditation which covers all aspects of the communications center ranging from administrative topics, to training and dispatch protocols. The accreditation has over 110 standards.

PSC is approved through the Florida Department of Health (DOH) to instruct the state required 911 Public Safety Telecommunicator (PST) training program. As an approved training center through the DOH, PSC routinely hosts other agency's Emergency Telecommunicators (ETCs) for this training. This training program is a minimum of 232 hours covering various topics of emergency medical, fire, and police dispatch and call processing.

Marion County, Florida currently operates a 7-RF-site, 12-channel, trunked simulcast ASTRO 25 (P25) system. The existing infrastructure has served the County well for many years but as the County has grown, the needs of the public service providers have also grown. The goal of this ASTRO 25 expansion project is to enhance the coverage performance of the radio system from countywide mobile radio coverage to countywide portable radio coverage. The addition of three (3) new simulcast sub-sites coupled with the conversion of the existing Dunnellon Water Tower site from a standalone Astro site repeater (ASR) to a simulcast radio frequency (RF) subsite will provide the county with 95% portable outside radio coverage countywide.

Marion County is purchasing three hundred seventy-eight (378) APX NEXT XE devices for Marion County Fire Rescue. APX NEXT XE devices are a next-generation P25 platform, purpose-built for first responders to access and act on information while maintaining their focus in critical situations. With natural and accessible touch interface, best-in-class audio optimized for high-noise environments, and extended coverage through broadband connectivity, APX NEXT XE devices deliver actionable intelligence to the point of engagement for personnel to stay connected and in control wherever the mission takes them. In addition, APX NEXT XE devices deliver all of this in a form factor designed for extreme environments.

Charts

The following figure illustrates two key performance measures for the answering of 911 calls by the public safety answering point (PSAP) at PSC.

Abandonment rate describes those instances where the call is not answered within the PSC PSAP, either being transferred to another PSAP or the call disconnects prior to PSC having the ability to answer. The target for this measure is 6% or less and correlates directly with the second target measure of answering at least 90% of 911 calls in 10 seconds or less.

Figure 23 PSC Performance Benchmarks

	Abandonment Rate	Wait Time Less than 10 Seconds
FY 25/26	2.2%	95.0%
Target	6.0%	90.0%
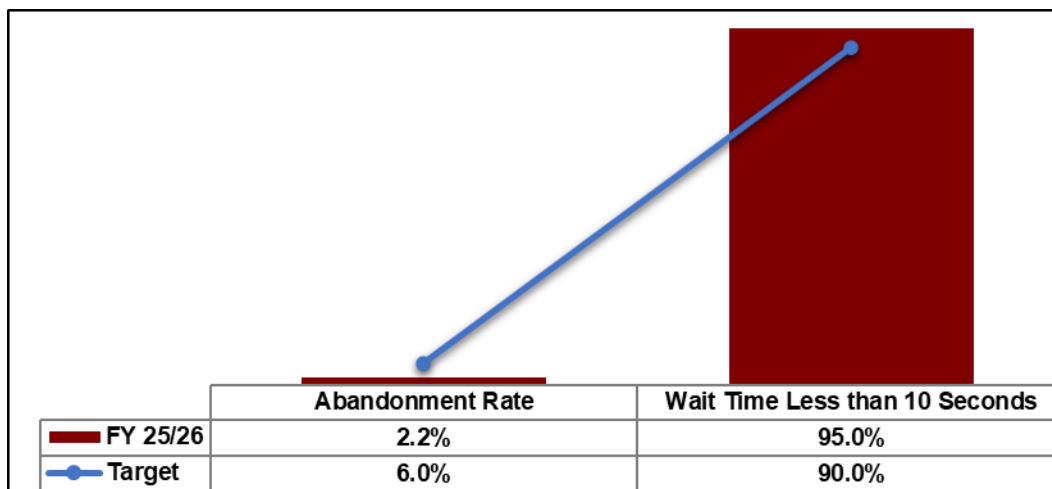
The following figure illustrates the total incoming and outgoing call volume for PSC.

Emergency Inbound represents the number of 911 calls that are routed to the PSAP at PSC.

Routine Inbound represents the number of phone calls received by PSC on the non-emergency lines. These lines are used for calls from alarm companies, medical facilities, hospitals, other public safety/service agencies, MCFR personnel and the public to speak with PSC ETCs.

Routine Outbound represents the number of phone calls that originate from within the PSAP. These calls include call-backs to 911 disconnects, local agencies, calls to MCFR personnel, etc.

Total represents all three categories combined. This total is one of the key factors used to show the call volume workload of PSC ETCs.

Figure 24 PSC Phone Calls

|	Emergency Inbound	Routine Inbound	Routine Outbound
FY 25/26	25,660	42,359	23,692
FY 24/25	37,020	37,675	25,264
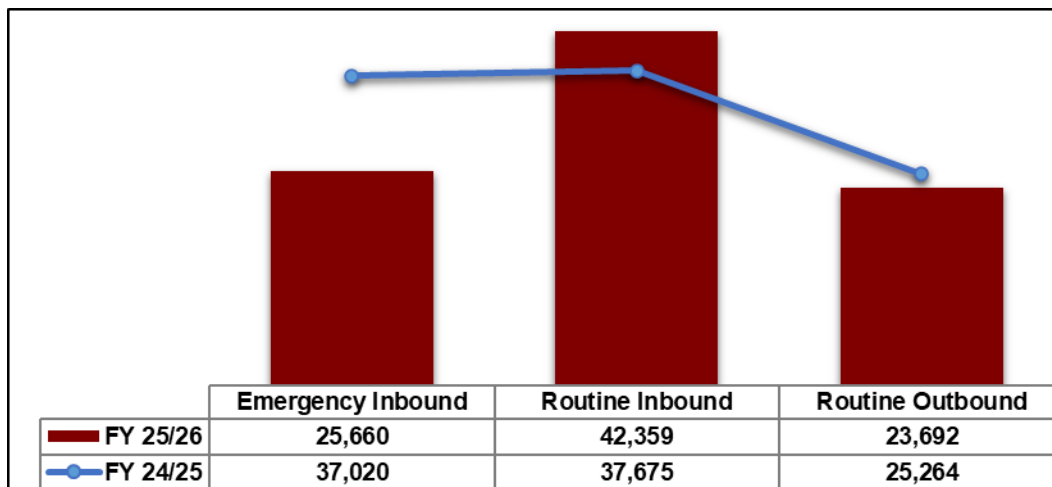
Calls for service (CFS) which are law enforcement related are grouped into two categories; ETC Initiated and Field Initiated and is illustrated in the following figure, along with the total calls for the Marion County Sheriff's Office (MCSO).

ETC Initiated calls for service are those calls that are created in the Computer Aided Dispatch (CAD) system and were processed by an ETC.

Field Initiated law calls for service are those that are created as a result of an action by a Sheriff's Deputy. These are calls such as a traffic stop or any other call for service that is initiated by the deputy and not originating from within the PSAP.

Figure 25 PSC Law Calls for Service

	ETC Intiated	Field Initiated	MCSO Total
FY 25/26	45,807	35,852	81,659
FY 24/25	46,055	34,773	80,828
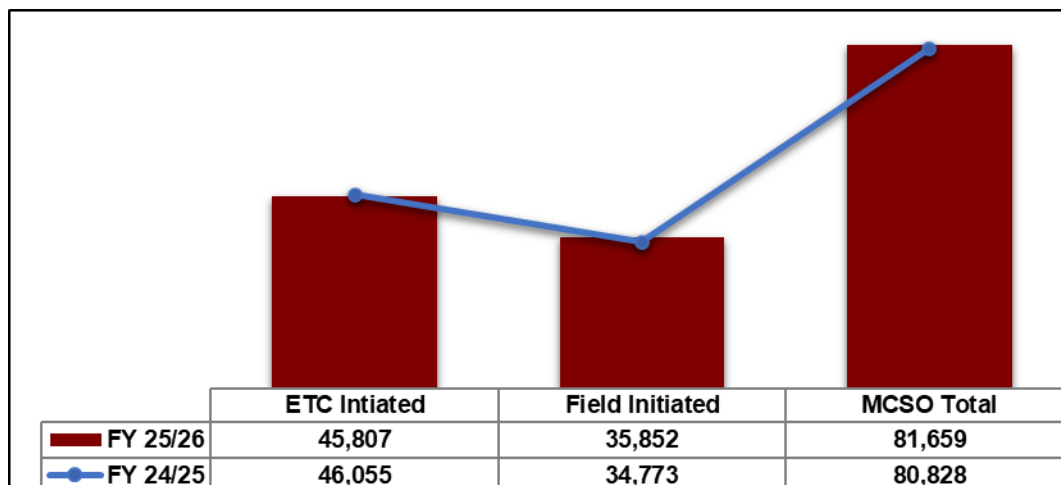
MCFR calls for service are broken down into two types, Fire and Medical. These are the call types within CAD and organized using the call priority, rather than the nature/problem and are illustrated in the following figure.

Figure 26 MCFR Calls for Service

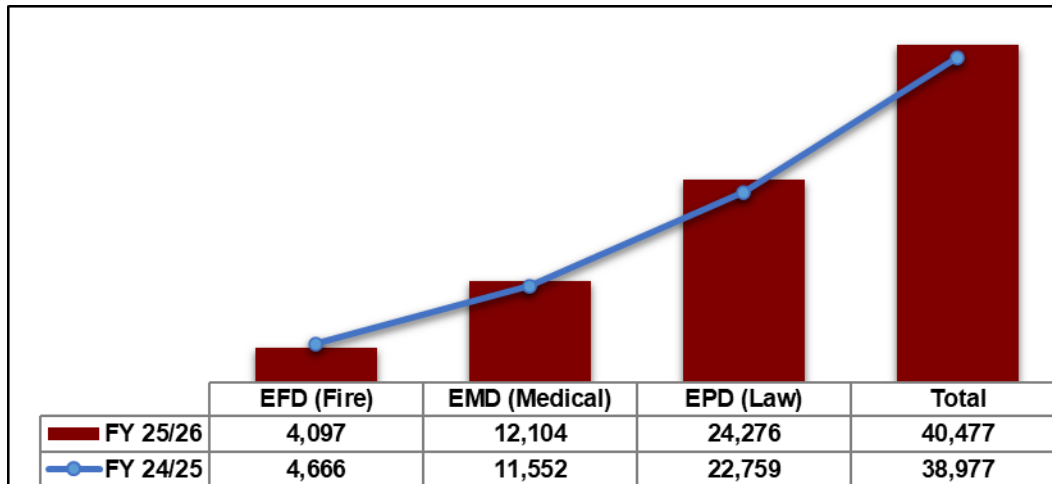|	Fire	Medical	MCFR Total
FY 25/26	6,911	19,347	26,258
FY 24/25	4,836	21,705	26,541
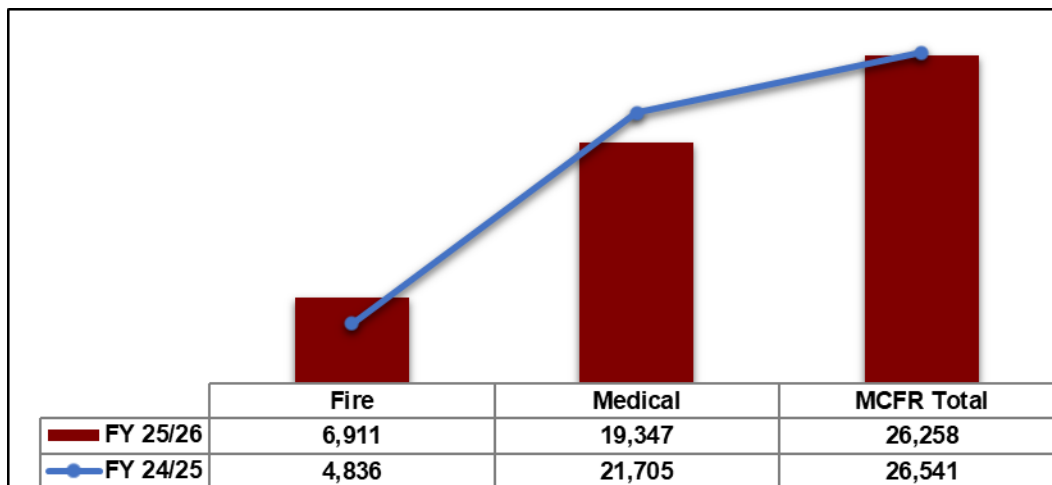
PSC utilizes ProQA software to aid in the call processing, which assists the ETC in collecting vital information for first responders and to aid in providing critical life safety and lifesaving instructions while not delaying the dispatch of first responders. This process also assists in prioritizing calls for service based upon the information gathered. For example, a caller who has fallen, is not injured, and only needs help up off the floor will be prioritized lower than someone experiencing chest pain and difficulty breathing.

Calls for service that are processed by the Ocala Police Department (OPD) PSAP, or that originate as Field Initiated MCSO calls for service are not processed through ProQA by PSC. This, along with duplicate calls for service, unit initiated calls for service, etc. contributes to the variance between total calls for service and total calls processed through ProQA as illustrated in the following figure.

Figure 27 PSC ProQA (Priority Dispatch)

	EFD (Fire)	EMD (Medical)	EPD (Law)	Total
FY 25/26	4,097	12,104	24,276	40,477
FY 24/25	4,666	11,552	22,759	38,977

As an ACE, PSC is required to conduct a random review of calls for service processed through ProQA for EMD, EFD and EPD (emergency police dispatch). The percentage of calls reviewed for each discipline is determined by the IAED based upon total call volume for the preceding year. This ensures that PSC maintains or exceeds accreditation standards. These calls are selected randomly by the software program which is used for the review process.

The PSC Quality Assurance Unit also conducts focused, non-random reviews for various reasons. This can include, but is not limited to complaints received, disciplinary reasons, inquiries by other agencies or field personnel, and requests by PSC ETCs for educational purposes. The numbers are reflective of a reprioritization of our efforts during the quarter. The following figure illustrates the calls that were reviewed during the quarter.

Figure 28 PSC Quality Assurance Reviews

|	EFD (Fire)	EMD (Medical)	EPD (Law)	Total
FY 25/26	180	299	472	951
FY 24/25	183	392	498	1,073
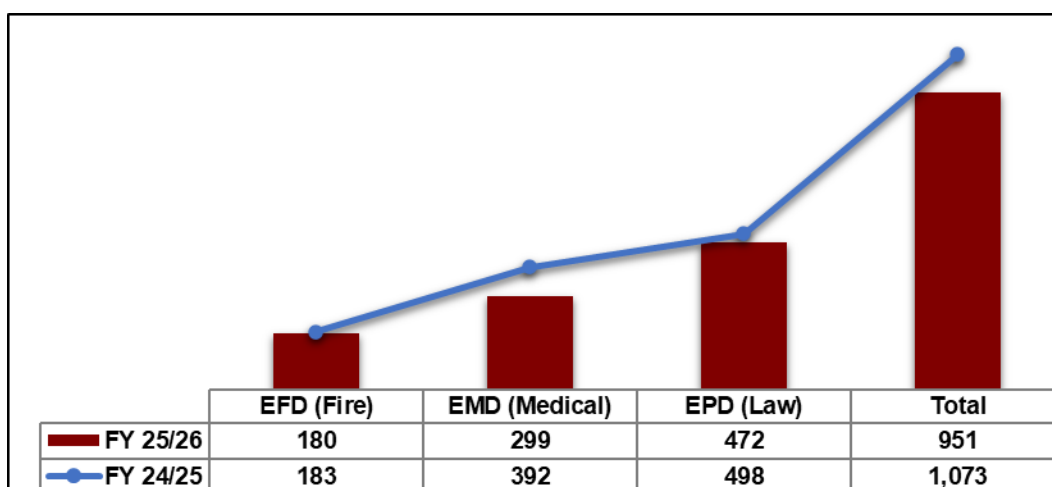
The Marion County 800 MHz Radio System is countywide and used by Marion County Fire Rescue (MCFR), Marion County Sheriff's Office (MCSO), Belleview Police Department (BPD), Dunnellon Police Department (DPD), Marion County general government agencies, and interoperability partners, which are internal and external.

The following figure illustrates the push to talk by talk group each time the radio system is accessed. The talk groups are broken down by MCFR, MCSO, which includes BPD, DPD, Marion County Jail and the Courthouse. The "Other" category includes Marion County general government agencies.

Figure 29 PSC Push to Talk Count (By Talkgroup)

	MCFR	MCSO	Other
FY 25/26	511,446	756,244	91,116
FY 24/25	488,538	777,572	182,102
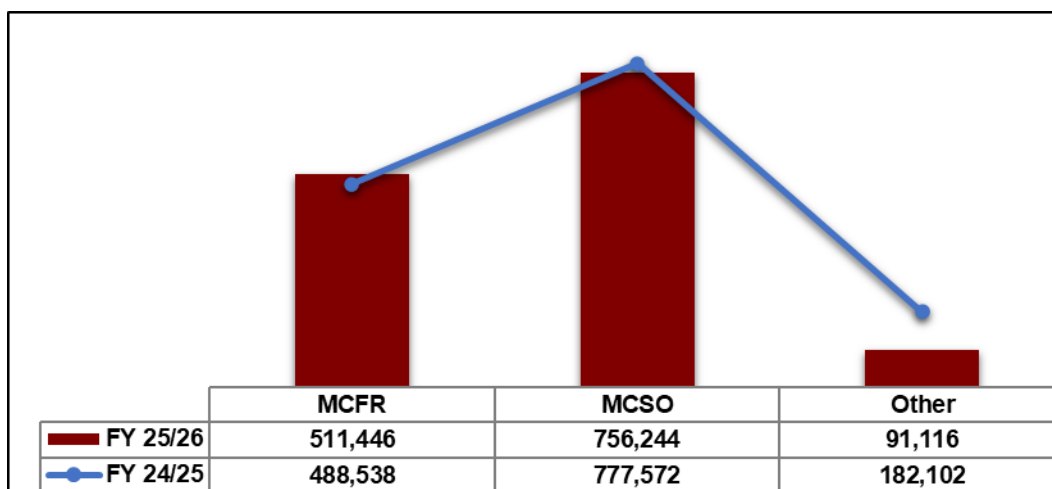
The Marion County 800 MHz Radio Systems show the total time the radio system is used to voice communicate over the talk groups on the radio system as illustrated in the following figure.

Figure 30 PSC Push to Talk Hours (By Talkgroup)

	MCFR	MCSO	Other
FY 25/26	696	775	122
FY 24/25	577	797	326
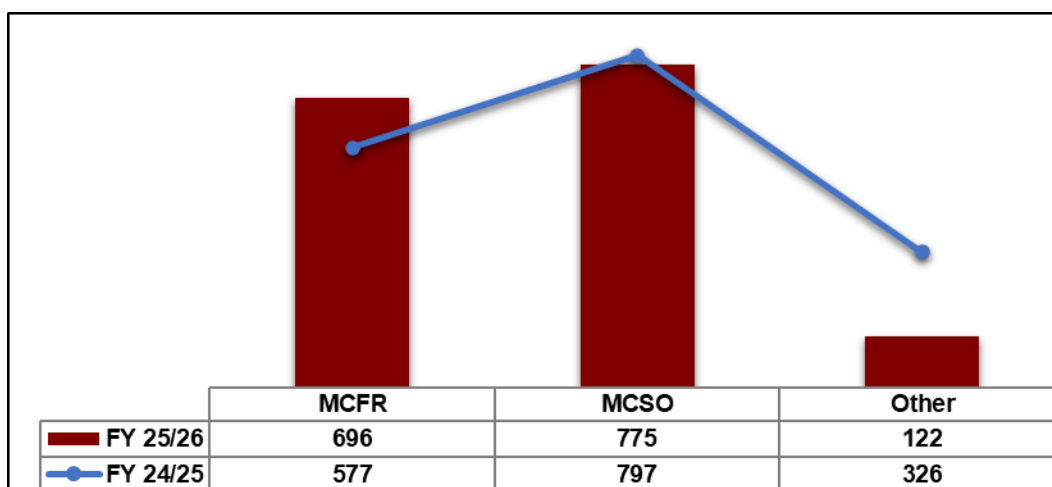
MCFR MASTER PLAN AND STRATEGIC PLAN UPDATES

Marion County Fire Rescue has completed a comprehensive Master Plan and Strategic Plan to guide the department's operations, growth, and resource management over the next decade. The Master Plan provides a data-driven assessment of staffing, facilities, apparatus, service demand, and future station needs, ensuring alignment with NFPA standards and community growth trends. The Strategic Plan translates these findings into clear organizational goals and measurable objectives focused on operational readiness, workforce development, community risk reduction, and fiscal sustainability. Together, these plans provide a unified roadmap that strengthens accountability, prioritizes investments, and ensures MCFR continues to deliver exceptional fire and EMS service to the residents of Marion County.

Figure 31 Strategic Plan Updates

	Goals and Objectives Completed	Date
1.1.4	Further refine the deferral process to enhance flexibility in overtime assignments while maintaining adequate staffing levels.	FY24-25 Q4
1.1.5	Review the impact of voluntary overtime on the overall mandate process and explore potential refinements to optimize coverage.	FY24-25 Q4
1.3.1	Assess the implementation of a six-week Kelly Day rotation at 18 months, evaluating its effectiveness in providing scheduled time off and reducing fatigue.	FY24-25 Q4
1.3.2	Explore a transition to a three-week Kelly Day cycle at 36 months, analyzing its potential impact on work-life balance and workload distribution.	FY24-25 Q4
2.1.1	Finalize the annual evaluation process and self-evaluation process ensuring a fair, thoughtful consideration of the employee's efforts throughout the year.	FY24-25 Q4
2.2.1	Enhance and expand our Medal Day ceremony. Foster participation and improve the ceremony itself.	FY24-25 Q4
2.3.1	Display the mission, vision, and core values on all station and office TV's.	FY24-25 Q4
2.5.1	Utilize modalities such as all-hands meetings, staff notes, and information boards to disseminate information.	FY24-25 Q4
2.7.1	Create and support mentorship opportunities at every level of the department.	FY24-25 Q4
7.2.1	Utilize Rescue Personnel for Event Staffing: Consider using extra personnel assigned to rescue units to staff dedicated event trucks.	FY24-25 Q4
7.2.2	Explore Private Agency Partnerships: Investigate the possibility of partnering with private agencies to provide coverage for special events.	FY24-25 Q4
9.2.1	Establish a standardized station design with a two-phase approach to accommodate both urban and rural station layouts.	FY24-25 Q4
	__Notes:__	