



Marion County

Fire Rescue and EMS Advisory Board

Meeting Agenda

Wednesday, May 21, 2025

**4:00 PM Marion County Fire Rescue, 2631
SE Third St., Ocala, FL**

- 1. Call to Order**
- 2. Invocation and Pledge of Allegiance**
- 3. Roll Call & Quorum Determination**
- 4. Approval of Minutes**
 - 4.1. [Fire Rescue and EMS Advisory Board Minutes - February 19, 2025](#)**
- 5. Department Updates**
 - 5.1 Budget Update**
 - 5.2 Hospital Inter-Facility Update**
- 6. Board Items**
 - 6.1. [FY 24/25 Quarter 2 Report](#)**
- 7. Next Meeting Date: Wednesday, August 20, 2025 at 4:00 p.m.**
- 8. Adjournment**



Marion County

Fire Rescue and EMS Advisory Board

Agenda Item

File No.: 2025-19159

Agenda Date: 5/21/2025

Agenda No.: 4.1.

SUBJECT:

Fire Rescue and EMS Advisory Board Minutes - February 19, 2025

DESCRIPTION/BACKGROUND:

See attached

**Marion County Fire Rescue and EMS Advisory Board
February 19, 2025 Minutes - DRAFT**

1. **Call to Order** – The Marion County Fire Rescue and EMS Advisory Board met in the Training Room at Marion County Fire Rescue Headquarters, 2631 SE Third Street, Ocala, FL 34471 on February 19, 2025. Dr. Frank Fraunfelter called the meeting to order at 4:00 p.m.
2. **Invocation and Pledge of Allegiance**
3. **Roll Call and Quorum Determination** – Roll call was taken and a quorum was met.

Members Present:

Erin Jones, Healthcare Development Director, Ocala/Marion County Chamber and Economic Partnership

Alan Keesee, CEO, HCA Florida Ocala Hospital

Floyd Magwood (arrived at 4:05 pm)

Erika Skula, President and CEO, AdventHealth Ocala (arrived at 4:04 pm)

Clint Welborn, Fire Chief, Ocala Fire Rescue

Dr. Frank Fraunfelter, Medical Director, Marion County Fire Rescue

Members Absent:

Patricia Gabriel, Chair

Adam Woods

Others in Attendance:

James Banta, Fire Chief, Marion County Fire Rescue

Robert Graff, Deputy Chief of Operations, Marion County Fire Rescue

Robert Kruger, Deputy Chief of EMS, Marion County Fire Rescue

Chad Belger, Division Chief, Marion County Fire Rescue

Brad Olmsted, Division Chief, Marion County Fire Rescue

Wanda Bowlin, AdventHealth Ocala, EMS Relations and Emergency Management Specialist

Pam Doherty, Administrative Staff Assistant, Marion County Fire Rescue

Dr. Frank Fraunfelter led the meeting in the absence of Patricia Gabriel, Chair.

4. **Approval of Minutes** – The November 20, 2024 Marion County Fire Rescue and EMS Advisory Board minutes were submitted for approval. Alan Keesee made a motion to approve the minutes and Erika Skula seconded the motion. The motion passed unanimously 4-0.
5. **Marion County Fire Rescue Updates**

5.1 Budget Update

Chief Banta opened the budget update advising that Marion County Fire Rescue (MCFR) is just starting to work on next year's budget. The first meeting with the County Administrator with the beginning proposals will take place the end of March 2025. MCFR will look at adding additional transport units, positions for an additional ladder truck, EMS Battalion Chiefs, and other additional staff positions. Some initial general fund projections look challenging next year, as there may be scrutiny put on the general fund as a whole. The County's focus will be cost of living increases, merit raises and review of additional positions.

On January 29, 2025, the Marion County Board of County Commissioners (BCC) held an Impact Fee Workshop. The department engaged with a consultant to reintroduce fire impact fees and include an EMS component. The initial indication was Commissioners would be supportive. There will need to be a public hearing. If the BCC implements 100% rates on impact fees, this would generate about \$5,000,000 a year. The current cost of a fire station, including equipment, is about \$8.3 million and there are four stations that need to be built that qualify under the fire impact fee. If the BCC approves these impact fees, the Pedro, Westport, and Baldwin Ranch stations would be the three top priorities. If the EMS impact fee portion is approved by the BCC, then the EMS West location on State Road 200 would be built.

Erin Jones said the cost of the impact fees in the past was a deterrent for the Marion County Building Industry Association (MCBIA). The residential projected fire rate would be approximately \$650 and the EMS rate would be around \$200. Alan Keesee said he would encourage dialogue at the Ocala/Marion County Chamber and Economic Partnership (CEP) Board level as much as possible. Erin Jones agreed, and said communication is key at that level. She can help with setting up a meeting. Chief Banta would want to coordinate this through the County Administrator and will let her know.

The Fire Assessment Workshop is February 27, 2025 to update the Municipal Services Benefit Unit (MSBU) fire assessment funding stream that is typically updated every 5 years. It was previously updated in 2019. The idea is to look at the future budget over the next five years, project what it will be, then set an average rate to allow MCFR to operate for the next five years. The average rate at the beginning builds up more money than needed and then towards the end, reserves will start dwindling. It would be approximately an \$84 increase on a residential rate. The commercial rates are based on square footage. The fire assessment rates would go from \$199 to approximately \$283 for each household. Fire assessments can only fund the fire portion of the fire department.

The 20-year sales tax was approved. Impact fees take care of new capacity and sales tax takes care of capital and replacement of fire trucks and fire stations. The priorities have been presented to the County Administrator. Ambulances and fire trucks are non-negotiable.

The Orange Lake fire station (Station 9) and the Marion Oaks fire station (Station 24) both need to be rebuilt. Impact fees cannot pay for these stations. These will need to be paid from either sales tax or another funding source. If all of the fire station projects can be bid under one contractor, under one design at the same time, this will save the department money. MCFR is hoping to make these decisions within the next year to get these projects moving and have six stations built simultaneously.

Alan Keesee asked about the five Community Paramedic program positions in this year's budget. Chief Kruger advised that three of the five positions have been filled internally and the other two positions were opened up externally, with eight applicants currently waiting for review.

MCFR is always trying to balance transport and fire workload. From a non-transport point of view, MCFR is looking at scaling back the dispatch matrix on types of calls where fire trucks are sent— the changes to implement will reduce adding another fire truck to stations and reduce the number of calls the trucks are running. It will put more of a workload on the ambulance, but that ambulance will have already been dispatched to the call.

MCFR would like to begin conversations with both hospitals to look at other areas of transports to see if, or what, other paid workloads either hospital would have interest doing (i.e. special events, assisted living facilities, the possibility of EMS cardiac calls, etc.). Alan Keesee said it would be helpful understanding what these are as they would be open to look at this. Chief Banta said (at this point) the problem is not a revenue issue with MCFR, it is a work load issue. Reducing work load and responding to 911 calls has to be the department's focus.

Leopard Transport has changed ownership. The new ownership is interested in helping with special events and/or interfacility transports.

Alan Keesee questioned if his hospital keeps expanding his paramedic transport pool, does this impact MCFR's staffing of hiring paramedics. Chief Graff advised that we are not having trouble hiring high performance single certified EMTs and Paramedics. We are almost at full staff. We currently have open Paramedic positions saved for the EMTs in paramedic school.

With the improvement of workload, working conditions, wages and benefits, people are not leaving the department. The new stand-alone facilities and main hospitals have cut drive times in half, helping units get back in the stations faster. From a system-wide perspective, adding the interfacility transports allowed stations 18, 30, 10, 21 and 31 that were close to TimberRidge and Summerfield hospitals to stay in house, which helped the turnaround time and unit hour utilizations (UHUs). There is now more time between calls. This is keeping the trucks in their zones, adding capacity into the system.

Chief Banta advised that MCFR purchased 100 LifePak 35s. The department is going to the next level for cardiac monitoring as these units are state of the art. MCFR is one of the only departments in the state of Florida going from a LifePak 15 to a LifePak 35. Chief Kruger explained how this device gives MCFR the ability to do 15-lead in the field and reads the viable rhythms in the background for cardiopulmonary resuscitation (CPR). AI technology is built-in.

Chief Graff discussed the Strategic Plan and Master Plan. Both plans have expired so the department is in the process of working on a Master Plan with a Community Risk Assessment and a Standard of Cover. These documents are needed for fire department accreditation. During the process, the Strategic Plan Workshop was completed on February 5 and 6, 2025 with people represented from various ranks of the department. A good-better-different process was used. This is in draft format right now. Chief Olmsted is developing a community survey for priorities for this Board through Survey Monkey. Please take the time to fill this out. This will be part of the Master Plan. MCFR hopes to have a draft by June 1, 2025 and have it go into effect by October 1, 2025 for the new fiscal year. Chief Banta said this was all done in-house by Chief Graff. Chief Graff explained MCFR is also developing a dashboard that will be able to project and display all the calls, types, times, analysis, etc. on this dashboard. This will all be linked to report writing software.

6. Board Items

6.1 FY 24/25 Quarter 1 Report

The FY 24/25 Quarter 1 Report was provided to the Advisory Board. Chief Kruger gave a brief overview of the report. The Billing division is doing phenomenal work. The state average for the collection rate is approximately 50-55% on returns; the collection rate for MCFR's Billing division is 77% and keeps this department moving forward.

Captain Chris Hickman with Ocala Fire Rescue, along with others in his department, have led the fall prevention program, which has been a very successful program for MCFR and our community.

Chief Banta mentioned that in the next year, MCFR will look at updating the billing rates. In addition, this past year, balanced billing was stopped for Veterans. When a Veteran in our community receives a bill, the bottom of the bill asks the Veteran to call the Billing office. The staff in Billing will assist the Veteran with the possibility of getting benefits, if they do not have them. The patient's benefits will be billed, but the Veteran will not be balanced billed.

Dr. Fraunfelter shared there is good momentum moving forward in Marion County that includes the following: several comprehensive stroke centers opened; an interventional neurologist is located here; both local hospitals engaged in becoming comprehensive resuscitation centers; a mobile integrated health system is engaged locally; opioid overdoses have decreased; and new stroke trucks will arrive soon.

Alan Keesee asked if there is a Certificate of Public Convenience and Necessity (COPCN) requirement in Marion County. Chief Kruger advised a COPCN is needed to do transports in Marion County. He advised that currently UF Health Shands Hospital runs their transport in a rendezvous manner—they meet up at specific locations and transfer patient care with Marion County. Alan Keesee stated for the record he has an objection to this, and disagrees as well, and can discuss this at the appropriate forum. Chief Kruger said this is no different than air transport for Marion County Fire Rescue.

- 7. **Next Quarterly Meeting Date** – The next quarterly meeting is scheduled for Wednesday, May 21, 2025 at 4:00 p.m. in the Training Room at Marion County Fire Rescue, 2631 SE Third Street, Ocala, FL 34471.
- 8. **Adjournment** – There being no further business to come before the committee, the meeting adjourned at 4:55 p.m.

Approved:

Pat Gabriel, Chairperson

Date



Marion County

Fire Rescue and EMS Advisory Board

Agenda Item

File No.: 2025-19229

Agenda Date: 5/21/2025

Agenda No.: 6.1.

SUBJECT:

FY 24/25 Quarter 2 Report

DESCRIPTION/BACKGROUND:

See attached.



Quarter 2 Report

Fiscal Year

2024–2025

January - March



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



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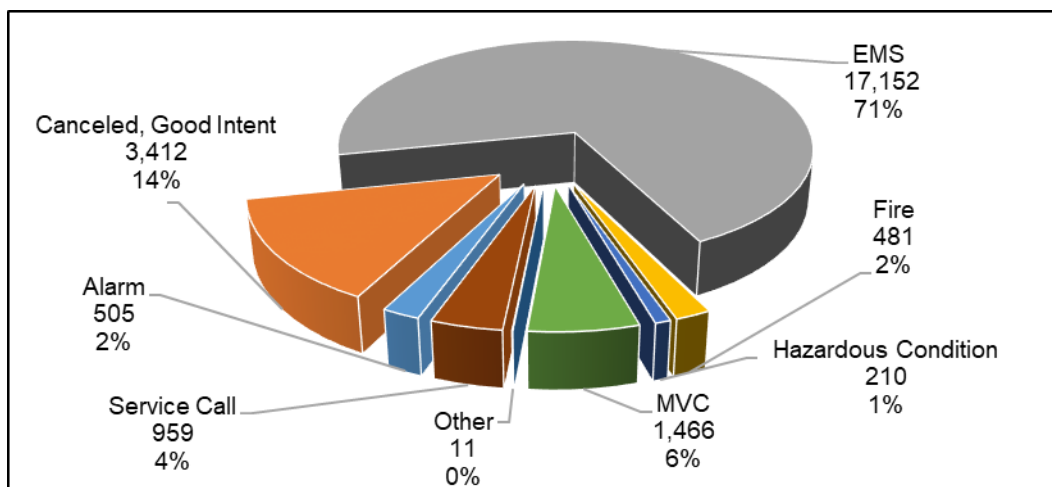


OPERATIONS

Service Demand

MCFR crews responded to 24,196 calls for service during this quarter—an increase of 1% over the same quarter during the prior fiscal year. The greatest demand for service was for emergency medical service (EMS) incidents, accounting for 71% 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).

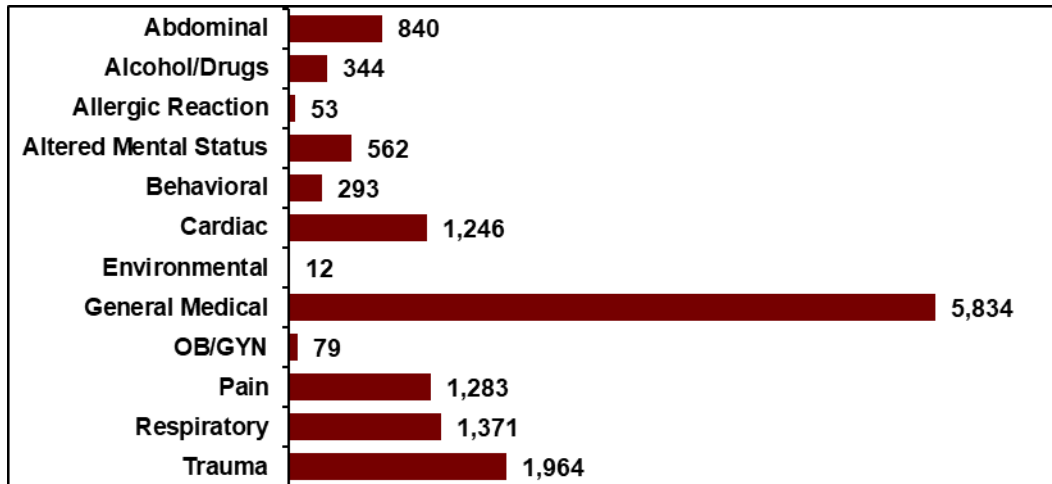
Figure 1 MCFR Service Demand by NFIRS Incident Type



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.

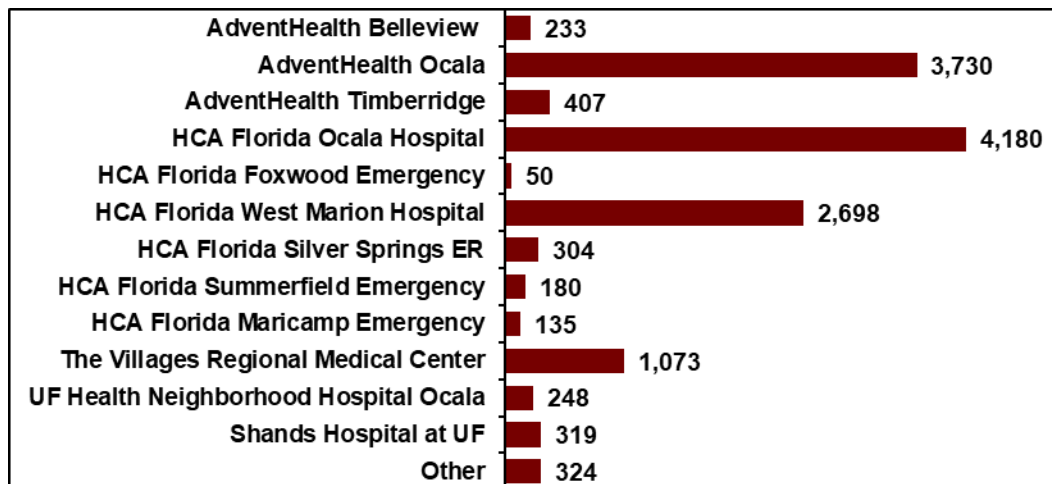


Figure 2 Patient Transports by Primary Impression



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 13,881 transports during the quarter.

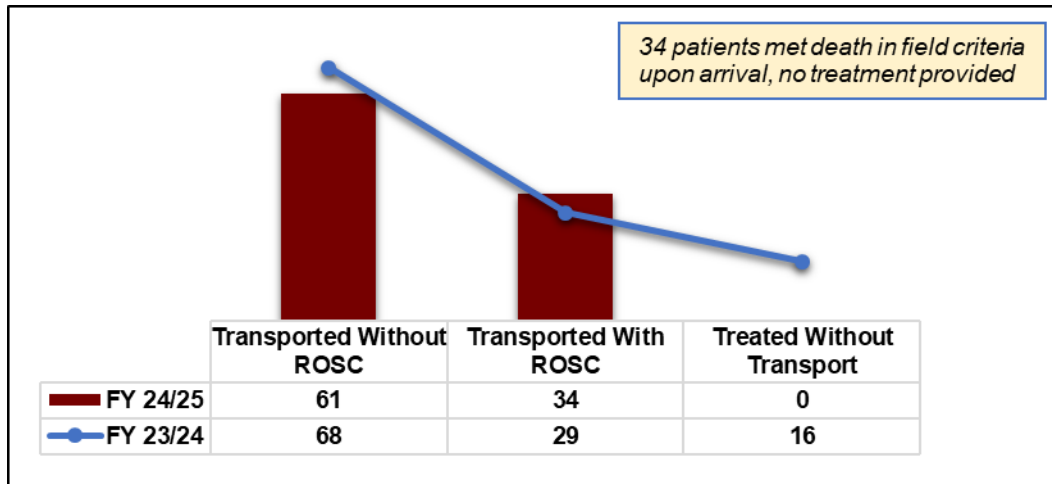
Figure 3 Patient Transports by Destination



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.



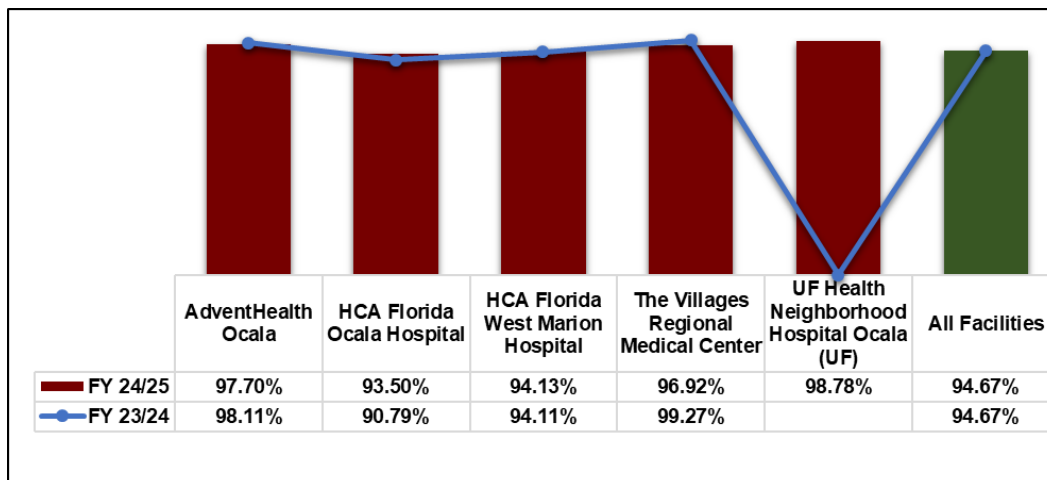
Figure 4 Cardiac Arrest



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. FY 23/24 data became available for UF Health Neighborhood Hospital in mid-July 2024 when the facility opened.

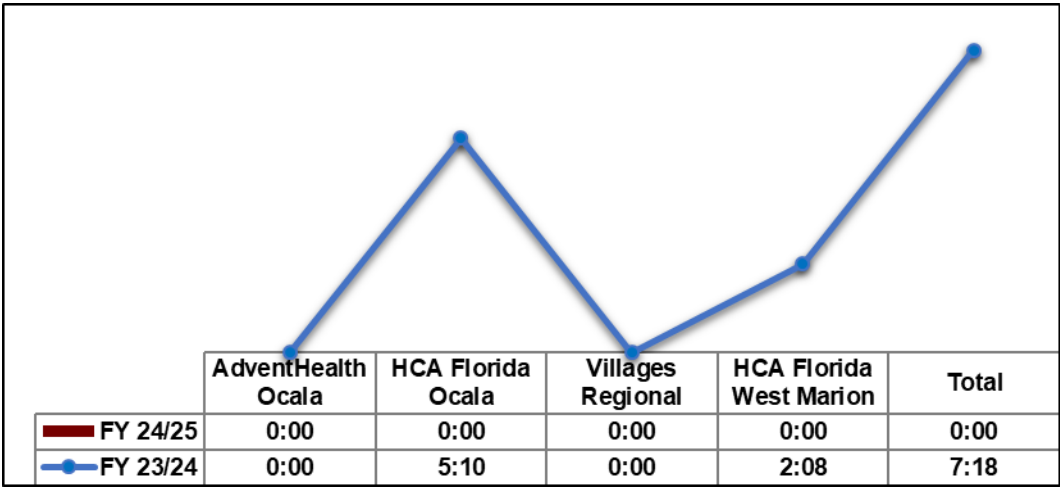
Figure 5 Transfer of Care Less Than 30 Minutes





The second performance measure illustrated below provides a total count of hours where receiving hospitals requested transport unit diversion. Diversion occurs when a particular receiving facility encounters a patient surge and they request that patients be transported to other facilities. The destination decision is still up to the patient so it does not completely stop additional patients from being transported to the on-divert facility.

Figure 6 Hospital Diversion

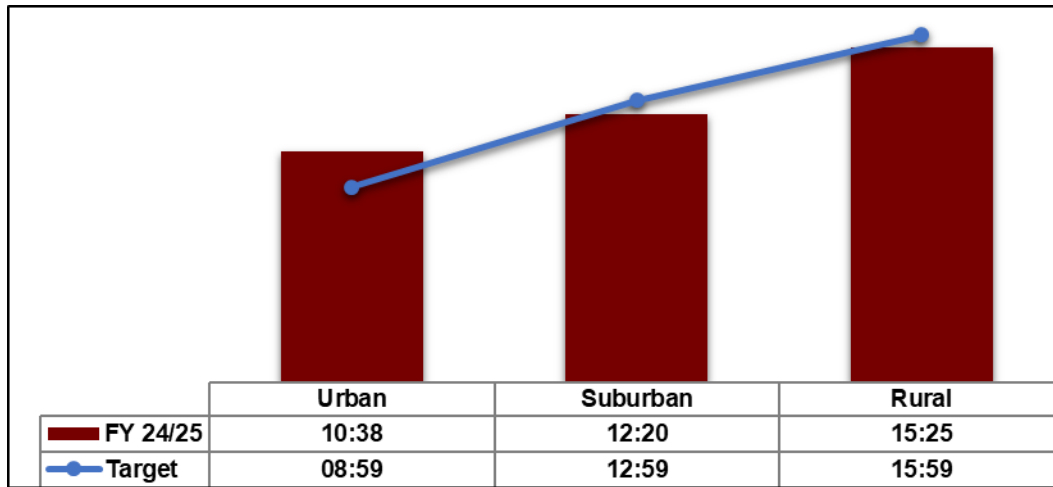


Response Time Performance

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 population 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.

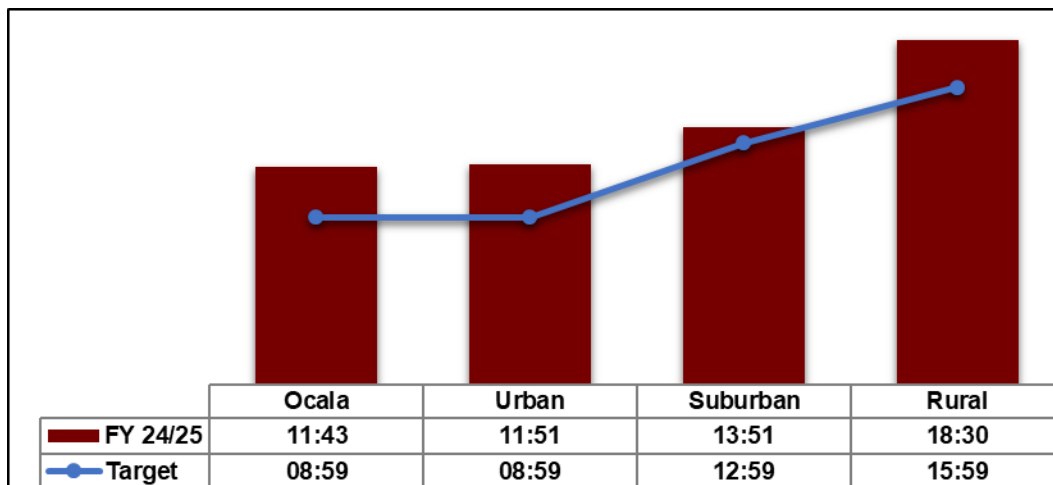


Figure 7 First Arriving Unit



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 8 First Arriving Transport

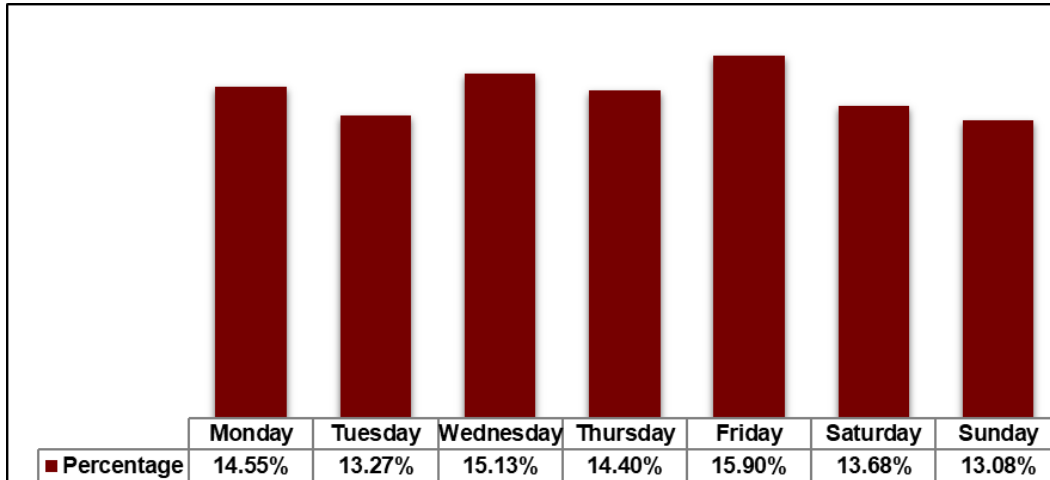




Temporal Analysis of Service Demand

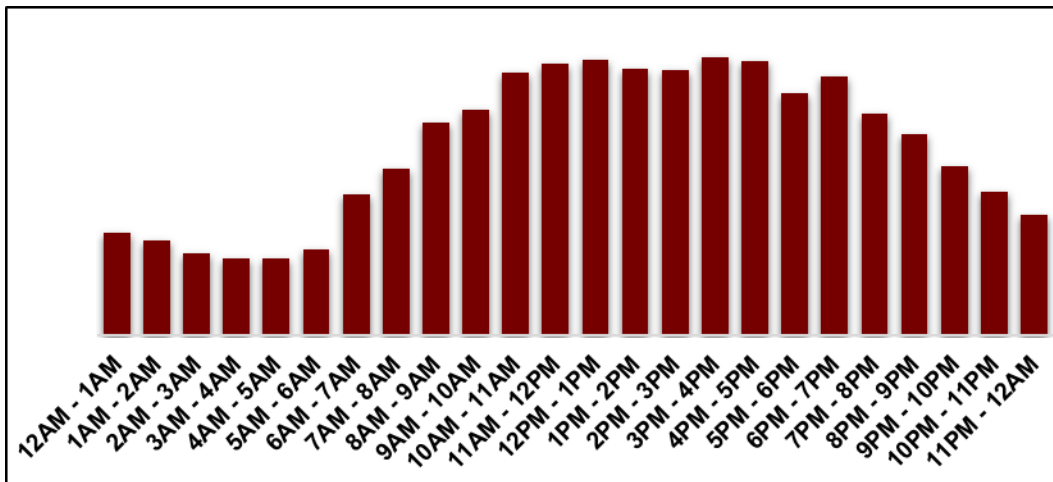
Another component in understanding the nature of service demand is the day of the week and the time of day that calls occur. For this quarter, the following figure illustrates the demand based on the day of week with the lowest demand on Sundays and the highest demand on Fridays.

Figure 9 Service Demand by Day of Week



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 10 Service Demand by Time of Day





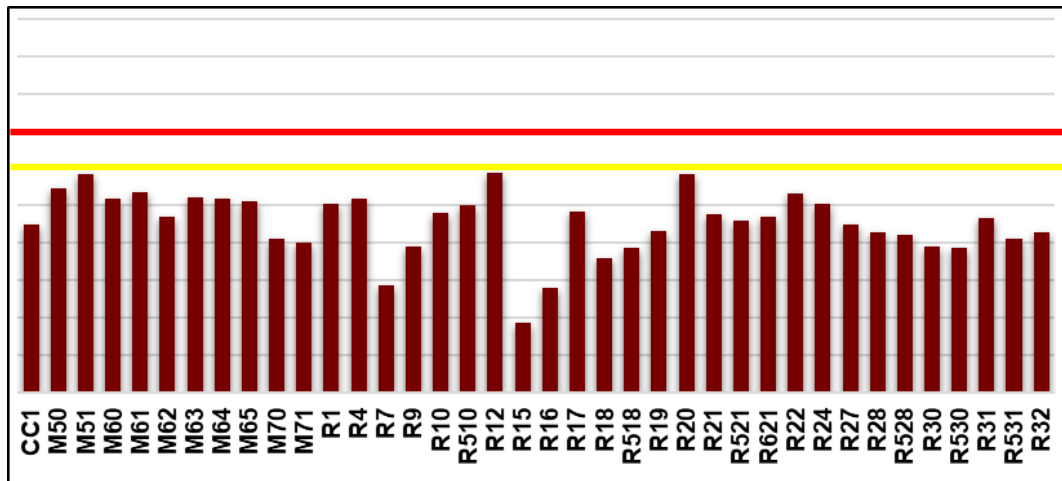
Workload and Concurrency

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.

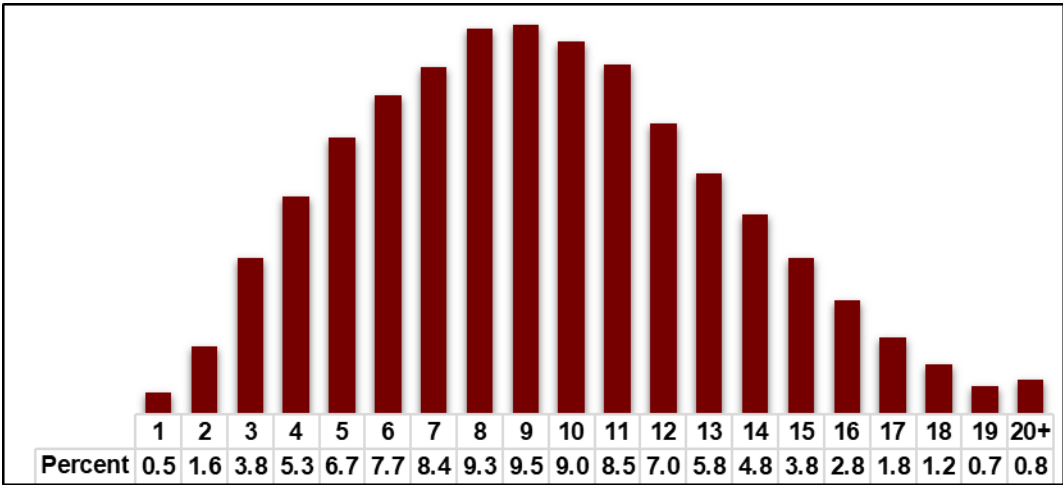
Figure 11 Unit Hour Utilization





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 12 Concurrent Incidents



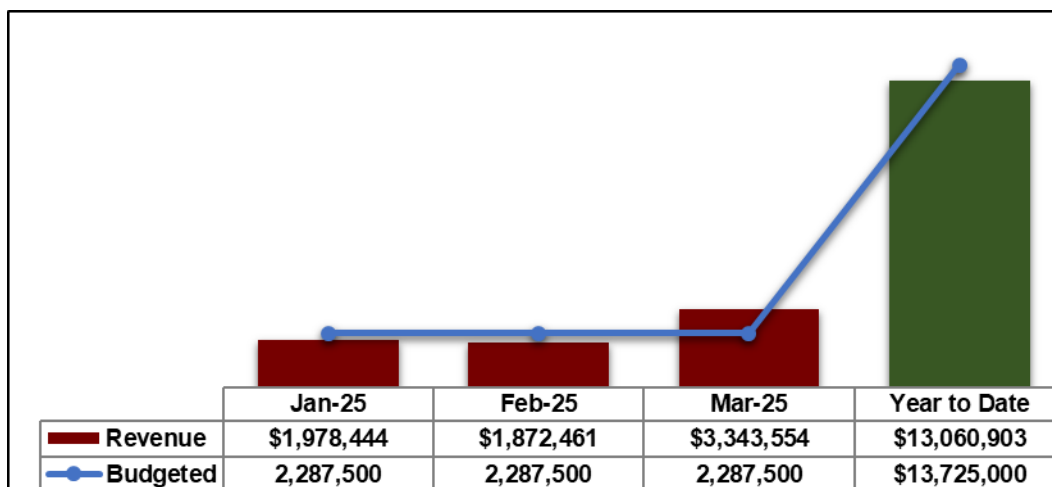


AMBULANCE BILLING

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 second quarter bring the year-to-date total revenues \$664,098 lower than the budgeted amount for the fiscal year.

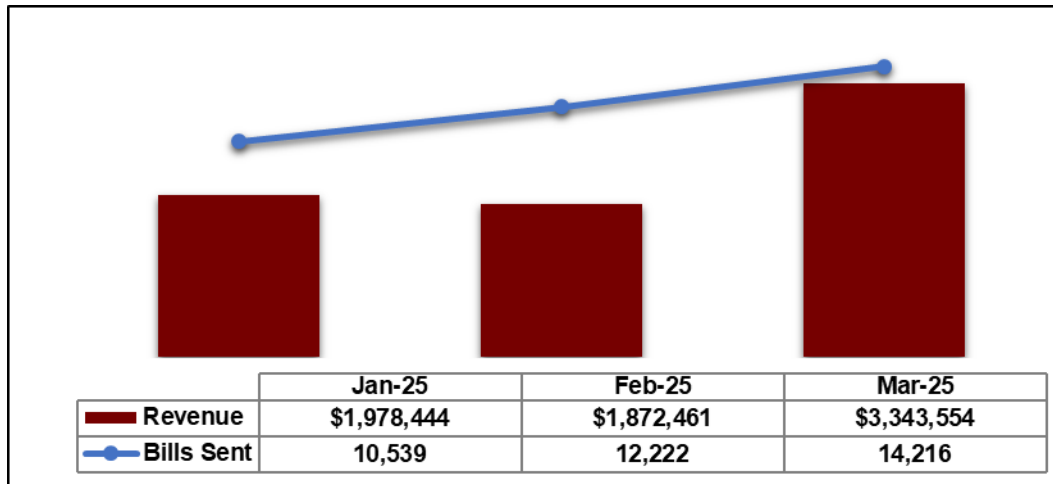
Figure 6 Revenue



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.

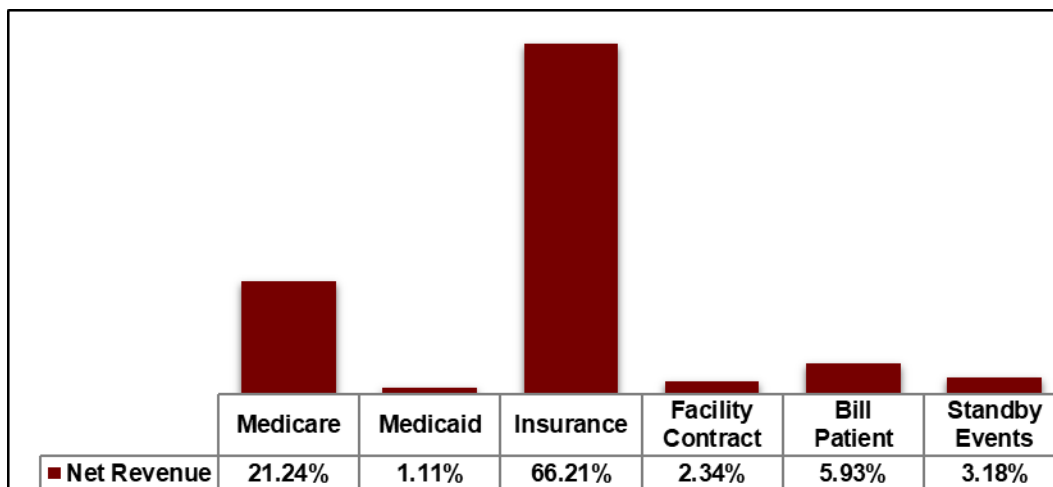


Figure 14 Revenue Received/Bills Sent



The following figure illustrates the various sources of revenue that account for the total revenue received during the quarter.

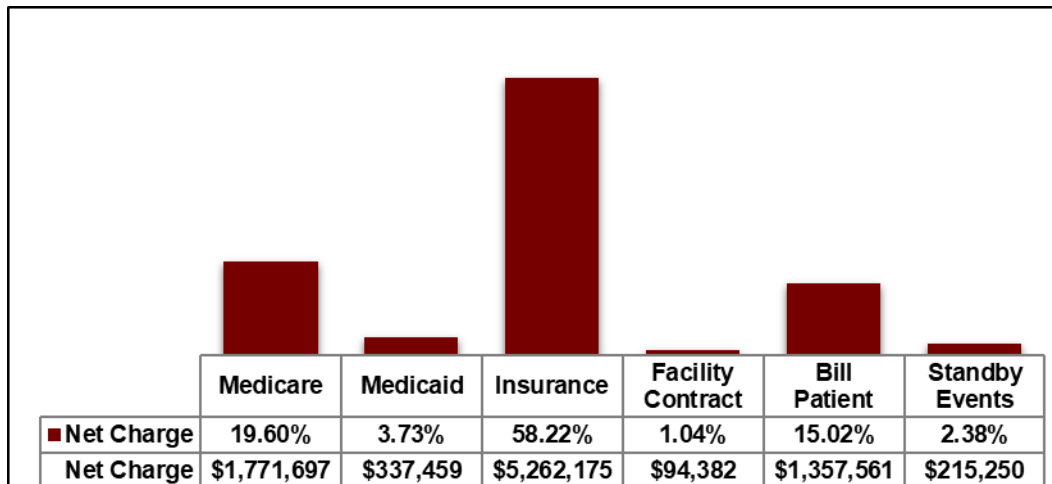
Figure 7 Revenue by Payor Type





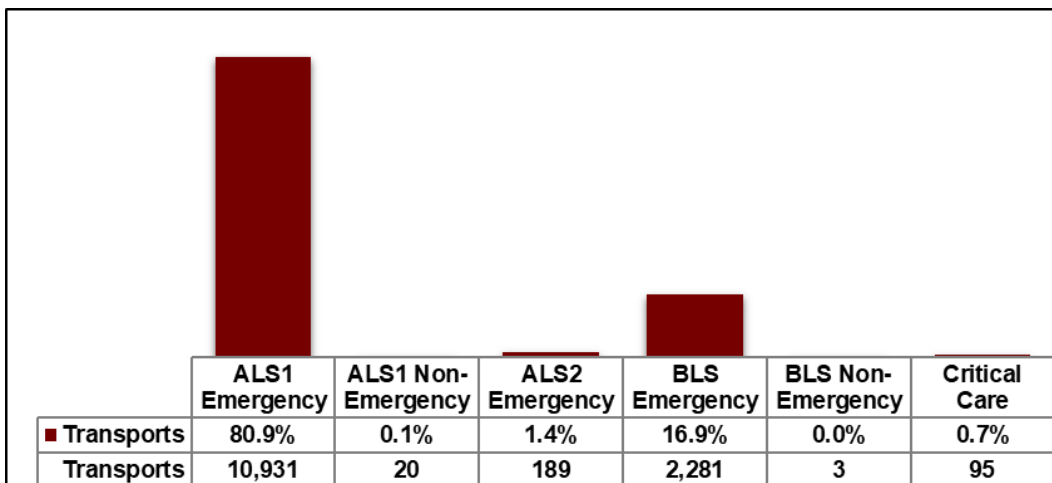
The following figure illustrates the various sources of charges that account for the total bills sent during the quarter.

Figure 16 Charges by Payor Type



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 8 Transports by Level of Care





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 or not to propose a rate change. Medicare and Medicaid rates are set by CMS without any input from transport agencies.

Figure 98 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: <i>Medicare only pays 80% of listed rate.</i> <i>Medicaid only pays mileage for out-of-county transports.</i>			

The final analysis takes into account 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 19 Marion County Ambulance Collection Rate

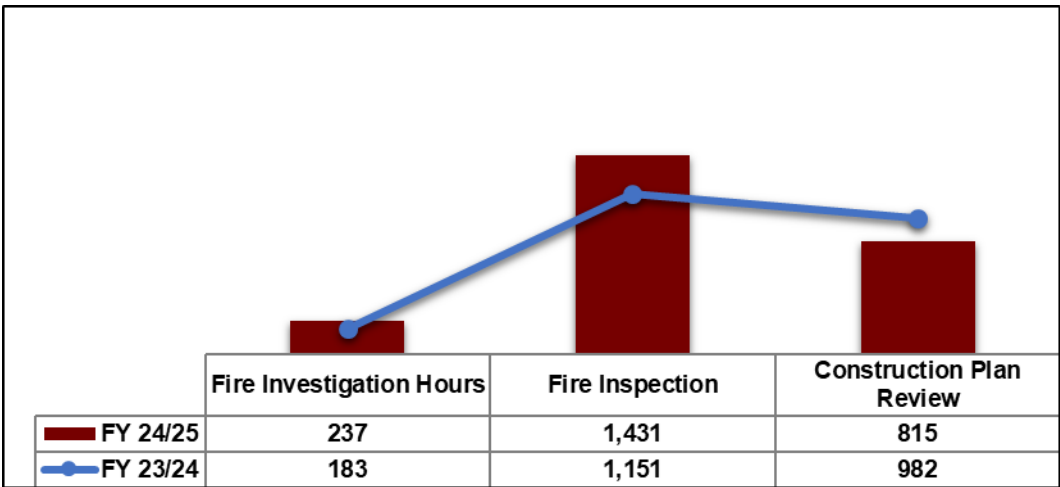
Analysis Date	Analysis Range	Amount Billed	Amount Collected	Collection Rate
1/15/2025	08/01/2023–07/31/2024	\$32,270,245	\$25,016,108	77.52%
3/10/2025	09/01/2023–08/31/2024	\$32,155,923	\$25,160,313	78.24%
3/10/2025	10/01/2023–09/30/2024	\$32,185,688	\$25,052,835	77.84%
Overall Average				77.87%
<i>Analysis is based on revenue received specifically for the same patients billed and excludes other revenues received during the analysis range.</i>				



FIRE PREVENTION

Charts

Figure 20 Fire Prevention Activity



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 10 Project Update

Project	Status
World Equestrian Center (WEC)	<ul style="list-style-type: none">Construction continues on the Event Center. Interior work has begun with expected opening in September 2025.Final inspections are underway for a second commercial laundry facility and storage building.
Retail Grocery Stores	<ul style="list-style-type: none">Final inspections on the new Sprouts store on Highway 200 are underway.Construction continues on the conversion of two existing Winn-Dixie locations to Aldi stores.Site plans for a new Publix have been submitted for southwest Marion County.
West Shire Village/Summer Pointe Village	<ul style="list-style-type: none">West Shire Village is in the process of finishing the last few buildings for the project.Summer Pointe Village is under construction bringing over 500 units to Marion County off of Highway 42.
Marion County Fire Rescue Fire Station Projects	<ul style="list-style-type: none">Final inspections were completed on Citra – Fire Station 2.Work continues on the expansion and remodel of Golden Ocala – Fire Station 20.
Marion County School Board	<ul style="list-style-type: none">Construction continues at Elementary School “W” with expected occupancy in August 2025.Construction has begun on High School “CCC” in Marion Oaks with expected completion in 2026.Plans have been approved for a new middle school in Silver Springs Shores.
Multiple Self-Storage Centers	<ul style="list-style-type: none">U-Haul self-storage facility on Highway 200 was completed this quarter.A new storage facility and an expansion of existing storage facilities are under construction.
Restaurants	<ul style="list-style-type: none">Several Chipotle restaurants are currently under review.Plans have been submitted for two new Starbucks locations.Marion County will welcome its first Small Sliders location on Highway 200.



Residential Construction	<ul style="list-style-type: none">• Residential construction continues to remain active and strong.• Aurora Oaks continues construction off SW 60th Avenue with over three hundred units.• Bellehaven off SE 92nd Street near Belleview is expected to have several hundred homes in multiple phases.
Apartment/Townhomes	<ul style="list-style-type: none">• Pointe Grande Apartments off SW 60th Avenue has completed final inspections on several of the buildings.• Spires 27 Apartments off US Highway 27 has completed all of the fire inspections for the location.• Hillpointe near SW Highway 200/SW Highway 484 has completed all of the fire inspections.

Fire Inspectors

MCFR fire inspectors have completed several large projects including several multiple story apartment complexes. The goal of these projects is to meet the growing demand for housing in the community. The apartments received their final inspections over the last few months adding several hundred units to the inventory. Fire Prevention has experienced a nearly 25% increase in inspection requests over this time last year. This can be attributed to several projects currently underway and seeking final approvals to open.



Fire Investigation

The Fire Prevention Division continues to support the Operations Division with a local fire investigation program. A member of the Fire Prevention Division is on call to provide fire investigation response coverage 24/7. Fire Prevention works closely with many different partners in order to complete investigations including the Bureau of Fire Arson and Explosive Investigation (BFAEI), the State Attorney, and various law enforcement agencies.

During the second quarter of FY 2024-2025, Fire Prevention was requested to investigate 20 fires. A total of 237 staff hours were spent on fire investigation activities including on-scene investigations, follow ups, court testimony, report writing and quality assurance reviews.

Additionally, MCFR worked nine incidents which resulted in burn injuries. Taking proper precautions while conducting auto repairs and vehicle maintenance is important, such as wearing personal protective equipment (PPE), not exposing an open flame or cigarettes to flammable liquids or vapors, and having a working fire extinguisher in the area to put out fires. Other burn injuries can be prevented by following approved outdoor burning guidelines and properly disposing of smoking materials. MCFR Community Risk Reduction is ready to support and provide education throughout the community.

Staffing Update

Fire Prevention has made a job offer to a Fire Inspector–Trainee. The new position will start in April 2025 with a goal of all classes completed by June 2025. Once all classes are complete, the trainee will then have the opportunity to take the State of Florida Fire Inspector certification test.

Annual Inspection Program

The Fire Prevention Division continues to develop the annual inspection program. Performing annual 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 other inspectors as time allows. For the second quarter of FY 2024-2025, fire inspectors completed 411 annual inspections. Currently, 91 locations have open violations which fire inspectors are actively working to assist the owners in coming into compliance with the fire code. The efforts of this program increase safety awareness, reduce risk, and provide public education benefits.



Community Risk Reduction/Public Education

For the second quarter of FY 2024/2025, Fire Prevention Public Education has been extremely busy participating in many community events including the Strawberry Festival, Kid Zone, and the Tax Collectors Annual Car Show. These events allowed public education to reach over 57,000 residents during this quarter.

Fire Prevention continues to explore ways to extend the reach of safety messages with a recent partnership with the Community Paramedicine program. Fire safety information and messages are being provided as a collaboration between both departments allowing the reach to extend even further.

Additionally, Fire Prevention continues its partnership with the American Red Cross to install smoke alarms in the community. The Red Cross “Sound the Alarm” Program is a partnership between Marion County Fire Rescue and the American Red Cross. Agency partners go into communities and install smoke detectors free of charge. Marion County and the American Red Cross have installed over 150 smoke alarms during this quarter. Working smoke detectors significantly increase the chance of survival in the event of a fire.



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.

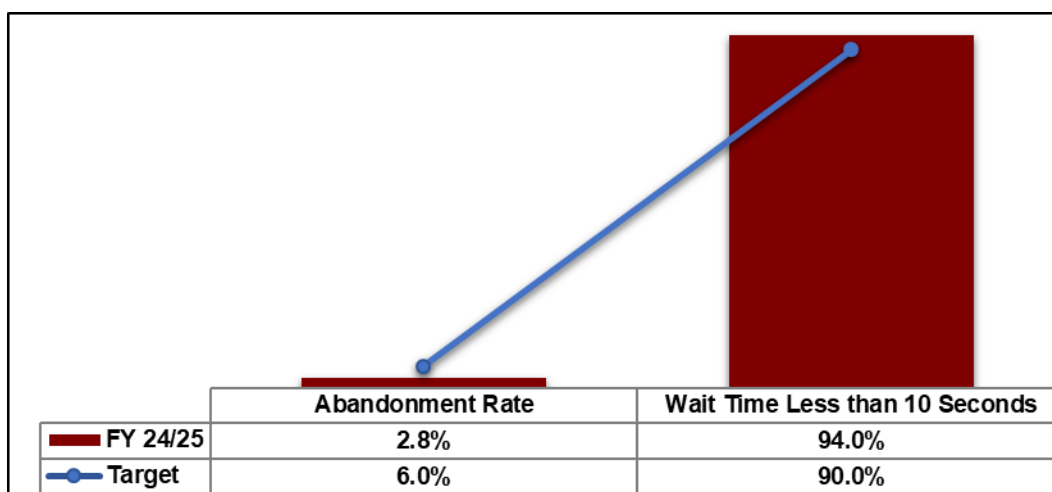


Charts

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 11 PSC Performance Benchmarks



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.

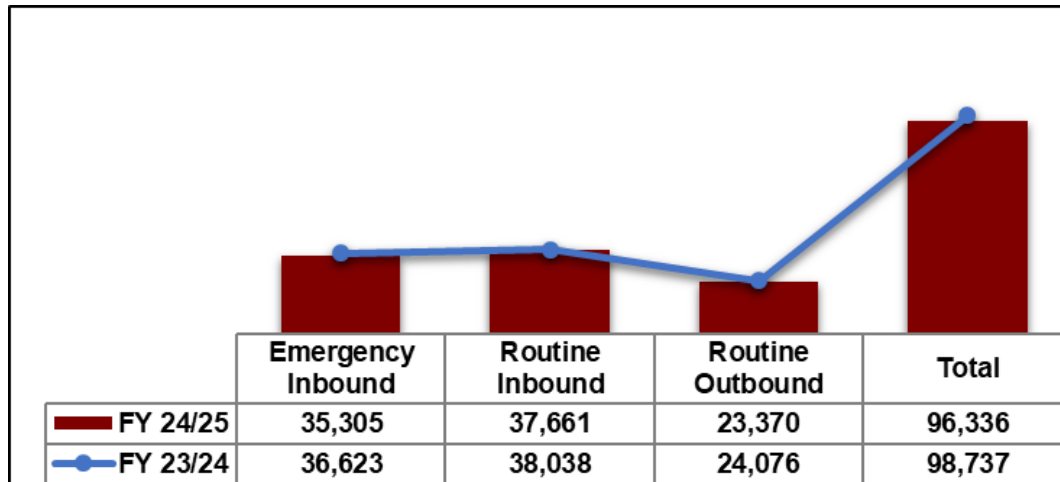
Routine Inbound represents the number of phone calls received by PSC on the non-emergency lines. These lines are used for calls from alarm companies, medical facilities, hospitals, other public safety/service agencies, MCFR personnel and the public to speak with PSC ETCs.

Routine Outbound represents the number of phone calls that originate from within the PSAP. These calls include call-backs to 911 disconnects, calling 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 23 PSC Phone Calls

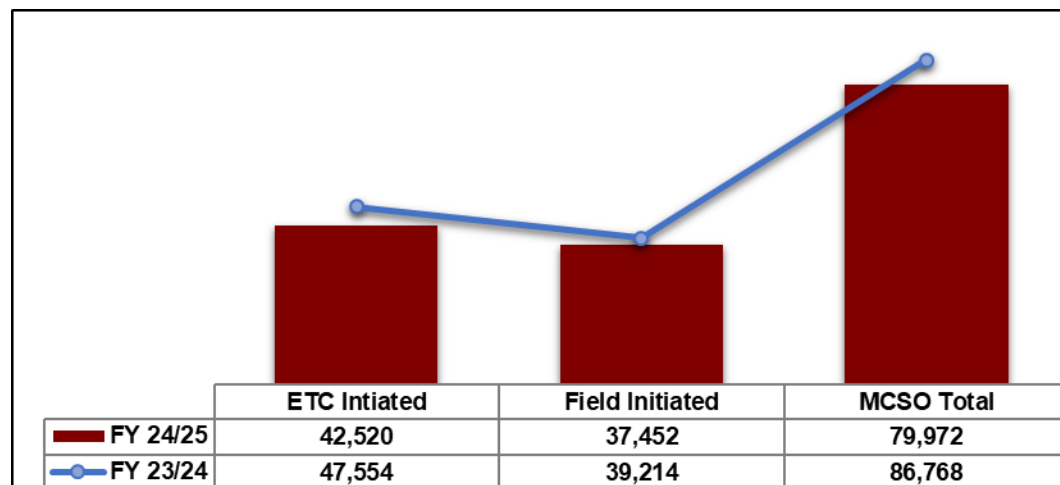


Calls for service (CFS) which are law enforcement related are grouped into two categories; ETC Initiated and Field Initiated and is illustrated in the following figure, along with the total calls for the Marion County Sheriff's Office (MCSO).

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.

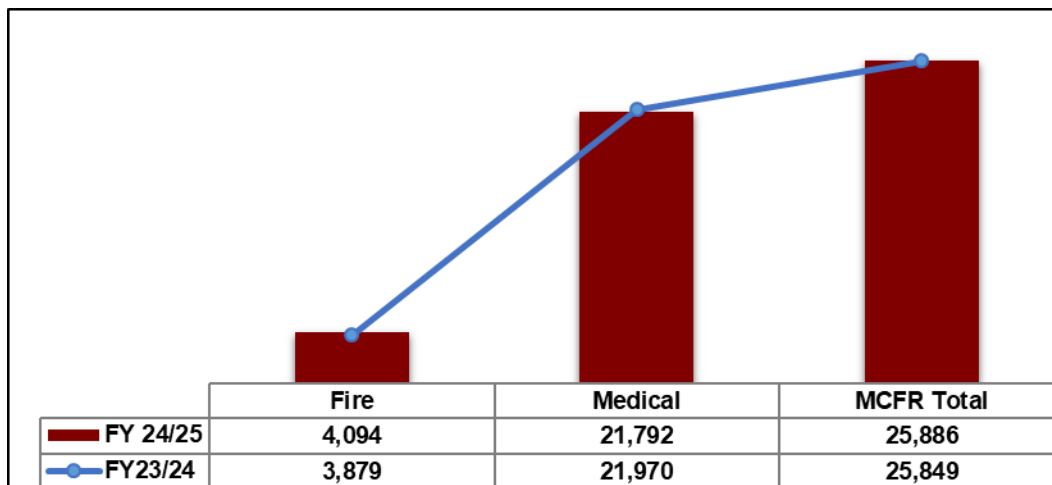
Figure 24 PSC Law Calls for Service





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 25 MCFR Calls for Service

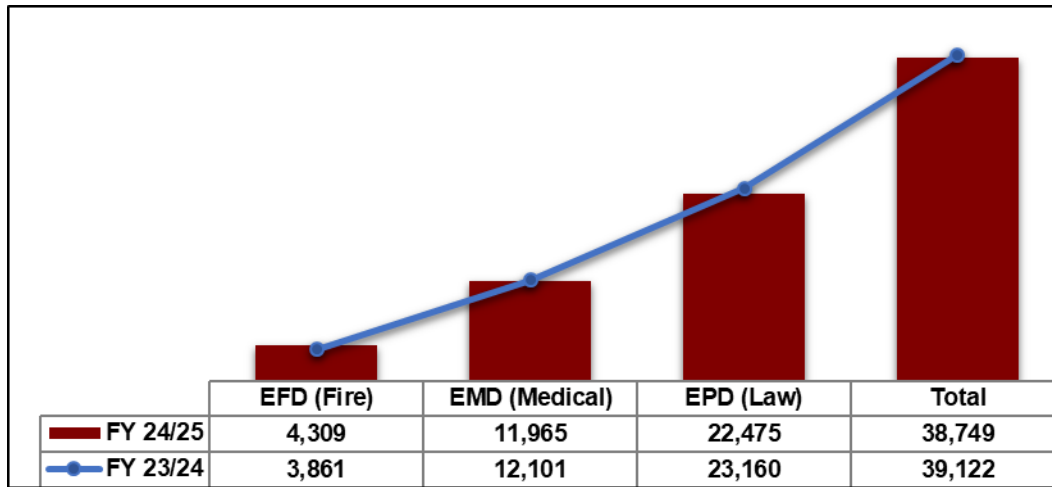


PSC utilizes ProQA software to aid in the call processing, which assists the ETC in collecting vital information for first responders and to aid in providing critical life safety and lifesaving instructions while not delaying the dispatch of first responders. This process also assists in prioritizing 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. contribute to the variance between total calls for service and total calls processed through ProQA as illustrated in the following figure.



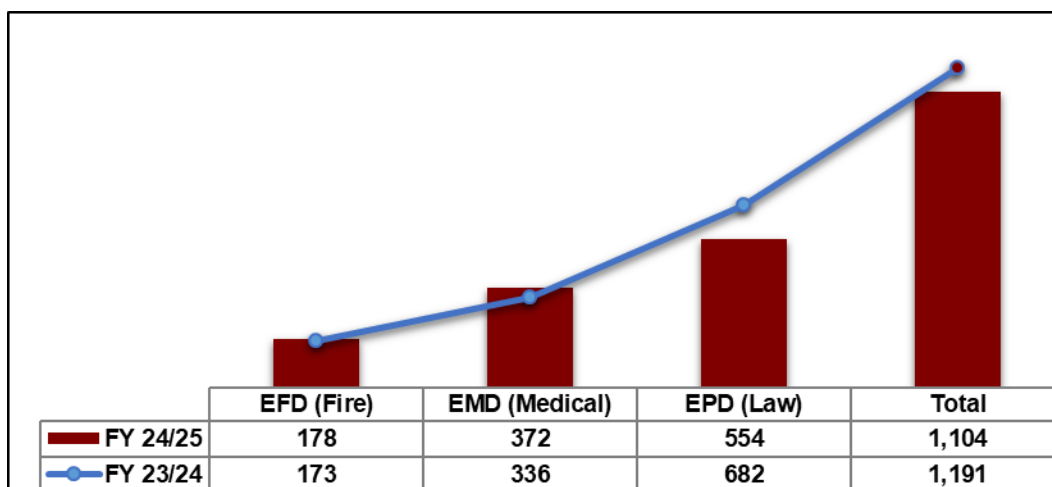
Figure 26 PSC ProQA (Priority Dispatch)



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 is maintaining or exceeding 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 27 PSC Quality Assurance Reviews

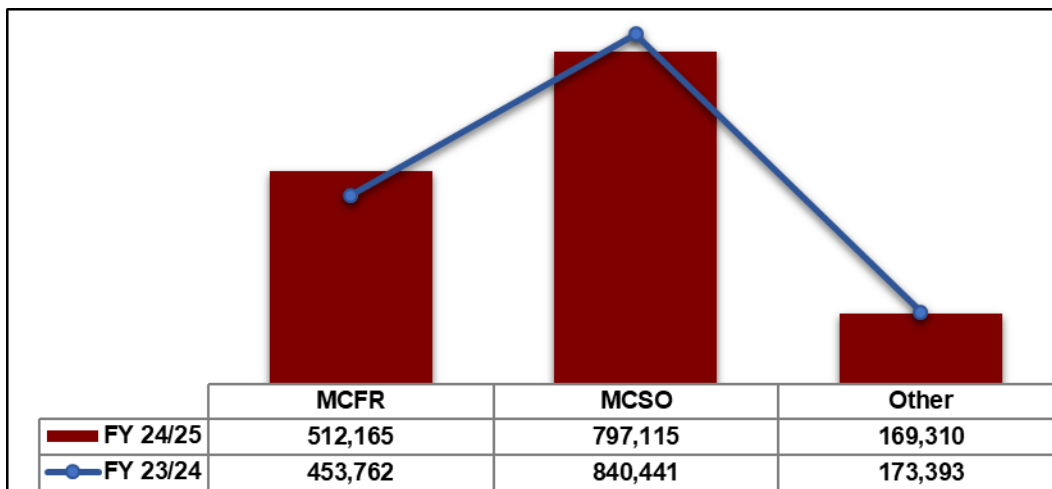




The Marion County 800 MHz Radio System is countywide and used by Marion County Fire Rescue (MCFR), Marion County Sheriff’s Office (MCSO), Belleview Police Department (BPD), Dunnellon Police Department (DPD), Marion County general government agencies, and interoperability partners, which are internal and external.

The following figure illustrates the push to talk by talkgroup each time the radio system is accessed. The talkgroups 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 28 PSC Push to Talk Count (By Talkgroup)



The Marion County 800 MHz Radio Systems shows the total time the radio system is used to voice communicate over the talkgroups on the radio system as illustrated in the following figure.

Figure 29 PSC Push to Talk Hours (By Talkgroup)

