



# MCFR Quarterly Report

## Fiscal Year 2024–2025 Quarter 4

July - September

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



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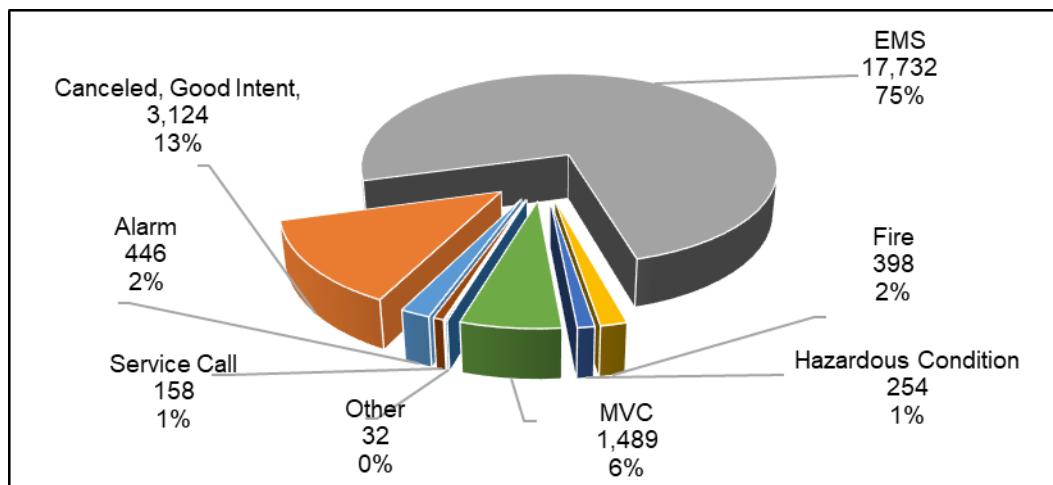


## OPERATIONS

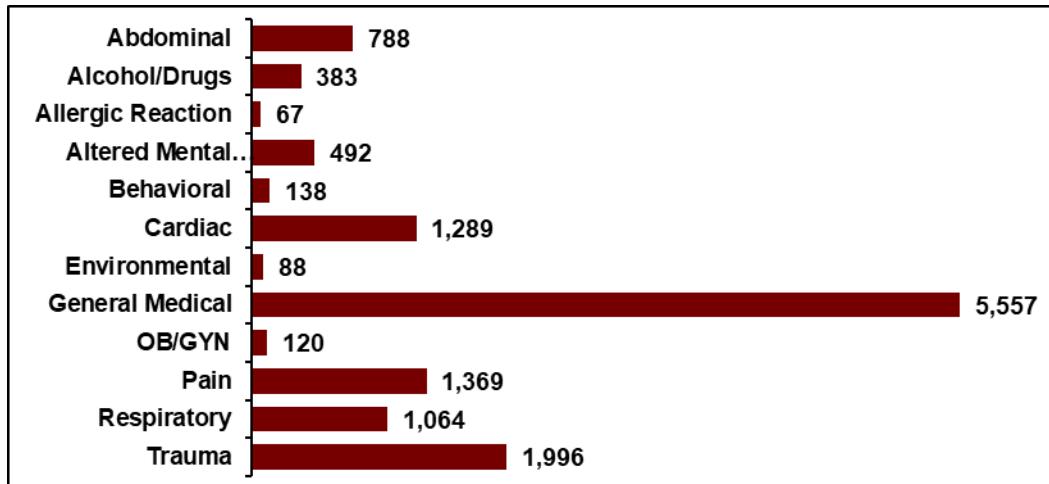
### Service Demand

MCFR crews responded to 23,633 calls for service during this quarter—a decrease of 1.4% over the same quarter during the prior fiscal year. The greatest demand for service was for emergency medical service (EMS) incidents, accounting for 75% 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).

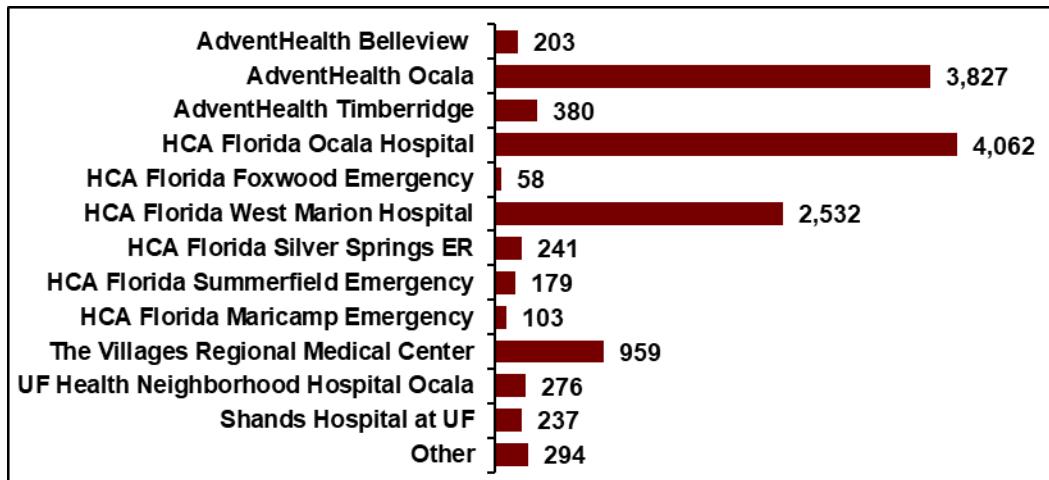
**Figure 1 MCFR Service Demand by NFIRS Incident Type**



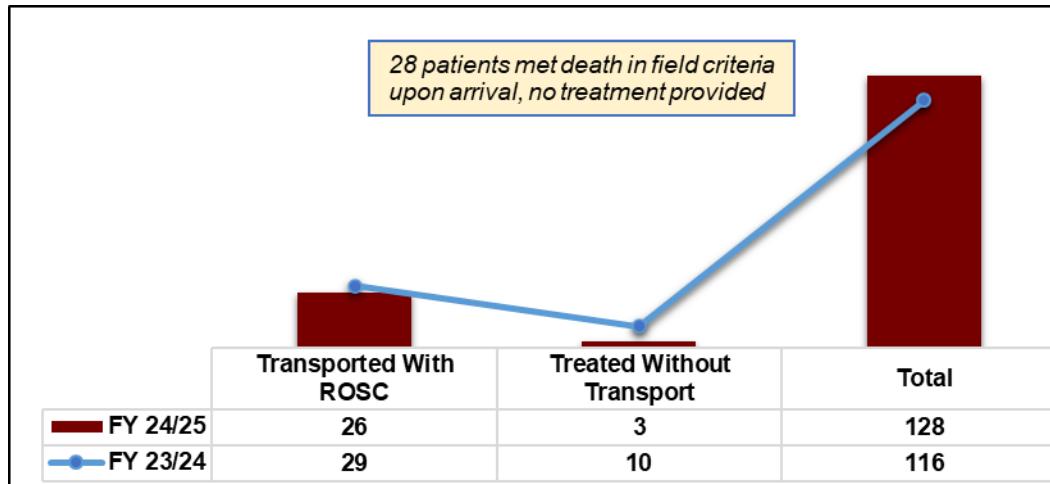
For purposes of a more in-depth view of the patients that are classified within the broader categories of medical calls and inter-facility transfers, the focus is primarily on those being transported. The following figure illustrates the categories of primary impression (the paramedic's determination 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 13,351 transports during the quarter.

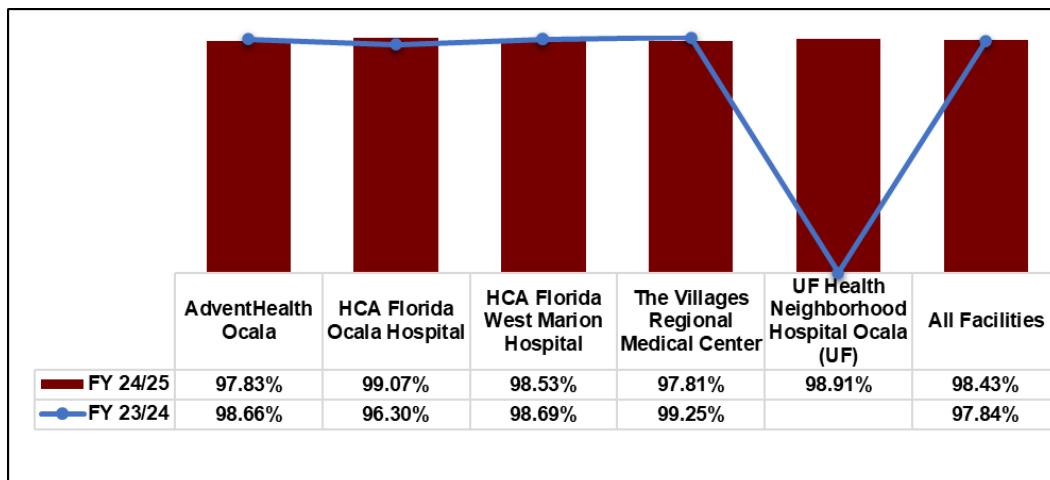
**Figure 3 Patient Transports by Destination**

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.

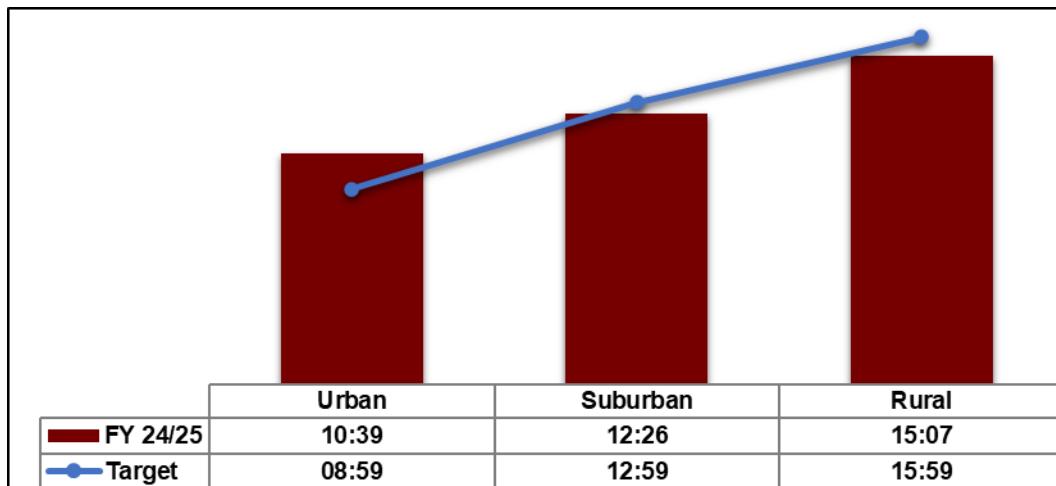
**Figure 5 Transfer of Care Less Than 30 Minutes**



## Response Time Performance

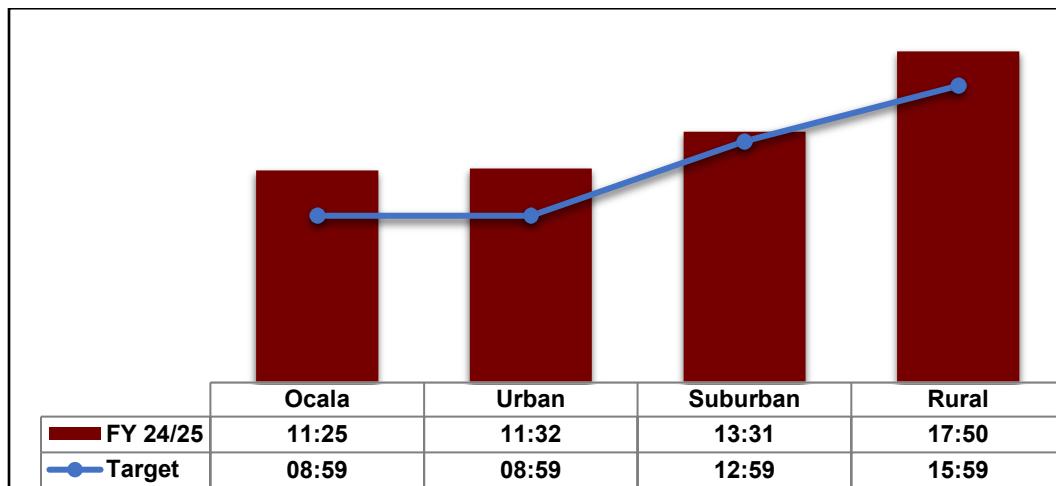
The ability to decrease damage and injury from incidents of all types is impacted by the time it takes for units to arrive. Generally, this is best calculated using only those incidents that were emergency response (lights and sirens). Performance is categorized by population density and the City of 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 6 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 7 First Arriving Transport**

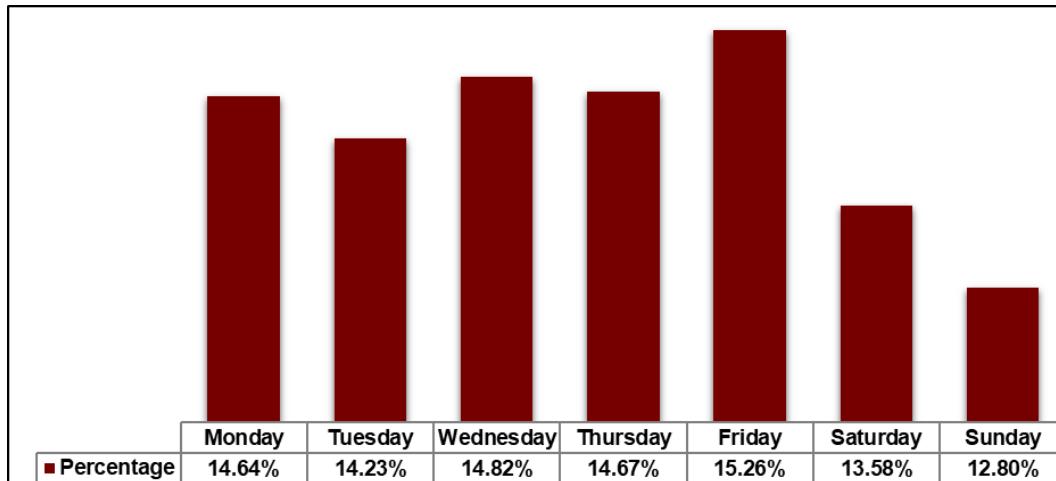




## Temporal Analysis of Service Demand

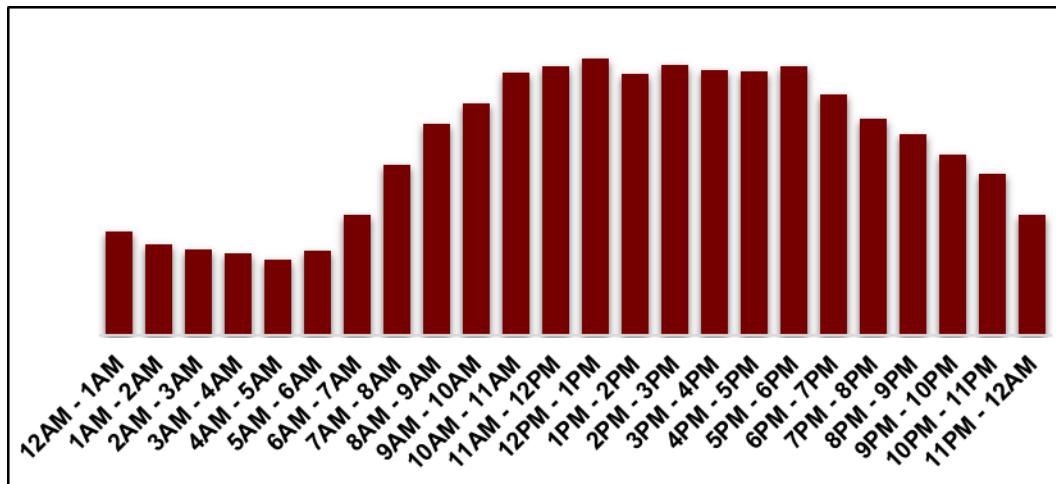
Another component in understanding the nature of service demand is the day of the week and the time of day that calls occur. For this quarter, the following figure illustrates the demand based on the day of week with the lowest demand on Sundays and the highest demand on Fridays.

**Figure 8 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 9 Service Demand by Time of Day**





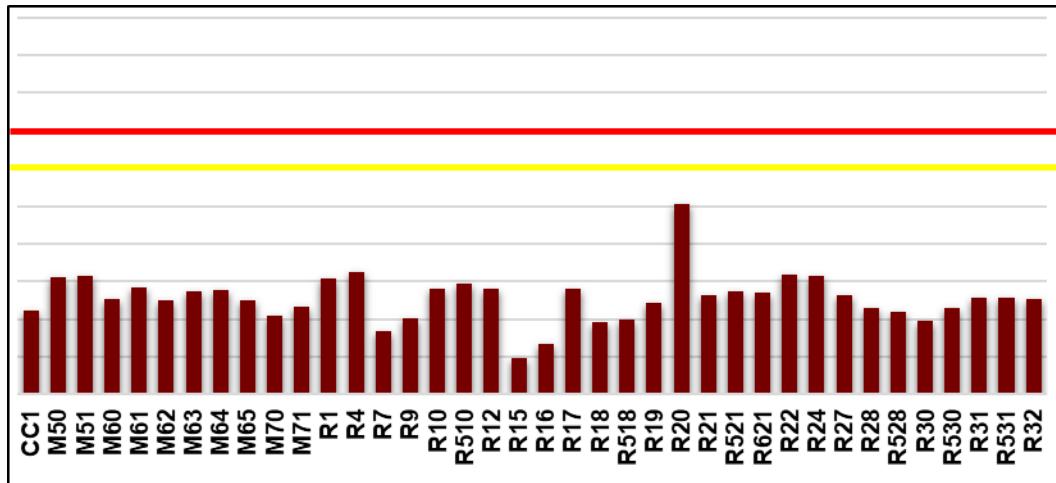
## Workload and Concurrency

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.

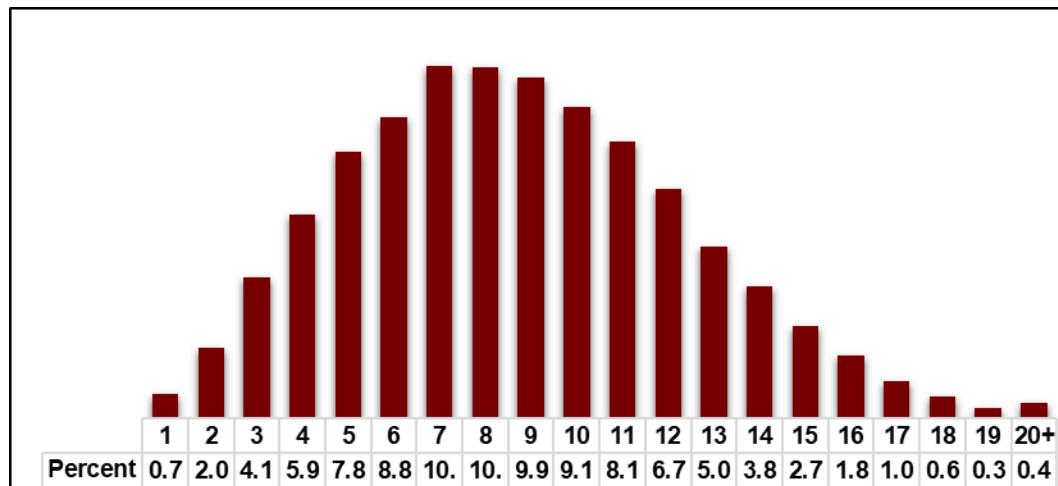
**Figure 10 Unit Hour Utilization**





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**



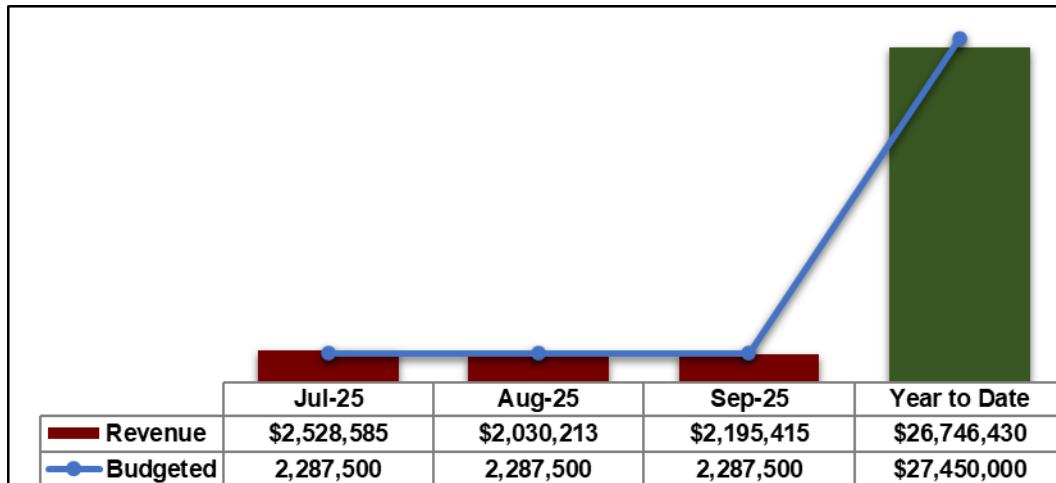


## AMBULANCE BILLING

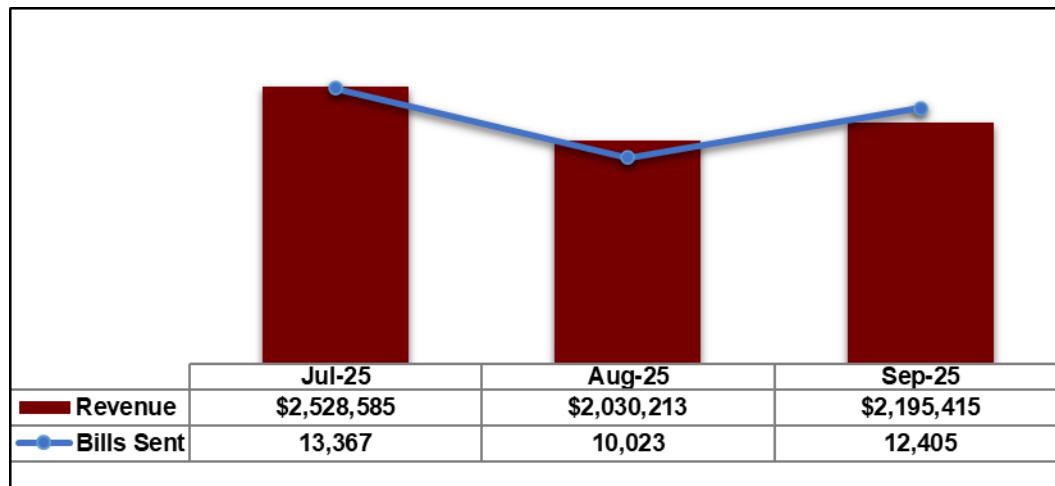
### Charts

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 fourth quarter bring the year-to-date total revenues \$703,570 lower than the budgeted amount for the fiscal year.

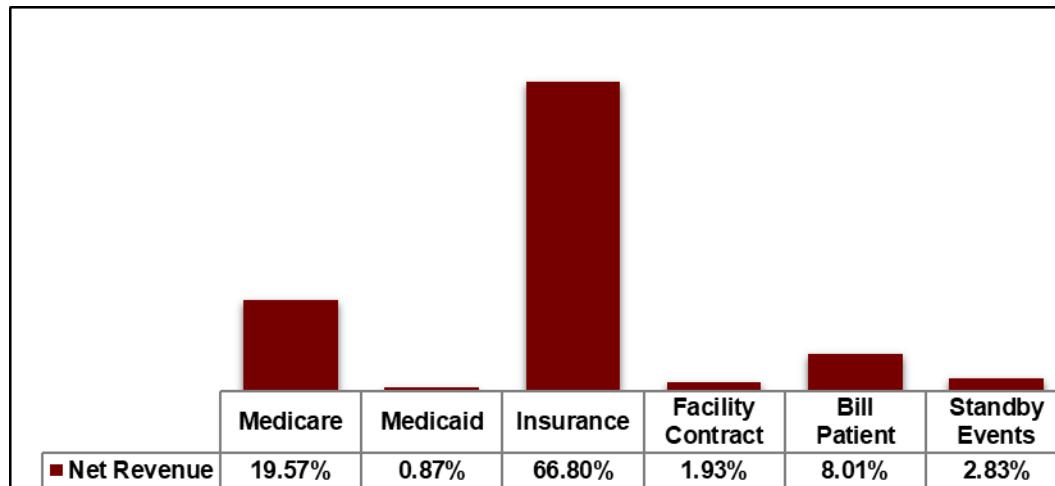
**Figure 12 Revenue**



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 6 Revenue Received / Bills Sent**

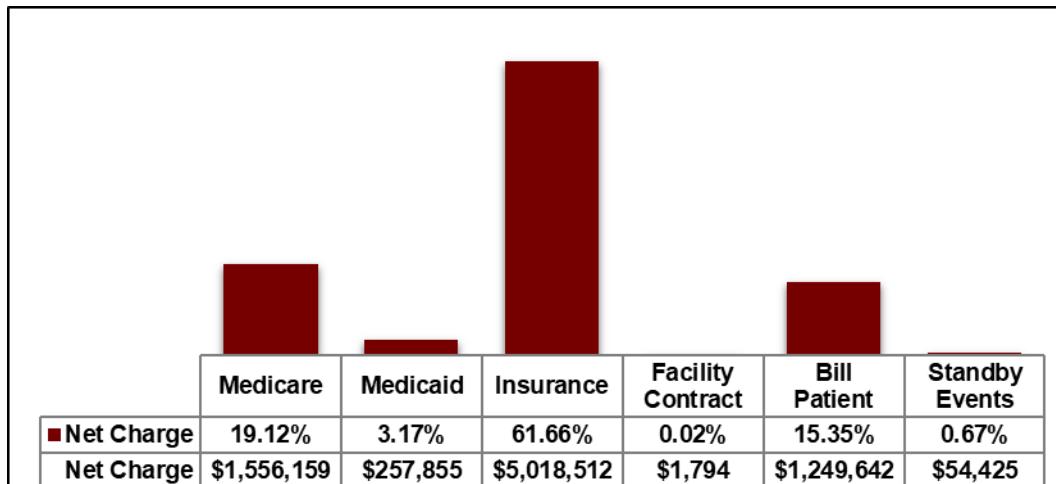
The following figure illustrates the various sources of revenue that account for the total revenue received during the quarter.

**Figure 7 Revenue by Payor Type**



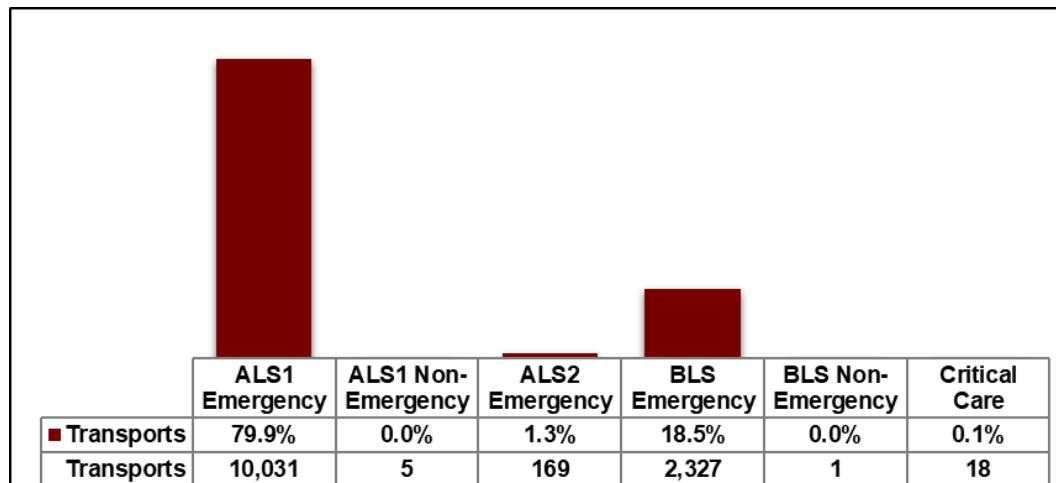
The following figure illustrates the various sources of charges that account for the total bills sent during the quarter.

**Figure 8 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 9 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 10 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 11 Marion County Ambulance Collection Rate**

Analysis Date	Analysis Range	Amount Billed	Amount Collected	Collection Rate
7/1/2025	2/01/2024–1/31/2025	\$32,157,314	\$25,665,725	79.81%
10/16/2025	3/01/2024–2/28/2025	\$32,044,988	\$25,880,586	80.76%
10/16/2025	4/01/2024–3/31/2025	\$32,155,835	\$25,910,930	80.58%
Overall Average				80.39%

*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 (Bellevue, 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 12 EMS Impact Fee Summary**

Description	Amount
Total EMS Impact Fees Collected This Quarter	\$0
Cumulative Total EMS Impact Fees Collected (YTD)	\$0
EMS Impact Fee Expenditures This Quarter	\$0
Unexpended EMS Impact Fee Fund Balance	\$0
<b>Notes:</b> <i>Information is not available yet.</i>	

Recent Use of EMS Fees:

- [Example: Purchase of ALS response vehicle]
- [Example: Cardiac monitors supporting reduced response times]



### Figure 13 Fire Impact Fee Summary

Description	Amount
Total Fire Impact Fees Collected This Quarter	\$0
Cumulative Total Fire Impact Fees Collected (YTD)	\$0
Fire Impact Fee Expenditures This Quarter	\$0
Unexpended Fire Impact Fee Fund Balance	\$0
<p><b><u>Notes:</u></b> <i>Information is not available yet.</i></p>	

#### Recent Use of Fire Fees:

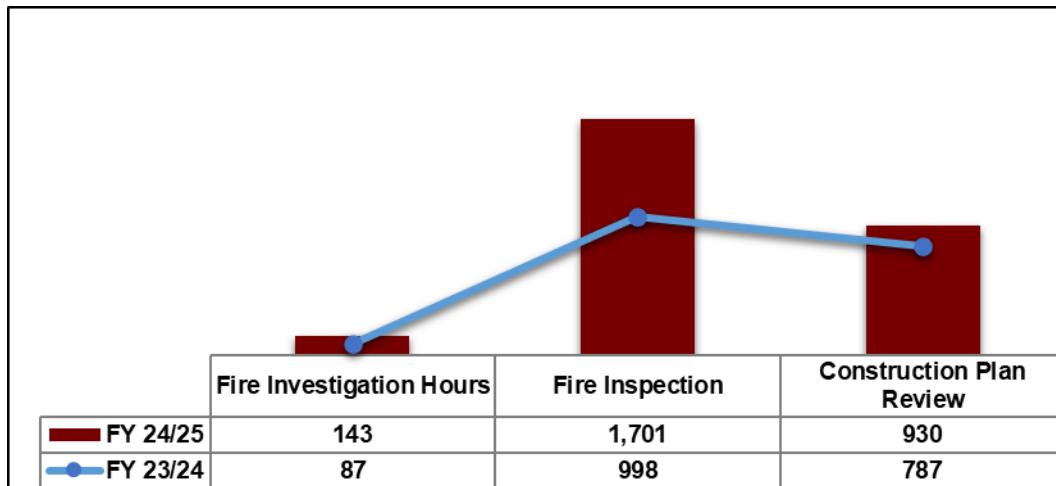
- [Example: Purchase of Engine response vehicle]
- [Example: New Station Construction]



## FIRE PREVENTION

### Charts

Figure 14 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 15 Project Update

Project	Status
World Equestrian Center (WEC)	<ul style="list-style-type: none"><li>Construction continues on the WEC Event Center with interior work well underway and an expected opening in December 2025</li><li>Site work has begun at the WEC Sports Complex near Highway 40</li><li>Construction continues with the multiple story parking garage with an expected completion December 2025</li><li>The WEC Retail Center on 80<sup>th</sup> Avenue has started with vertical construction in progress</li></ul>
Retail Grocery Stores/Restaurants	<ul style="list-style-type: none"><li>A new Aldi Supermarket (conversion of Winn Dixie Store) opened at 7131 N. Highway 441</li><li>A new Chipotle Restaurant opened in Belleview</li><li>Site plans for a new Publix have been submitted for Southwest Marion County</li><li>Plans have been submitted for a new Walmart Supercenter in South Marion County</li></ul>
Summer Pointe Village	<ul style="list-style-type: none"><li>Summer Pointe Village is under construction bringing over 500 units to Marion County near Highway 42</li><li>The Community Clubhouse is complete</li><li>Two new apartment buildings are completing their final inspections</li></ul>
Marion County Fire Rescue Fire Station Projects	<ul style="list-style-type: none"><li>Renovations of the living quarters at Orange Springs Fire Station 13 are underway to convert the station to 24/7 career staff</li><li>Final fire inspections were completed for the remodel and addition at Golden Ocala Station 20</li><li>Final fire inspections were completed for the truck bay building at Fire Station 23</li></ul>
Marion County School Board	<ul style="list-style-type: none"><li>Ross Prairie Elementary School opened in August 2025 after final inspections were completed</li><li>Final inspections were completed for the 16 classrooms added to Liberty Middle School</li><li>Construction continues at the new high school in Marion Oaks with expected completion by the summer of 2026</li><li>Plans have been submitted for the new middle school located in Silver Springs Shores</li></ul>
Multiple Self-Storage Centers	<ul style="list-style-type: none"><li>Final inspections were completed for the three-story self-storage facility on Baseline</li><li>Three other self-storage locations are under construction</li></ul>
Hotel	<ul style="list-style-type: none"><li>Plan review is underway for a new Home2 Suites Hotel in Silver Springs</li></ul>



Residential Construction	<ul style="list-style-type: none"><li>Residential construction continues to remain active and strong</li><li>New Planned Unit Developments continue to be received on a routine basis</li></ul>
Retail Centers	<ul style="list-style-type: none"><li>Plans have been received for a new Home Depot off Highway 200 near On Top of the World</li><li>Construction continues on the Tractor Supply in Silver Springs Shores</li><li>Site plans are progressing well with the new Buc-ee's Travel Center</li></ul>

## Fire Inspections

MCFR fire inspectors have completed several large projects during this quarter including schools, grocery stores, and self-storage centers. Future development continues to show strong indicators with plans submitted for additional retail centers, warehouses, and nursing facilities. Fire Prevention experienced a nearly 70% increase in inspection requests over this time last year. For the 2024-2025 fiscal year, Fire Prevention inspection requests increased by over 25%. This is currently being managed by staff and continuing to meet the needs of all stakeholders.

## 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 to complete investigations including the Bureau of Fire Arson and Explosive Investigation (BFAEI), the State Attorney, and various law enforcement agencies. The goal of the fire investigation team is to determine origin and cause of the fires. The information learned from the investigation is utilized in fire prevention efforts to reduce injuries and property damage.

During the fourth quarter of FY 2024/2025, Fire Prevention was requested to investigate 31 fires. Fire Prevention determined many of the incidents to be accidental in nature. Investigators dedicated more than 373 staff hours to on-scene investigations, follow-up work, report writing, and quality assurance reviews. Among these incidents, three fires resulted in burn injuries.

Cooking continues to be the leading cause of structure fires and burn injuries within the community. Remaining in the kitchen while preparing food, keeping combustible items such as towels and packaging away from burners, and having a lid nearby to cover small pan fires are simple ways to prevent unnecessary emergencies. In addition, investigators noted several electrical fires this quarter from possible uncertified electrical work, overloaded circuits and lightning. Relying on approved outlets, surge protection devices, and properly installed wiring helps reduce these preventable risks.



## Staffing Update

The new Fire Inspector–Trainee successfully passed his state certification during this quarter. He is currently working through his task book and progressing well in training. Another Fire Inspector started her fire investigation training and is actively learning to conduct fire investigations. Congratulations to Fire Prevention Supervisor Nathan Wallace and Fire Marshal Ken McCann on recently passing the test for Certified Vehicle Fire Investigator. This is a national certification and confirms the individual has the knowledge, skills, and experience to conduct complex motor vehicle fire investigations.

## 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 prior to an emergency. This proactive program is intended to provide fire safety guidance and positive public relations. The annual inspection program is assigned to one full time inspector who is assisted by other inspectors as time allows. For the fourth quarter of 2024/2025, fire inspectors completed 933 annual fire inspections. For fiscal year 2024/2025, fire inspectors completed over 2,100 annual fire inspections. This is a testament to their dedication and commitment to promoting a fire safe community. The effort of this program increases fire safety awareness, reduces risk, and provides benefits to the community.

## Community Risk Reduction/Public Education

During the fourth quarter of FY 2024/2025, Fire Rescue's Public Education team remained highly engaged throughout the community. Staff has taken part in numerous events delivering a wide range of safety programs. Presentations covered topics including fire safety, AED Safety, Files of Life, smoke alarms, and fall prevention. Education was provided to homeowners' associations, veterans' groups, and seniors organizations. Seasonal initiatives focused on drowning prevention, boating safety, fireworks safety, cooking safety, and the use of home fire extinguishers, with an additional emphasis on fall prevention and smoke alarm awareness.

Our outreach extended to families and children through Sparky, the Fire Dog's summer appearances and interactive library programs. Participants received fun and interactive fire safety materials to reinforce lessons and spend time with Sparky, the Fire Dog. We also partnered with community agencies to advance Safe Kids initiatives by distributing more than 300 free bicycle helmets and conducting CarFit assessments. Public education efforts also supported traffic safety during the annual "Stop on Red" event. Overall, this quarter reflects our continued commitment to proactive engagement, strong partnerships, and life-saving education for residents of all ages.



## 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.

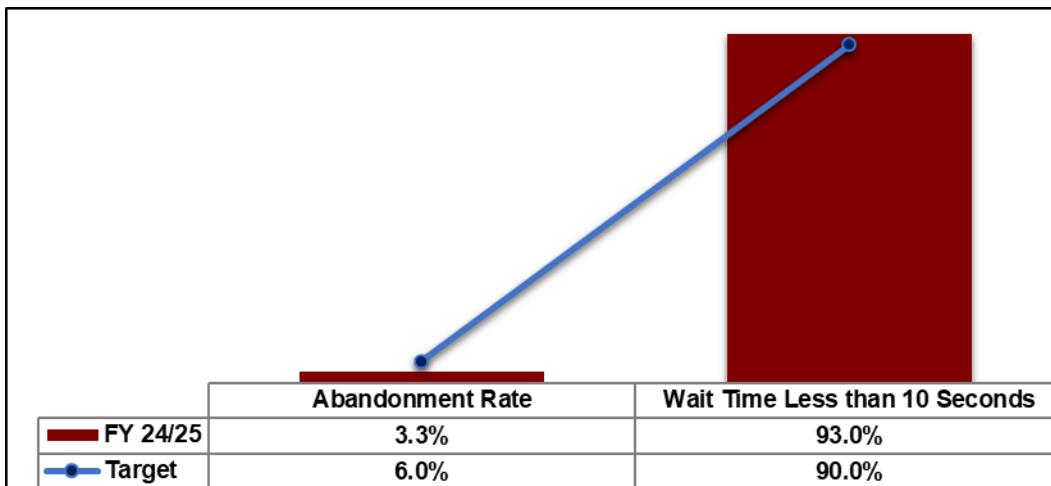


## Charts

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 16 PSC Performance Benchmarks**



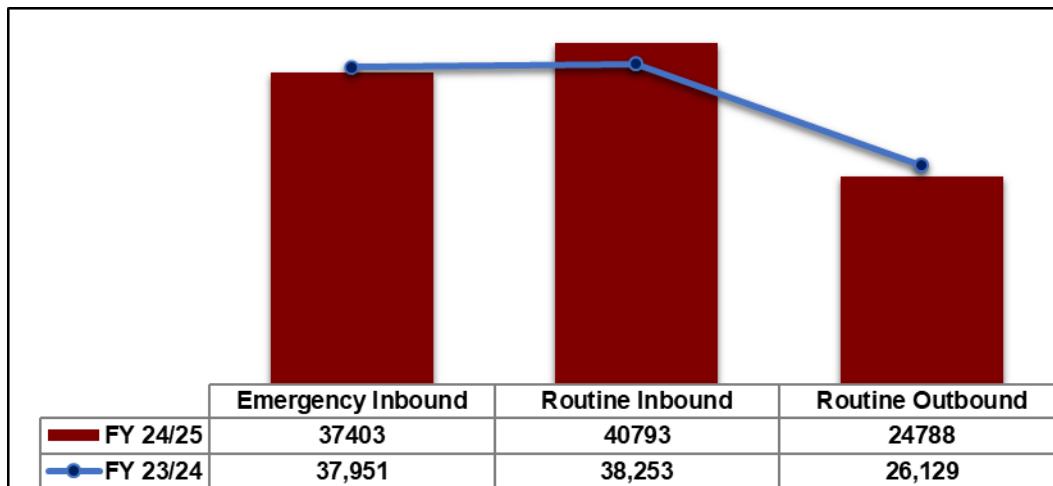
The following figure illustrates the total incoming and outgoing call volume for PSC.

*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, local agencies, calls to MCFR personnel, etc.

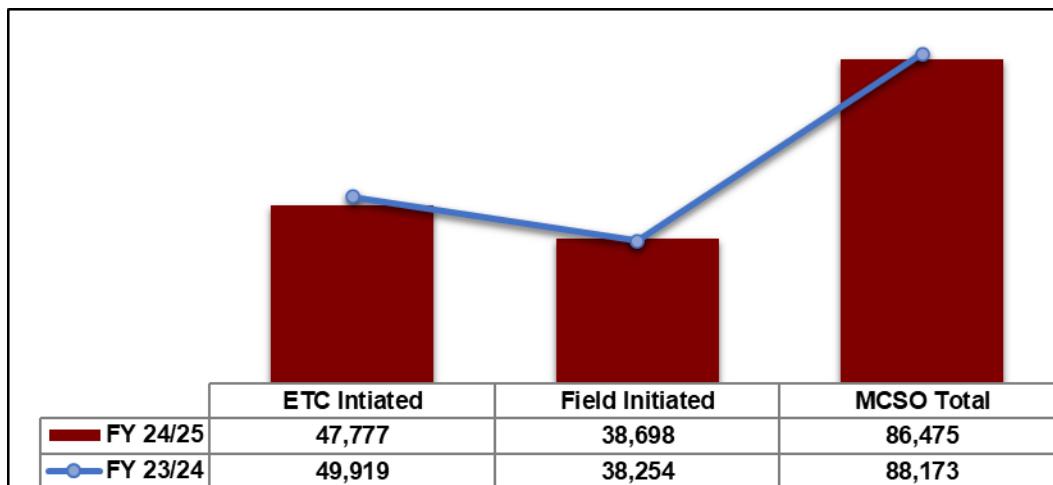
*Total* represents all three categories combined. This total is one of the key factors used to show the call volume workload of PSC ETCs.

**Figure 17 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.

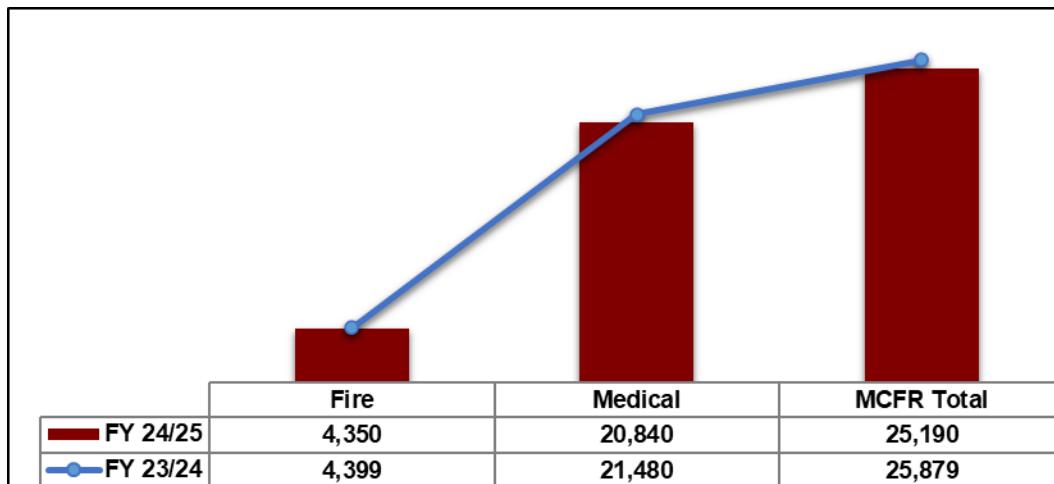
*Field Initiated* law calls for service are those that are created as a result of an action by a Sheriff's Deputy. These are calls such as a traffic stop or any other call for service that is initiated by the deputy and not originating from within the PSAP.

**Figure 23 PSC Law Calls for Service**



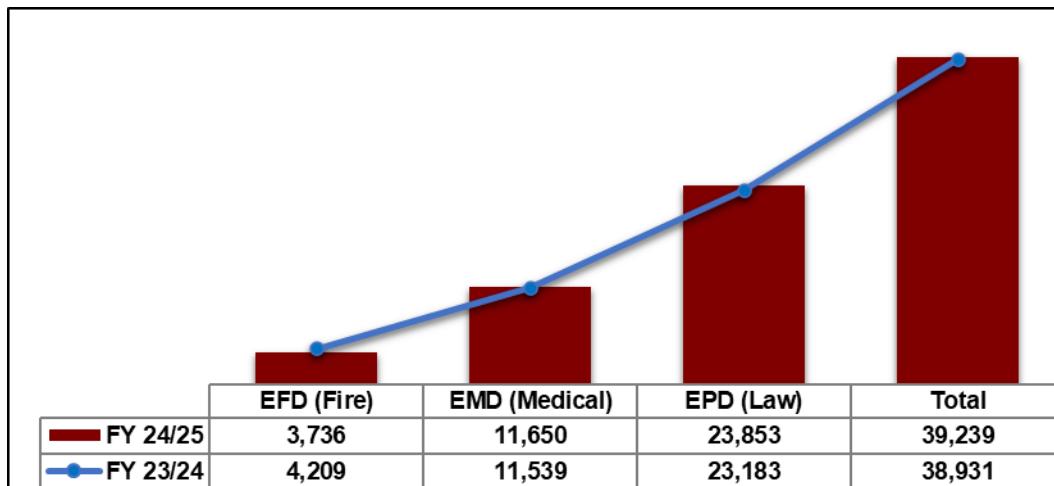
MCFR calls for service are broken down into two types, Fire and Medical. These are the call types within CAD and organized using the call priority, rather than the nature/problem and are illustrated in the following figure.

**Figure 18 MCFR Calls for Service**



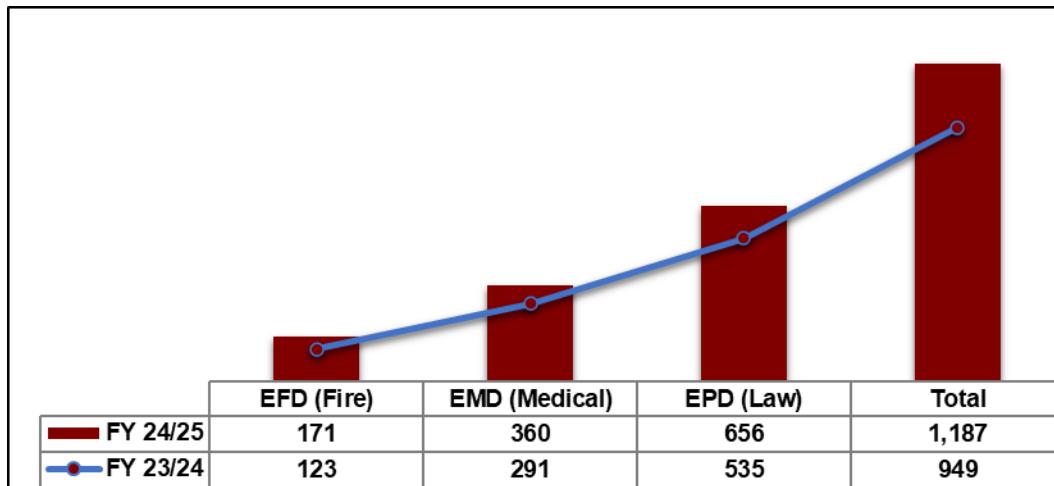
PSC utilizes ProQA software to aid in the call processing, which assists the ETC in collecting vital information for first responders and to aid in providing critical life safety and lifesaving instructions while not delaying the dispatch of first responders. This process also assists in prioritizing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

**Figure 19 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.

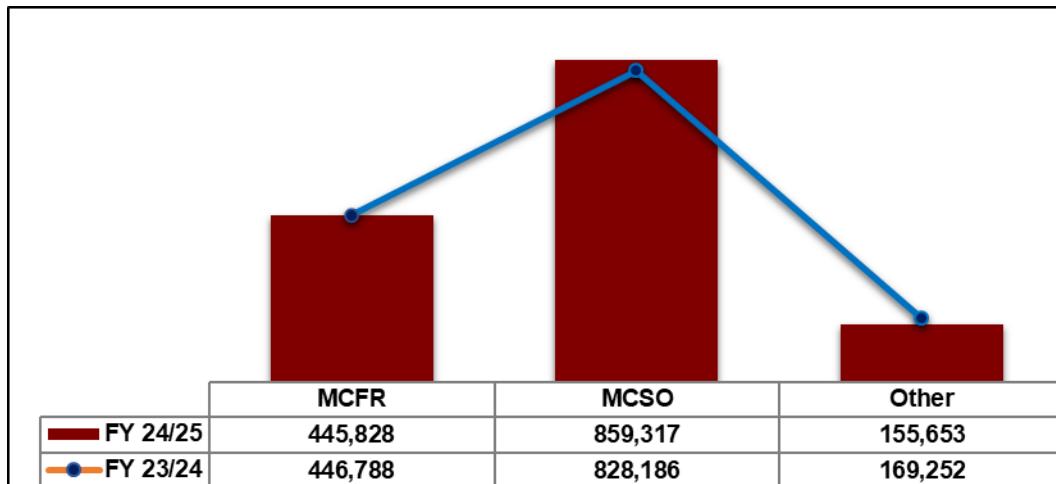
**Figure 20 PSC Quality Assurance Reviews**



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.

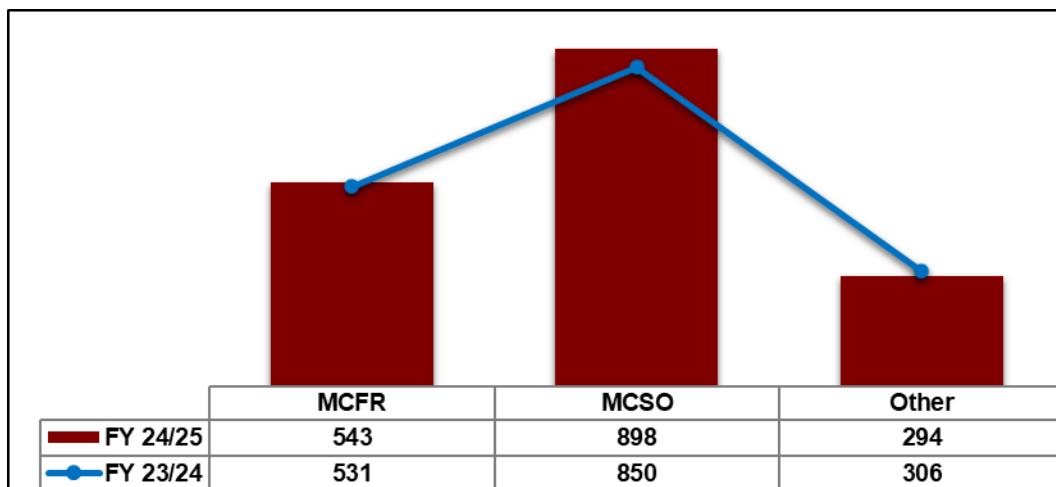
The following figure illustrates the push to talk by talk group each time the radio system is accessed. The talk groups are broken down by MCFR, MCSO, which includes BPD, DPD, Marion County Jail and the Courthouse. The “Other” category includes Marion County general government agencies.

**Figure 21 PSC Push to Talk Count (By Talkgroup)**



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 22 PSC Push to Talk Hours (By Talkgroup)**





## **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 23 Strategic Plan Updates

	<b>Goals and Objectives Completed</b>	<b>Date</b>
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
	<b><u>Notes:</u></b>	