Annual Report
Fiscal Year
2020–2021

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

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FIRE CHIEF'S MESSAGE

Marion County Board of County Commissioners

Fire Rescue ▪ Headquarters

2631 SE Third St.
Ocala, FL 34471
Phone: 352-291-8000

Memo to: Marion County Employees, Citizens, & Stakeholders

From: James Banta, Fire Chief

Date: February 4, 2022

Subject: Marion County Fire Rescue Annual Report

I am pleased to present the Marion County Fire Rescue (MCFR) fiscal year 2020-2021 annual report. This report gives detailed information about the divisions of our department, the dynamics involved in such a large department, and the heavy workload. This report is not only an indication of what our department has accomplished over the past year but is also a historical record of our dedicated employees. The personnel photos in this report will be a reminder of this time in our department's history.

With over 700 employees serving Marion County, MCFR and Public Safety Communications (PSC) are dedicated to providing excellent customer service. We strive to follow our HICARD values which stand for humbleness, integrity, commitment, accountability, respect, and discipline.

Thank you to the hard-working employees of MCFR and PSC. Our county is blessed to have you responding to their calls for help. Thank you to the citizens of Marion County as our department could not succeed without your support.

Empowering Marion for Success

www.marioncountyfl.org

OVERVIEW

Marion County Fire Rescue (MCFR) is a department of the Marion County Board of County Commissioners, a political subdivision of the state of Florida. MCFR is an all-hazards department, providing first response to nearly 1,600 square miles, which includes unincorporated Marion County and all of the municipalities (except the City of Ocala). MCFR also serves as the only advanced life support ambulance provider to unincorporated Marion County and all of the municipalities.

MCFR provides service to the community from multiple locations which include 24 career-staffed fire stations, 4 career-staffed emergency medical services (EMS) stations and 4 volunteer-staffed fire stations.

Figure 1 MCFR Station Locations
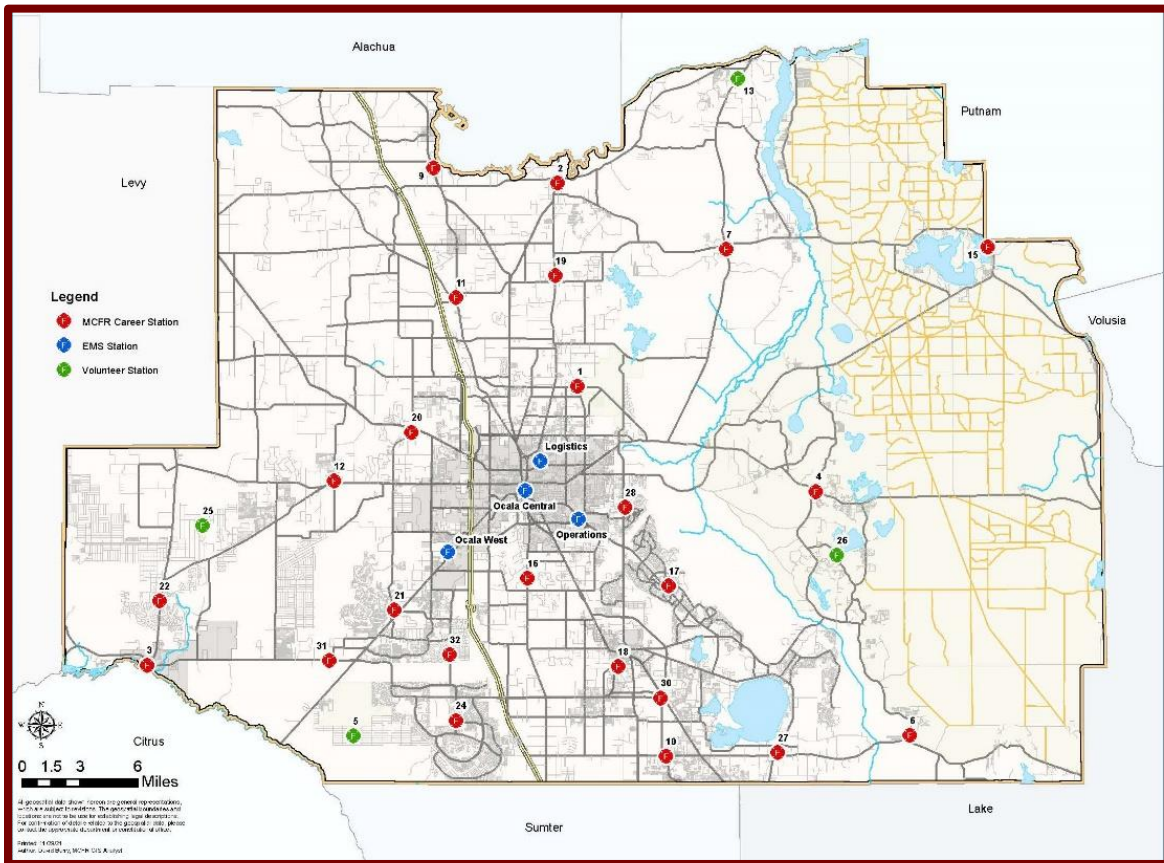
An organization's greatest asset is its people. The size and structure of an organization's staffing are dependent upon the specific needs of the organization. These needs must directly correlate to the needs of the community, and a structure that works for one entity may not necessarily work for another agency. MCFR has adopted the following mission statement and works tirelessly to achieve it.

MCFR Mission Statement

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

The ability to provide quality and timely service for the citizens and visitors within Marion County requires command staff, operational staff and support staff. While there were vacancies throughout the year, and reorganization at various levels of the department, the figure below represents the final organization at the end of the fiscal year.

Personnel Group	Number of Personnel
Command Staff (Battalion Chief and Higher)	32
Captain	24
Lieutenant	57
Dual-Certified Firefighter (FF/EMT, FF/PM)	382
Single-Certified (EMT, PM)	91
Administrative and Support Staff	38
Fire Marshal and Inspector	5
Volunteer (Combat and Support)	35
Public Safety Communications	71

The most significant changes in relation to the organizational structure this year were the implementation of 21 Battalion Chief positions, addition of 2 Deputy Chief positions and movement of the Captain positions into station leadership roles. In January 2021, MCFR filled the 21 new Battalion Chief positions through a competitive process including both current MCFR employees, former MCFR employees and other applicants. The implementation of these positions was part of a larger organizational restructure that reorganized the department into battalions (formerly districts) and balanced the span-of-control at that level. The second phase of this reorganization was to provide a better span-of-control within the station by assigning a Captain as the overall leadership within each station, over all three shifts. While not all Captain positions have been filled, this is an ongoing effort from leadership to provide opportunities for more direct mentoring of personnel to move throughout their careers. The final phase of the reorganization implemented two additional Deputy Chiefs to balance the span-of-control immediately below the Fire Chief and increased the Division Chief positions from one per shift to two per shift. This improved span-of-control has created the ability for improved long-range planning and project management.

Figure 2 MCFR Executive Staff

Fire Chief
James Banta

Public Information Officer	Staff Assistant IV
James Lucas	Rachel Wapinsky

Deputy Chief Administration	Deputy Chief Emergency Medical Services	Deputy Chief Operations	Fire Marshal	Director Public Safety Communications
Bart Walker	Rodney Mascho	Robert Graff	Kenneth McCann	Kyle Drummer

Administrative & Financial Services Manager	Division Chief 1 A Shift	Division Chief 2 A Shift
Cassandra Li	Craig Damien	Lonnie Blackburn

Logistics Manager	Division Chief 1 B Shift	Division Chief 2 B Shift
Greg Johnson	Travis Blackburn	Tim Moody

Division Chief 1 C Shift	Division Chief 2 C Shift
Todd Lietz	Joshua Alvarez

Division Chief Training & Safety
Drew Rogers

PUBLIC INFORMATION/PUBLIC EDUCATION

The Public Information and Public Education offices are covered by the Fire and Life Safety Educator, reporting directly to the Fire Chief. The office is responsible for a wide variety of duties, most important of which is customer service to our citizens and media outlets. The functions of the office include:

- Maintaining a 24/7 response posture ensuring coverage for any emergency calls that generate media attention. This posture ensures that the citizens and media outlets are provided with the most up-to-date, accurate reporting. Taking photos and videos to provide to media outlets highlighting the emergency scenes and the arduous work our employees undertake.

- Due to the Corona Virus Pandemic, public education events have been minimal over the past year. October is Fire Prevention Month nationwide and is our busiest time for the office. For the past two Octobers, Marion County Public School System has restricted access to their campuses to help "stop the spread". Public information and public education efforts have been focused on fire and life safety messages, COVID-19 information and targeted monthly messages that are relevant and meaningful for the time of year. The office has joined a task force with other public safety/public relation organizations across Marion County ensuring the same message is distributed by all.

- The office began an initiative to bolster the employee recognition programs through close collaboration with MCFR Operations staff. As the men and women of MCFR continue to work hard to serve the community, it is more important than ever that MCFR focuses on the #1 resource, the employees. Their selfless, more often than not, heroic service to Marion County is recognized through: Fire Chief Challenge Coins, Cardiac Arrest Save medals, Veteran Appreciation Certificates and Employee of the Quarter/Year awards.

- Solely responsible for the social media platforms and media relations for MCFR. With a diverse population, the citizens receive their news in many different forms. Intense focus has been placed on social media platforms, television and print media. The MCFR social media platforms are entirely "organic", meaning that social media interactions are generated by the office and not paid advertisements. MCFR social media platforms have reached 790,000 persons, had over 250,000 interactions and an additional 7,000 followers over the past year.

ADMINISTRATION

Figure 3 MCFR Administration

Administrative & Financial Services Manager — Cassandra Li

Administrative Staff Assistant — Pam Doherty

Staff Assistant IV Payroll — Sarah Lacognata

Budget & Administrative Coordinator — Eva Aquino

Staff Assistant III Reception/Customer Service — Stephanie Galvan

Staff Assistant II Reception/Customer Service — Talesha McCrae
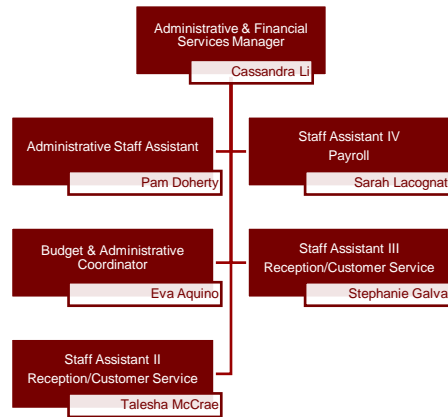
Administrative functions to support the operation of the department fall under the Deputy Chief of Administration. The wide range of functions that occur daily enable Marion County Fire Rescue to provide quality customer service to all. These functions include:

- Handling phone calls and in-person visits from a variety of sources including but not limited to citizens, employees, law offices, and insurance companies. In fiscal year 2020-2021, the front desk received 14,943 phone calls from both internal and external customers. Whether the phone call or visit is in regards to a missing item, a complaint, or scheduling an inspection, staff is responsible for connecting the correct person to the request.

- Receipt and processing of employee duty status forms, direct deposit forms, change of address forms, signed resignations, and monthly drug logs. Staff also receives, sorts, and distributes mail for many of the divisions, including subpoenas for records and depositions. Paychecks and reimbursement checks are kept and distributed by the staff as well.

- Billing and payment processing for services provided by the District 5/District 24 Medical Examiner Office which include cremation authorizations, tissue procurement, organ procurement and inmate autopsy/death investigations.

- Bi-weekly processing of the payroll which includes daily coordination with the Operations Division to ensure accuracy of rosters and time records, coordination with Human Resources and coordination with the Clerk's Office Payroll Group.

- Providing support to the Fire and EMS Advisory Board and the District 5 and 24 Medical Examiner Advisory Committee. Both of these entities provide recommendations to the Board of County Commissioners and have quarterly meetings which require notices, agendas, minutes, etc.

- Oversight of eight budgets, totaling over $125 million which include the Fire Rescue and EMS Fund, the Emergency Medical Services (EMS) Fund, the Medical Examiner's Fund, Public Safety Communications Fund, Public Safety Radio Fund and the infrastructure tax funds for Fire, EMS and Emergency Communications. Staff provides coordination and expertise to involve Marion County Procurement and the Clerk's Office Finance Division to ensure compliance with all regulations, laws and policies.

- Processing purchase order requests as well as receipt and processing of all requests for payments for various expenditures within the aforementioned budgets. This includes coordinating to ensure amounts invoiced are correct based on existing contracts and tracking overall expenditures, as well as tracking expenditures at the station level. Through these efficient tracking methods, all divisions are able to view and monitor the status of their budgeted funds to ensure fiscal accountability.

- Coordination with the Information Technology Department to track technology related items which include desktop computers, laptop computers, mobile data terminals, patient care computers, onboard mobile gateways, software and electronic equipment purchases, cell phone and land line communications, emergency call boxes at stations, internet service provider, etc.

- Coordination with Facilities on construction of new stations, remodel of existing stations, station modifications as part of the surtax capital improvement projects (CIP) and any other building repairs or maintenance needed at the stations.

- Assisting administrative staff from other divisions in completion of their assigned functions.

OPERATIONS

MCFR responds immediately when any member of the community needs help with professional, effective, and compassionate service. As a combination fire rescue agency, the career staff work 24-hour shifts and provide primary fire suppression and EMS transport. The department's daily Operation's staffing includes two division chiefs, seven battalion chiefs, twenty-two engine companies, three ladder companies, two heavy rescues and thirty-six ambulance transport units per shift. These units work hard to provide quick and effective response for fire suppression, emergency medical response, special operations and disaster management.

Organizational Structure

The structural design of an organization is important to successful service delivery. MCFR mimics a paramilitary organization. This structure is similar to those found in many fire and EMS agencies across the country. The uniformed professionals filling the various operational positions within MCFR have the skills and equipment to respond to structure, wildland, and vehicle fires; medical emergencies involving cardiac arrest, respiratory distress, and trauma; vehicle accidents requiring extrication; hazardous materials incidents; technical rescue incidents; natural disasters; and many other fire or emergency medical calls for service.

Administrative functions for department operations is supported by a Deputy Chief of Operations, a Division Chief of Training, four staff assistants, and two paramedic specialists. These individuals provide support through scheduling and oversight for daily operations. Daily, monthly, and quarterly reviews of department metrics ensure responses to calls for service are measured against national standards and adjusted as necessary.

In 2021, MCFR continued to use a three-platoon (shift) system working 48 hours per shift rotations yielding a 56-hour workweek for shift operations of dual-certified employees and a 48-hour workweek for single-certified employees. Each shift is led by two Division Chiefs that serve as the senior officers on the shift. These individuals are responsible for all aspects of the shift operations and serve as the Fire Chief's representative at significant incidents.

When not responding to 9-1-1 calls, MCFR personnel train for the worst-case scenarios. They perform other duties such as hydrant and hose testing, conduct pre-incident planning, conduct public education activities, and give back to the community by supporting charitable projects and events off duty.

The MCFR organization chart for each shift is reflected in the following figures.

Figure 4 MCFR Operations A Shift

Deputy Chief Operations	
Robert Graff	

Administrative Staff Assistant	Staff Assistant III Scheduling
Angela Knight	Tina Shahid

Division Chief 1	Division Chief 2
Craig Damien	Lonnie Blackburn

Battalion Chief 1	Battalion Chief 4	Battalion Chief 2	Battalion Chief 3
Richard Saulsberry	William Watson	Robert Ramage	Shaun Cunningham

Captain Station 11	Captain Station 20	Captain Station 22	Captain Station 32	Captain Station 4	Captain Station 15	Captain Station 10	Captain Station 16
Scott Chappell	James Davis	Aaron Taylor	Pam Driggers	Chris Trubelhorn	Chris Hays	Brent Murray	Daniel Garcia

Battalion Chief 6	Battalion Chief 5
Bradley Olmsted	Ken Smithgall

Ocala Central	

Figure 5 MCFR Operations B Shift

Deputy Chief Operations	
Robert Graff	

Administrative Staff Assistant	Staff Assistant III Scheduling
Angela Knight	Tina Shahid

Division Chief 1	Division Chief 2
Travis Blackburn	Tim Moody

Battalion Chief 1	Battalion Chief 4	Battalion Chief 2	Battalion Chief 3
Joseph Rinaudo	Miguel Rioseco	David Kennedy	Scott Gragen

Captain Station 9	Captain Station 19	Captain Station 12	Captain Station 31	Captain Station 7	Captain Station 17	Captain Station 18	Captain Station 24
Chris Cooksey	Murrell Liverman	Raymond Coloson	Justin McKinney	Justin Harrington	William Liverman	Eric Trussell	Joseph Romani

Battalion Chief 6	Battalion Chief 5
Ryan Holt	Joseph Amigliore

Operations	

Figure 6 MCFR Operations C Shift
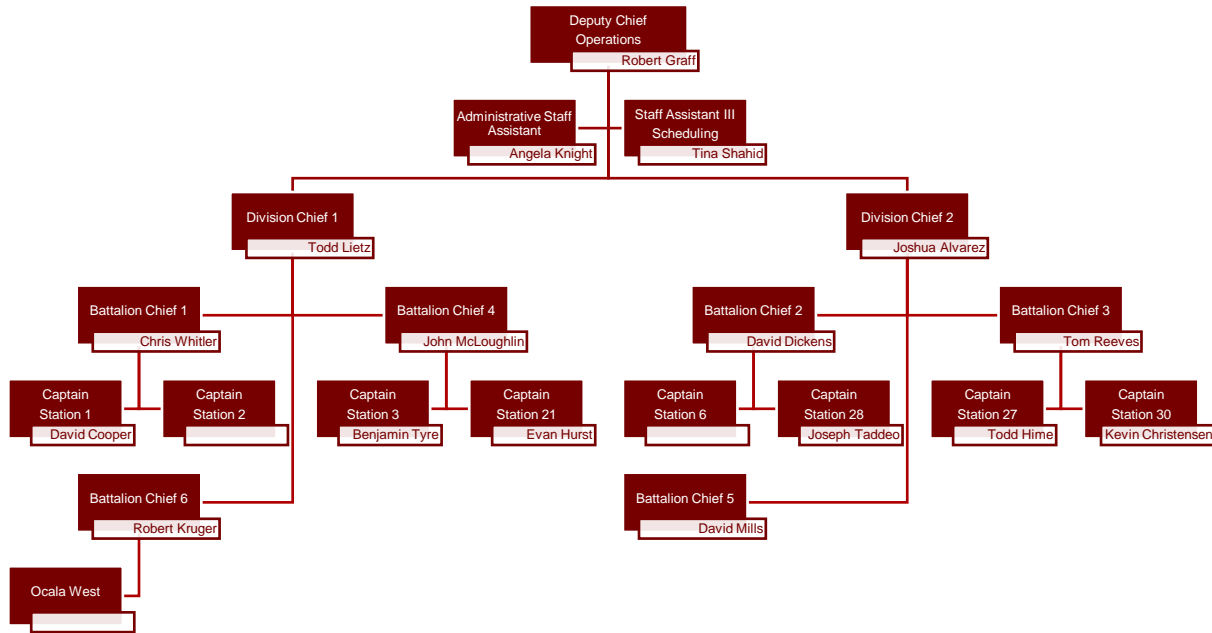
The chain of command is important as it provides a clear source of direction, lines of communications, and accountability. The MCFR organizational structure does not have any conflicting pathways and each operating unit has only one supervisor, which provides a unity of command for the organization.

Span of control is an important element in the effective and efficient mitigation of emergency incidents and management of administrative responsibilities. While the effective span of control will vary based on administrative demands and operational complexity, it is widely accepted that a single person's span of control should not be greater than seven subordinates. The ability of a leader to manage subordinates is reduced during emergency operations. Each engine and ladder company are staffed with three personnel: an officer, a driver, and a firefighter, resulting in a 1:2 span of control. Each Division Chief supervises three Battalion Chiefs. The shift battalion chiefs supervise three to six stations that result in three to six company officers each.

Deployment Methods and Staffing Performance for Incidents

Typical fire department responses across the nation include structure fires, vehicle fires, wildland fires, vehicle accidents, hazardous materials responses, technical rescue responses, general calls for service, and emergency medical calls. The latter is the most frequent reason for activating the 911 system.

Emergency Fire Incidents

Tasks to perform at the scene of a fire can be broken down into two key components: life safety and fire flow. Responders base life safety tasks on the number of building occupants and their location, status, and ability to take self-preservation action. Life safety-related tasks involve search, rescue, and evacuation of victims. The fire flow component involves delivering sufficient water to extinguish the fire and create an environment within the building that allows safe entry by firefighters.

The number and types of tasks needing simultaneous action will dictate the minimum number of firefighters required to combat different types and magnitudes of fire. In the absence of adequate personnel to perform concurrent action, the commanding officer must prioritize the tasks and complete some in sequential order, rather than concurrently. These tasks include:

Figure 7 Fire Incident Tasks

- Command
- Scene safety
- Search and rescue
- Fire attack

- Water supply
- Pump operation
- Ventilation
- Backup/rapid intervention

The first 15 minutes are the most crucial period in the suppression of a fire. The timing of these 15 minutes does not start when the firefighters arrive at the scene but begin when the fire initially starts. How effectively and efficiently firefighters perform during this period has a significant impact on the overall outcome of the event. This general concept is applicable to fire, rescue, and medical situations.

The current staffing for fiscal year 2020–2021 provided the ability for the department to consistently and effectively respond with an appropriate number of personnel to mitigate small to moderate size incidents without the assistance of mutual aid companies. MCFR operates with a company officer assigned to each fire engine and truck company daily. MCFR promotes apparatus operators to serve as the individual responsible for all aspects of maintaining and operating fire engines and aerial units. This position fills as needed, depending on the availability of daily staffing. Career firefighters staff each fire station daily. When fully staffed, one Captain or Lieutenant, one Driver Engineer, and one firefighter staff each of the fire stations on each fire suppression apparatus. Fire stations that house rescue units are staffed with a minimum of one paramedic and one emergency medical technician (EMT).

Because MCFR uses minimum staffing of three per suppression unit, there are times when the on-scene staff is not sufficient to begin interior firefighting operations in accordance with NFPA and OSHA. This is the case in many fire departments across the country. These standards require a "two-in/two-out" rule for firefighter numbers prior to entering an immediately dangerous to life and health atmosphere (IDLH). Dispatching multiple fire stations must be used to ensure this requirement is met. The periods when a fire station is unable to respond to emergency calls within its assigned area is an issue of response reliability and is covered in detail later in this report.

Emergency Medical Incidents

MCFR provides transport services for the citizens of Marion County. This necessary and frequently required aspect of the Fire/EMS system places a drain on MCFR's current ability to handle additional calls for service when units are committed. Across the nation, the majority of emergency systems provide some first responder care until advanced life support (ALS) resources can arrive if the agency does not provide those services. MCFR offers ALS emergency services with every staffed unit daily providing a greater level of service for the citizens. In 2021, MCFR experienced an increase in calls for service related to EMS incidents.

As fiscal year 2020–2021 drew to an end, the Training Division conducted a promotional process to promote nine single-certified EMS Lieutenants. This process allowed for single-certified paramedics to attain leadership positions and provide much needed enhancement for the span of control amongst our single-certified personnel. The department is preparing to continue this initiative into fiscal year 2021–2022 as MCFR implements single-certified EMS Captains as another opportunity to provide leadership for our team members and reduce the span of control. This initiative is a much needed and welcomed endeavor.

Wildland Firefighting

In recent years, many people across the nation have come to understand the dangers and damaging effects that wildland fires cause across the Midwest and the West Coast of the United States, and those dangers are no different in Florida. MCFR has wildland firefighting capabilities in almost all of its firehouses. In fiscal year 2021–2022, MCFR experienced several wildland fires of significant size. Wildland fires pose challenges, including their expense, their extensive periods to mitigate and bring under control, and sometimes require outside support. These external resources are associated with increased costs for specialized equipment, such as air support and fire retardants.

Special Operations Incidents

MCFR provides enhanced response capabilities through special operations units staffed daily to handle emergency calls for service beyond the capabilities of regular duty units. MCFR offers hazardous materials response, technical rescue, urban search and rescue, helicopter search and rescue, water rescue, SWAT tactical medical personnel, and honor guard services.

Hazardous Materials Team

All members of MCFR are trained to the operations level hazardous materials responder. They provide an initial response and scene size-up to determine the need for assistance from the team. Hazardous materials incidents by their physical nature prove difficult to mitigate and even more difficult with limited staff. NFPA 472: *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents* describes these operations.

The MCFR Hazardous Materials team had an exceptional year in fiscal year 2021–2022. In spite of continued difficulties with in-person events secondary to the COVID-19 pandemic and budgetary constraints that affected end of year training opportunities, the team was able to continue its positive momentum.

The MCFR Hazardous Materials team improved its sampling capabilities by procuring and integrating two Smith Detection sampling monitors: the HazMatID Elite and the ACE-ID. The HazMat ID Elite is a rugged hand-held Fourier Transform Infrared identifier of solid and liquid chemicals. The ACE-ID is also a hand-held identifier; however, it uses Raman spectroscopy to enable non-contact analysis of potentially dangerous substances for explosives, narcotics, or toxic chemicals. These two monitors have improved the team's capabilities and will continue for years to come.

Another improvement to the cache of specialized equipment added this fiscal year was the introduction of two RadEye SPRD-ER radiation detectors. The RadEye SPRD-ER monitors are handheld radiation monitors that identifies and categorizes specific types of radiation or radioactive materials that support our mission and the skills of the team's technicians.

MCFR Hazardous Materials team bimonthly trainings began in February with a yearly refresher on leak, spillage, and discharge mitigation techniques for an assortment of drums, tanks, containers, and pipes. This eight-hour training incorporates many of the team's standard tools and equipment for leak mitigation including A/B/C kits, patches, plugs, and clamps. The second eight-hour, bimonthly team training focused on air monitoring, sampling, and the new aforementioned monitors; the HazMatID Elite and RadEye SPRD-ER. Bimonthly team training was cancelled for June; however, the August Radiation Technician refresher training utilized the new RadEye SPRD-ER monitors. Training was offered by the Bureau of Radiation Control. Murphy Bevelacqua Consultants delivered an eight-hour training during the summer and focused on the HazMatID Elite. While the final two bimonthly team trainings for fiscal year 2021–2022 were cancelled, several members attended voluntary training classes such as HazMat Incident Command and Clandestine Lab training.

The MCFR Hazardous Materials team rounded out fiscal year 2021–2022 by completing several projects including hosting an MCFR HazMat Team testing process and successfully adding two highly proficient HazMat technicians to the team. The team hosted several new hire classes, administrative assistants, and school groups on a walkthrough of the station, equipment, and apparatus demonstrating capabilities in service of the mission. Team members conducted several reviews of target hazards, as well as other high-risk facilities, like the High Point assisted living facility and the Ft. McCoy Ranch commercial beef processing plant.

Finally, and similarly to the prior fiscal year, the MCFR Hazardous Materials team was the frontline resource utilized for COVID-19 testing for both internal and external stakeholders. Utilizing BinaxNOW COVID-19 rapid tests and tracking all test results for county personnel the team was a valuable resource. The team performed scheduled and on-demand testing throughout the county.

Technical Rescue Team

Special operations incidents pose complicated rescue situations. Technical Rescue incidents are equally as challenging. MCFR has a dedicated technical rescue team to handle these types of calls. These types of rescues are so involved they require specific standards for operations, NFPA 1006: *Standard for Technical Rescuer Professional Qualifications* and NFPA 1670: *Standard for Operations and Training for Technical Search and Rescue Incidents.* These incidents would include vehicle machinery rescue, rope rescue, confined space rescue, trench and excavation rescues, water rescues, and structural collapse rescue incidents.

During fiscal year 2021–2022, the MCFR Technical Rescue Team (TRT) increased the response capabilities by adding equipment, creating diverse real-life training scenarios, and expanding technical rescue capable units. The adding of a ladder truck staffed with additional technical rescue components to the south end of Marion county vastly enhanced MCFR's TRT response. Ladder 2, housed out of Belleview Fire Station 18, has a unique blend of highly trained individuals who are dedicated to making this truck an extremely diverse unit with the ability to perform incomprehensible rescues. As opposed to traditional ladder trucks, this truck includes additional anchor attachments providing operators and rescuers more options to perform rope, vehicle, and machinery rescues.

From the results of the 2020 TRT needs assessment performed at the Florida State Fire College, MCFR was able to justify the purchasing of much needed equipment. A First Look 360 Search Camera was one of these items. This has given the team the opportunity to create better victim profiles when access is limited as in severe traffic collisions with major damage or building collapses with heavy entrapment. Another item increasing victim survivability was the purchase of Paratech's Hydra Fusion kit; when complemented with stabilization struts the amount of time required to lift extremely heavy and unstable objects crushing victims is drastically decreased. The investment in our community with the Paratech Bipod has already proved valuable as the high point anchor on multiple rescue missions.

Training opportunities were challenging due to a lack of funding as a result of COVID-19 for the necessary staffing as well as a portion of the team deployed as part of Florida Task Force 8 to the Champlain Towers Collapse during one of the prescheduled training dates. The team still achieved necessary and valuable training to enhance the team by joining forces with other county departments to save funds and created realistic scenarios. One scenario of benefit involved the road, utilities, and risk management departments of Marion County digging a trench. The trench was then packed with victims (rescue mannequins) in a vehicle to simulate a vehicle accident alongside a roadway where a trench was being dug. As construction continues all over Marion County this training simulation exercised our team in a way it has not been challenged.

Florida Urban Search and Rescue Task Force 8

Fiscal year 2021–2022 proved to be a successful year for Florida Task Force 8. One of eight Urban Search and Rescue Teams within the State of Florida, FL-TF8 is classified as a Type 4 US&R Program within the State response framework. FL-TF8 is comprised of rescuers from Marion County Fire Rescue, Ocala Fire Rescue and Gainesville Fire Rescue.

FL-TF8 continues to move forward, growing and developing as a Team and building for the future. Training and exercises were a challenge in 2021 as COVID 19 postponed or cancelled several training and exercise opportunities. As soon as the team was able to do so, FL-TF8 was back to training and sending members to courses throughout the State of Florida. The courses FL-TF8 members attended this year include USAR Logistics, USAR Planning Team Manager, USAR COM-T Communications Program, FEMA Task Force Leader Course and USAR Medical Specialist.

One of the distinct qualities of FL-TF8 is the utilization of team members into virtually any functional staff or operations position within the Task Force structure. All of the FL-TF8 members are rescue specialists, a specially trained professional rescuer highly skilled in five unique disciplines. These disciplines include rope rescue, confined space rescue, trench rescue, vehicle and machinery rescue and structural collapse rescue. The vast majority of FL-TF8 members are also certified as swift water technicians, bringing the skill set to a higher level.

The most challenging aspect of growing FL-TF8 is providing an opportunity to develop members both current and prospective. FL-TF8 was able to accomplish this on a grand scale in fiscal year 2021–2022 as 30 potential members from all three participating agencies attended a Structural Collapse Technician Course sponsored by the team. This was a tremendous success as the course received outstanding reviews from both students and instructors. These potential members will help to fill voids within the team as attrition through retirement and promotions.

The highlight of any year within the USAR program are successful deployments during natural or man-made disasters to execute the skills learned during training. FL-TF8 was deployed on the 27th of June to assist in rescue efforts at The Champlain Towers South, 8777 Collins Avenue, Surfside, Florida. This deployment was the first time in the history of the Florida USAR Program where all eight state teams worked at the same site simultaneously. A truly historic and landmark event for the Urban Search & Rescue program within the State of Florida and MCFR was there.

Helicopter Search and Rescue

One of the smaller Special Operations teams within MCFR, the Helicopter Search and Rescue Team (HSART) is comprised of highly trained individuals willing to put it all out there for the citizens in their worst time of need. The MCFR HSART made up of members from the Technical Rescue Team, FL-TF8 and Marion County Sheriff's Office (MCSO) had another productive year in fiscal year 2021–2022. The use of a helicopter as a rescue platform is inherently dangerous work and the HSART trains often to be proficient in the necessary knowledge, skills, and abilities required.

This year the HSART hosted a training class at the Ocala International Airport provided by SR3 Rescue Concepts and eight new rescue technicians from MCFR were added to the team. The HSART size grew to 13 members and increased availability of rescuers. The entire team was outfitted with flight suits, harnesses, helmets and communication gear this year enhancing capabilities and ensuring nationally recognized standards are met.

Swiftwater Rescue Team

The Swift Water Rescue Team (SWRT) is a larger team with 25 personnel comprised of members from the TRT and FL-TF8. This year the SWRT expanded its response capabilities in Marion County by adding Boat 82 to Fire Station 18. Boat 81, already assigned to Fire Station 1, responded to several calls on the Ocklawaha River.

SWAT Tactical Paramedic Team

As a new initiative for Special Operations in fiscal year 2021–2022, MCFR launched a partnership with MCSO to provide tactical paramedics during Special Weapons and Tactics (SWAT) operations. This specialized unit in conjunction with the Marion County Community Policing Bureau encompasses a team of highly trained, well-equipped, and dedicated paramedics willing to assist in the most dangerous of situations. Due to the nature of these operations often there is a need for highly trained medical personnel. The MCFR SWAT Paramedics are able to fill this need. The team trains on a continuous basis for high-risk, complex, and excessively dangerous operations.

As a newly developed initiative the team trained and outfitted eleven team members for duty. The training consisted of nationally recognized tactical trauma treatments and extraction of victims from situations involving civil unrest, active shooter, hostage situations, and situations involving armed suspects.

Honor Guard Team

The Honor Guard team is a highly motivated, trained, and dedicated team committed to representing Marion County with honor and integrity through providing honor guard services. Even though fiscal year 2021–2022 was challenging due to COVID-19 restrictions, the team performed honor duties such as flag details at numerous ceremonies, graduations, parades, and various other local functions.

In addition to assisting with and organizing MCFR firefighter's funerals, the team assisted in other local department funerals and local military veteran's funerals when requested. The team remains ready to travel the state aiding other departments to coordinate line of duty death funerals.

Community Paramedicine Program

Access to healthcare and particularly primary care services is a growing concern within our community. Primary care providers are in short supply, and the uninsured population is on the rise. As a result, there has been high utilization of 9-1-1 and emergency department services. A large portion of 9-1-1 services and subsequent ED visits fall into the category of avoidable use resulting from patients seeking non-urgent care or ED care for conditions that could have been treated and/or prevented by utilizing a primary care provider.

Marion County's Community Paramedicine approach, mission and purpose is to reduce health spending while improving the health status of the residents of Marion County. The Community Paramedicine Program targets the uninsured and under insured residents who currently lack access to primary care services, those residents who consistently use 9-1-1 services, and those who may seek readmission to the hospital post discharge.

The Community Paramedic program provides services in alignment with the Marion County Fire Rescue department mission statement, "To protect life and property with honor, compassion, and respect." The Community Paramedicine Program provides patient-centric services such as alternative destinations, homeless outreach, public health collaboration, in-home patient assessments, falls assessment, readmission avoidance, and care coordination. All program initiatives are team-based, integrating multiple providers comprised from both clinical and non-clinical roles to address all the unmet needs of our community's vulnerable patients.

Major Responsibilities of the Paramedics include, but were not limited to:

- Address high system utilizers with reoccurring issues to achieve sustainable solutions for better quality of life and health care.
- Partner with local hospitals to reduce the reoccurrence of readmissions.
- Provide medication reconciliation for recently discharged patients.
- Evaluate patients for medication needs which will optimize blood pressure and cholesterol management and identify patients at high cardiovascular risk who would benefit from statin therapy, glucose control, or lifestyle modifications to lower their risk of major adverse cardiovascular events.
- Develop and deliver regular continuing education programming for Community Paramedics regarding current treatment guidelines and appropriate use of medications for blood pressure and cholesterol management.
- Facilitate monitoring devices where appropriate to closely monitor blood pressure and heart rate of enrolled patients with hypertension.
- Develop and implement educational tools within the community which will increase the cardiovascular health knowledge of Community Paramedicine patients and empower patients with hyperlipidemia and hypertension to better understand and manage their cardiovascular diseases.
- Appropriately and accurately document patient medications and outcomes.
- Connect patients with community resources and alternatives to emergency room and 911 services.
- Work closely with Ocala Fire Rescue Community Paramedicine Program.
- Work closely with and support the Ocala Recovery Project where appropriate.

The target population served by the Community Paramedicine Program is identified by utilizing the previously defined social determinates and include the following groups:

- Current frequent users of the emergency department and emergency ambulance services (High System Utilizers);
- Persons currently receiving limited to no primary care preventive services or primary care treatment for their illness;
- Persons recently discharged from the hospital who would benefit from in-home monitoring sessions to prevent complications;
- Persons with inadequately treated behavioral, mental health, or substance use disorders, including those with co-occurring medical problems; and

- Persons with unmet social needs (targeting social determining factors of health), and if the project is funded, persons identified by the EMS System.

In partnership with the Community Foundation for Ocala/Marion County and Florida Hospital Ocala, Inc., the target goal for fiscal year 2020-2021 was to directly serve 100 unduplicated individuals annually. This goal was shattered within a few months and by the end of the fiscal year the program provided services to over 700 individuals. These interactions ranged from providing care and treatment to COVID 19 vaccinations and health care assistance.

Training and Safety Division

Figure 8 MCFR Training Division
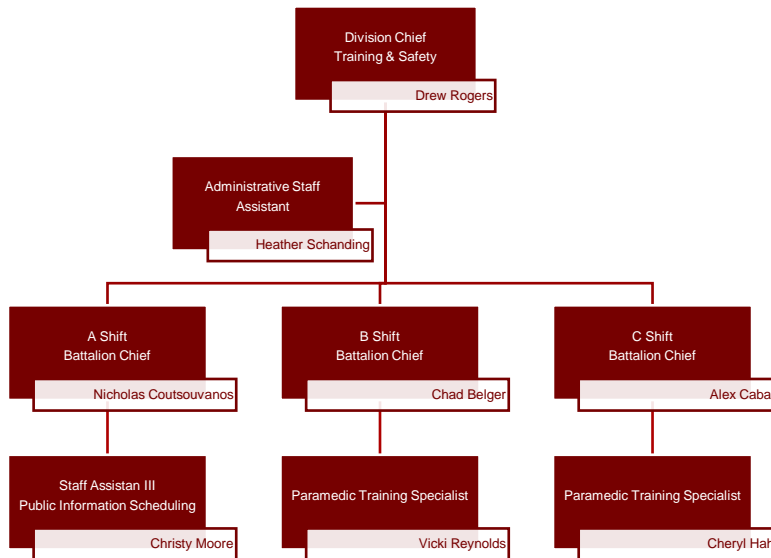
A comprehensive training program is one the most critical factors for helping to ensure the safe and effective provision of emergency services. This is especially true of organizations such as MCFR which provide a broad range of services throughout the community. To ensure maximum effectiveness and safety in complex environments, firefighters and officers must acquire and maintain sufficient initial training, ongoing training, and continuing medical education (CME). Failure to provide necessary training endangers firefighters and citizens, and exposes the fire department to liability. In addition, a well-trained workforce substantially contributes to better emergency incident outcomes and community services.

New Hire Classes

Newly hired firefighters must participate in probationary firefighting recruit training. The National Fire Protection Association (NFPA)—in its standard NFPA 1001 (Firefighter I and II)—identifies the minimum training requirements that can serve as the basis for entry-level firefighters. The NFPA recommends other standards that address initial and ongoing training for firefighters and officers in a variety of specific topics.

MCFR has trained four new hire classes in 2021, a total of 80 new hire employees. The ranks included EMT, PM, FF/EMT and FF/PM. Class 421 was the first PRN class, and included 10 PM and 3 EMT personnel. There was a modification made to the class 321 schedule so that moving forward when new hires are released from training they will be 100% ready to engage in response activities. The modification will move most classes to an eight-week timeframe but will integrate check off ride time into the class orientation.

Health and Wellness

The Everyone Goes Home (EGH) fitness center is now open to all employees 24/7 and has a Peer Fitness Trainer (PFT) team member available daily from 0900-1800 to assist both fire department and county employees in their fitness needs.

The Peer Support team had a proactive year establishing the team members, goals, and a plan for implementation of the full team in order to educate the department on resources and provide support to personnel during a time of crisis. Battalion Chief Caban and Battalion Chief Belger have been active members assisting with getting the program operational. MCFR Training Division hosted the second annual Bear the Burden Competition to raise awareness for mental health. Proceeds were donated to the Emilio Rivera Foundation.

Annual Physical Abilities Test

In fiscal year 2020–2021, the firefighter mile was highly successful. MCFR achieved a 100% pass rate, with continued efforts to continue this trend in future years. The Top Ax award was awarded to Allen Singleton who was crowned the top performer for both 2020 and 2021 for FF Mile testing.

Training and Promotional Testing

During fiscal year 2020–2021, the Training Division successfully conducted testing for LT, Captain, FTO, Critical Care, and EMS LT. These tests, while challenging to the employees, seek to assess the candidates' ability to perform current job tasks as well as tasks they will find in the new roles they seek to fill. Successful candidates attended a leadership development course to enhance the standardized training they received. This allows for the newly promoted employee to find greater comfort and success when moving into the new leadership role. Chief Moody and Captain Murray continue to do an amazing job heading up both the leadership and next step prep courses.

The Training Division is back on schedule with quarterly training. The first month is dedicated to PFT/Peer Support, second month is EMS, followed by fire training in month three of each quarter.

Out of Class Taskbooks

MCFR and the Training Division implemented a taskbook ride up program for the ranks of Driver/Engineer, Lieutenant and Captain. The taskbooks are designed for succession planning and develop the employee by preparing them to take the next promotional opportunity. The taskbooks allow for in-house ride up programs for personnel inside the station to step up and lead the crew when a team member is out on leave.

Career Academy and Mentorship

MCFR Training Division continues to play a major role in the development of future firefighters. Currently there are three students in the 2020/2021 Career Academy and on average MCFR has 20 cadets participate on training days with the mentorship program. These programs allow MCFR to develop future firefighters and give back to our community. The cadets that come out of this program are better prepared to enter MCFR's workforce.

Major Accomplishments for Fiscal Year 2020–2021

Following initial training, all emergency services personnel should actively participate in ongoing training to ensure that practical skills and knowledge are maintained. As part of the endeavor to provide this ongoing training, the MCFR Training and Safety Division completed the following training, providing a total of 9,696 instructor-led training hours:

- Florida Safety Officer Series
- International Trauma Life Support Courses
- Cardiopulmonary Resuscitation Course (CPR)
- Hazardous Materials Operations Courses
- Protocol Courses for Paramedics
- Train-the-Trainer Course for Lucas Device and Air Traq video laryngoscope

- Prep Courses for NREMT-Basic and NREMT-Paramedic Certification Exams
- Live Fire Instructor Course and Recertification Course

Furthermore, the Insurance Service Organization (ISO) requires detailed hours of specific training as part of the scoring system used by some insurance carriers to determine rates. Below is a summary of the annual ISO required training hours for each firefighter:

- Facilities Training: 18 Hours
- Company Training: 192 Hours
- Officer Development Training: 12 Hours
- New Driver Training: 60 Hours
- Driver Continuing Education: 12 Hours
- Hazardous Materials Training: 6 Hours
- New Recruit Training: 240 Hours
- Pre-fire Planning: Annual Review

Even though the Insurance Service Organization (ISO) requires specific detailed required training for department personnel, training programs must go beyond simply fulfilling mandatory hours. Emergency services training administrators and instructors must ensure that firefighters, EMS personnel, and officers are not only competent, but also self-confident in the variety of skills necessary to perform effectively in high-stress situations. The MCFR Training Division accomplished this task in fiscal year 2020–2021.

Service Demand

During Fiscal Year 2020–2021, MCFR crews responded to 96,097 calls for service–an increase of 11.54% over the prior fiscal year. The greatest demand for service is for emergency medical service incidents, accounting for 80.89% of overall service demand. The figure below illustrates the percentages of service demand based upon the categories within the National Fire Incident Reporting System (NFIRS).

Figure 9 MCFR Service Demand by NFIRS Incident Type FY20-21
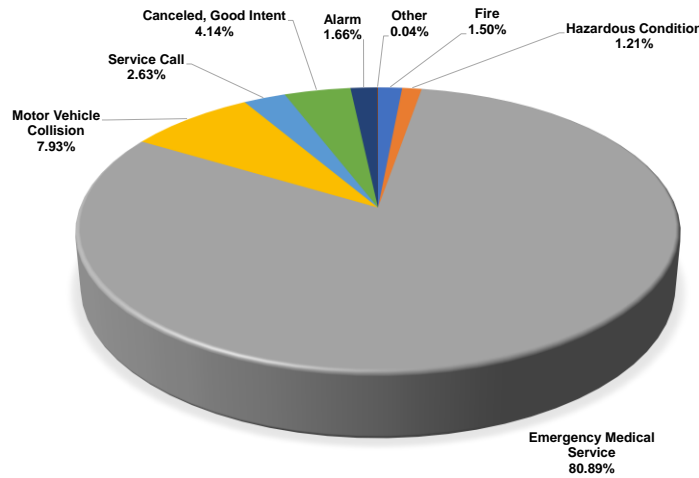
The following figure illustrates the geographical location of calls for servicing during fiscal year 2020–2021.

Figure 10 Incident Heat Map

Response Time Performance

As part of MCFR's effort to provide the most efficient, timely and quality service to the citizens and visitors of Marion County, leadership tracks multiple time performance measures as they relate to various national standards. These measures are calculated at the 90th percentile in order to provide the most reliable comparison and only include those incidents to which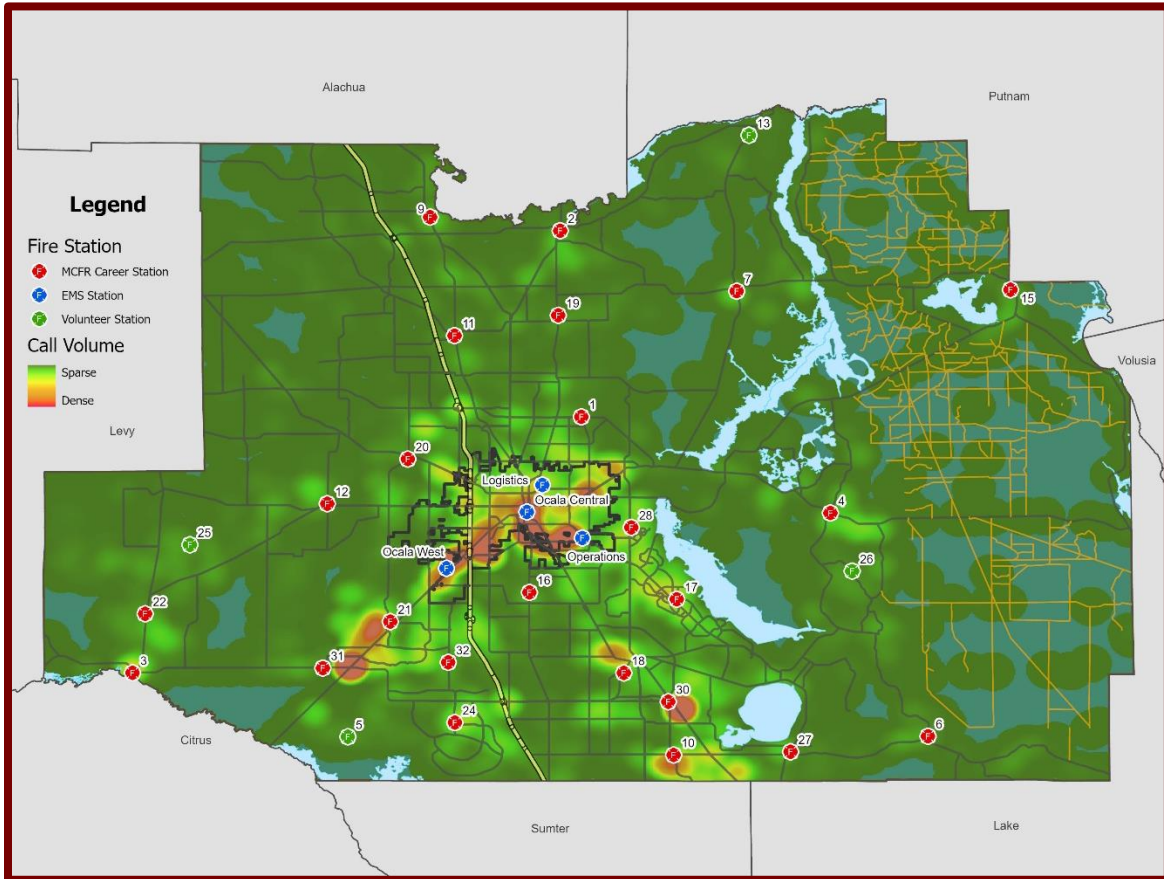 primary units responded emergency (lights and sirens). Various standards developed by the National Fire Protection Association (NFPA) are referenced throughout this section.

The first measure calculates the amount of time between the 9-1-1 call being received at the public safety answering point (PSAP) and the first unit being dispatched, which is known as call processing time. Public Safety Communications and Ocala Police Department are the two agencies that answer and process 911 calls for service. As illustrated in the following figure, overall call processing time for MCFR is 2 minutes, 44 seconds. While this is well over the 60 seconds as recommended by NFPA 1225, it may be accounted for in the various priority dispatch processes that take place within the call processing steps.

Figure 11 MCFR Call Processing Performance FY20-21

Category	Benchmark	90% Fractile
All Calls	01:00	02:44
Fire	01:00	03:22
EMS	01:00	02:33
MVC	01:00	02:51
Alarm	01:00	03:08
Service Call	01:00	04:03
Hazardous Condition	01:00	03:43
Canceled, Good Intent	01:00	04:18
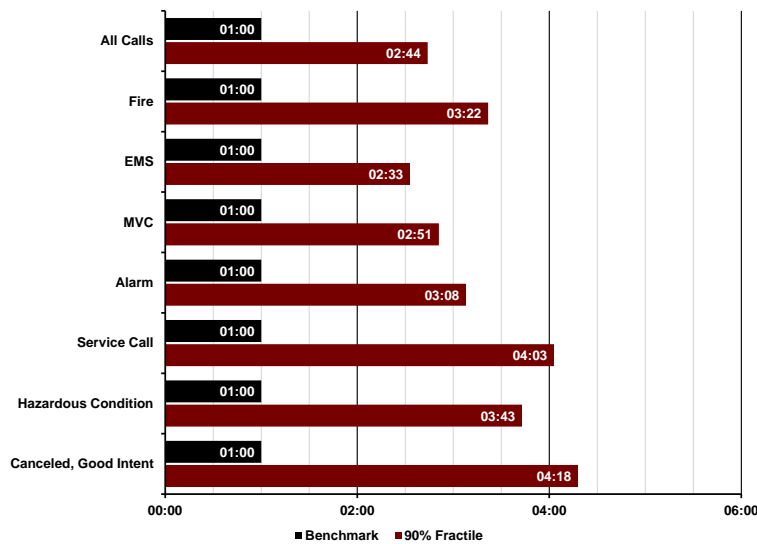
The next measure calculates the amount of time between dispatch and the first unit responding and is known as turnout time. As illustrated in the figure below, overall performance for MCFR is 1 minute, 4 seconds. While this is 4 seconds greater than the 60 seconds as recommended by NFPA 1710, it is excellent performance as compared to similar departments throughout the nation.

Figure 12 MCFR Turnout Time Performance FY20-21
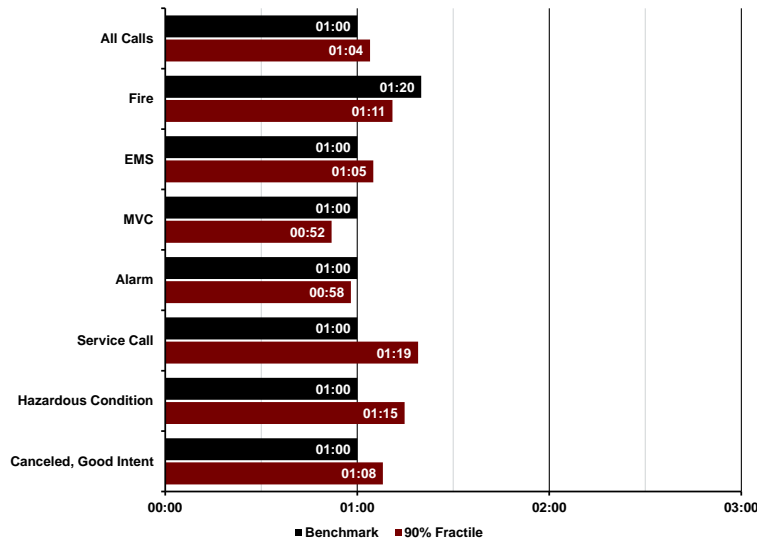
The next measure calculates the time between the unit responding and arrival at the incident scene, which is known as travel time. This particular measure often has the greatest impact in the overall response time as it is limited by the geography of resource locations as they relate to the incident locations. Marion County is a community with a diverse population density ranging from rural (farm lands and national forest) to urban (municipalities and retirement communities). As illustrated in the following figure, overall MCFR performance is 10 minutes, 42 seconds. While this well exceeds the 4-minute performance recommended by NFPA 1710, it is unrealistic within Marion County to provide sufficient resources over the entire county to meet this standard.

Figure 13 MCFR Travel Time Performance FY20-21
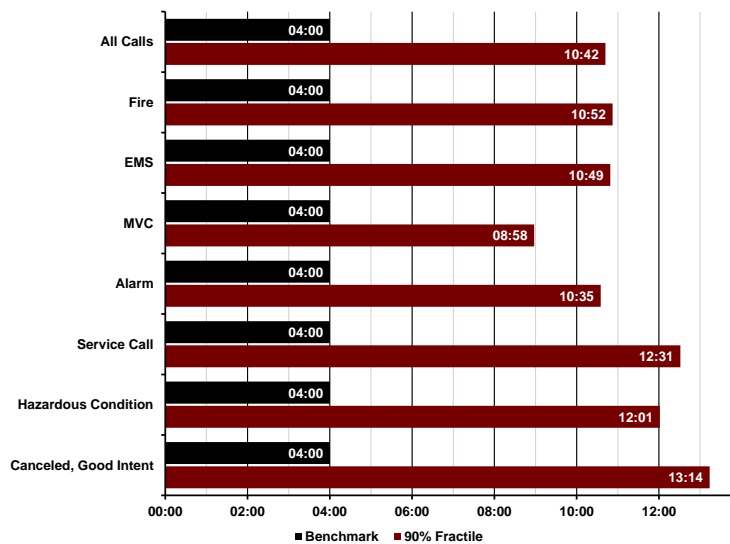
The next measure combines the turnout time measure and travel time measure, which is known as response time. Response time calculates the time between dispatch of the unit and arrival at the incident scene. As illustrated in the figure below, overall MCFR performance is 11 minutes, 38 seconds. While there is no specific standard for this measure, by combining the turnout time benchmark and the travel time benchmark, it can be compared to a benchmark of 5 minutes.

Figure 14 MCFR Response Time Performance FY20-21
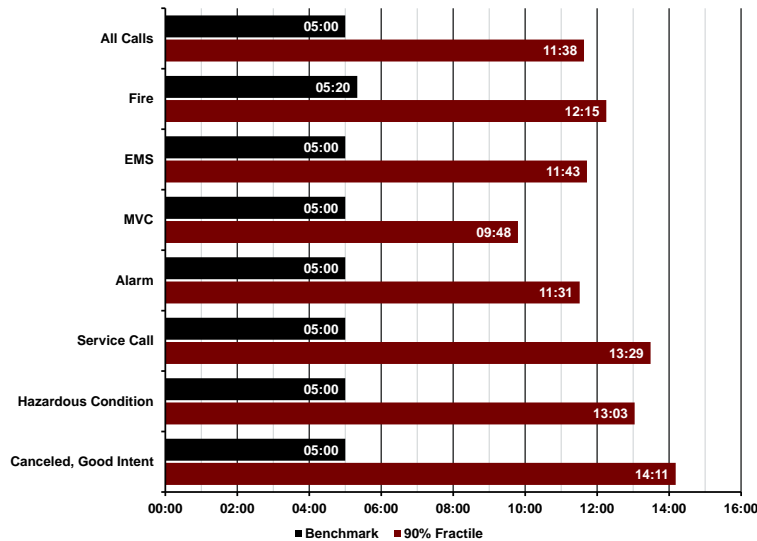
The final measure combines all measures, calculating the time between 9-1-1 call and arrival at the incident scene. This is known as total response time and is most often how the public views response time performance. For the citizen or visitor to Marion County, this represents the time it takes to receive service after making their 9-1-1 call. As illustrated in the following figure, overall MCFR performance is 14 minutes, 45 seconds. While there is no specific standard for this measure, by combining the call processing time benchmark, the turnout time benchmark and the travel time benchmark, it can be compared to a benchmark of 6 minutes.

Figure 15 MCFR Total Response Time Performance FY20-21
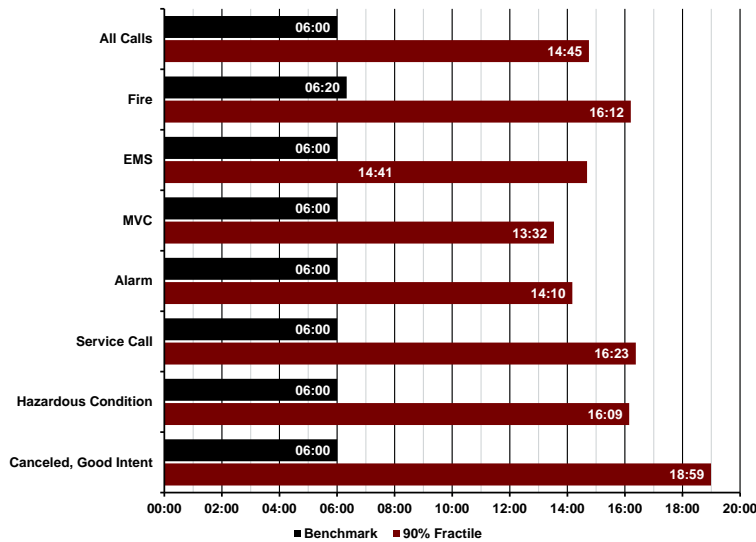
While the preceding measures compare MCFR to national standards, Marion County has adopted local total response time standards based on population density within the community. The basis of this adoption views that in areas of greater population density, there is sufficient demand to require a greater number of resources, thus it is likely to meet a lower total response time than that within areas of lower population density. The Marion County total response time benchmarks are illustrated in the figure below.

Figure 16 Marion County Total Response Time Benchmarks

Density	Benchmark
Urban (greater than 1,000 persons per square mile)	8:59
Suburban (500–1,000 persons per square mile)	12:59
Rural (less than 500 persons per square mile)	15:59

As with the previous measures, calculation of this measure only includes primary units on incidents where response was emergency (lights and sirens). As illustrated in the figure below, during fiscal year 2020–2021, MCFR emergency responses to suburban and rural population areas were below the targets and response within the urban areas continues to be above target.

Figure 17 First Arriving Unit

	Urban	Suburban	Rural
FY 20/21	10:32	11:53	14:15
Target	08:59	12:59	15:59
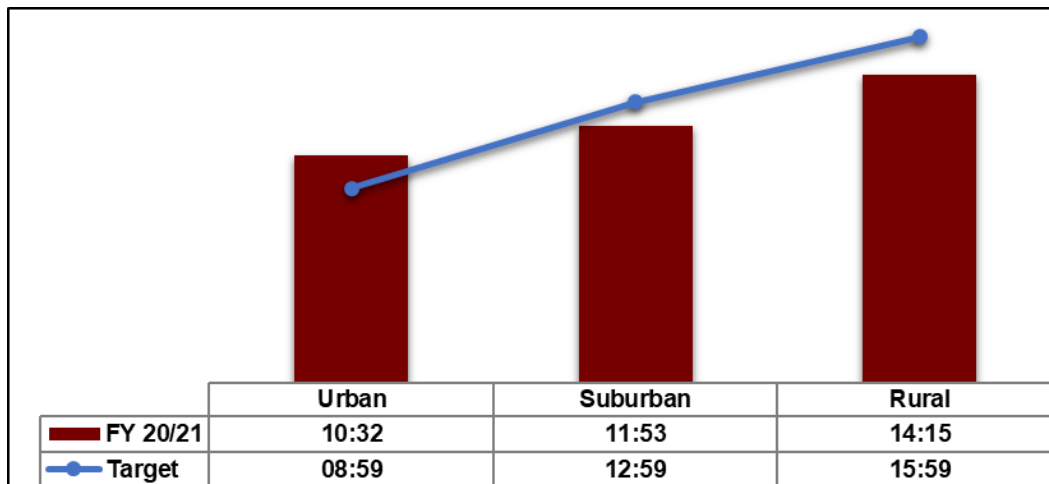
For medical incidents, the first arriving unit may be a transport unit or a non-transport unit but both are staffed by paramedics and are able to provide lifesaving care. However, the ability to transport the patient to a receiving facility so that they can receive definitive treatment is the second goal. The figure below illustrates the performance for the current quarter based on population density.

Figure 18 First Arriving Transport

	Ocala	Urban	Suburban	Rural
FY 20/21	12:31	12:40	14:01	16:56
Target	08:59	08:59	12:59	15:59
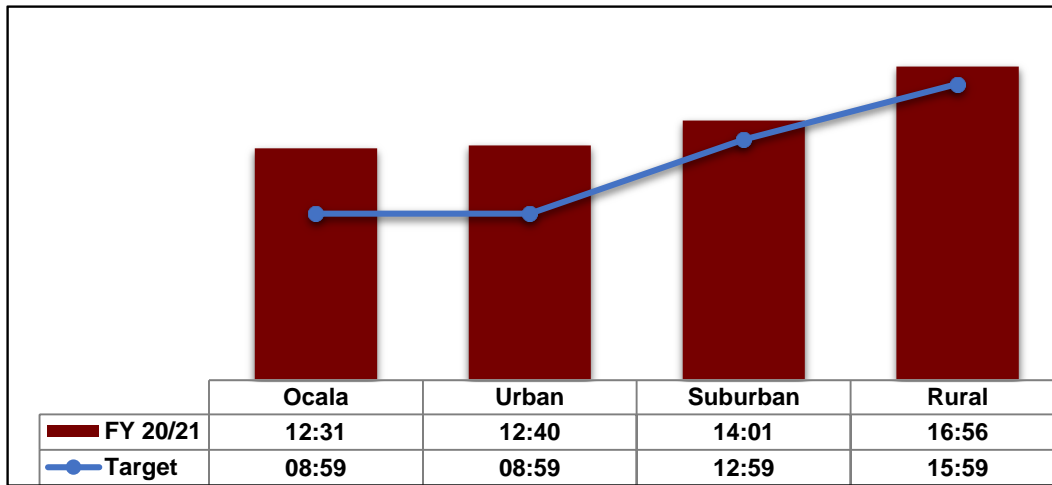
The first unit arrival is a key consideration of responses to all emergency incidents. However, when analyzing response to structure fires, there is also the consideration of the arrival of multiple units to achieve an effective response force (ERF) on scene to extinguish the fire in the most efficient and safest manner. The figure below illustrates the response times for multiple units to structure fires during the fiscal year.

Figure 19 MCFR Structure Fire Order of Arrival FY20-21

	1st Unit	2nd Unit	3rd Unit	4th Unit	5th Unit	All
90th Percentile	11:26	12:43	16:54	19:12	24:17	19:34
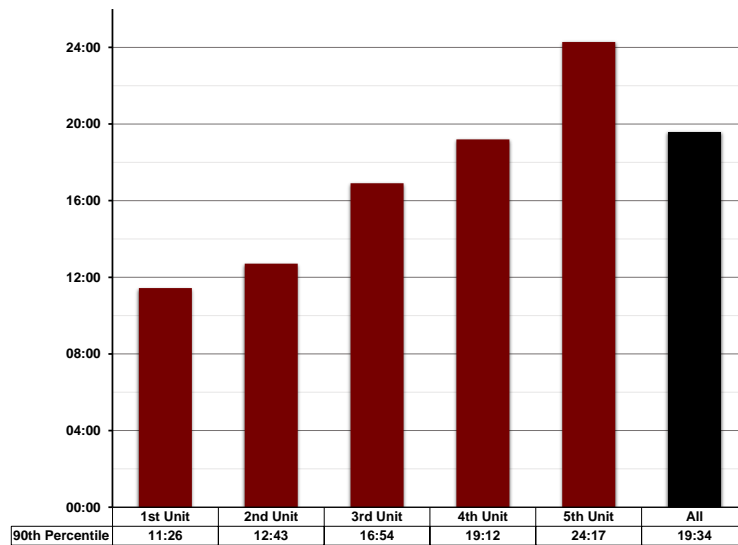
Temporal Analysis of Service Demand

When calls occur (temporal service demand) is a key factor for department leadership in all planning and budgeting processes. Armed with this knowledge non-incident activities such as training, hydrant testing, pre-incident planning, station duties, apparatus maintenance and public education may be scheduled during times of lower service demand. Also, a thorough understanding of the temporal nature of service demand enables changes in staffing patterns to provide sufficient resources during times of greater demand for service.

As illustrated in the figure below, fiscal year 2020–2021 started out with the lowest demand for service in October, followed by a steady increase until reaching a peak in January. After a drop in February, service demand then increased again until reaching a second peak in May. While there was a slight drop in June, calls for service then increased in the extreme–ranging from 14% to 28%. This unprecedented increase in calls for service may be attributed to several factors which include impact from the delta variant of the COVID-19 pandemic and overall growth within Marion County. While September shows a decrease in demand, it still remains higher than the previous September and is indicative of a continuing trend.

Figure 20 MCFR Service Demand by Month FY20-21
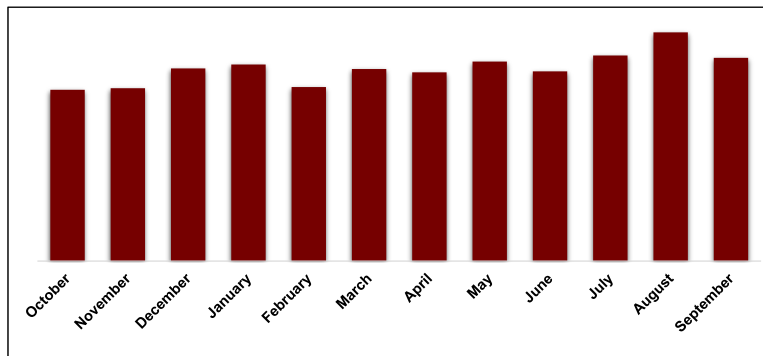
As illustrated in the figure below, the lowest demand for service occurs on Sunday and the greatest demand for service occurs on Friday. Overall, weekdays remain at a high level in calls for service while weekend days remain lower.

Figure 21 Service Demand by Day of Week
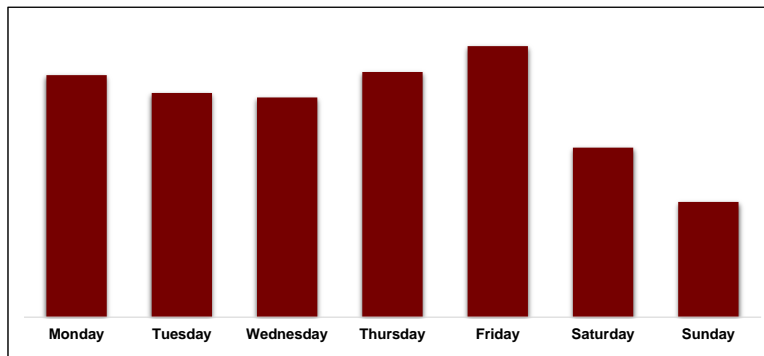
As illustrated in the figure below, the lowest demand for service occurs in the early hours of the morning. Then, as the citizens and visitors begin their daily activities, calls for service increase until peaking around lunchtime. Throughout the afternoon, demand fluctuates prior to decreasing in the early evening, which coincides with movement of the population from work/daily activities to their evening activities. Near midnight, service demand decreases at a quicker rate until returning to its lowest point. This lower rate of decrease in the evening hours is indicative of a community with evening activities and employers operating multiple shifts.

Figure 22 Service Demand by Time of Day
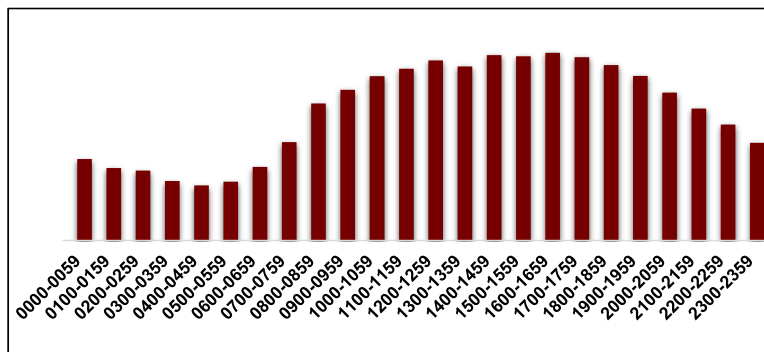
Workload and Concurrency

Workload is a measurement of the percentage of hours spent assigned to incidents as relative to the hours in service. MCFR strives to balance workload across units, where possible. The analysis of workload also enables leadership to plan for future increases in service demand and where additional units may need to be located. As illustrated in the figure below, MCFR has adopted a standard that compares the percentage of in-service time that a unit is assigned to incidents. If this percentage is below 30%, then workload is at an acceptable level. Once it consistently reaches 30% for a unit, workload level is now concerning. Units with a workload greater than 35% are reaching a critical level. Each of the figures below illustrate the workload for each primary unit within MCFR.

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.

Non-transport units (engines, ladders, heavy rescues, squads) generally have a lower call volume than transport units. However, it should be noted that this measure only includes time on incidents. These particular units also spend a significant amount of time on non-incident activities such as hydrant testing, training, pre-incident planning, public education, etc. As illustrated in the figure below, the majority of the units are below a concerning level of workload with the exception of Engine 4, Engine 10, Engine 18, Ladder 3 and Engine 28.

Figure 23 MCFR Unit Hour Utilization—Non-Transport Units FY20/21
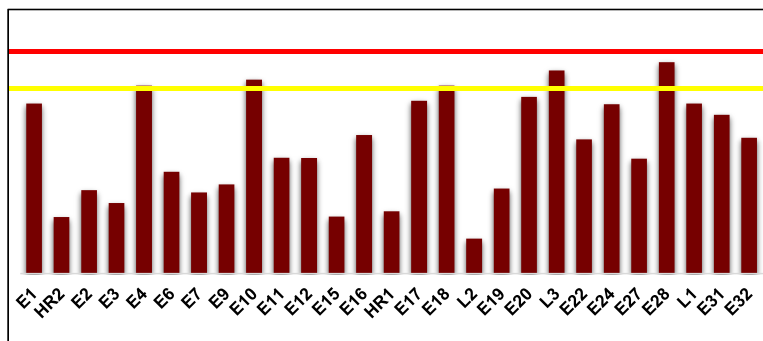
Single-certified transport units are staffed by emergency medical technicians and paramedics and generally respond to a greater number of incidents than non-transport units. They also have longer incident times for those patients that are transported. As illustrated in the figure below, nearly all of these units are above the 30% line and are nearing the 35% line. It should be noted that M59 was placed out of service multiple times and R528 was placed in service to replace it on those days. Also, Medic 63 is a non-budgeted unit only placed in service when additional staff are available.

Figure 24 MCFR Unit Hour Utilization—Single-Certified Ambulances FY20/21
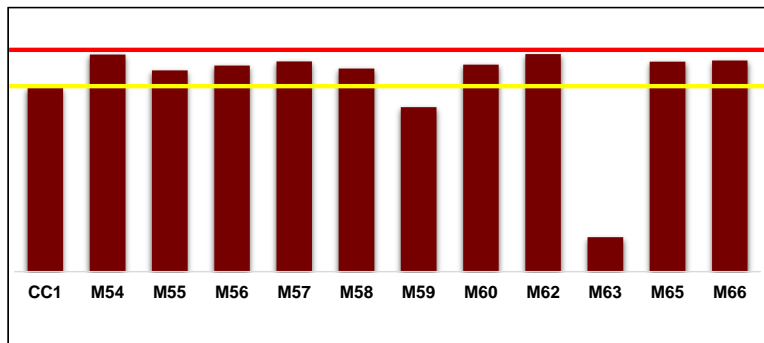
Dual-certified transport units are staffed by emergency medical technicians and paramedics who are also certified firefighters and generally respond to a greater number of incidents than non-transport units as well. Not only do they have longer incident times for those patients that are transported, they also assist with non-incident activities similar to the non-transport units. Also, time not captured within this measure is time the crew moved from the transport unit to a grass truck or tanker to respond to fire incidents.

Figure 25 MCFR Unit Hour Utilization—Dual-Certified Ambulances FY20/21
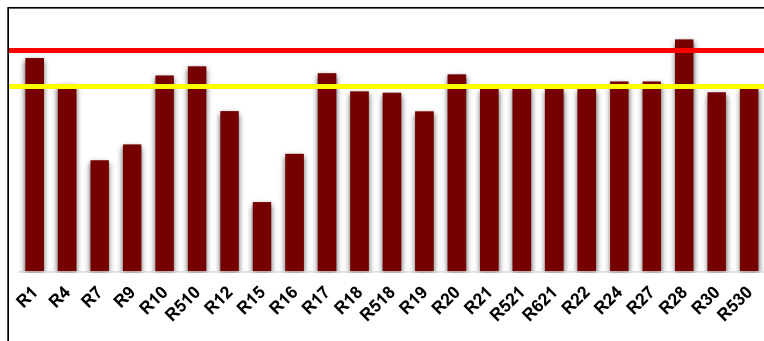
The department's ability to respond to incidents may be impacted by the number of incidents occurring simultaneously. This measure is referred to as call concurrency and is illustrated in the figure below. As concurrency increases, there are fewer units available to respond to additional incidents. Concurrent incidents for MCFR fall at or below 15 incidents 90% of the time.

Figure 26 Concurrent Incidents
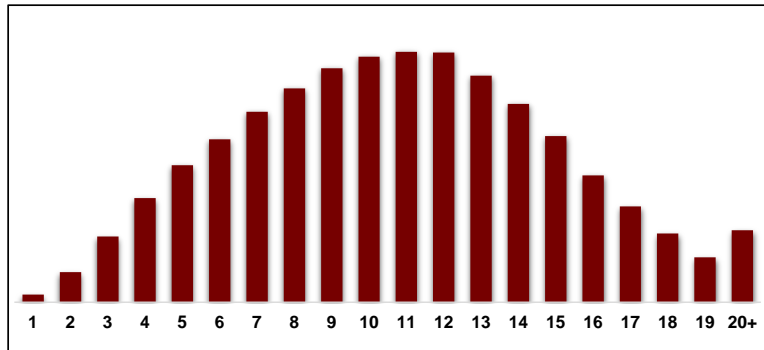
EMERGENCY MEDICAL SERVICES

Emergency medical services (EMS) is a function of the department which involves work from multiple groups and divisions. This function includes oversight of compliance with local, state and federal regulations; quality assurance/improvement; protocol development; operational units with equipment and personnel; providing stock and procedures for replacement of medical supplies; release of medical records to patients and attorneys; processing complaints and subpoenas; etc.

Figure 27 MCFR Emergency Medical Services
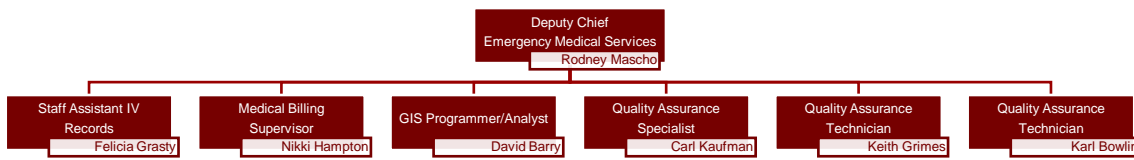
Patient Demographics

As a significant percentage of overall service demand relates specifically to emergency medical service incidents, it is of value to understand these incidents at a deeper level. When MCFR encounters a patient, an assessment is conducted which includes asking the patient questions and a physical evaluation. Based upon that assessment, the paramedic documents their primary impression of the patient's condition at that time. The figure below illustrates the combination of those primary impressions into more broad categories.

Figure 28 Patients by Primary Impression
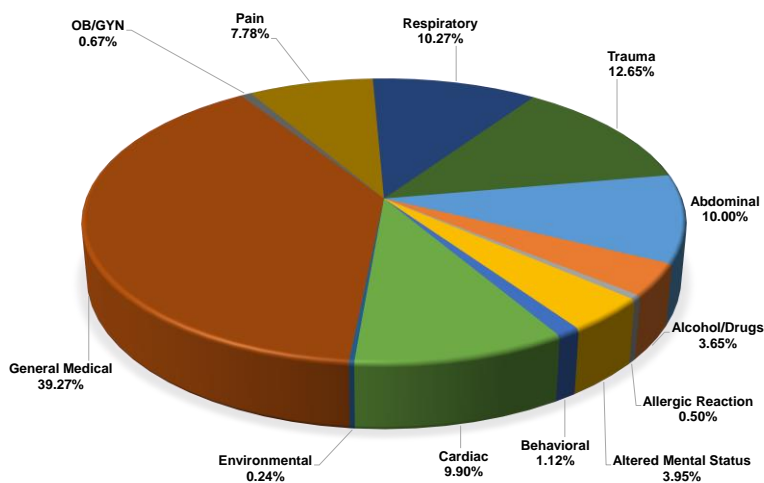
As the sole transport agency providing all scene transports and advanced life support inter-facility transfers, MCFR transports patients to multiple destinations–including those located inside Marion County, located in neighboring counties as well as further distant facilities. The figure below illustrates the destinations for the 59,252 patients transported by MCFR during the fiscal year–an increase of 10.86% over the prior fiscal year.

Figure 29 Patient Transports by Destination
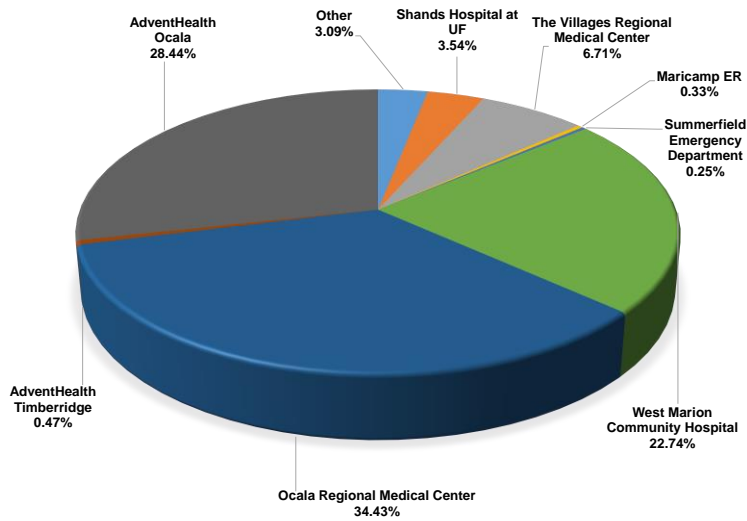
When responding to calls for service, MCFR paramedics encounter patients of all ages–ranging from newborn babies to adults who are 116 years-of-age. As illustrated by the following figure, the 64.36% of patients fell between the ages of 51 and 90, with an average age of 60 and a median age of 65. As illustrated in the subsequent figure, the largest number of patients were female, at 51.52% of patients.

Figure 30 MCFR Patients by Age
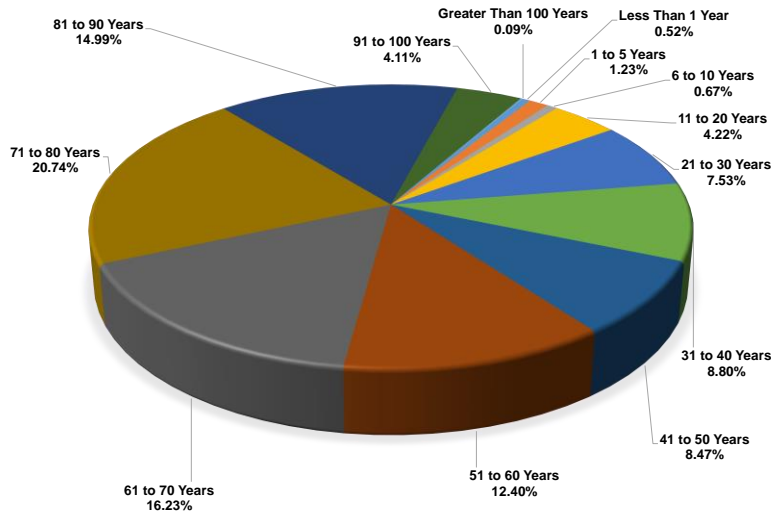
Figure 31 MCFR Patients by Gender
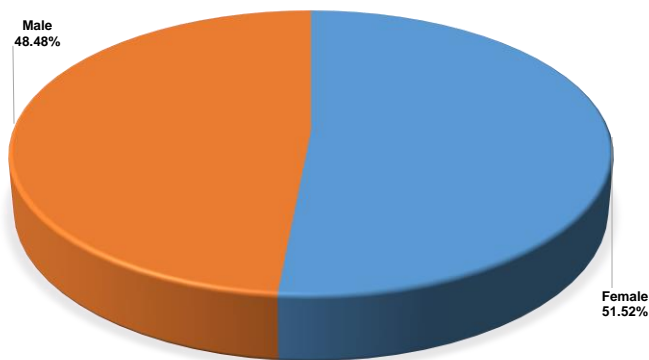
One of the most significant goals for providing emergency medical services within the community is the ability to reduce illness and death whenever possible. The metric that illustrates this well is the ability to obtain return of spontaneous circulation (ROSC) in cardiac arrest patients. ROSC means that the patient's heart began working at a level sufficient to produce a pulse and is illustrated in the figure below.

Figure 32 Cardiac Arrest

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

	Transported Without ROSC	Transported With ROSC	Treated Without Transport
FY 20/21	347	88	80
FY 19/20	328	92	65
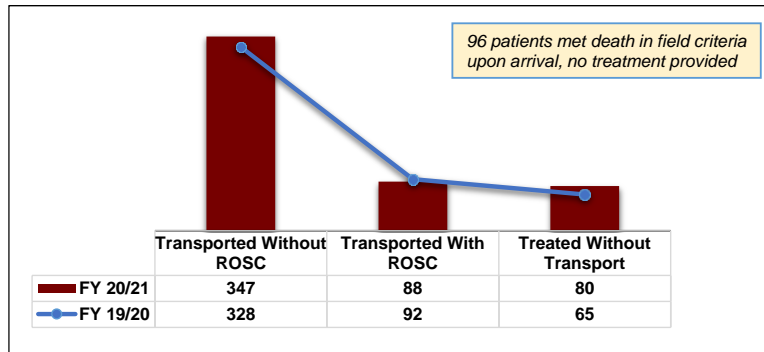
Hospital Interface

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. While each facility experienced a decrease in performance over the prior fiscal year, this is most likely associated with the effects of the COVID-19 pandemic (increased call volumes, staffing, longer patient stays at hospitals, etc.).

Figure 33 Transfer of Care Less Than 30 Minutes

	AdventHealth Ocala	Ocala Regional Medical Center	West Marion Community Hospital	The Villages Regional Medical Center	All Facilities
FY 20/21	90.01%	92.02%	92.15%	76.00%	90.21%
FY 19/20	98.70%	97.04%	97.48%	89.71%	96.89%
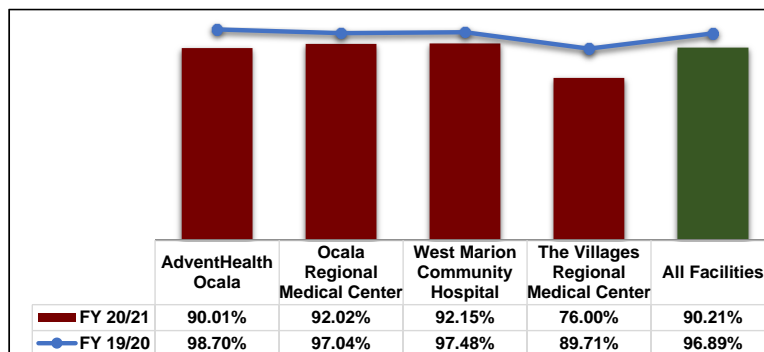
The second performance measure illustrated below provides a total count of hours MCFR transport units were on bed delay at the hospital (time beyond the target measure of 30 minutes). This also had a significant increase across all facilities similar to the above metric due to the impacts of the COVID-19 pandemic.

Figure 34 Bed Delay Hours

	AdventHealth Ocala	Ocala Regional Medical Center	West Marion Community Hospital	The Villages Regional Medical Center	All Facilities
FY 20/21	754	351	320	425	2034
FY 19/20	32	79	49	118	349
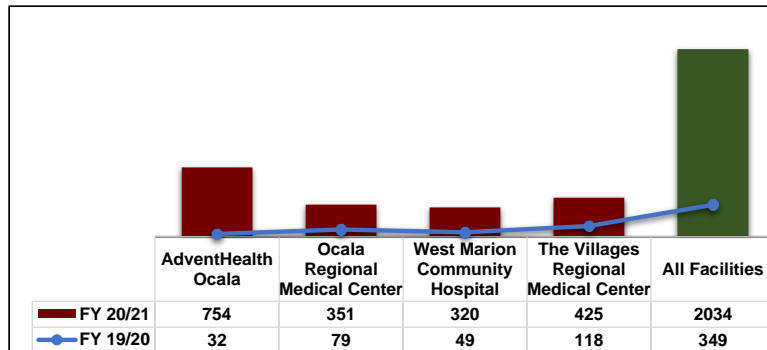
The final performance measure illustrated below provides a total count of hours where receiving hospitals requested transport unit diversion. Diversion occurs when a particular receiving facility encounters a patient surge and they request that patients be transported to other facilities. The destination decision is still up to the patient so it does not completely stop additional patients from being transported to the on-divert facility. As illustrated in the figure below all of the local facilities other than West Marion Community Hospital experienced an increase in diversion hours as compared to the prior fiscal year.

Figure 35 Hospital Diversion

	AdventHealth Ocala	Ocala Regional Medical Center	Villages Regional Hospital	West Marion Community Hospital	Total
FY 20/21	46:37	39:45	253:51	15:17	355:30
FY 19/20	0:00	15:00	141:52	34:45	191:37
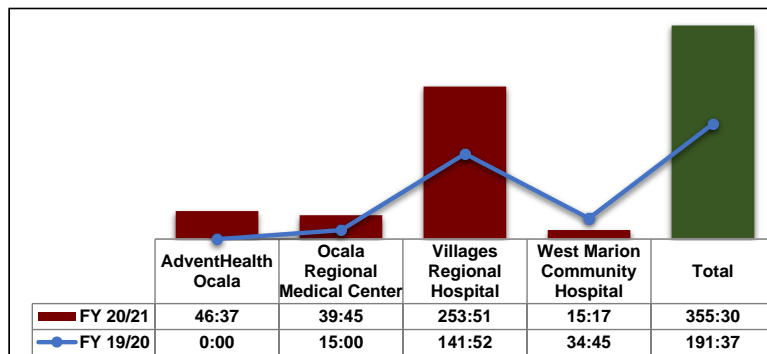
Quality Assurance/Improvement

The primary functions of the MCFR Quality Assurance (QA) group include report review, protocol development, controlled substance compliance, development of guides for field crews, coordination with the Training Division, statistical analysis and much more.

During the fiscal year, QA staff reviewed in excess of 7,500 reports. They were assisted by field officers who reviewed approximately 54,000 additional reports. QA staff report reviews included the following:

- 100% review
  - Trauma alert
  - Sepsis alert
  - STEMI alert
  - Stroke alert
  - Narcotics administration
  - Advanced airway
- Review of new paramedics (in conjunction with Training Division staff)
  - 100% for months 0–3
  - 50% for months 4–6
  - 25% for months 7–9
  - Random for months 10–12
- Review of non-transported patients.
  - No patient identified
  - Refusal
- Review of concerns identified by officers, hospital personnel, billing, etc.

AMBULANCE BILLING

Figure 36 MCFR Ambulance Billing
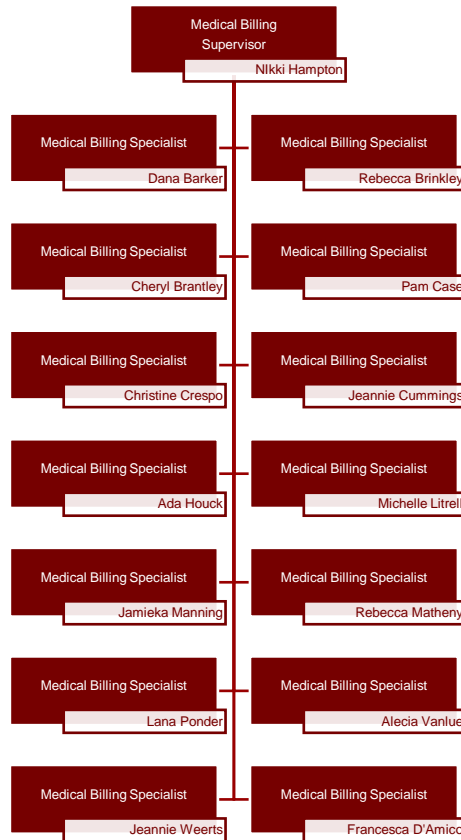
MCFR transport units (equipment and staffing) are primarily funded within the General Fund of Marion County. This budget each year presumes an estimated amount of revenue that will be received through billing for the patients transported. The billing group (staff of 15) works diligently to process bills which includes review of the report, insurance verification, medical coding, obtaining patient demographics from receiving facilities, obtaining signatures from patients, processing payments, release of records, follow up on non-payment, setting up payment plans, working directly with patients and insurance providers, etc.

The Ambulance Billing Division tracks payments received through the RescueNet billing program. This is essentially the cash flow statement for ambulance fee revenues throughout the year. For fiscal year 2020-2021, the Ambulance Fees were budgeted at $20,200,000, which represented the financial projections for payments made for ambulance transports from October 1 through September 30. While invoices are generated approximately 3-7 days after the date of transport, payments may not be received until 45 days, based on the type of payor.

The Finance Division of the Marion County Clerk of Court and Comptroller processes the payments for the current fiscal year invoices until November/December, when they close out of the "Period 13" accounting period (which encompasses 12 calendar months). The 13th period allows for the accounting adjustments that are needed before closing out the fiscal year in order to meet the principles that are used, per the Governmental Accounting Standards Board (GASB). Therefore, the payments made on previous fiscal year transports that are still active are being reconciled so that the fiscal year can reflect accurately.

While RescueNet shows the amounts received and is ultimately coded toward the correct account for payment, it does not account for the current fiscal year transports for which payments are being made. Therefore, RescueNet shows payment receipts for this year totaling $21,797,611.20, while our enterprise resource planning (ERP) software indicates that our total revenues are $22,713,558.69, which is $2,513,558.69 over the projected amount.

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. During the fiscal year, there were a total of 144,493 bills sent.

The figure below illustrates the various sources of revenue that account for the total revenue received during the fiscal year.

Figure 37 Revenue by Payor Type

	Medicare	Medicaid	Insurance	Facility Contract	Bill Patient	Standby Events
■ Net Revenue	24.13%	1.10%	47.80%	11.58%	14.49%	0.90%
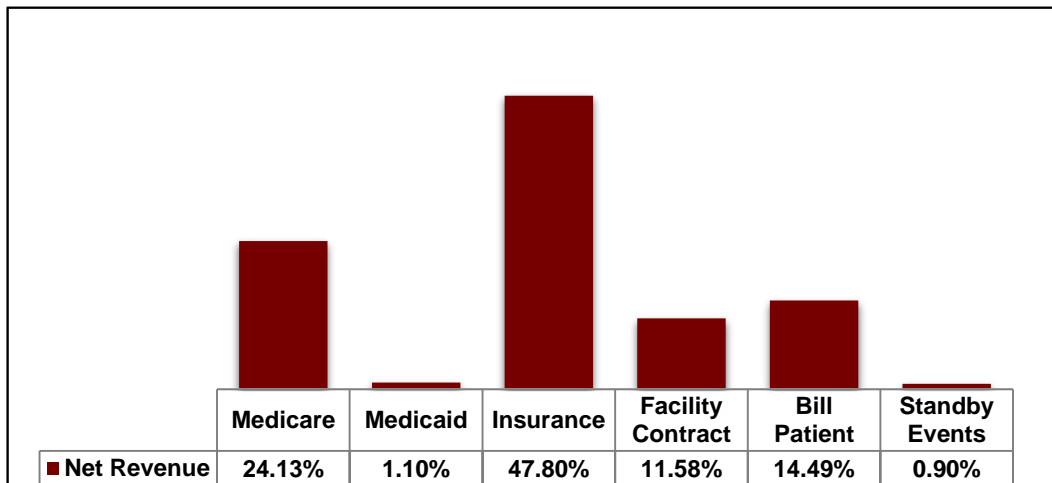
The figure below illustrates the various sources of charges that account for the total bills sent during the fiscal year.

Figure 38 Charges by Payor Type

	Medicare	Medicaid	Insurance	Facility Contract	Bill Patient	Standby Events
■ Net Charge	24.13%	1.10%	47.80%	11.58%	14.49%	0.90%
Net Charge	$6,492,290	$1,294,381	$14,366,652	$2,480,199	$5,847,526	$210,581
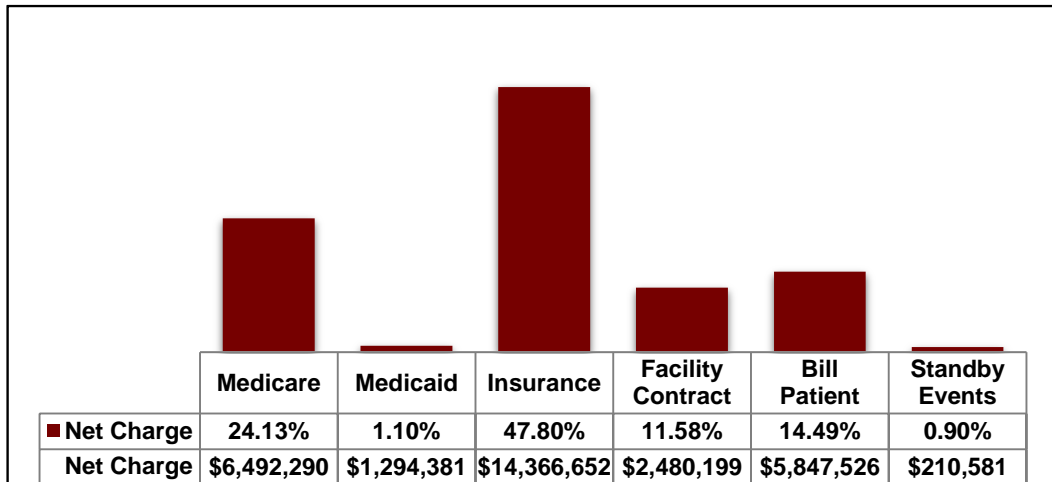
Within guidelines set by the Centers for Medicare & Medicaid Services (CMS), patient bills are categorized into specific levels of service—advanced life support (ALS), basic life support (BLS) and critical care. This is illustrated below for those patients billed during the quarter.

Figure 39 Transports by Level of Care

	ALS1 Emergency	ALS1 Nonemergency	ALS2 Emergency	BLS Emergency	BLS Non Emergency	Critical Care
■ Transports	68.1%	9.1%	1.2%	16.0%	2.9%	2.6%
Transports	39,447	5,283	680	9,286	1,697	1,531
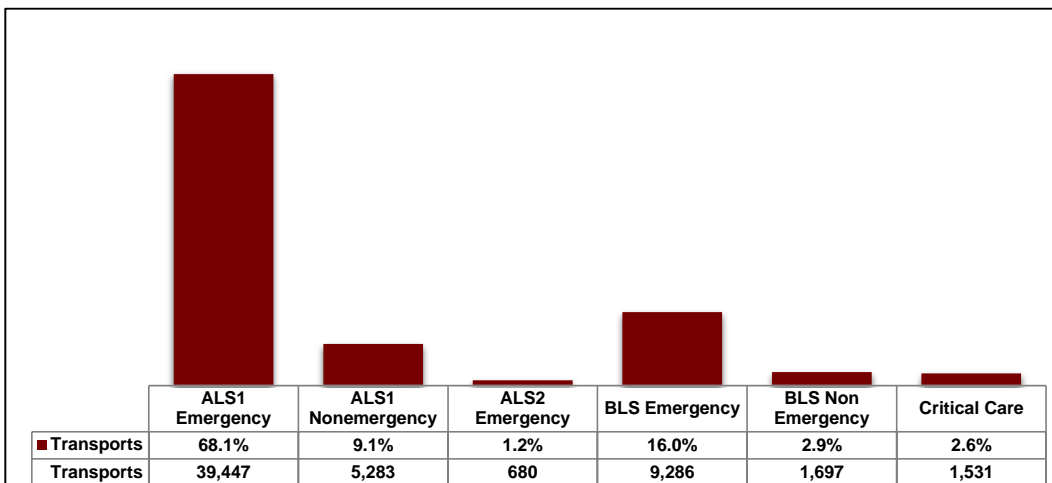
To fully understand the overall charges/revenue, the above service levels are combined with the rates below. Marion County Fire Rescue performs an annual ambulance rate survey and provides a recommendation as to whether or not to propose a rate change. Medicare and Medicaid rates are set by CMS without any input from transport agencies.

Figure 40 Current Ambulance Rates

Level of Care	Marion County 4/4/18 to Present	Medicare 2021	Medicaid 8/1/2013 to Present
BLS Non-emergency	$500.00	$226.97	$136.00
BLS Emergency	$550.00	$363.14	$136.00
ALS1 Non-emergency	$600.00	$272.36	$190.00
ALS1 Emergency	$650.00	$431.23	$190.00
ALS2 Emergency	$800.00	$624.15	$250.00
SCT (Critical Care)	$1,125.00	$737.64	$295.00
Standard Mileage	$11.25	$7.63	$3.00
SCT Mileage	$12.50	$7.63	$3.00
Notes: Medicare only pays 80% of listed rate. Medicaid will only pay 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 figure below illustrates the average collection rate for Marion County Fire Rescue.

Figure 41 Marion County Ambulance Collection Rate

Analysis Date	Analysis Range	Amount Billed	Amount Collected	Collection Rate
1/21/2021	07/01/2019 - 06/30/2020	$26,456,666	$19,049,500	72.00%
1/21/2021	08/01/2019 - 07/31/2020	$26,583,305	$18,994,613	71.45%
2/2/2021	09/01/2019 - 08/31/2020	$26,756,262	$18,907,436	70.67%
3/3/2021	10/01/2019 - 09/30/2020	$26,814,623	$19,140,272	71.38%
4/2/2021	11/01/2019 - 10/31/2020	$26,778,235	$19,118,858	71.40%
5/6/2021	12/01/2019 - 11/30/2020	$26,750,609	$19,254,508	71.98%
6/2/2021	01/01/2020 - 12/31/2020	$26,815,305	$19,418,906	72.42%
7/6/2021	02/01/2020 - 01/31/2021	$26,915,016	$19,475,623	72.36%
8/3/2021	03/01/2020 - 02/28/2021	$26,915,031	$19,425,986	72.18%
9/7/2021	04/01/2020 - 03/31/2021	$27,171,557	$19,657,485	72.35%
Overall Average				71.82%
Analysis is based on revenue received specifically for the same patients billed and excludes other revenues received during the analysis range.				

LOGISTICS

Figure 42 MCFR Logistics

```
                    Logistics Manager
                        Greg Johnson

     Fire & EMS                      Fire & EMS
     Coordinator                     Coordinator
        Summer White                   CindyLou Cavanaugh

     Logistics/Inventory             Supply/Inventory
     Technician                      Technician
        Keith Kimball                  Kevin Oats

     Supply/Inventory                Supply/Inventory
     Technician                      Technician
        Russell Parisoe                Matthew Barry

     Supply/Inventory                Supply/Inventory
     Technician                      Technician
        Rodney Marsh                   Zachary Counts
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The MCFR Logistics team supports each and every member within MCFR for supply needs they may require to do their job efficiently and safely. These members include dual-certified firefighter/EMTs, dual-certified firefighter/paramedics, single-certified EMTs and paramedics, and administrative employees. The primary support items provided are medical supplies, apparatus equipment (fire tools, hose, etc.), uniforms, bunker gear, and fire station supplies (appliances, furniture, etc.). Logistics purchases all items utilizing the full cycle purchasing process from ordering the item, receiving the item, stocking and finally distribution into the field.

New Projects Completed Fiscal Year 2020-2021

Supporting a large fire department involves many activities and projects through the course of each year, sometimes spanning multiple years. The following list provides a basic summary of some of those key projects this year.

- EMS Vending Machine Implementation – Purchased and installed hardware and software for multiple vending machines at each of the eleven cache stations across the county. The vending machines contain disposable medical supplies which are stocked by Logistics and utilized by MCFR crew members on transport units and non-transport units. They were initially purchased for accountability and cost savings reasons, which will help with annual audit and inventory processes.

- Department-Wide Uniform Change – Changed the uniform look and feel to a more casual and comfortable uniform comprised of a 5.11 polo shirt and 5.11 pant. Logistics purchased and distributed the uniforms to all 554 participating crew members (line personnel from the newest member through the captain rank).

- Battalion Chief Re-Organization – Supported the addition of twenty-one newly added battalion chief positions to the organization. This included ordering duty uniforms, bunker gear, badges/pins, special helmets, and Class A uniforms. An orientation was provided at Logistics for new battalion chiefs to learn overall Logistics processes and functions.

- K-Saw Purchase & Distribution for Rescues – Purchased, identified, and distributed thirty-two smaller sized K-saws for all rescues (i.e. ambulances at fire stations) to carry on their truck. This saw is a newly added tool for the ambulances to use on scene and provides opportunity to access patients prior to the arrival of the non-transport unit.

- Lucas Devices – Purchased, identified, and distributed new Lucas Devices. A Lucas Device is an automated CPR device that will be carried on twenty-six rescues located at the fire stations. The Lucas devices were purchased on a grant. It is intended that over the next couple of years, each of the remaining transport units will also be equipped with a Lucas Device.

- New Special Event Trucks – Due to the increase in the number of special events in Marion County this year, three ambulances were put into service as special event trucks. Logistics stocked the new trucks from scratch with all required medical supplies.

Development

Logistics has several new projects that are already on-going and will be completed in the upcoming year. See them listed below with further details.

- New O_2 Bottle Implementation – The purchase of new oxygen cylinders began during this past fiscal year. From the supplies purchased, all steel oxygen cylinders (E) on our ambulances will be replaced with the new shorter and lighter aluminum cylinders (D) and this process has already started. The new cylinders are more functional and easier to use. One example would be fitting stretchers through doorways more easily with shorter bottles attached to end of the stretcher.

- Tyler ERP Project – This year, Marion County Information Technology plans to go-live on the countywide Tyler Technologies ERP system utilizing both the "Inventory" and "Work Order Management" modules. As most of these functions at Logistics are currently manual, using paper forms & Excel spreadsheets to track inventory and assets, this will greatly increase the ability to more efficiently track and report on inventory levels\usage, work order statuses, statistical data, asset locations, and more. This project is already underway in its initial phases.

- Fire Station Upgrades – A handful of fire stations this year are slated for renovations that include kitchen upgrades. Logistics will purchase, track orders, and distribute all of the new kitchen appliances for the remodel.

Annual Preventative Maintenance, Audit, and other Events

While the larger projects and activities above require a lot of staff time, each of the annual and/or semi-annual projects below also require direct action by Logistics personnel.

- Hose & Ladder Testing – Two years ago, the department changed the annual hose testing process from firefighters to an outside company. The comments from all crew members were satisfactory and the cost is not substantial, resulting in a successful process change. Although outsourced to a private company, testing takes place at Logistics where staff and the Prevention Division assist in the 2-week process.

- TNT Extrication Equipment – The annual maintenance of the TNT extrication tools on non-transport units is also conducted annually by a private vendor. This also requires coordination and leadership from Logistics staff to manage this week-long event.

- SCBA Flow & Fit Testing – Each year, MCFR personnel flow test every air pack, leak test every facepiece, fit test every firefighter in their assigned facepiece and fit test every crew member for the N95 filter mask. This 3-month process is led by Logistics and staffed by training MCFR members serving on the SCBA Care Tech Team.
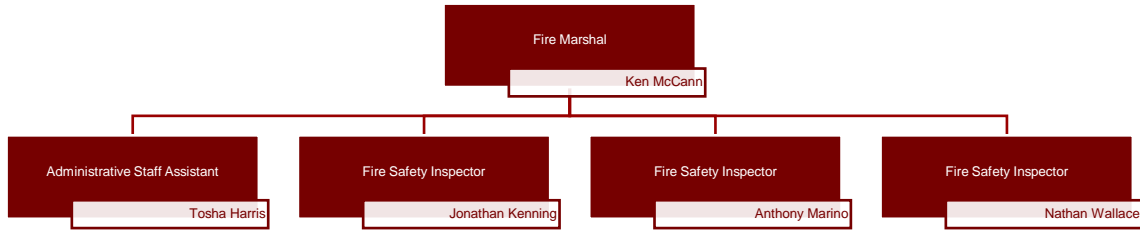
- <u>Intermed</u> – Semi-annually, all significant medical devices must be assessed and serviced as needed. In the spring and fall of each year, outside vendors handle this inspection and service of equipment to include thermometers, suction units, ventilators, dopplers, stretchers, stair chairs, cardiac monitors and automated externa defibrillators. During this service, Logistics staff checks-in all capital items/devices to ensure they are in their proper locations using our master spreadsheets.

- <u>Hurricane Season Preparation</u> – Roughly 2 to 3 months prior to the start of hurricane season, our Logistics Technician inventories disaster supplies and ensures preparation department-wide for the upcoming hurricane season. Some items include roof repair kits, tarps, chainsaw chains, chainsaw bar oil and 2-cycle oil, bottled water, and functionality of spare generators.

- <u>Annual EMS Inventory Audit</u> – At the end of each fiscal year (late September), the Clerk's Internal Auditor comes to Logistics and performs the annual audit of disposable medical supplies inventory. It is an all hands-on event for Logistics as every staff member participates in the counting of each and every inventory item. Throughout the year, Logistics works hard to keep an accurate count of the medical supplies inventory to ensure that each audit is successful.

- <u>New Hire Classes</u> – Logistics always supports the processing of new hires into the organization, ensuring that they receive all of the required uniforms and personal protective equipment (PPE) before starting work in the field. Each year, MCFR has multiple new hire classes ranging anywhere from roughly 10–40 recruits. These classes are comprised of external recruits, Career Academy students, and the Ocala-Marion Mentorship program. We also support the Career Academy and Mentorship programs throughout the year for bunker gear and uniform needs.

- <u>Leadership Ocala/Marion (LOM)</u> – Each year, Logistics supports the "Fire Day" for LOM by outfitting each member with bunker gear to use during that day. Each participant is sized at Logistics prior to the event, and then Logistics staff ensures that the gear is ready for them at Operations on the day of the event. Logistics also supports the event throughout the day wherever necessary.

- <u>New Trucks</u> – Logistics must always be prepared for the addition of any new ambulances or fire engines added to the fleet that require new items to be purchased and/or stocked with existing supplies. This fiscal year, MCFR received three new trucks for officers and inspectors, four new ambulances, two new grass trucks and one ambulance was remounted on a new chassis.

FIRE PREVENTION

Figure 43 MCFR Fire Marshal's Office

Charts

Figure 44 Fire Prevention Activity Hours

	Fire Investigation Hours	Fire Inspection	Construct Plan Review	Total
FY 20/21	1,074	2,708	3,915	7,697
FY 19/20	1,227	2,323	3,128	6,678
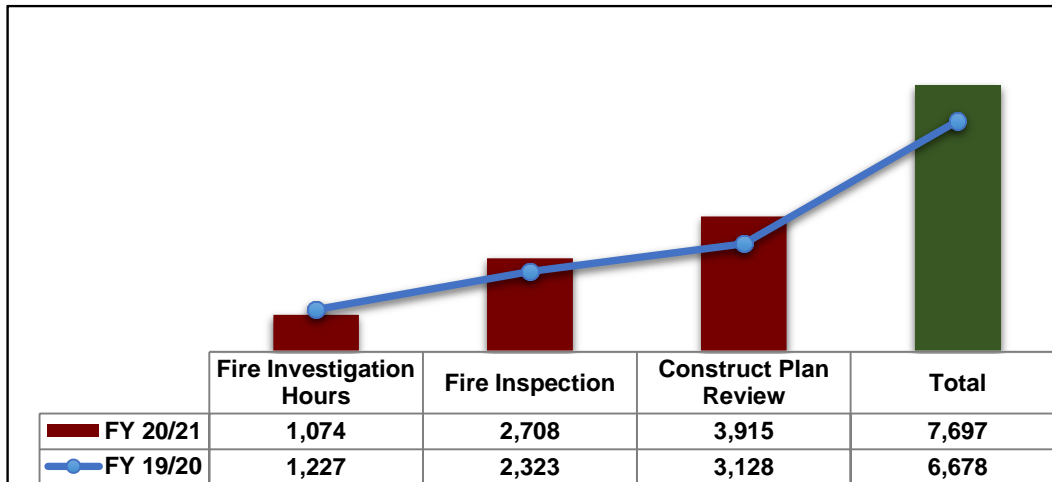
Development

The MCFR Fire Prevention team continues to work with our community partners to support growth by providing fire inspection and code compliance services for construction projects. Several projects have been completed over the last fiscal year including multiple grocery stores, commercial businesses, a freestanding emergency department and others. Additionally, Marion County continues to experience tremendous residential growth. Several new homes, communities, and subdivisions have been built in the last fiscal year. The residential growth continues to expand as people continue to move to Marion County.

Marion County is quickly becoming known for its warehouse logistics centers with many facilities under construction. One of the largest projects conducted was the completion of phase one of the Dollar Tree Distribution facility. The first phase contains 500,000 square feet of space with another 800,000 square feet planned in the next two years. Additional logistics centers are under construction near Southwest 484 and Interstate-75 and Northwest 44th Avenue. Currently, Marion County has nearly five million square feet of warehouse logistics space planned over the next few years.

One of the largest projects completed during the fiscal year was the opening of the World Equestrian Center (WEC) complex. WEC is an event center with strong equestrian themes but does host many other events such as concerts, shows, proms, and other events. The complex opened many event venues over the year and currently has several barns, arenas, and a five-story hotel on the complex. Plans continue to be submitted for the complex and this will bring many venues and visitors to the area.

During the 2021-2022 fiscal year, the following projects below are expected to continue and reach completion:

Figure 45 Project Update

Project	Status
On Top of the World Hotel Marriot Town Place Suites	• Four-story hotel to be completed by Spring 2022
World Equestrian Center	• Second hotel to begin in late 2021
Trailhead Logistics	• 946,000 square foot warehouse in Marion Oaks
Red Rock Logistics	• 1.1 million square foot logistics warehouse in Northwest Marion County
Publix (Southwest 95th Street)	• New Publix store expected in late Spring 2022
Green Thumb Industries	• 120,000 square foot medical marijuana production facility
Calesa Charter School	• Charter school offering grades Kindergarten to 8th in August 2022
Calesa Aquatic Facility	• Competitive swimming facility expected to open in Spring 2022
Arrington Self-Storage	• Three story self-storage facility near the Villages
U-Haul Self-Storage	• Three story self-storage facility off Highway 200
Dollar Tree Distribution Phase Two	• Building height will be 135 feet in the center • Use of robotics and technology for selection of product and shipping

Fire Investigation

MCFR Fire Prevention Division continues to support the community needs by providing a local fire investigation program. A member of the Fire Prevention Division is on call on a rotating basis to provide investigative services at all times. Fire Prevention works closely with many different partners in order to complete fire investigations including the Bureau of Fire Arson and Explosive Investigation (BFAEI), State Attorney, Marion County Sheriff's Office and the FBI. Through the collective efforts of the Prevention team, MCFR received information that multiple cases were resolved this year resulting in arson convictions. Fire investigators provide process and investigate evidence on scene to determine the origin and cause of a fire. Additionally, fire investigators are required to testify in court proceedings providing depositions and court room testimony. MCFR fire investigators have been deemed expert witnesses supporting the success of the program.

MCFR investigated a total of 90 fires during the 2020-2021 fiscal year. Forty-one of the fires were deemed accidental, 21 determined as incendiary (intentional), and 28 were undetermined. Fifteen juveniles were referred to a fire setter intervention class hosted by MCFR. A total of 1,074 staff hours were spent during the year conducting fire investigation activities including on scene, follow ups, court testimony, and report writing.

Insurance Services Office (ISO)

The Insurance Services Office (ISO) is an independent company who evaluates the capabilities of fire departments across the nation. The information is used to evaluate community risk which is used to determine insurance premiums in the community. The lower the rating the better the community. Currently, MCFR has an ISO class rating of a 3/3Y. Properties within five miles of an ISO recognized fire station and within 1,000 feet of a fire hydrant are assigned a rating of three. Properties within five miles of a fire station without a fire hydrant within 1,000 feet are assigned a 3Y rating. Many insurance companies use this information to establish rates for insurance.

MCFR Fire Prevention is assigned to manage the ISO information for the department. Fire Prevention works with fire operations and many other stakeholders in order to complete this task. The management of information is a continuous process and is used during an evaluation. Fire Prevention is responsible for the accurate data review of fire hydrant testing, hose testing, and pump testing to name a few. Each task is reviewed for accuracy and maintained in preparation for the next evaluation.

As part of the continuous improvement process for ISO, MCFR constantly seeks ways to improve its rating. During this year, MCFR developed two programs which will produce a positive impact for the ISO rating. The first program placed emergency call boxes at the fire stations. These call boxes allow the citizen to contact dispatch in the event no one is at the station. Additionally, emergency phones were placed inside the station to allow for a second communications method from dispatch. The second program was a unique partnership with the Marion County Tax Collector. MCFR placed a fire safety message on every tax notice sent by the Tax Collectors Office. This allows the department to reach the population with a fire safety message. These are just two examples of the improvements being made to reach the goal of achieving an ISO class rating of two.

PUBLIC SAFETY COMMUNICATIONS

Figure 46 Public Safety Communications
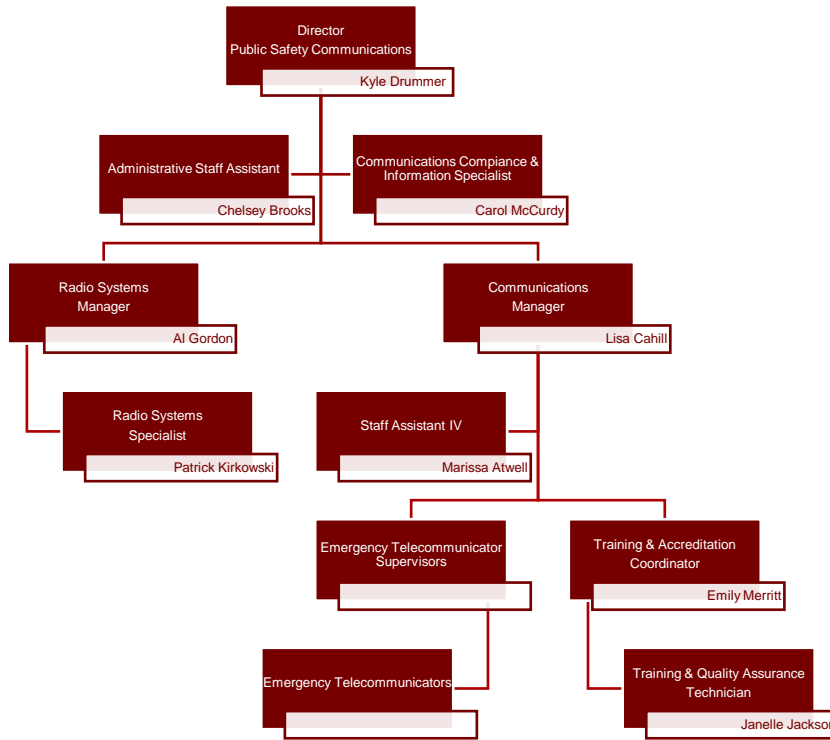
Public Safety Communications (PSC) is a department of the Marion County Board of County Commissioners, a political subdivision of the State of Florida. PSC is the public safety answering point (PSAP) responsible for delivery of emergency assistance as quickly and efficiently as possible. PSC receives incoming 911, non-emergency and administrative calls in order to dispatch appropriate public-safety resources to respond to the needs of the citizens of Marion County.

The State of Florida requires that all employed Emergency Telecommunicators (ETC) be certified through the Florida Department of Health's 911 Public Safety Telecommunicator Program. The certification consists of 232 hours, in which PSC is an approved training facility and conducts the training in-house. In addition to training PSC staff as ETCs, our training program may include staff from other agencies.

The State of Florida E911 plan requires that all PSAPs staff an adequate number of answering positions to ensure that a minimum of 90 percent of voice calls be answered within 10 seconds of call arrival.

PSC must follow certain protocols, policies and procedures to ensure compliance with the State of Florida E911 plan. As part of the compliance, PSC requires all ETCs be trained and certified through the International Academies of Emergency Dispatch utilizing the Emergency Medical Dispatch (EMD), Emergency Fire Dispatch (EFD) and Emergency Police Dispatch (EPD) protocols. ETCs are also trained in Basic Life Support – CPR.

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.

Charts

The figure below 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 47 PSC Performance Benchmarks

	Abandonment Rate	Wait Time Less than 10 Seconds
FY 20/21	6.0%	90.0%
Target	6.0%	90.0%
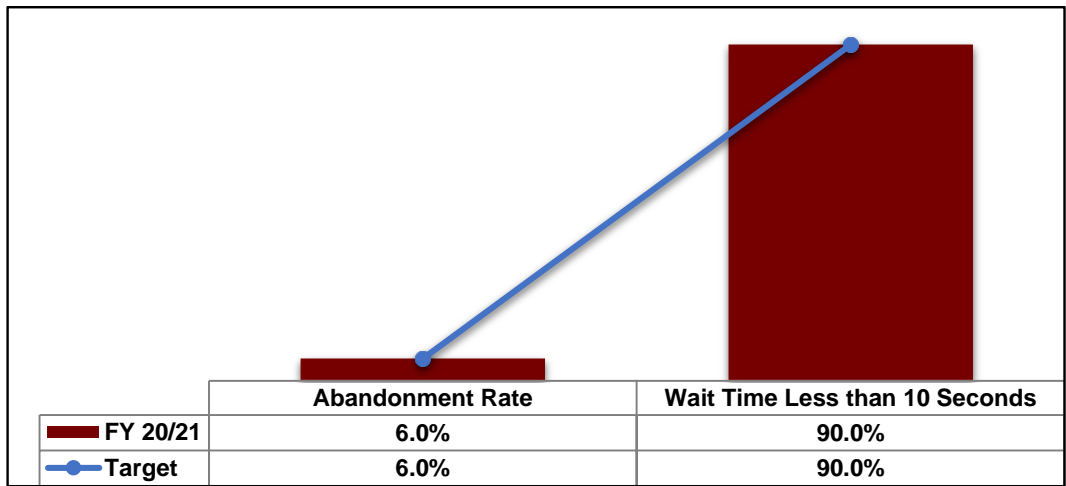
The figure below illustrates the total incoming and outgoing call volume for PSC.

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 48 PSC Phone Calls

	Emergency Inbound	Routine Inbound	Routine Outbound	Total
FY 20/21	156,752	222,789	203,028	582,569
FY19/20	147,230	237,013	203,544	587,787
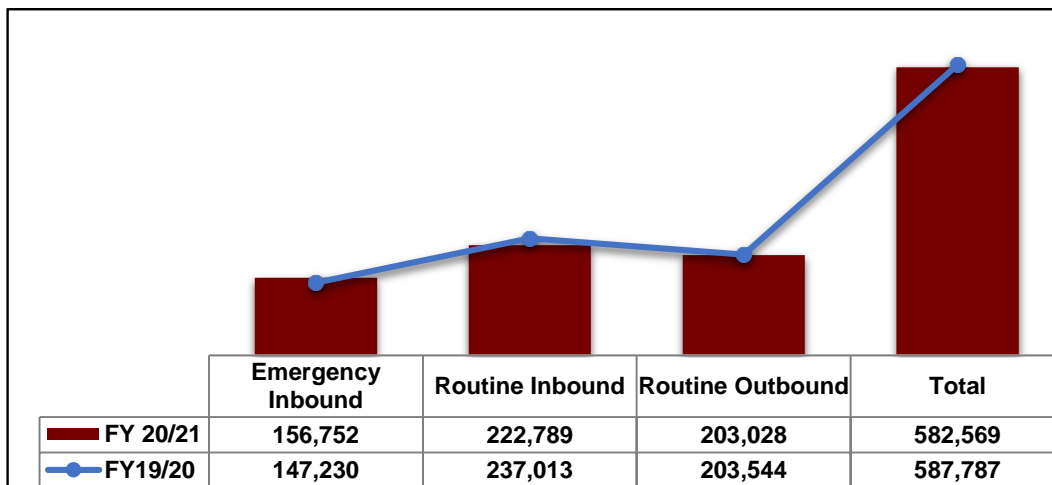
Calls for service (CFS) are broken down into three disciplines; Fire, Medical and Law. Fire and Medical are grouped together as Marion County Fire Rescue (MCFR) CFS. When a call comes into PSC, the call-taker will gather information from the caller and enter the CFS into the computer as either Fire, Medical or Law.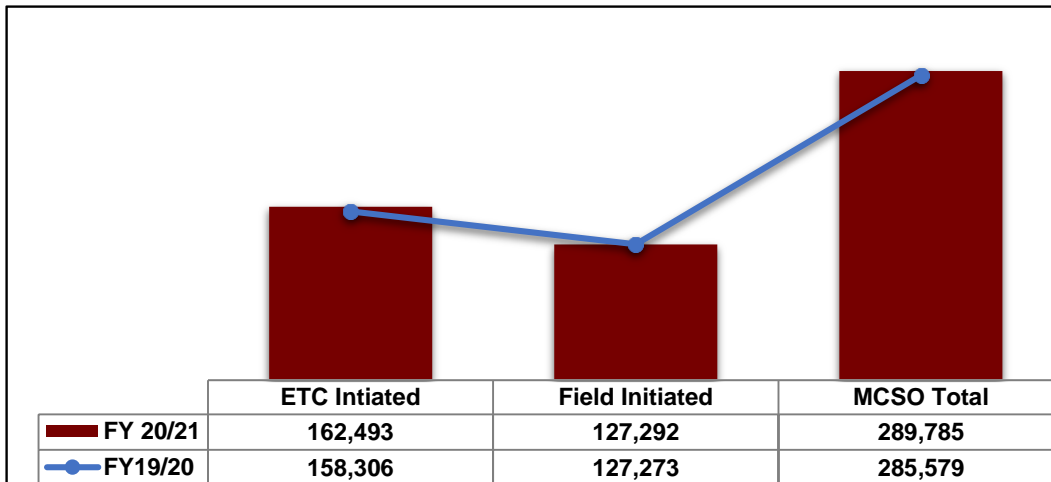 Certain incidents may require a multi-agency response. For example, a worker who is stuck on a roof experiencing symptoms of a heart attack will receive a response from Fire before Medical. This is due to the need to rescue him from the roof before medical attention can be provided.

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 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 49 PSC Law Calls for Service

	ETC Intiated	Field Initiated	MCSO Total
FY 20/21	162,493	127,292	289,785
FY19/20	158,306	127,273	285,579

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 figure below.

Figure 50 MCFR Calls for Service

	Fire	Medical	MCFR Total
FY 20/21	25,287	75,708	100,995
FY19/20	19,217	73,289	92,506
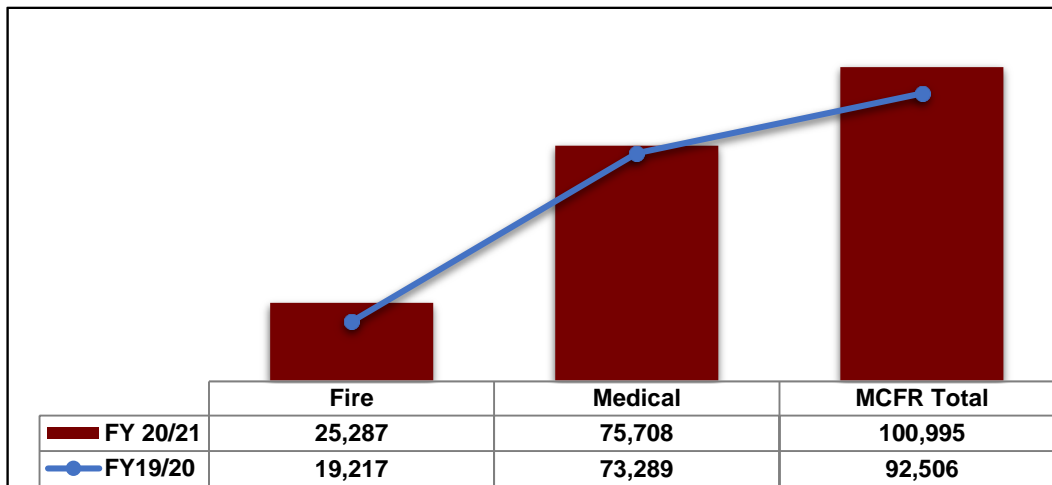
PSC uses Computer Aided Dispatch (CAD) which is a system that allows the call-takers, dispatchers and responders to communicate. The CAD system takes the information entered by the call-taker and sends it to the dispatcher in order to assign and disseminate the information to the responders. The responders also have access to the CAD information in their department vehicles via Mobile Data Terminals (MDT).

Within the CAD system, PSC utilizes Priority Dispatch's ProQA to process the calls. This program uses scripted protocols that are specific to EFD, EMD and Emergency Police Dispatch (EPD) incidents. ProQA guides the call-takers in obtaining and relaying the pertinent information to responders ranging from patient status to weapons locations. It also provides them with the specific instructions to assist callers in life-threatening situations such as caller in danger/active shooter, providing CPR, bleeding control, and delivering babies.

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.

PSC dispatches all fire and medical calls throughout the county (excluding the City of Ocala) for MCFR. Dispatchers receive the call information via the CAD system. The dispatchers then use the ProQA data to determine the nature of the call, the incident type and the priority. This lets them know what type of apparatus and how many units are needed to respond to the incident. They alert the proper agency and provide them with the pertinent information of the call. They track and assign the units while keeping them updated if there are any changes to the call. Dispatchers constantly monitor the calls from start to finish to ensure the safety of the citizens, as well as the responders.

Figure 51 PSC ProQA (Priority Dispatch)

	EFD (Fire)	EMD (Medical)	EPD (Law)	Total
FY 20/21	16,393	44,847	83,421	144,661
FY19/20	15,460	40,391	89,363	145,214
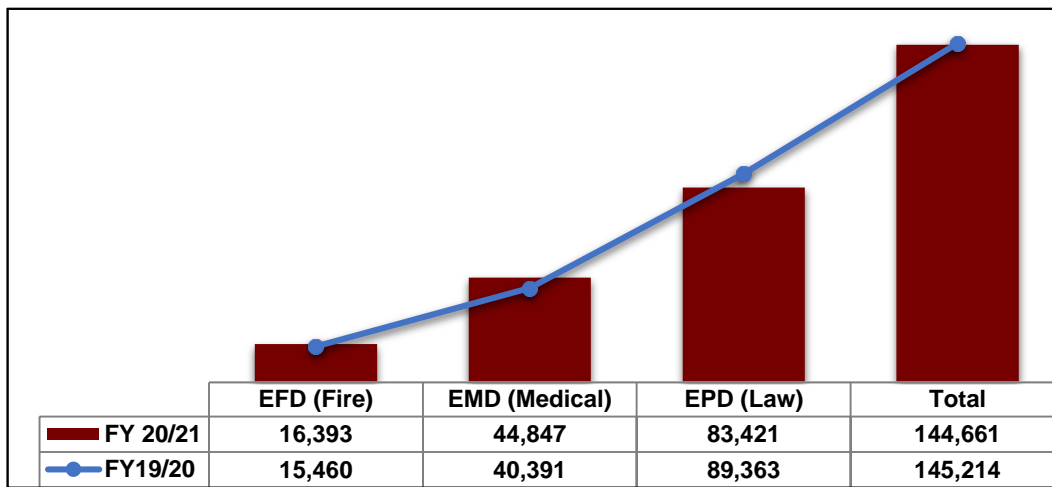
The PSC Quality Assurance Unit (QAU) uses the ProQA data to conduct random reviews of the calls that were processed by the call-takers. The purpose of the reviews is to ensure that PSC is maintaining or exceeding accreditation standards, which in turn secures Marion County's status as a Dual Accredited Center of Excellence (ACE). Equally, if not more importantly, the reviews ensure the citizens of Marion County are being provided with accurate and quality services.

The QAU also conducts focused, non-random, reviews for various reasons. This can include, but is not limited to complaints received, inquiries by other agencies or field personnel, and requests by PSC ETCs for educational purposes.

Figure 52 PSC Quality Assurance Reviews

	EFD (Fire)	EMD (Medical)	EPD (Law)	Total
FY 20/21	703	992	982	2,677
FY19/20	748	936	2,230	3,914
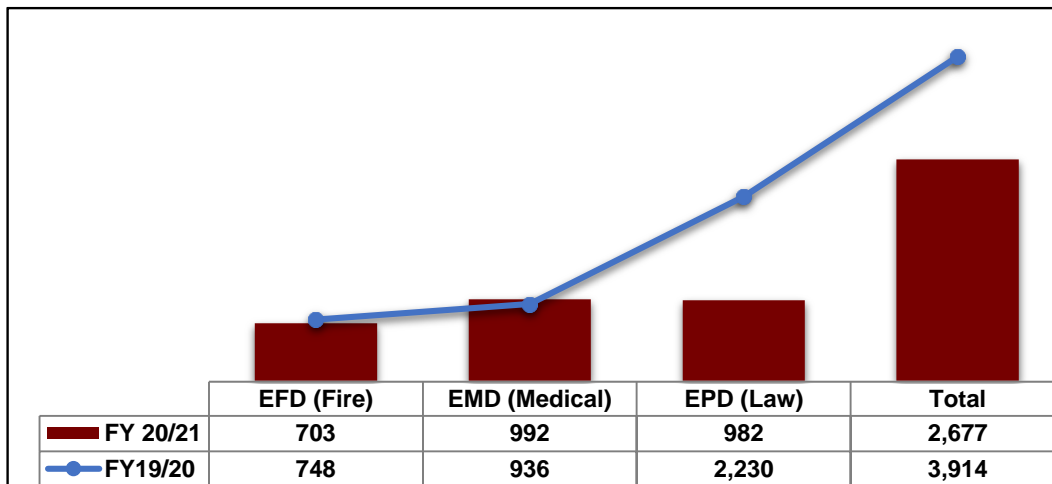
The Marion County 800 MHz Radio System is countywide and used by Marion County Fire Rescue (MCFR), Marion County Sheriff's Office (MCSO), Belleview Police Department (BPD), Dunnellon Police Department (DPD), Marion County general government agencies, and interoperability partners, which are internal and external.

The figure below 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 53 PSC Push to Talk Count (By Talkgroup)

	MCFR	MCSO	Other	Total
FY 20/21	1,173,478	1,527,150	247,582	2,948,210
FY19/20	1,045,892	1,559,040	118,317	2,723,249
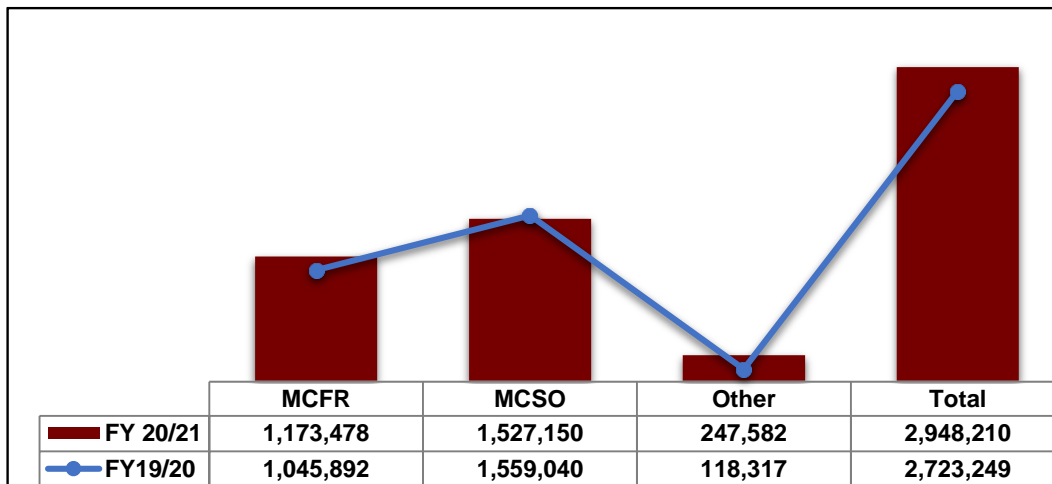
The Marion County 800 MHz Radio Systems shows the total time the radio system is used to voice communicate over the talkgroups on the radio system as illustrated in the figure below.

Figure 54 PSC Push to Talk Hours (By Talkgroup)

	MCFR	MCSO	Other	Total
FY 20/21	1,671	1,692	152	3,514
FY19/20	1,434	1,683	160	3,277
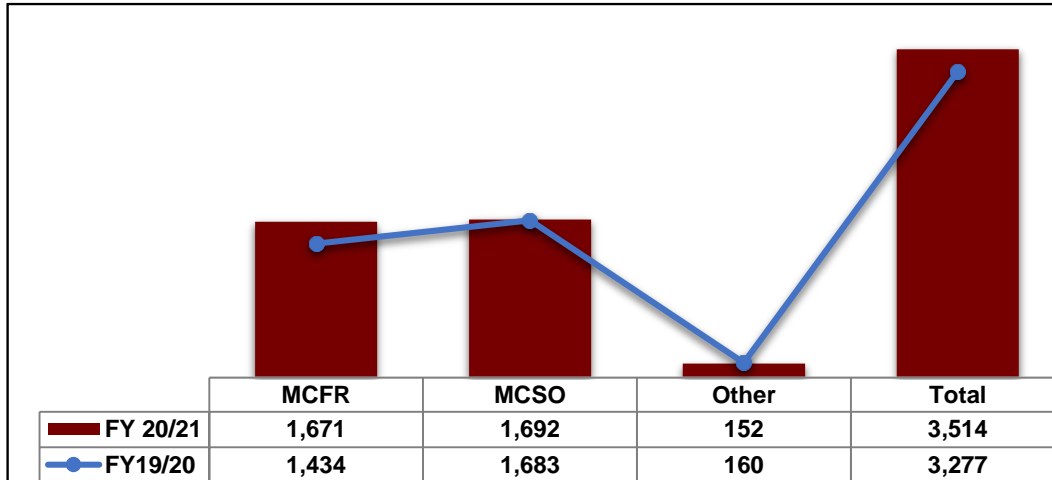
MCFR PERSONNEL 9/30/2021

Fire Chief/Deputy Chiefs

Fire Chief
James Banta

Deputy Chief of EMS
Rodney K. Mascho

Deputy Chief of Operations
Robert W. Graff

Deputy Chief of
Administration
Bart Walker

Administration

PIO/Fire & Life Safety
Educator
James Lucas

Chaplain
Joseph LaCognata

Administrative/Financial
Services Manager
Cassandra Li

Assistant to Fire Chief
Rachel Wapinsky

Payroll Specialist
Sarah LaCognata

Budget Coordinator
Eva Aquino

Administrative Staff Assistant
Pam Doherty

Staff Assistant III
Stephanie Galvan

Staff Assistant II
Talesha McRae

Emergency Medical Services

Medical Director Frank Fraunfelter	Staff Assistant IV Felicia Grasty	Quality Assurance Specialist Carl Kaufman

Quality Assurance
Technician
Keith Grimes

Quality Assurance
Technician
Karl Bowlin

Ambulance Billing

Medical Billing Supervisor
Nikki Hampton

Medical Billing Specialist
Dana Barker

Medical Billing Specialist
Cheryl Brantley

Medical Billing Specialist
Rebecca Brinkley

Medical Billing Specialist
Pam Case

Medical Billing Specialist
Christine Crespo

Medical Billing Specialist
Jeannie Cummings

Medical Billing Specialist
Ada Houck

Medical Billing Specialist
Michelle Littrell

Medical Billing Specialist
Jamieka Manning

Medical Billing Specialist
Rebecca Matheny

Medical Billing Specialist
Lana Ponder

Medical Billing Specialist
Alecia Vanlue

Medical Billing Specialist
Jeannie Weerts

Logistics

Logistics Manager
Greg Johnson

Fire/EMS Purchasing
Coordinator
Summer White

Logistics & Inventory
Technician
Keith Kimball

Supply/Inventory Technician
Rodney Marsh

Supply/Inventory Technician
Kevin Oats

Supply/Inventory Technician
Matthew Barry

Supply/Inventory Technician
Zachary Counts

Supply/Inventory Technician
Joshua Cole

Prevention

Fire Marshal
Ken McCann

Administrative Staff Assistant
Tosha Harris

Fire Inspector
Jonathan Kenning

Fire Inspector
Anthony Marino

Fire Inspector
Nathan Wallace

Operations Division Chiefs

Division 1 A Shift Craig Damien	Division 1 B Shift Travis Blackburn	Division 1 C Shift Todd Lietz

Division 2 A Shift Lonnie Blackburn	Division 2 B Shift Tim Moody	Division 2 C Shift Joshua Alvarez

Division Chief Training & Safety
Drew Rogers

Operations Battalion Chiefs

Battalion 1 A Shift
Richard Saulsberry

Battalion 1 B Shift
Joseph Rinaudo

Battalion 1 C Shift
Christopher Whitler

Battalion 2 A Shift
Robert Ramage

Battalion 2 B Shift
David Kennedy

Battalion 2 C Shift
David Dickens

Battalion 3 A Shift
Thomas Cunningham

Battalion 3 B Shift
Scott Gragen

Battalion 3 C Shift
Thomas Reeves

Battalion 4 A Shift
William Watson

Battalion 4 B Shift
Miguel Rioseco

Battalion 4 C Shift
John McLoughlin

Battalion 5 A Shift
Kenneth Smithgall

Battalion 5 B Shift
Joseph Amigliore

Battalion 5 C Shift
David Mills

Battalion 6 A Shift
Bradley Olmsted

Battalion 6 B Shift
Ryan Holt

Battalion 6 C Shift
Robert Kruger

Battalion 7 A Shift
Nicholas Coutsouvanos

Battalion 7 B Shift
Chad Belger

Battalion 7 C Shift
Alex Caban

Operations Staff

Administrative Staff Assistant
Angela Knight

Administrative Staff Assistant
Tina Shahid

Staff Assistant III
Christy Moore

Training Division

Administrative Staff Assistant
Heather Schanding

Paramedic Training
Specialist
Cheryl Hahr

Paramedic Training
Specialist
Vicki Reynolds

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Station 1 – A Shift

Lieutenant
Ryan Lietz

Lieutenant
Jerrod Walrath

Driver/Engineer I
Christopher Doyle

Driver/Engineer 2
Todd Muder

Firefighter/Paramedic
Casey Allen

Firefighter/Paramedic
Brandon Tedeschi

Firefighter/Paramedic
Rosendo Orozco

Firefighter/EMT
Hunter Llano

Station 1 – B Shift

Lieutenant
Dustin Lindsey

Lieutenant
Frank York

Driver/Engineer I
James Cussins

Driver/Engineer 2
Timothy Ecker

Firefighter/Paramedic
Ryan Martin

Firefighter/Paramedic
Hunter Crews

Firefighter/Paramedic
Dustin Madrid

Firefighter/Paramedic
Samuel Empfield

Station 1 – C Shift

Captain
David Cooper

Lieutenant
Michael Pye

Driver/Engineer I
Dustin Zitnick

Driver/Engineer 2
Jonathan Ingram

Firefighter/Paramedic
Anthony Zannini

Firefighter/Paramedic
Brady Merritt

Firefighter/Paramedic
Steve Debigare

Firefighter/Paramedic
Michael Madej

Firefighter/EMT
Joshua Hartshorn
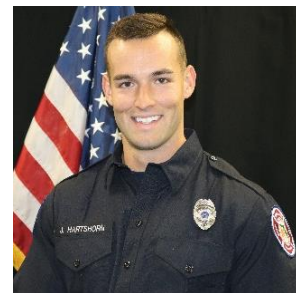
Station 2 – A Shift

Lieutenant	Driver/Engineer I	Firefighter/EMT
Alexis Sofield	Christopher Chemerys	Alec South

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Station 2 – B Shift

Lieutenant	Driver/Engineer I	Firefighter/Paramedic
Kyle Bagwell	Joshua Nichols	James Shelhamer

Station 2 – C Shift

Lieutenant	Driver/Engineer I	Firefighter/EMT
Jay Boardman	Sean Walker	Austin Meyers

Station 3 – A Shift

| Lieutenant | Driver/Engineer I | Firefighter/Paramedic |
| Larry Waldren | Joshua Dancsak | Travis Hamilton |

Station 3 – B Shift

| Lieutenant | Driver/Engineer I | Firefighter/Paramedic |
| Michael Burkhart | Daniel Smith | Michael Fletcher |

Station 3 – C Shift

| Captain | Driver/Engineer I | Firefighter/EMT |
| Benjamin Tyre | Brett Stump | Justin Hintz |

Station 4 – A Shift

Captain
Chris Trubelhorn

Driver/Engineer I
Kyle Grace

Firefighter/Paramedic
Robert Tarbox

Firefighter/EMT
Adam Long

Firefighter/EMT
Luis Quiroz

Station 4 – B Shift

Lieutenant
Gary Crane

Driver/Engineer I
Christopher Carboni

Firefighter/EMT
Hunter Gomes

Firefighter/EMT
Archie McDougald

Firefighter/EMT
Dakota Melton

Station 4 – C Shift

| Lieutenant | Driver/Engineer I | Firefighter/Paramedic |
| Brian Lilly | Craig Ustik | Robert Barron |

| Firefighter/Paramedic | Firefighter/EMT | Firefighter/EMT |
| Steven Ramputi | David Mejia | William Clifford |

Station 6 – A Shift

Lieutenant	Driver/Engineer I	Firefighter/EMT
James Askins	Nicholas Zancanata	Kyle Porporino

Station 6 – B Shift

Lieutenant	Driver/Engineer I	Firefighter/EMT
Brennan Shaw	Steven Spencer	Landon Brooks

Station 6 – C Shift

Lieutenant	Driver/Engineer I	Firefighter/EMT
Andrew Smith	Joseph Bush	Stacy Bilz

Station 7 – A Shift

Lieutenant Sarah Papanu	Driver/Engineer I Marcel Estep	Firefighter/Paramedic Brian LaFountain

Firefighter/EMT
Jacob Couch

Station 7 – B Shift

| Captain | Driver/Engineer I | Firefighter/Paramedic |
| Justin Harrington | Justin Slater | Justin Forester |

| Firefighter/Paramedic | Firefighter/EMT | Firefighter/EMT |
| John Riolo | Robert Keim | Corbin Fiorello |

Station 7 – C Shift

Lieutenant
William Hurst

Driver/Engineer I
Martin Lanza

Firefighter/Paramedic
Scott Shockley

Firefighter/Paramedic
John Tweedy

Firefighter/Paramedic
Owen Ward

Firefighter/EMT
Alexander Heiss

Station 9 – A Shift

Lieutenant David Jones	Driver/Engineer I Dale Mowry	Firefighter/Paramedic Jason Mann
Firefighter/Paramedic Bryce Frederick	Firefighter/Paramedic Robert Williams	Firefighter/EMT Brian Karth

Station 9 – B Shift

Captain
Chris Cooksey

Driver/Engineer I
Joshua Mitchell

Firefighter/Paramedic
Shawn Gallagher

Firefighter/Paramedic
Christopher Henderson

Firefighter/EMT
Taylor Shirley

Station 9 – C Shift

Lieutenant	Driver/Engineer I	Firefighter/Paramedic
John Asbell	Joshua Howard	Ryan Garvey

Firefighter/EMT
Wyatt Hurst

Station 10 – A Shift

Captain	Driver/Engineer I	Firefighter/Paramedic
Brent Murray	Fredric Brown	Joshua Carter

Firefighter/EMT
Kyle Haworth

Firefighter/EMT
Ryan Stuart

Station 10 – B Shift

Lieutenant
Rino Aragon

Driver/Engineer I
Kenneth Markwich

Firefighter/Paramedic
Adam Grace

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Firefighter/Paramedic
Tristan Rora

Firefighter/Paramedic
Christopher Papineau

Firefighter/Paramedic
Michael Cachat

Firefighter/EMT
Spencer Craig

Station 10 – C Shift

Lieutenant
Harrison Sprechman

Driver/Engineer I
Jared Caswell

Firefighter/Paramedic
Logan Coy

Firefighter/Paramedic
Mark Boymer

Firefighter/Paramedic
Tash Bonilla

Firefighter/EMT
Kayla Miros

Firefighter/EMT
Albion Chance

Station 11 – A Shift

| Captain | Driver/Engineer I | Firefighter/Paramedic |
| Scott Chappell | Brendan Rooney | Timothy Berrios |

Station 11 – B Shift

| Lieutenant | Driver/Engineer I | Firefighter/EMT |
| Stephen Johnson | Kevin Mims | Parker Whitmore |

Station 11 – C Shift

| Lieutenant | Driver/Engineer I | Firefighter/Paramedic |
| Brian Gentry | Michael Ethridge | Brandon Nobles |

Station 12 – A Shift

Lieutenant
Robert Titus

Driver/Engineer I
Heath Stuart

Firefighter/Paramedic
Matthew Christensen

Firefighter/Paramedic
Teddy Meade

Firefighter/EMT
Chance Harrell

Station 12 – B Shift

Captain
Raymond Coloson

Lieutenant
Michael Hoover

Driver/Engineer I
Max Riddle

Firefighter/Paramedic
Justin Fursa

Firefighter/Paramedic
James McDonnell

Firefighter/EMT
Giovanni Cerminara

Station 12 – C Shift

Lieutenant
John Clarke

Driver/Engineer I
Rafael Vilela

Firefighter/Paramedic
Brett Hendrix

Firefighter/Paramedic
Cody Murphy

Firefighter/EMT
John Johns

Station 15 – A Shift

Captain
Chris Hays

Driver/Engineer I
John Pinkham

Firefighter/Paramedic
John Phillips

Firefighter/EMT
Shane Spicer

Firefighter/EMT
Tanner Egalite

Station 15 – B Shift

Lieutenant
John Pelliccio

Driver/Engineer I
Christopher Pieron

Firefighter/Paramedic
Stephen Hernan

Firefighter/Paramedic
Thomas Scott

Station 15 – C Shift

Lieutenant
Troy Mann

Driver/Engineer I
Carlos Fernandez

Firefighter/Paramedic
Brett Remillard

Firefighter/Paramedic
Herman Phillips

Firefighter/EMT
Matthew Rodriguez

Station 16 – A Shift

Captain
Daniel Garcia

Lieutenant
Christopher Reynolds

Driver/Engineer I
Corey Hynes

Driver/Engineer I
Christopher M. Lewis

Firefighter/Paramedic
Kenneth Kline

Firefighter/Paramedic
William Murphy

Firefighter/Paramedic
Austin Hudson

Firefighter/Paramedic
Andrew Finz

Firefighter/Paramedic
Angel Zambrana

Station 16 – B Shift

Lieutenant
Scott Brandlein

Driver/Engineer I
Bryan Anderson

Driver/Engineer I
Rolin Boyd

Firefighter/Paramedic
Joshua Dobbs

Firefighter/Paramedic
Brent Kofke

Firefighter/Paramedic
Andrew Majoros

Firefighter/Paramedic
Michael Ruby

Firefighter/EMT
Jacob Kerstiens

Station 16 – C Shift

Lieutenant
Eric Schwartz

Lieutenant
Brian Cassidy

Driver/Engineer I
Johnathon Ramsey

Driver/Engineer I
Manuel Arias

Firefighter/Paramedic
Daniel Laxton
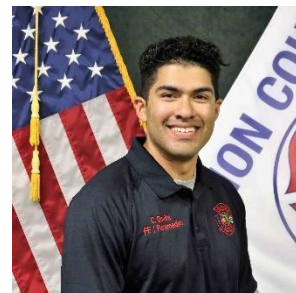
Firefighter/Paramedic
Andrew Cole

Firefighter/Paramedic
Brendon Cook

Firefighter/Paramedic
Jimmy Enriquez

Firefighter/Paramedic
Christopher Davila

Station 17 – A Shift

Lieutenant
Justin Deen

Driver/Engineer I
Kyle Politte

Firefighter/Paramedic
Timothy Hunter

Firefighter/Paramedic
Austin Fowler

Firefighter/Paramedic
Kenneth Haworth

Station 17 – B Shift

Captain
William Liverman

Driver/Engineer I
Jerimiah Kendrick

Firefighter/Paramedic
Chasen Tapia

Firefighter/EMT
Jordon Miller

Firefighter/EMT
Trevor Baggs

Station 17 – C Shift

Lieutenant
Lance Long

Driver/Engineer I
Joseph Henrich

Firefighter/Paramedic
Juan Yupanqui

Firefighter/EMT
Jesse Joiner

Firefighter/EMT
Riley Graham

Station 18 – A Shift

Lieutenant
Scott Ramage

Lieutenant
Alexander Tran

Driver/Engineer 2
Christopher Grace

Driver/Engineer I
Scott Chamberlin

Firefighter/Paramedic
Johnathan Rodriguez

Firefighter/Paramedic
Christopher Fogel

Firefighter/Paramedic
Kevin Casey

Firefighter/Paramedic
Christopher Shea

Firefighter/Paramedic
Aaron Hewlett

Firefighter/EMT
Jayson Williams

Firefighter/EMT
Matthew Schrum

Station 18 – B Shift

Captain
Eric Trussell

Lieutenant
Mark Kadlecek

Driver/Engineer 1
Zane O'Brien

Driver/Engineer 1
George Warren

Firefighter/Paramedic
Wade Milligan

Firefighter/Paramedic
Clinton Marsh

Firefighter/Paramedic
Charles Carey

Firefighter/Paramedic
Tripp Wooten

Firefighter/EMT
Joshua Riddle

Firefighter/EMT
Joshua Pope

Firefighter/EMT
Peter Carpenter

Station 18 – C Shift

Lieutenant
Jaime Grisales

Lieutenant
Victor Payette

Driver/Engineer 1
Anthony Lucin

Driver/Engineer 1
Christopher Perry

Firefighter/Paramedic
Joshua Riemer

Firefighter/Paramedic
Thomas Keane

Firefighter/Paramedic
Branden Snodgrass

Firefighter/Paramedic
Jonathan Kegan

Firefighter/Paramedic
Arick Boymer

Firefighter/Paramedic
Gary Peterson

Firefighter/Paramedic
Matthew Lichtinger

Station 19 – A Shift

Lieutenant
Carl Gorman

Driver/Engineer 1
Matthew Kimerling

Firefighter/Paramedic
Jeramie Cronmiller

Firefighter/Paramedic
Danny Collins

Firefighter/Paramedic
Ryan Robinson

Firefighter/EMT
Cory Smith

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Station 19 – B Shift

Captain	Driver/Engineer 1	Firefighter/Paramedic
Murrel Liverman	Michael Poole	Brent Harris

Firefighter/Paramedic	Firefighter/EMT	Firefighter/EMT
James Butscher	Cody Whiteley	Matthew Rice

Station 19 – C Shift

Lieutenant
Danny Michaux

Driver/Engineer 1
Paul Chamberlain

Firefighter/Paramedic
Anthony Renwick

Firefighter/Paramedic
Ernest Riddling

Firefighter/EMT
Jacob Banta

Station 20 – A Shift

Captain	Driver/Engineer 1	Firefighter/Paramedic
James Davis	Cole Davis	Corey Tisdal

Firefighter/Paramedic
Jeffrey Mancauskas

Firefighter/EMT
Wagner Paul

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Station 20 – B Shift

Lieutenant
Christopher Stevens

Driver/Engineer 1
Daniel Langer

Firefighter/Paramedic
Brian Vorisek

Firefighter/Paramedic
Keegan Baker

Firefighter/EMT
Casey Gasbarro

Station 20 – C Shift

Lieutenant
James Hensley

Driver/Engineer 1
Jose Dos Santos

Firefighter/Paramedic
Stephen Cabrera

Firefighter/Paramedic
Ronald Sanford

Firefighter/EMT
Nathan Vasquez

Station 21 – A Shift

Lieutenant
Richard Kocik

Driver/Engineer 2
Kyle Lunden

Firefighter/Paramedic
Steven Breivogel

Firefighter/Paramedic
Adam Diefendorf

Firefighter/Paramedic
Robert Carter

Firefighter/EMT
Caleb Russo

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Firefighter/EMT
Maxwell Carman

Firefighter/EMT
Pablo Gener

Firefighter/EMT
Adam Davenport

Station 21 – B Shift

Lieutenant
Victoria Barreras

Driver/Engineer 2
William Irby

Firefighter/Paramedic
Joshua Donovan

Firefighter/Paramedic
Alexander Cawthorne

Firefighter/Paramedic
Riley Penagos

Firefighter/Paramedic
Allen Singleton

Firefighter/Paramedic
Alexander Brocksmith

Firefighter/Paramedic
Joseph Polizzi

Firefighter/EMT
Daniel Ebbecke

Firefighter/EMT
David Sanderson

Station 21 – C Shift

Captain
Evan Hurst

Driver/Engineer 2
Charles Osvold

**PHOTO
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Firefighter/Paramedic
Marshall Runkles

**PHOTO
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Firefighter/Paramedic
Dwight Leon

Firefighter/Paramedic
Timothy Leiva

Firefighter/EMT
Bo Phelps

Firefighter/EMT
Tucker Sheridan

**PHOTO
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Firefighter/EMT
Dylan Lagalante

Firefighter/EMT
Cole Bramblett

**PHOTO
NOT
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Station 22 – A Shift

Captain
Aaron Taylor

Driver/Engineer 1
Travis Fulton

Firefighter/Paramedic
Christopher Draper

Firefighter/EMT
Ricardo Cronmiller

Firefighter/EMT
Joseph F. Rinaudo

Station 22 – B Shift

Lieutenant
Kenneth Bergdoll

Driver/Engineer 1
Charles Westphal

Firefighter/Paramedic
Brandon Brown

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Firefighter/EMT
William Hammond

Firefighter/EMT
Patrick Cronin

Firefighter/EMT
John Brubaker

**PHOTO
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**PHOTO
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Station 22 – C Shift

Lieutenant
Charles Balik

Driver/Engineer 1
Shane Goode

Firefighter/Paramedic
Emmett Schultz

Firefighter/Paramedic
Joseph Brown

Firefighter/Paramedic
Tyler Waldron

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Station 24 – A Shift

Lieutenant
Craig Benson

Driver/Engineer 1
Brett Abbott

Firefighter/Paramedic
Izak Tompkins

Firefighter/Paramedic
Ronald Jackson

Firefighter/Paramedic
Clifton Wilkerson

Firefighter/EMT
Robert Alabaugh

Station 24 – B Shift

Captain Joseph Romani	Driver/Engineer 1 Henry Herrera	Firefighter/Paramedic Andres Arcila
Firefighter/EMT Drew Garland	Firefighter/EMT Matthew Mills	Firefighter/EMT Alexander Spasov

Station 24 – C Shift

Lieutenant
John Autorino

Driver/Engineer 1
Charles Gonzales

Firefighter/Paramedic
Joshua Boyer

Firefighter/EMT
Zachary Girton

Firefighter/EMT
Richard Allman

Station 27 – A Shift

Lieutenant
Brian Gill

Driver/Engineer 1
Seth Rowe

Firefighter/Paramedic
John Deiorio

Firefighter/Paramedic
James Parker

Firefighter/EMT
Donald O'Connor

Station 27 – B Shift

Lieutenant
Deen Seegobin

Driver/Engineer 1
Scott Hyler

Firefighter/EMT
Adam Leguerre

Firefighter/EMT
Weston Kottke

Station 27 – C Shift

Captain Todd Hime	Driver/Engineer 1 Andrew Tinny	Firefighter/Paramedic Louis Wild

Firefighter/EMT Dennis Nitzel	Firefighter/EMT Blake Haufler	Firefighter/EMT Misael Cruz

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Station 28 – A Shift

Lieutenant
Christopher E. Lewis

Driver/Engineer 1
Robert Robles

Firefighter/Paramedic
Michael Haworth

Firefighter/Paramedic
Joshua Collop

Firefighter/Paramedic
James Maurer

Station 28 – B Shift

Lieutenant
Charles Lynch

Driver/Engineer 1
Drew Ramasco

Firefighter/Paramedic
Jasmine Diaz

**PHOTO
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Firefighter/EMT
Chase Long

Firefighter/EMT
Cody Bertka-Ballard

Station 28 – C Shift

Captain Joseph Taddeo	Driver/Engineer 1 Miles Vause	Firefighter/Paramedic John Harris
Firefighter/Paramedic Brian Pegg	Firefighter/EMT Nikolas Laganas	Firefighter/EMT Timothy Hintz

Station 30 – A Shift

Lieutenant
Anthony Gillan

Driver/Engineer 1
David Zarate

Firefighter/Paramedic
Fred Bowers

Firefighter/Paramedic
Drake Terrell

Firefighter/Paramedic
Nicholas Laib

Firefighter/EMT
Kwatavis Howard

Firefighter/EMT
Jason Navarro

Firefighter/EMT
Billy Jackson

Station 30 – B Shift

Lieutenant
Nicholas Ghigliotty

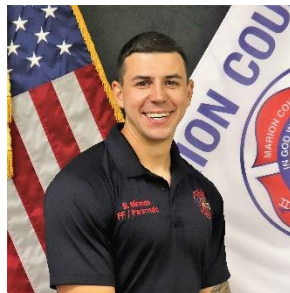Driver/Engineer 2
Daniel Tew

Firefighter/Paramedic
Levi Nevels

Firefighter/Paramedic
Robert Johnson

Firefighter/Paramedic
Benjamin Miranda

Firefighter/Paramedic
Clay Pruim

Firefighter/EMT
Alex Gikiere

Firefighter/EMT
Samuel Cluck

Station 30 – C Shift

Captain
Kevin Christensen

Driver/Engineer 2
Randy Walton

Firefighter/Paramedic
Quintin Gaines

Firefighter/Paramedic
Alex Heckman

Firefighter/Paramedic
Eric Redmann

Firefighter/EMT
Samuel Haddad

Firefighter/EMT
Philip Costa

Station 31 – A Shift

Lieutenant
Nicholas Cooper

Driver/Engineer 1
Caleb Munden

Firefighter/Paramedic
Brian Battisti

Firefighter/Paramedic
Michael Tullis

Firefighter/Paramedic
Jake Stuart

Firefighter/EMT
Austin Knipe

Firefighter/EMT
Cody Palka

Station 31 – B Shift

Captain
Justin McKinney

Driver/Engineer 1
Chance Smith

Firefighter/Paramedic
Mark Rothenberg

Firefighter/Paramedic
Derrick Damico

Firefighter/Paramedic
Tillman Fales

Firefighter/EMT
Giselle Colon

**PHOTO
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Firefighter/EMT
Marshall Caradonna

Station 31 – C Shift

Lieutenant
Kris Wuenstel

Driver/Engineer 1
Jason Varney

Firefighter/Paramedic
Vincent Giammanco

Firefighter/Paramedic
Daniel Phelps

Firefighter/EMT
Victor Davila

Firefighter/EMT
Christian Hooker

Firefighter/EMT
Johnathan Savallisch

Station 32 – A Shift

Captain Pam Driggers	Driver/Engineer 1 Seth Bonchack	Firefighter/Paramedic Jessen Hendrix

Firefighter/Paramedic Matthew Warner	Firefighter/Paramedic Philip Applegate

Station 32 – B Shift

Lieutenant
Kyle Lefebvre

Driver/Engineer 1
Frank Giattino

Firefighter/Paramedic
Brian Lozano

Firefighter/Paramedic
Alberto Miranda

Firefighter/EMT
Keith Owens

Station 32 – C Shift

Lieutenant
Christopher Hancock

Driver/Engineer 1
Derek Jones

Firefighter/Paramedic
Dusty Langford

Firefighter/Paramedic
Matthew Losapio

Firefighter/EMT
William Henry

Ocala West (OFD Station 6) – A Shift

EMT
Shane Black

EMT
Todd Bennett

Ocala West (OFD Station 6) – B Shift

Paramedic	EMT	Paramedic
Christopher Roman	Vanessa Howell	Gronn Morgan

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Ocala West (OFD Station 6) – C Shift

Paramedic Eion Keiper	Paramedic Lori Maxwell	EMT Douglas Shelton

Ocala Central – A Shift

Paramedic
Mark Mobley

Paramedic
Nilo Sierra

Paramedic
Caitlin McClure

Paramedic
Gerald Turner

Paramedic
Shalette Robertson

Paramedic
Gregory Harvey

Paramedic
Andrew Cayea

Paramedic
Brittany Hart

Paramedic
Andrew Muniz

EMT
Zachery Bean

EMT
Nicholas Staley

Ocala Central – B Shift

Field Training
Officer/Paramedic
Bethany Smith

Paramedic
Christopher Bulla

Paramedic
Shawn Kienzle

EMT
Carolyn Rodriguez

Paramedic
Alec Musen

Paramedic
Ciera Ferguson

Paramedic
Ricardo Echeverria

EMT
Steven Wiggins

EMT
Jacob Howard

EMT
Kelly Hill

EMT
Michelle Zint

Ocala Central – C Shift

Paramedic
Justin Medlin

Paramedic
Joel Jensen

Paramedic
Julio Toro-Feliciano

Paramedic
Madison Carmichael

Paramedic
Clifton Murphy

Paramedic
Austin Angle

Paramedic
Lhea Perry

Paramedic
Cheyenne Riddling

EMT
Nikolas Liverman

EMT
Kevin Bourque

EMT
Kaylie Rodriguez

Ocala East (Operations) – A Shift

Field Training
Officer/Paramedic
Colleen Cohill

Critical Care Paramedic
Malinda Chamness

Paramedic
Alan Spain

Paramedic
Christopher Mueller

Paramedic
Marc Solomon

Paramedic
Samantha Pagan

EMT
Salvatore Diiorio

EMT
Alex Irizarry

Ocala East (Operations) – B Shift

Critical Care Paramedic
Samuel Peppard

Critical Care Paramedic
Brian Dzbinski

Paramedic
Christopher Stencel

Paramedic
Noel Fetters

EMT
Coleman Crews

Ocala East (Operations) – C Shift

Critical Care Paramedic
Andrew Bragoli

Critical Care Paramedic
Brian Fugate

Paramedic
Craig Williams

Paramedic
Anthony Amigliore

Paramedic
David Srour

Paramedic
Kevin Lips

EMT
Justin Romero

EMT
Neil Delano

Float Personnel – A Shift

Paramedic
Graham Brodie

Paramedic
Michael Green

EMT
Debra Lartigue

EMT
Cyndel Dennis

Float Personnel – B Shift

Paramedic
Cameron Cobb

Paramedic
Ovadyah Freedberg

EMT
Christopher Kimball

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EMT
Aaron McCormick

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EMT
Devonte Edwards

Float Personnel – C Shift

Paramedic
Jessica Mayes

EMT
Ashlyn Coy

EMT
Cassandra Damien

EMT
Stephen Morgan

Public Safety Communications – Leadership/Administrative

Director
Kyle Drummer

Communications Manager
Lisa Cahill

Radio Systems Manager
Al Gordon

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Radio Systems Specialist
Patrick Kirkowski

Administrative Staff Assistant
Chelsey Brooks

Communications Compliance
& Information Specialist
Carol McCurdy

Staff Assistant IV
Marisa Atwell

Training & Accreditation
Coordinator
Emily Merritt

Training & Quality Assurance
Technician
Janelle Jackson

Public Safety Communications – A Shift – Days

Emergency
Telecommunicator
Supervisor
Monica Weaver

Emergency
Telecommunicator
Supervisor
Joe Fontaine

Emergency
Telecommunicator
Dispatcher
Danielle Anderson

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Emergency
Telecommunicator
Dispatcher
Nick Jones

Emergency
Telecommunicator
Dispatcher
Tami Hill-Lemus

Emergency
Telecommunicator
Dispatcher
Ed Norman

Emergency
Telecommunicator
Call Taker
Amy Bramley

Emergency
Telecommunicator
Call Taker
Reba Collins

Emergency
Telecommunicator
Call Taker
Jessica Bloom

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Emergency
Telecommunicator
Call Taker
Alan Hurlburt

Emergency
Telecommunicator
Call Taker
Mike Comolli

Emergency
Telecommunicator
Call Taker
Brittany Jackson

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Emergency
Telecommunicator
Call Taker
Suzanne Fisher

Emergency
Telecommunicator
Call Taker
Kemisha Mobley

Emergency
Telecommunicator
Call Taker Trainee
Iraemca Larios

Public Safety Communications – A Shift – Nights

Emergency
Telecommunicator
Supervisor
Heather Silvernail

Emergency
Telecommunicator
Supervisor
Ashley Frazier

Emergency
Telecommunicator
Dispatcher
Nathan Estes

Emergency
Telecommunicator
Dispatcher
Samantha Whittle

Emergency
Telecommunicator
Dispatcher
Troy Gann

Emergency
Telecommunicator
Dispatcher
Cynthia Greene

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Emergency
Telecommunicator
Call Taker
Taylor Minchew

Emergency
Telecommunicator
Call Taker
Tahshiya Gore

Emergency
Telecommunicator
Call Taker
Ashley Adkins

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Emergency
Telecommunicator
Call Taker
Christina Torres

Emergency
Telecommunicator
Call Taker
Tiffany Griffin

Emergency
Telecommunicator
Call Taker
KarDasaty Davis

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Emergency
Telecommunicator
Call Taker Trainee
Delia Beauvais

Emergency
Telecommunicator
Call Taker Trainee
Peta Gayle-Gonzalez

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Public Safety Communications – B Shift – Days

Emergency
Telecommunicator
Supervisor
Kyle Coburn

Emergency
Telecommunicator
Supervisor
Lori Jokinen

Emergency
Telecommunicator
Dispatcher
Steve Lee

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Emergency
Telecommunicator
Dispatcher
Roxana Stuart

Emergency
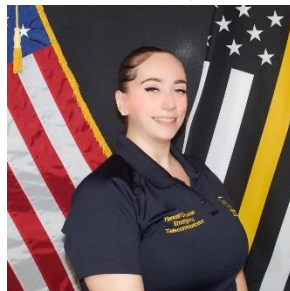Telecommunicator
Dispatcher
Andrea Gorman

Emergency
Telecommunicator
Dispatcher
Zachary Stanton

Emergency
Telecommunicator
Call Dispatcher
Jamie Waldron

Emergency
Telecommunicator
Call Taker
Hannah Carpenter

Emergency
Telecommunicator
Call Taker
Justin Love

**PHOTO
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AVAILABLE**

Emergency
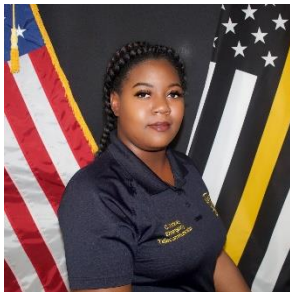Telecommunicator
Call Taker
Delmi Castro

Emergency
Telecommunicator
Call Taker
Arlen Mackall

**PHOTO
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Emergency
Telecommunicator
Call Taker
Gloria Montalvo

**PHOTO
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Emergency
Telecommunicator
Call Taker
Calnisha Mackey

Emergency
Telecommunicator
Call Taker
Liam Livingston

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Emergency
Telecommunicator
Call Taker Trainee
Madison Ellington

Emergency
Telecommunicator
Call Taker Trainee
David Searcy

Public Safety Communications – B Shift – Nights

Emergency
Telecommunicator
Supervisor
Randall Montgomery

Emergency
Telecommunicator
Dispatcher
Ray Stump

Emergency
Telecommunicator
Dispatcher
Justin Carpenter

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Emergency
Telecommunicator
Dispatcher
Kyle Rogers

Emergency
Telecommunicator
Dispatcher
Frank Carullo

Emergency
Telecommunicator
Call Taker
Eric Lamb

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Emergency
Telecommunicator
Call Taker
Grace Lartigue

Emergency
Telecommunicator
Call Taker
Brittany Mitch

Emergency
Telecommunicator
Call Taker
Meagan Seiler

Emergency
Telecommunicator
Call Taker
Ben Proctor

**PHOTO
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Emergency
Telecommunicator
Call Taker Trainee
Margaret Durden

Emergency
Telecommunicator
Call Taker Trainee
Ashley Wilcott

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