

JACKSONVILLE PUBLIC SAFETY DEPARTMENT



1986 ANNUAL REPORT

DEPARTMENT OF PUBLIC SAFETY

Office of the Director
Dale T. Beerbower



June 10, 1987

Honorable Jake M. Godbold
Mayor, City of Jacksonville
220 East Bay Street
Jacksonville, Florida 32202

Dear Mayor Godbold:

The year 1986 will long be remembered for the Centennial Celebration held at Metropolitan Park. Many people participated in this historic event by celebrating a century of outstanding fire and rescue service in our great City. Various demonstrations performed in fire evolutions, home safety, hazardous materials and rescue were highlights of this ceremonious occasion.

The Public Safety Department made significant progress during 1986. Such progress is highly correlated with work performed by dedicated employees of this Department who have truly "gone the extra mile." Accomplishments made throughout the year are clearly articulated, by respective organizational components, in this Annual Report. Information is provided on established priorities for the current year. Also, goals and initiatives are set forth for subsequent years. In short, this year's publication provides considerable insight regarding: (1) Where we have been, (2) Where we are now, and (3) Where we are going in the future.

Accomplishments during the year have had a positive impact on: training for Fire/Rescue personnel, emergency communications, management, professionalism, and overall morale of the Public Safety Department. We have worked arduously to further refine our needs and formulate plans that are responsive to them. Some of the primary needs already identified include the areas of manpower, facilities and equipment. Therefore, significant emphasis must be placed in these particular areas in the years ahead to ensure retention of high-quality services in all sectors of the community.

We deeply appreciate the support we received from you, your top aides, the City Council, volunteer organizations, governmental agencies, private sector organizations, Local 122 of the International Association of Fire Fighters, and other employee unions throughout the year. Collectively, we have been a driving force behind progress made to date. It is of paramount importance that we maintain the positive course charted in 1987 and beyond. Of course, this will ensure that needed services will remain commensurate with the unprecedented growth taking place in Jacksonville. The Public Safety Department is firmly committed to sustaining the momentum generated over the past two years.

Sincerely,

DALE T. BEERBOWER
DIRECTOR

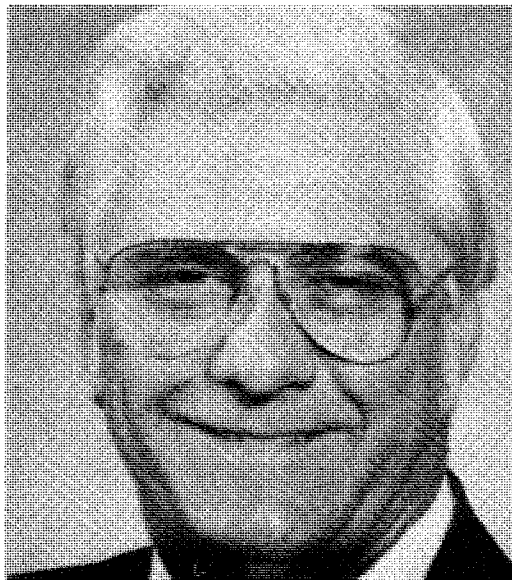


THE MAYOR



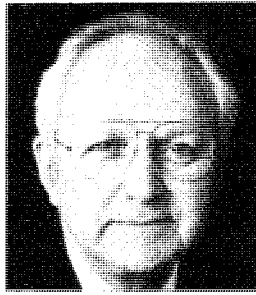
JAKE M. GODBOLD

CITY COUNCIL PRESIDENT



HENRY COOK

CITY COUNCIL



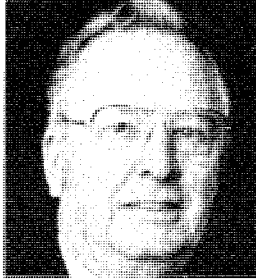
DISTRICT 1
AUBREY DANIEL



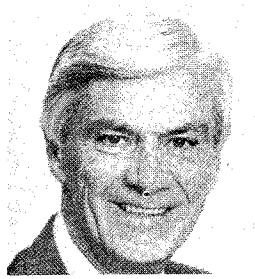
DISTRICT 2
JIM TULLIS



DISTRICT 3
FORREST BOONE



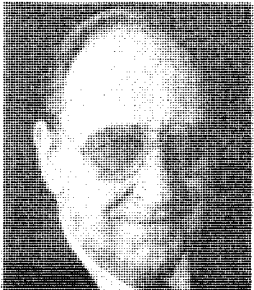
DISTRICT 4
ED HOLTSINGER



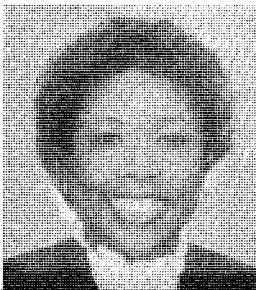
DISTRICT 5
BOB SCHELLENBERG



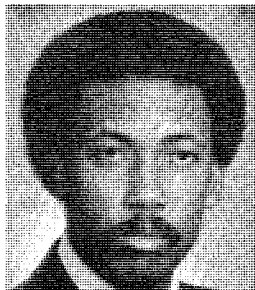
DISTRICT 6
GIFFORD GRANGE



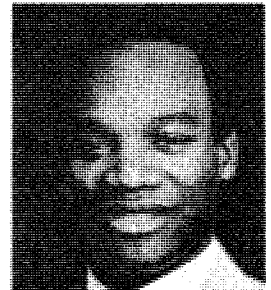
DISTRICT 7
JIM ATKINS



DISTRICT 8
DENISE LEE



DISTRICT 9
WARREN JONES



DISTRICT 10
DONALD GAFFNEY



DISTRICT 11
JOE FORSHEE



DISTRICT 12
SYLVIA THIBAUT



DISTRICT 13
CLARENCE SUGGS



DISTRICT 14
TILLIE FOWLER



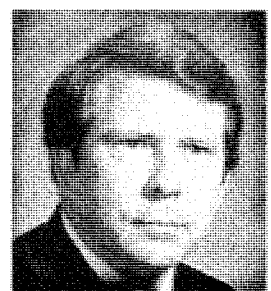
AT-LARGE
JIM WELLS



AT-LARGE
TERRY WOOD



AT-LARGE
BILL BASFORD



AT-LARGE
ERIC SMITH

ADMINISTRATION



DIRECTOR
DALE T. BEERBOWER

**FIRE/RESCUE
DIRECTORATE**

**DEPUTY DIRECTOR
/FIRE CHIEF**

M.R. BOWERS



**ADMINISTRATIVE
AND REGULATORY
SERVICES
DIRECTORATE**

DEPUTY DIRECTOR

DR. N.E. CRAWFORD



MISSION STATEMENT

The primary mission of the Public Safety Department is the protection of life and property within the City of Jacksonville. To accomplish its mission, the Department has established the goal of providing the highest quality of service in the most cost-effective manner.

DIVISION CHIEFS



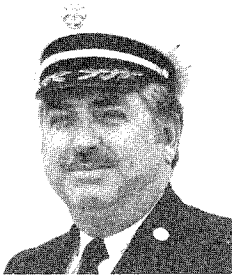
**FIRE OPERATIONS
DIVISION
G.F. KEYS**



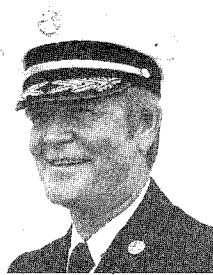
**FIRE RESCUE
DIVISION
P.N. RUDIN**



**FIRE TRAINING
DIVISION
C.D. CLARK**



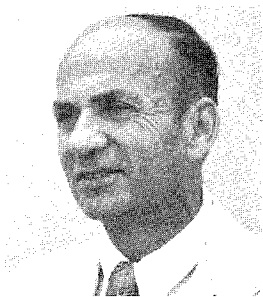
**FIRE SERVICES
DIVISION
W.B. BUTLER**



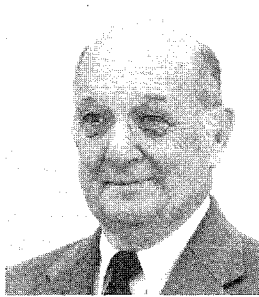
**FIRE PREVENTION
DIVISION
W.J. HIERS**



**PUBLIC PARKING
DIVISION
P.T. ATTER**



**FINANCIAL AND MANAGEMENT
SUPPORT DIVISION
J.A. STRASSER**

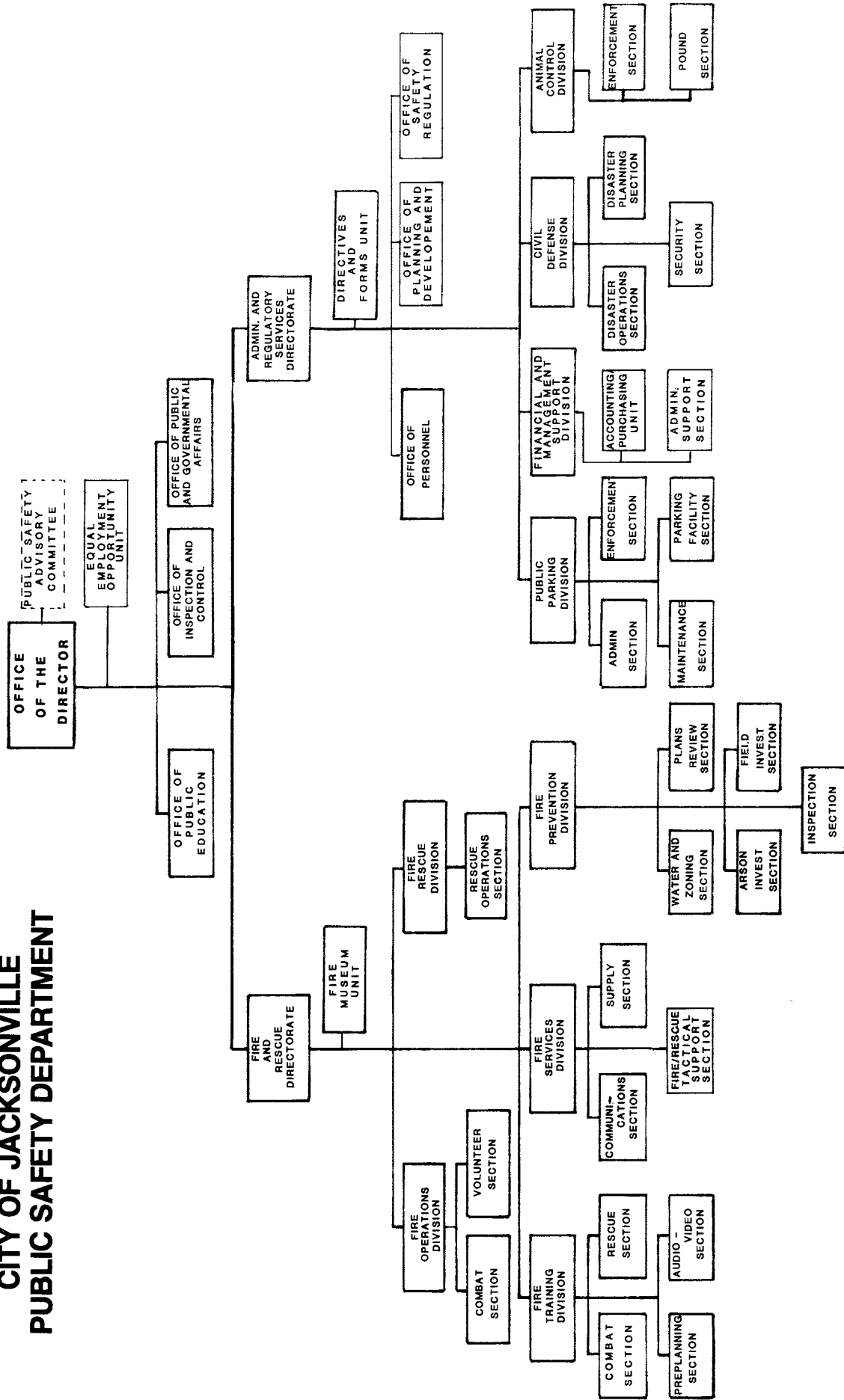


**CIVIL DEFENSE
DIVISION
R.F. BLODGETT**



**ANIMAL CONTROL
DIVISION
T.R. TAYLOR**

CITY OF JACKSONVILLE PUBLIC SAFETY DEPARTMENT





ENGINEER E. A. (EDDIE) COWART FIRE FIGHTER OF THE YEAR

Shortly after midnight on November 6, 1986, Marine 3, one of the City's two fireboats, was dispatched by Fire/Rescue Emergency Operation Center (EOC) to a "disabled boat" near the Hart Bridge. Marine 3 arrived in the general vicinity of the bridge and notified Fire/Rescue EOC that they were unable to locate the boat. Marine 3 was then instructed to search the area between the Hart and Matthews Bridges. The fireboat proceeded toward this location, completely unaware that a tugboat, pushing a barge, was approaching this same position. As Marine 3 entered an area between the bridge pilings of the Hart Bridge, it encountered the barge and tugboat.

Engineer Cowart, one of the two crew members of Marine 3, attempted an evasive action to the starboard and struck the fender system of the bridge, causing Marine 3 to careen off the fender system into the path of the barge. The barge struck Marine 3 on the starboard side and caused it to capsize. Lieutenant W. L. Echols, the second crew member, was thrown clear on impact. Engineer Cowart was trapped in the vessel as it capsized and was killed.

Engineer Cowart served 33 years as a Fire Fighter and exemplified the highest level of commitment to service and his profession. In this capacity, Engineer Cowart always pursued his given tasks with an extreme amount of pride and devotion to duty.

Like all of his fellow Fire Fighters killed in the line of duty, Engineer Cowart realized that fire and rescue service is often very dangerous, yet he always stood ready to risk his life to protect others. It was with this total commitment and dedication to fire and rescue service and the protection of life and property that Eddie Cowart responded to on this fatal night.

On January 13, 1987, Engineer Eddie Cowart was posthumously selected as the "1986 Fire Fighter of the Year."

A STRONG BEGINNING

The Public Safety Department, in 1986, was permeated by innovations, upbeat morale and positive changes. This highly constructive atmosphere was a natural extension and outgrowth of the reorganizational structure, overall management system, Management/Services Improvement Team and a long-range improvement plan put in place during 1985. These significant accomplishments were attributable to four previous actions: (1) close review and analysis of the Grand Jury and Select Committee Reports; (2) detailed staff information briefings; (3) analysis of all pertinent City ordinances; and (4) serious, related Department-wide introspection. Stated in proper perspective, the Department's excellent record in 1986 was really the result of its formal, sustained commitment to find answers to three simple questions: (1) What is? (2) What should be? and (3) How and when can we get where we want to be?

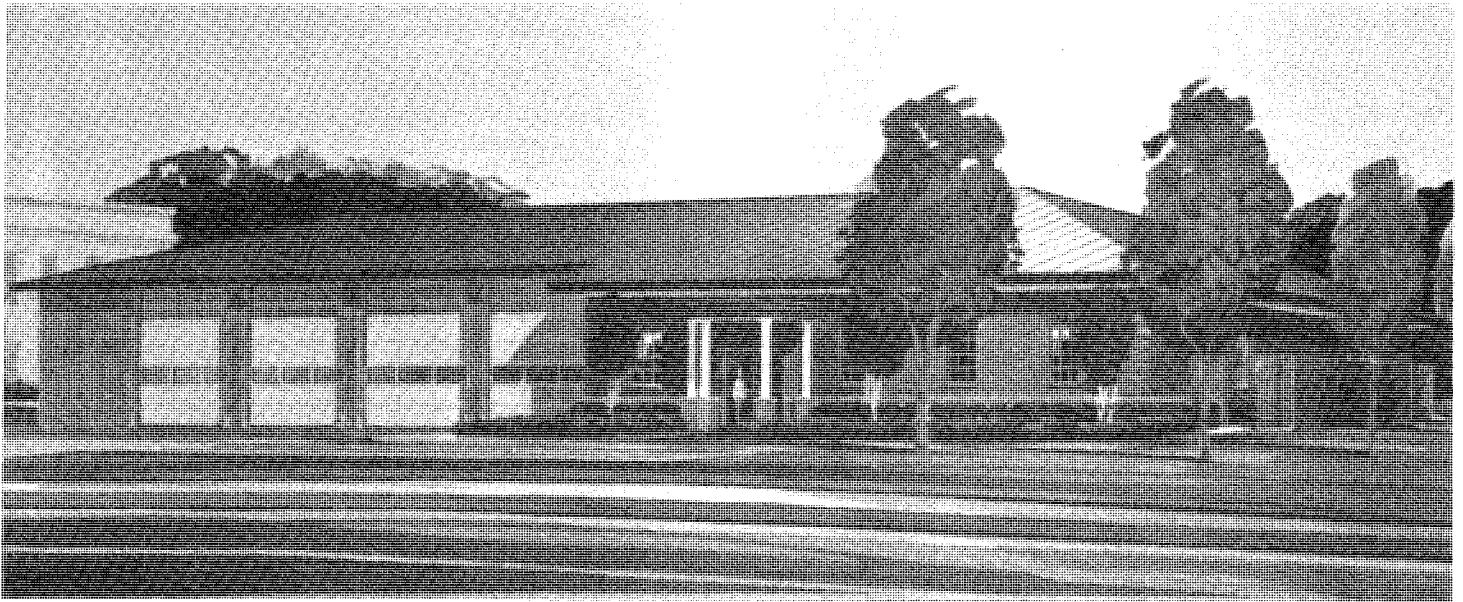
The Department's many accomplishments in 1986 were largely in accordance with established management and service needs, priorities and objectives. Among the areas of primary focus in this regard was the Department's documented commitment to improve: (1) professionalism and cohesiveness within the upper-level Fire/Rescue Directorate, (2) documentation and dissemination of facts, figures and related management/services information, (3) rescue field supervision, (4) fire and rescue operations and training by critiquing and following up on major incidents, (5) overall Fire Fighter safety, (6) public education and fire safety awareness in the community, and (7) fire and rescue facilities. The Department also committed itself in 1986 to provide management training at all promotional levels in the Fire/Rescue Directorate; to identify needs and develop appropriate curriculum and standards for overall fire and rescue training; and to develop a comprehensive, functional approach to evaluate, maintain and purchase fire and rescue equipment, apparatus and vehicles.

Without exception, the ten identified areas of need were addressed and enhanced during 1986, along with numerous other priorities and objectives. Important in this regard were the improvements effected in the Department's internal communications and its fire/arson investigation capability. Considerable progress was also made in identifying additional training resources outside of the Department, to meet unique needs and requirements not presently available.

To be precise and completely candid and fair, the Public Safety Department's performance in 1986 can best be described in three words: "a strong beginning." Much was accomplished this past year but, given the magnitude and urgency of needs identified by Department staff in 1985, the 1986 achievements represent a significant beginning. However, the Department has recorded a proper, commemorable start — one that is on track and within the established time frame and improvement plan.

The Department's overall improvement and expansion efforts are structured around seven critical management/operational elements: (1) manpower, (2) apparatus, (3) equipment, (4) tactics, (5) facilities, (6) management, and (7) professionalism. Any meaningful discussion or realistic, fair assessment of Public Safety's performance must relate to these seven elements and take into full consideration inherited needs and resources.

Of the seven management/operational elements, none is more critical than manpower. Only minor gains were made in expanding and improving manpower in 1986; therefore, this remains one of the top priorities for 1987 and the next several years. In the case of Fire Fighters, this shortage — over 300 — will soon be classified an emergency if not reduced significantly. Manpower shortages, though less severe, are being experienced in all Divisions within the Department. On the bright side,



Architect's rendering of the new #1 Fire Station

Jacksonville Fire Fighters are now among those who enjoy the highest combined salaries and benefits in the State and Nation — thanks to excellent support from the Administration, Council and the community. When Mayor Godbold entered office, Jacksonville's Fire Fighters were among the lowest paid in Florida. This significantly increased compensation and related feeling of support are primary reasons why Fire Fighters' morale, dedication and cooperation are very high. The increased Fire Fighter compensation "package": (1) gives the Department a competitive edge when recruiting and hiring new Fire Fighters; and (2) facilitates the training and implementation of required operational and management innovations and improvements. A Department-wide effort has been mounted to provide more and enhanced training for all staff levels. High-quality, cost-effective services demand adequate staffing levels and responsive, timely training.

Equipment and apparatus are two essential parts of the Department's management/operational system to which considerable attention was directed during 1986. Worthy of note was the rebuilding of the fifth primary fire apparatus, in cooperation with the City Motor Pool, to extend the life of these engines by approximately ten years, at a savings of over \$500,000. Funds were obtained and plans were begun for

a new prototype fire apparatus and an air truck. The mini-emergency rescue vehicle, which the Fire/Rescue Directorate received in 1985, and which is used at the Gator Bowl and other similar City functions, has proven to be a definite asset to the Fire Rescue Division. All existing fire helmets were replaced with high-impact, state-of-the-art helmets; a new, better type of protective hood was ordered; and audible warning devices were moved from roofs of apparatus to bumpers — to alleviate high-impact noise, which has been causing hearing loss in Fire Fighters.

Improving and expanding fire and rescue facilities continued to be a high-priority element in the Department in 1986. Among the accomplishments in this area of concern were: replacing roofs on nine fire stations; painting five fire stations; modernizing Public Safety's Headquarters (Lanier Building); starting construction on a new downtown fire station (new #1 Station); enhancing storeroom inventory reliability, by placing a new computerized inventory system on-line; placing manpower and equipment at the new Blount Island Fire Station, built by the Jacksonville Port Authority; acquiring property for a new fire station at Starratt and Yellow Bluff Roads; and implementing a new concept for the Tactical Support Center (former Fire/Rescue Shop) to expedite

and improve repair and replacement of apparatus/equipment and to enhance overall fire and rescue field operations.

A concerted effort was initiated and sustained during 1986 to enhance two other critical Departmental elements previously referenced: management and professionalism. Representative of progress in these areas were the following achievements: (1) graduation of the eighth top-level Department administrator from the Government Fellows Program at the University of North Florida, including key Fire/Rescue staff; (2) mid-management training completion at Jacksonville University, in cooperation with the Mayor's Training and Staff Development Office; (3) enrollment of two Division Chiefs of the Fire/Rescue Directorate in the Executive Development Course at the National Fire Academy at Emmitsburg, Maryland; (4) establishment of micro-computer networks at Department and Division levels to allow information to be stored, retrieved and manipulated faster and more accurately; (5) installation completed for a City-wide, state-of-the-art dispatch system, which places a computer terminal in every fire station and rescue quarters — to expedite the dispatching of manpower and emergency equipment; (6) installation of 24 additional satellite transceiver stations, to improve

emergency communications systems; (7) establishment of video/cable training as a major part of the normal training process; (8) addition of another Rescue Chief's car, to improve overall rescue field supervision and "quality control"; and (9) provision of Basic Life Support equipment on ten fire engines.

Other advancements were made in the general area of management and professionalism which, although not as conspicuous as some of the achievements identified, were equally as significant in this regard. These included: (1) dissemination of bulletins and written communications as the "rule," rather than as the "exception"; (2) establishment of separate task forces to develop new Departmental rules and regulations, administrative policies and procedures, and operational guidelines; (3) procurement of funds for the joint venture with the Florida Community College at Jacksonville to construct and operate a new Regional Fire/Rescue Training Center; (4) reactivation of Cardio-Pulmonary Resuscitation (CPR) training in the community; (5) establishment of a physical fitness steering committee to develop a program fully responsive to the needs of Fire/Rescue personnel; (6) activation and manning of a "Citizens' Advisory Committee for Animal Control," to improve manage-



Rescue's two District Chiefs—for improved field supervision

ment and services; and (7) centralization of financial management and accounting services.

These and numerous other advancements were recorded by the Public Safety Department in 1986 relative to six of the seven critical management/operational elements previously cited in this section of the 1986 Annual Report. The seventh component, "tactics," will be addressed in 1987 by Fire/Rescue Directorate personnel — with the installation of new "fireground command" policies and procedures. This modern, highly effective concept will not only greatly improve fire suppression and life-saving capability, but it will also enhance overall management and professionalism.

Other key priorities for 1987 include the relocation of the Fire/Rescue Emergency Operations Center from the Police Memorial Building to Public Safety Headquarters in the Lanier Building and the implementation of a new Enhanced 9-1-1 System. The new Department rules and regulations, administrative policies and procedures and operational guidelines are also scheduled for completion and implementation in 1987. An additional Rescue Unit (#16) will be added in 1987, as will be the new downtown Fire Station #1 and several pieces of urgently needed fire apparatus. The Citizens' Advisory Committee for Animal Control will complete its needs analysis and submit an improvement plan during this same year. Of particular importance in 1987 will be the planning and preparatory work done with respect to the scheduled opening of "The Jacksonville Landing" by the Department's

Public Parking, Security/Civil Defense and Safety Regulation staffs.

The Public Safety Department surely made "a strong beginning" this past year en route to placing itself in a desired, committed posture to provide high-quality, cost-effective services. Needs have been identified; priorities are established; and objectives have been set. However, the Department still has a long way to travel, and many obstacles and serious deficiencies to overcome. Particular attention in 1987 will be paid to: (1) reducing a serious fire and rescue manpower shortage, (2) replacing an aging fleet of apparatus/equipment, (3) improving fire and rescue facilities, (4) obtaining adequate administrative and support staff, (5) securing increased financial resources to meet current annual "unfunded liabilities," and (6) completing present efforts to provide proper management and services performance standards/evaluation criteria. All of these activities will be monitored closely, and the results will be shared with the public, the Council and Administration.

In summary, the course is charted, objectives and priorities are established, management and staff are committed to meet one clearly established, documented goal: "to provide the highest quality of services, in the most cost-effective manner, while considering the best interest of the City and the Department." The Public Safety Department fully intends to do everything humanly possible to meet its commitment — within the scope of its authority, responsibility, ability and resources.

OFFICE OF THE DIRECTOR

The Director of Public Safety is delegated overall responsibility for managing, operating and controlling a broad range of services in the community. These services encompass: fire suppression, rescue, public parking, animal control, civil defense and other safety-related programs. In addition to operational type services, the Director has oversight responsibilities for administrative functions performed within the Department. Specifically, these responsibilities include: personnel, budgeting, planning, payroll, inventory control and related support functions.

During 1986, the Management/Services Improvement Team (M/SIT), formed in 1985, continued with the assessment of management and programmatic functions of the Fire/Rescue Directorate to determine: (1) What is? (2) What should be? and (3) How/when can we get there? Many positive actions were taken during the year because of work performed by the M/SIT. The Team will continue to move through the various organizational components of the Department.

In addition to initiating work on a Comprehensive Master Plan for the entire Department, preliminary work was begun on the new Regional Fire/Rescue Training Center that will be located on the South Campus of the Florida Community College at Jacksonville. Funds were obtained during the year to relocate the Department's Fire/Rescue Emergency Operations Center from the Police Memorial Building to the second floor of Headquarters in the Lanier Building. Also, task forces were established to modify/improve, research, and develop new Departmental Rules/Regulations, Administrative Policies/Procedures, and Forms/Operational Manuals.

EQUAL EMPLOYMENT OPPORTUNITY UNIT

This Unit provides direct assistance to the Public Safety Director to facilitate the maintenance of fair, equitable and accountable employment practices throughout the Department. To meet this vital Department-wide responsibility, the Unit monitors overall personnel practices, such as hiring, promotions, demotions, transfers, suspensions and reprimands — which impact on day-to-day employee relations and employment opportunities.

The Unit completed a needs analysis during 1986 relevant to data requirements, responsibilities and coordination. A direct product of this analysis was an Equal Employment Opportunity (EEO) data flow chart. The chart identified and standardized lines of communication, clarified responsibilities and complemented established standard operating procedures for both Affirmative Action (AA) and EEO. Formal

grievances, charges and overall complaints by Department personnel for EEO noncompliance were reduced during 1986. This reduction was largely attributable to the establishment and maintenance of clear, open and consistent lines of communication among all levels and classifications of Department members.

A more efficient and accurate reporting system for submitting EEO/AA reports was also created in 1986. This was accomplished primarily by inter- and intra-Departmental directives and follow-up activities, which reinforced the importance of preparing and submitting EEO/AA reports in an accurate, timely manner.

In 1987, several programs will be initiated to improve the effectiveness of the Unit. These programs will include the identification, analysis and modification, if appropriate, of per-

sonnel selection devices with a potential adverse impact on minorities and women; initiation of special EEO/AA training sessions for Fire/Rescue District Chiefs and other Department personnel; and exploration of avenues to establish counseling and training programs to enhance Department-wide career development efforts.

OFFICE OF PUBLIC EDUCATION

The Office of Public Education reports directly to the Director of Public Safety and is responsible for promoting positive community awareness, behavior and attitudes relative to life- and property-threatening aspects of safety.

During 1986, its first full year of operation, the Office of Public Education reviewed several problem areas in this regard. Since fires pose the greatest threat to citizens and property, an analysis of the overall fire problem was conducted. This analysis revealed that misuse of portable heaters and alternative heating appliances cause a significant number of fire deaths each year.

A four-phase campaign was developed to reduce deaths, injuries and property losses resulting from the improper use of portable heaters and alternative heating appliances. The campaign entailed: (1) door-to-door distribution of fire prevention literature to private residences and business establishments, (2) direct contact with parents and guardians via Duval County School students, (3) mass-mailing blitz to all churches in the targeted area, and (4) aggressive Public Service Announcements delivered via five local television stations.

Another area addressed by this Office during 1986 was the recruitment of appropriate representative groups of individuals for employment within the Department. One positive action in this regard was the development of a Fire/Rescue recruitment brochure. This document was distributed throughout the community as a means of informing potential Fire

HEATING WITHOUT GETTING BURNED



LEARN NOT TO BURN



National
Fire Protection
Association

© 1983 National Fire Protection Association

Batterymarch Park, Quincy, MA 02269 100M-11/85-FP G-147 Printed in U.S.A.

Fighter candidates of employment opportunities, requirements and benefits.

Numerous career-day presentations were conducted during the past year for the Duval County School System. These sessions provided an excellent opportunity to speak one-on-one with individuals interested in pursuing a Fire/Rescue career with the Public Safety Department.

In 1987, and over the next several years, a concerted effort will be made to recruit and hire additional Fire Fighters to meet the Department's increasing manpower shortage. The overall goal of this hiring is to increase line and staff personnel in accordance with national standards and staffing criteria.

Four major projects scheduled for development and implementation in 1987 are: (1) "Fire Safety for the Rest of Your Life" curriculum (to be infused into the Health and Safety curriculum of the Duval County School System), (2) public education campaign addressing "Unattended Food on Cooking Appliances," (3) "Fire Safety for Senior Citizens" program, and (4) Teddy Ruxpin's "Talk About" fire safety program.

OFFICE OF PUBLIC AND GOVERNMENTAL AFFAIRS

The Office of Public and Governmental Affairs answers directly to the Director of Public Safety. This Office serves as the primary point of contact and liaison between the Department and other government organizations, the news media and related organizations and institutions which interface with day-to-day activities. The Office also has responsibility for the overall coordination of the Department's formal promotion ceremonies.

In this capacity the Governmental Relations Officer responds to all major incidents involving Department personnel. Also, this person represents the Department's interest in hearings/meetings before the City Council, Coun-

cil committees, the Duval Legislative Delegation and the Mayor's Budget Review Committee. The Governmental Relations Officer arranges for and/or participates in numerous interviews, presentations and functions for the Department. Many of these actions are taken at emergency scenes, which require high levels of articulation, expediency and accuracy.

During 1986, the Office represented the Department of Public Safety at numerous hearings and meetings conducted by City Council committees. These addressed legislation affecting all aspects of the Public Safety Department, including: animal control ordinance and staffing matters, civil defense equipment, vehicle regulatory activities, smoke alarms, the new Regional Fire/Rescue Training Center, rescue units, and public parking enforcement. The Office participated in hundreds of interviews during 1986, spanning a broad range of public safety subjects. The majority of these interviews concerned emergency-related items, such as multi-alarm fires, serious accidents involving multiple injuries and reports of tragic fire deaths.

The Office will begin publishing a Department-wide newsletter in 1987. The possibility of presenting a weekly television program will also be explored in 1987. This program will highlight general interest items, innovations, and exemplary programs and services of the Public Safety Department. A strong, continuing effort will be maintained throughout the year to ensure that the Department's positions, plans, accomplishments and related matters are always presented to the government, news media, business community and the general public with optimum clarity, accuracy, responsiveness and consistency.

OFFICE OF INSPECTION AND CONTROL

Monitoring safety activities and determining compliance with existing policies and procedures within the Public Safety Department



Governmental Relations Officer working closely with City Councilmen

are the primary responsibilities of this Office. Conducting internal investigations, as directed by the Director of Public Safety, is another area of major Departmental involvement.

As a means of improving the physical fitness and reducing the related job injuries of Fire/Rescue personnel, a Fitness Task Force was established jointly in 1986 by the Public Safety Department, Office of Risk Management, Local Union 122 and the Jacksonville medical community. This task force was presided over by Dr. Scott Baker. Preliminary planning and research were undertaken to identify the magnitude of need, program scope, funding requirements and related issues. This collaborative, unprecedented effort produced a tentative design for a comprehensive program which will include: complete health risk appraisals, stress tests, laboratory analyses, individual fitness programs, and diet modification guidelines. Funding for the program will be finalized in 1987, through an agreement involving the Mayor's Office, Office of Insurance and Risk Management, Public Safety Department and the medical community, with a projected

start-up date tentatively set for the Spring of 1987. The Office of Inspection and Control had, and will continue to have, key responsibility and involvement in this program.

Through an extensive, cooperative research program on protective clothing, this Office and the Safety Committee recommended that future purchases of turnout gear consist of a material called Polybenzimidazole (PBI). Conclusive field testing by Fire/Rescue personnel has substantiated that this material is lighter, cooler, more flexible and easier to clean than the material currently being used for this purpose. The resultant recommendation that PBI protective hoods be purchased for all personnel is one of a series of accomplishments in the Department's continuing effort to provide state-of-the-art, cost-effective protective clothing, apparatus and equipment for its Fire/Rescue personnel.

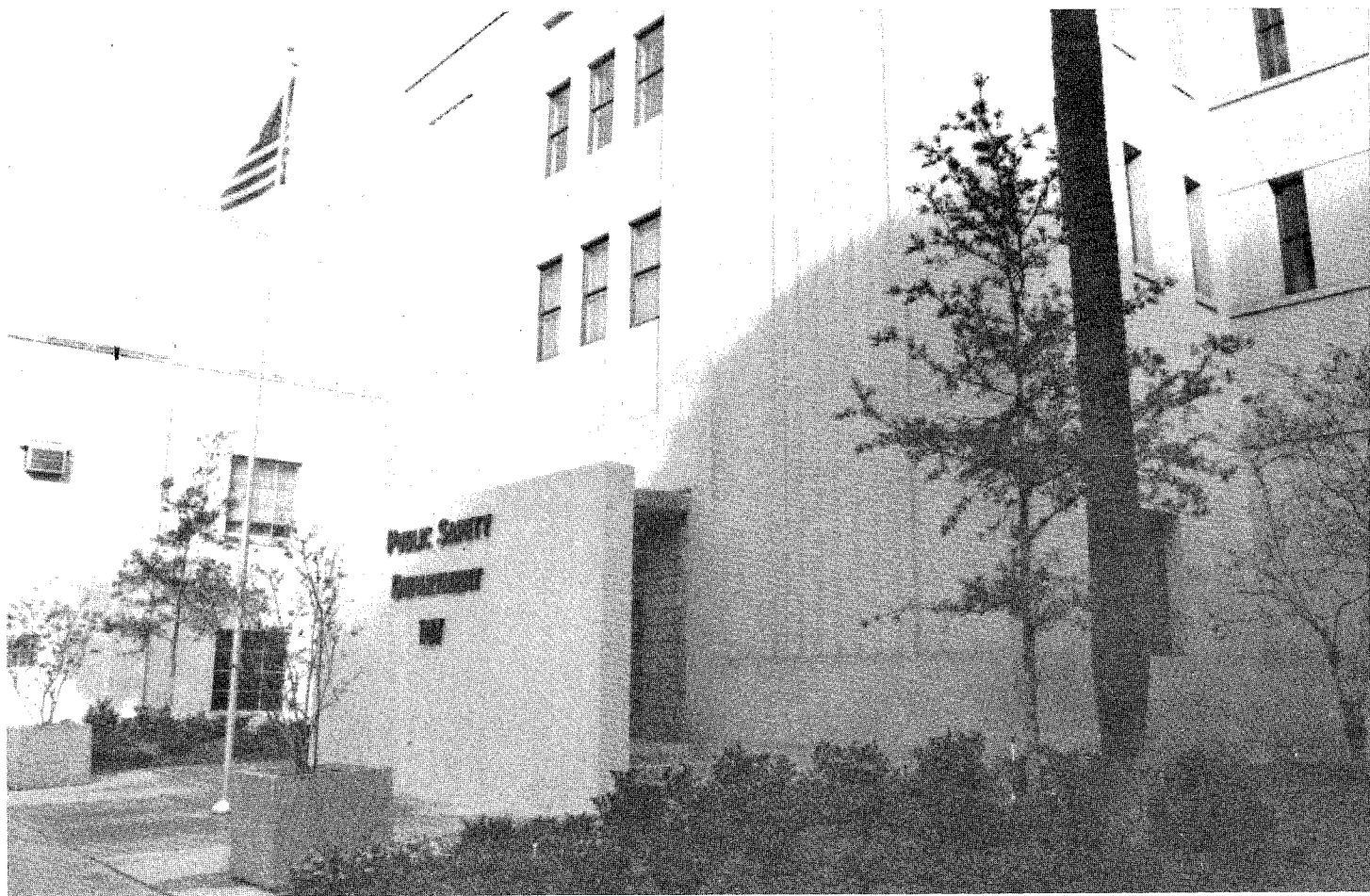
To enhance safety during shipboard fire fighting, this Office and the Safety Committee developed, submitted and gained approval during 1986 for a recommendation addressing this

type of emergency. This recommendation involved the purchase of small pocket-size air horns to be carried in all Chiefs' cars for immediate distribution to personnel entering ships in response to an emergency. These horns will be activated if a recall signal is issued.

The Office of Inspection and Control continues to issue pertinent safety bulletins relevant to injuries which occur from unsafe operation of equipment. The increased safety awareness generated by these communiques has been clearly demonstrated. For example, injuries of a serious nature have been reduced considerably. Monitoring and follow-up of in-

juries have revealed a positive attitude on the part of field personnel, and have established a basis for equally positive and timely administrative changes.

This Office, in concert with the Tactical Support Facility and the Safety Committee, will provide cooperation and technical assistance in 1987 relative to apparatus design features. The Office and the Safety Committee are also making a concerted effort to meet or exceed all new specifications for protective clothing as established by the National Fire Protection Association's (NFPA) Standard 1500, Specifications for Protective Clothing.



Public Safety Headquarters at 107 N. Market Street

FIRE/RESCUE DIRECTORATE

The Fire/Rescue Directorate of the Public Safety Department is comprised of approximately 750 Fire Fighters serving in five Divisions: Operations, Rescue, Services, Prevention and Training. This Directorate is also responsible for the Fire Museum, 232 Volunteer Fire Fighters and approximately 100 members of the Jacksonville Emergency Medical Auxiliary (JEMA).

The Directorate celebrated its Centennial anniversary in the summer of 1986. This colorful history of the Directorate spans the "Bucket Brigade"; horse-drawn apparatus; citizen volunteers; highly trained, professional Fire Fighters; and state-of-the-art diesel-powered apparatus. The medical aspect of the Fire/Rescue Directorate experienced a similar evolutionary process, progressing from the original station wagon/first aid capability to current Paramedically staffed Advanced Life Support Units.

A highlight of this colorful history was the consolidation of the city of Jacksonville, at which time the "Fire Department's" jurisdiction and responsibility expanded from 26 to 844 square miles. Many major accomplishments were recorded in 1986 relative to the priorities and plans established in 1985. Of the many clear demonstrations of fire fighting excellence in 1986, one of the most significant, from a historical and sentimental value, was the \$45 million "SAVE" of Lee High School.

HISTORICAL GROWTH and DEVELOPMENT OF JACKSONVILLE FIRE/RESCUE SERVICE: 1886-1986

The City of Jacksonville and the Fire/Rescue Directorate reached a major milestone on July 15, 1986. This historical date marked the Centennial Anniversary of a paid, professional fire and rescue service.

The Fire/Rescue Directorate, or the "Fire Department" as it is often called, was organized on July 15, 1886. The first recorded effort to provide fire protection to the City actually occurred in 1850. While quite primitive by today's standards, this early effort was very logical and functional for that period of time: (1) wells were dug at key intersections to provide vital water sources; (2) fire towers were erected to enhance the transmission of fire alarms; and (3) the male population was recruited to form "Bucket Brigades" at fires.

Fire protection was provided in this manner until January 1868, at which time the first volunteer fire company (Friendship Hook & Ladder Co.) was formed. This volunteer company flourished and played a vital role in pro-

tecting City property and lives for 16 years. The first paid Fire Fighters were employed on July 15, 1886.

These professional Fire Fighters supported three hose companies, one "steamer" and one "hook and ladder." At this time, the total manpower included 20 officers and men. These companies were strategically located: Station #1 - 100 block of East Forsyth Street; Station #2 - Main & Ashley Streets; and Station #3 - Catherine Street, just north of Bay Street (now transformed into the Fire Museum and listed in the National Records of Historical Monuments). By 1895, two additional hose companies were added, Stations #4 and #5, bringing the total manpower to 30 officers and men.

The date of May 3, 1901, will be forever etched in the history of Jacksonville and its Fire/Rescue Directorate. The catastrophic event that occurred on this date has since been referred to as the "Great Fire of 1901." At precisely 12:56 p.m. on May 3, a minute spark and dry

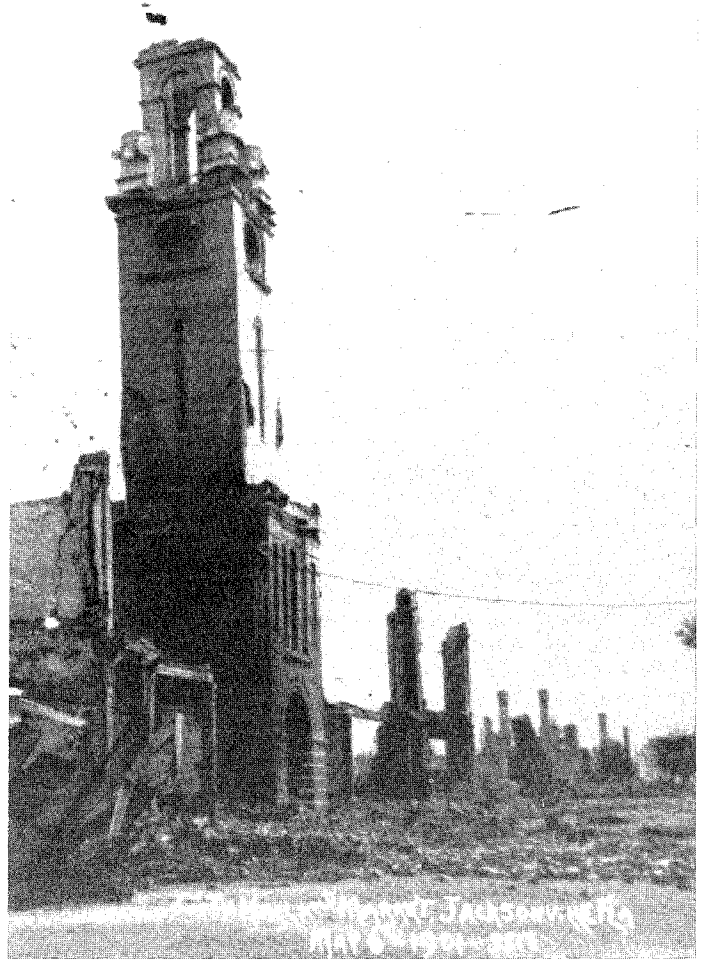
moss in the Wooten Fibre Factory (Beaver Street between Davis and Lee Streets), aided by westerly winds of 18 mph, triggered a City disaster which has been unparalleled.

It was a small force that fought what proved to be a valiant but losing battle on this most infamous day in the history of Jacksonville. The devastation caused by the fire is almost incomprehensible. Invaluable records and all public buildings, except the Federal Building, were destroyed. Nearly 10,000 people were left homeless. The number of buildings ravaged was reported at 2,368. Property damage was estimated at \$15 million. Miraculously, the official death toll rose no higher than seven.

In retrospect, the "Great Fire of 1901" had two major, but opposite, effects: (1) it literally wreaked havoc with the City, leaving it in smoldering ruins from Myrtle Avenue east to Catherine



Jacksonville Fire Fighter, circa 1870



City Hall May 6, 1901

Street and from Ashley Street south to the St. Johns River — a magnitude of fire loss which has never been equaled; and (2) it generated a strong community desire and commitment to establish and maintain a highly professional, responsive "Fire Department" — a continuing goal for all fire departments.

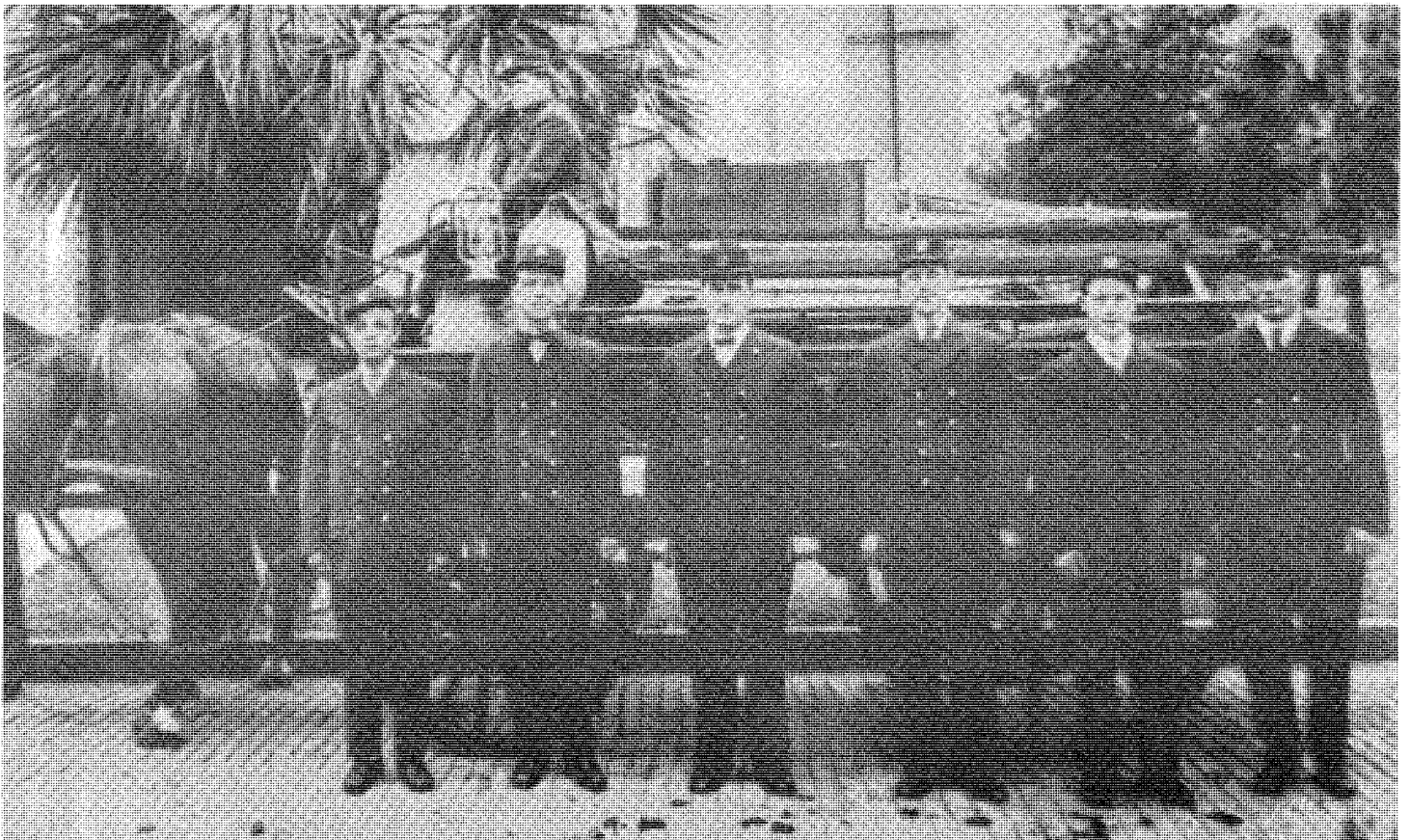
The period between 1902-1922 was marked by expansion and transition. The Department grew drastically for the first few years. Phasing out horse-drawn equipment was begun in 1912. By 1921, the last of the fire horses, "Rock" and "Sanko," were retired, leaving the Department completely motorized. The total number of Fire Fighters added over these same 20 years was 125. The first marine company was activated in 1922, with the addition of the fireboat "John S. Callahan" (a converted sub-chaser).

During the next 44-year period, 1923-1967, many significant improvements were made in the Department and in the services provided to the community. A patrol boat and the second fireboat (Richard D. Sutton) were added to the Department in December of 1941 and April 1951, respectively. Major enhancements achieved during this period were: (1) expansion of the number of stations to 17; (2) addition of another fireboat to meet the sharp increase in maritime activity; (3) improvement in state-of-the-art apparatus and equipment; and (4) assumption of responsibility for emergency medical services (Rescue).

When the City of Jacksonville consolidated on October 1, 1968, it changed the borders of the City from 26 to 844 square miles. This expansion had a dramatic impact on the Fire Department because it now had responsibility for the entire County which, in turn, forced the Department to meet the needs of both rural and urban communities. Prior to this transition, the County (rural area) was protected solely by volunteers.

Initially, this new responsibility entailed the manning of 20 former County stations with professional Fire Fighters, along with paid, permanent Volunteers. The Department also had to buy apparatus and hire additional manpower to meet this expanded responsibility. Fire and rescue responsibility and needs generated by consolidation triggered the largest growth and development since the "Great Fire of 1901." As a result of this increased demand for services, the Department quickly grew to 43 engines, 10 rescue units and 714 Fire Fighters in the immediate years following consolidation.

The Florida Junior College at Jacksonville developed an Emergency Medical Technician (EMT) Program for Rescue in 1973. This program was the forerunner and prototype for what was to become one of the finest EMT training programs in the nation. This is evidenced by the subsequent programs developed in cities such as Dallas, Los Angeles, New York, Houston, Tokyo and others — after their respective representatives had visited the Jacksonville Fire Department.



Hose Wagon #3, circa 1915



*Fire chief T.W. Haney—
commanded Fire Forces on May 3, 1901*

By 1977, the continually increasing demands placed on the Department required the addition of four rescue units. Also, in 1977, the Department of Health and Rehabilitative Services/Emergency Medical Services (DHRS/EMS) scheduled the first Paramedic certification test, and five local Fire Fighters became the first State certified Paramedics. Today, each rescue unit is staffed with at least one certified Paramedic and either an EMT or another Paramedic, as required by State Law. Among the emergency services and benefits provided to the Jacksonville citizens in this program were intravenous solutions, defibrillators and cardiac medications. The continuing demand for increased rescue services required additional rescue units.

The Triangle Oil Refineries fire in August of 1984 provided the Jacksonville Fire Department with one of its greatest challenges, and had the potential for ranking with the "Great Fire of 1901" in terms of property loss. Fortunately, the Fire Department was successful in meeting the challenge of this multiple alarm. Considerable credit in this regard must be shared with Fire Fighters from the surrounding naval bases and the professional help of the Jacksonville Volunteer Fire Fighters. Thanks to all of these competent, dedicated Fire Fighters, a major tragedy was avoided.

The fall of 1984 marked the beginning of a new era of management in the Public Safety Department in general, and the Fire Department in specific. Dale T. Beerbower and Miles R. Bowers were appointed Director of Public Safety and Deputy Director/Fire Chief, respectively. Significant among the early accomplishments by this new management team were: completion of a detailed needs analysis, development of a Comprehensive Improvement Plan, redefinition of functional responsibilities, improvement of managerial span of control, upgrading of the "Fire Prevention Bureau" and "Training Academy" to Division status, and renaming the "Fire Department" the "Fire/Rescue Directorate." The last action was taken to place fire and rescue activities and personnel in proper management and operational perspective within the Public Safety Department, and to promote consistency and balance within the new organizational structure.

A wide range and high level of major improvements and expansion in fire and rescue services have been recorded during the tenure of the new management team, including:

- Management training for top-level and mid-level Fire/Rescue managers, at the University of North Florida and the National Fire Academy
- Critiques of all major fires, with follow up on cable television to all fire stations
- Computer Dispatch System, linking all fire stations
- Fire Station #28 on Hogan Road

-
- Fire Station #48 on Blount Island, with Advanced Life Support capability
 - Rescue 15 at St. Lukes Hospital
 - Additional Rescue District Chiefs car

Many additional enhancements in fire and rescue services are planned for 1987, such as:

- Fire Station #49 at Yellow Bluff & Starratt Roads
- Fire Station #50 at Beach & Hodges Boulevards
- New downtown Fire Station #1 on Liberty Street
- Property for an additional station in the north Mandarin area
- Rescue 16 on the westside of the City
- Upgrade Engine 43 to an Advanced Life Support nontransport unit

In summary, fire and rescue services in Jacksonville have been expanded and improved significantly during the past 100 years of paid, professional Fire Fighters. This growth and development were influenced by and provided in support of the similar City enhancements over the same period of time. As a result of these positive activities, today's City Fire Fighters are highly trained and capable employees, not only in fire suppression, but also in emergency medical care. The citizens of Jacksonville can rest in the secure knowledge that they are being constantly safeguarded by highly professional, dedicated and empathetic Fire Fighters, with the paramount goal: save lives and property.

FIRE MUSEUM UNIT

The Jacksonville Fire Museum is recognized as the official State Fire Museum by the Florida State Fireman's Association. The Museum has become a major point of interest and a "must stop" for visiting Fire Fighters, not only to those from around the State, but also for those from throughout the country. The Museum has also received international recognition from fire museums located in Frankfurt, Germany, and Mystource, Poland. The Museum has been cited for many local honors, including those from: Jacksonville Landmark's Commission, the Duval County School Board and other area organizational groups.

The Jacksonville Fire Museum opened on October 3, 1982, and is now recognized as a source of historical information concerning the parallel growth of the fire and rescue service and the City. Visitor interest in the Museum increases each year. In 1986, Museum tours increased by 600 over the previous year. As the Museum expands — and the public becomes more aware of its historical value — visitor interest will likely increase accordingly.

The Public Safety Department's Fire/Rescue Directorate celebrated its Centennial in 1986. Festivities and demonstrations were held on Labor Day weekend in the City's riverfront Metropolitan Park to commemorate this major milestone in the dynamic 100-year growth and development of fire and rescue service in Jacksonville. This event will be recorded in the Museum and long remembered by the citizens of Jacksonville and others.



Exterior attack on a heavily involved structure fire

FIRE OPERATIONS DIVISION

At 7:55 p.m. a local railroad bridge attendant lowered the bridge for a passenger train scheduled to arrive at 7:59 p.m. Glancing briefly in the direction of the boat yard adjacent to the bridge, the attendant observed no activity. At exactly 8:01 p.m. the expected train crossed the bridge. At this precise time, the attendant heard a loud “whoosh,” turned and saw flames leaping through the roof of the paint storage building in the boat yard. Reacting immediately, he called the Fire/Rescue Emergency Operations Center.

This second-alarm fire was finally brought under control one and one-half hours later. Ten fire engines, three ladder trucks and fifty-nine Fire Fighters and Officers were required to extinguish the blaze. An assessment of fire damage revealed that both a 58-foot and a 52-foot boat in dry dock were completely destroyed. A 26-foot sailboat was spared total destruction because of the quick, appropriate

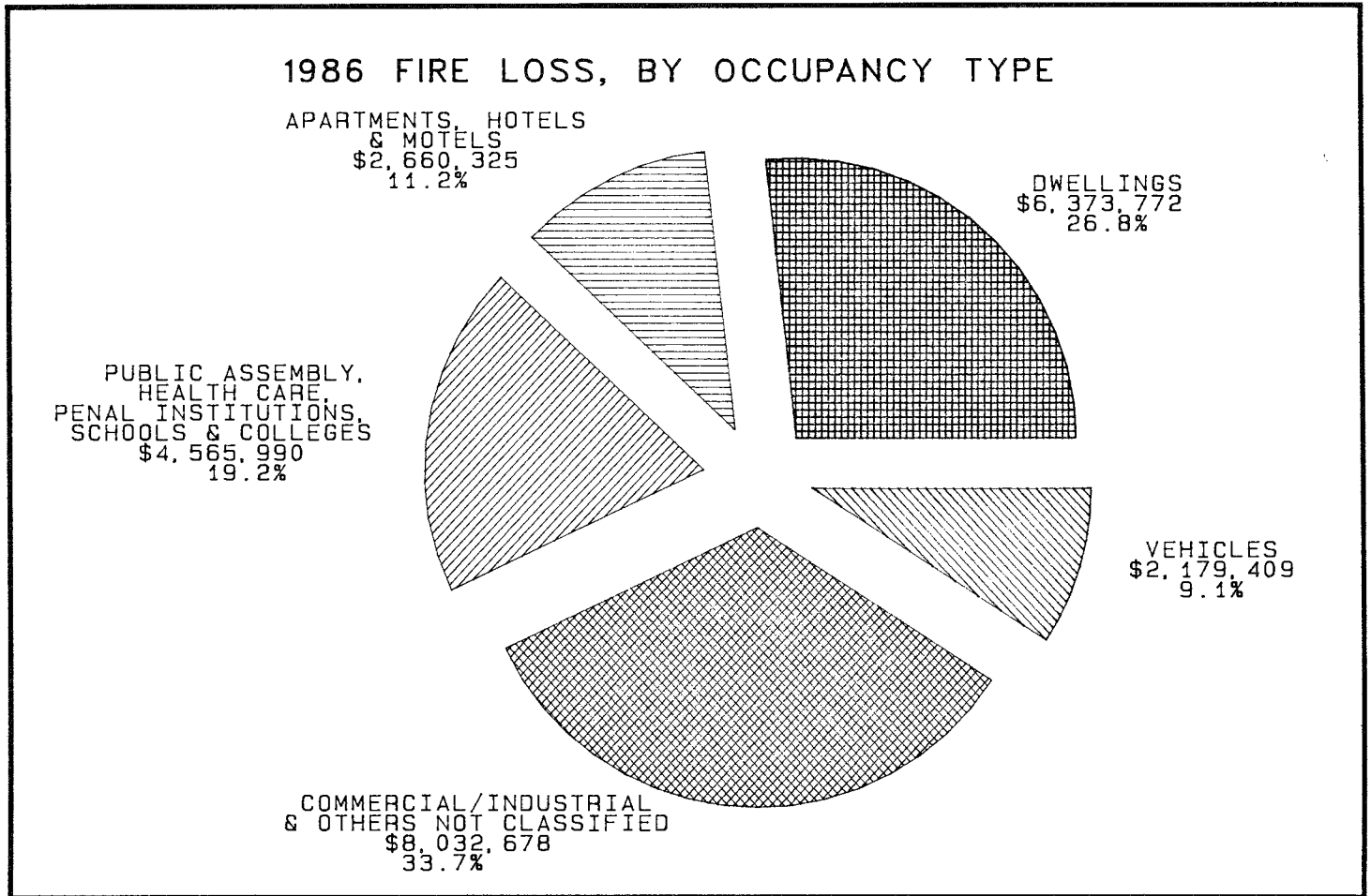
actions taken by the first-arriving Fire Fighters, who moved the vessel a safe distance from the fire. Although there was over \$960,000 damage to the three marine craft and the structure, no injuries were sustained during the suppression of the fire; and property losses were confined to the paint building and its contents.

On another occasion, an elderly woman telephoned the Fire/Rescue Emergency Operations Center and exclaimed: “My husband has stopped breathing!” The Emergency Operations Officer who received the call quickly obtained additional required information and dispatched an engine company and two rescue units to the address given by the caller. The engine company arrived on the scene first because of the relatively shorter traveling distance. As a result of the excellent treatment and care provided by “Combat” Fire Fighters, the patient’s breathing was restored by the time he was placed in a rescue unit — and he survived.

These two incidents referenced are illustrative of the range of services provided daily by the 592 full-time Fire Fighters in the Fire Operations Division. These "Combat" Fire Fighters, assisted by 232 Volunteers, are assigned to 45 fire stations, strategically located across the 844 square miles of Jacksonville. The Fire Operations Division, the largest organizational unit in the Fire/Rescue Direc-

torate, is charged with a wide range of duties, such as: (1) provision of fire suppression services; (2) command and control of emergency operations; (3) allocation of fire suppression manpower, including volunteer fire forces; and (4) augmentation of emergency medical services provided by the Fire Rescue Division.

The Fire Operations Division budget for Fiscal Year 1985-86 was \$28,017,614.



VOLUNTEER FIRE FIGHTERS

Currently, 16 individually chartered corporations augment paid Fire/Rescue personnel in the outlying, rural areas of the County. These Volunteer Fire Corporations are manned by 232 active Volunteer Fire Fighters.

Concerted emphasis was placed during 1986 on training. To this end, the Fire Training Division developed an Instructor Training Program designed to "train-the-trainer." These instructors, in turn, returned to their respective

organizations and trained their members. This type of training allowed the volunteer training to be conducted at more mutually agreeable times and locations.

Future plans call for the initiation of a Volunteer Officers' Training Course and implementation of a 32-hour Building Construction Course. Effort will be maintained to acquire additional communications and paging units, which will help expand the overall flexibility and utilization of volunteer forces.



Volunteer training in life-saving techniques

1986 ACCOMPLISHMENTS

- Assisted in developing specifications and receiving bids for a new prototype fire apparatus (Telesquirt) and a new state-of-the-art air truck
- Placed an Advanced Life Support (ALS) non-transport unit into service at Fire Station #48
- Ordered Polybenzimidazole (PBI) protective hoods for all fire suppression (Combat) personnel
- Started conversion to PBI bunker gear, which is lighter and more flexible and wear resistant than material previously used
- Replaced badly deteriorated acid suits for Hazardous Materials Team
- Wrote standard operating procedures for major emergency situations
- Implemented 20 Management/Services Improvement Team (M/SIT) projects in areas currently pertaining to apparatus, equipment and tactics/strategies
- Placed in service ten Basic Life Support (BLS) engine companies, which will provide increased levels of emergency medical care with fire suppression manpower and apparatus
- Ordered placement of audible warning devices on bumpers of all new and a number of existing apparatus — in a effort to alleviate high-impact noise, which has created hearing problems for Fire Fighters
- Provided for the monthly distribution of a physical fitness bulletin
- Changed specifications of self-contained breathing apparatus bottles from composite metal to metal spun-wrapped nylon (light weight) bottles
- Took action to acquire property for a new fire station at Starratt and Yellow Bluff Roads: Fire Station #49



Hydrant being checked by Fire Company

FIRE LOSS				
TOTAL FIRES	1985	1986	CHANGE	
			AMOUNT	PERCENT
Number of Fires	5,473	5,266	-207	-3.7%
Dollar Loss	\$12,979,975	\$23,812,174	+10,832,199	+83.5%
Average Loss/Fire	\$2,372	\$4,522	+2,150	+90.6%
DWELLING FIRES				
Number of Fires	1,089	1,068	-21	-1.9%
Dollar Loss	6,477,489	6,373,772	-103,717	-1.6%
Average Loss/Fire	5,948	5,968	+20	+0.3%
MULTIPLE OCCUPANCY *FIRES				
Number of Fires	287	337	+50	+17.4%
Dollar Loss	1,145,126	2,660,325	+1,515,199	+132.3%
Average Loss/Fire	3,990	7,894	+3,904	+97.8%
INSTITUTIONAL **FIRES				
Number of Fires	84	76	-8	-9.5%
Dollar Loss	947,125	4,565,990	+3,618,865	+382.1%
Average Loss/Fire	11,275	60,078	+48,803	+432.8%
COMMERCIAL/INDUSTRIAL (NOC) FIRES				
Number of Fires	357	374	+17	+4.7%
Dollar Loss	2,622,980	8,032,678	+5,409,698	+206.2%
Average Loss/Fire	7,347	21,478	+14,131	+192.3%
VEHICLE FIRES				
Number of Fires	1,045	1,057	+12	+1.1%
Dollar Loss	1,787,255	2,179,409	+392,154	+21.9%
Average Loss/Fire	1,710	2,062	+352	+20.6%
* Apartments, Hotels/Motels				
** Public Assembly, Health Care & Penal Institutions, Schools & Colleges				

1987 PROGRAM/SERVICES PRIORITIES

- Provide increased levels and opportunities for training all personnel, in conjunction with the Fire Training Division
- Place second Advanced Life Support (ALS) nontransport unit in service at Fire Station #43
- Increase staffing to ensure proper and safe operation of apparatus and equipment, and effective execution of established fireground tactics/strategies
- Add multi-purpose apparatus — to provide

optimum utilization of manpower and equipment, and use in concert with fire and rescue tactics/strategies

- Order a fireboat specifically designed for Jacksonville's current and projected needs
- Train all personnel in Incident Command and then implement the system — to ensure optimum use of manpower, apparatus, equipment and fireground tactics
- Design, dedicate and assist in the coordination of construction plans for the "Fallen Fire Fighter" memorial at the site of the new central Fire Station #1

- Initiate work on a comprehensive and medically supported physical fitness program — to increase productivity and extend the life and improve safety of Fire Fighters
- Complete and activate the new central Fire Station #1
- Implement standard operating procedures for shipboard fire fighting, and use them as a basis for a model training and operational program

1988-1992 LONG RANGE GOALS

- Increase staffing to a level consistent with national fire service standards
- Increase quality of fire services to keep pace with the rapid growth and development occurring in many areas of the City
- Continue to improve overall efficiency and effectiveness of all services provided by the Division
- Update fire apparatus/equipment replace-

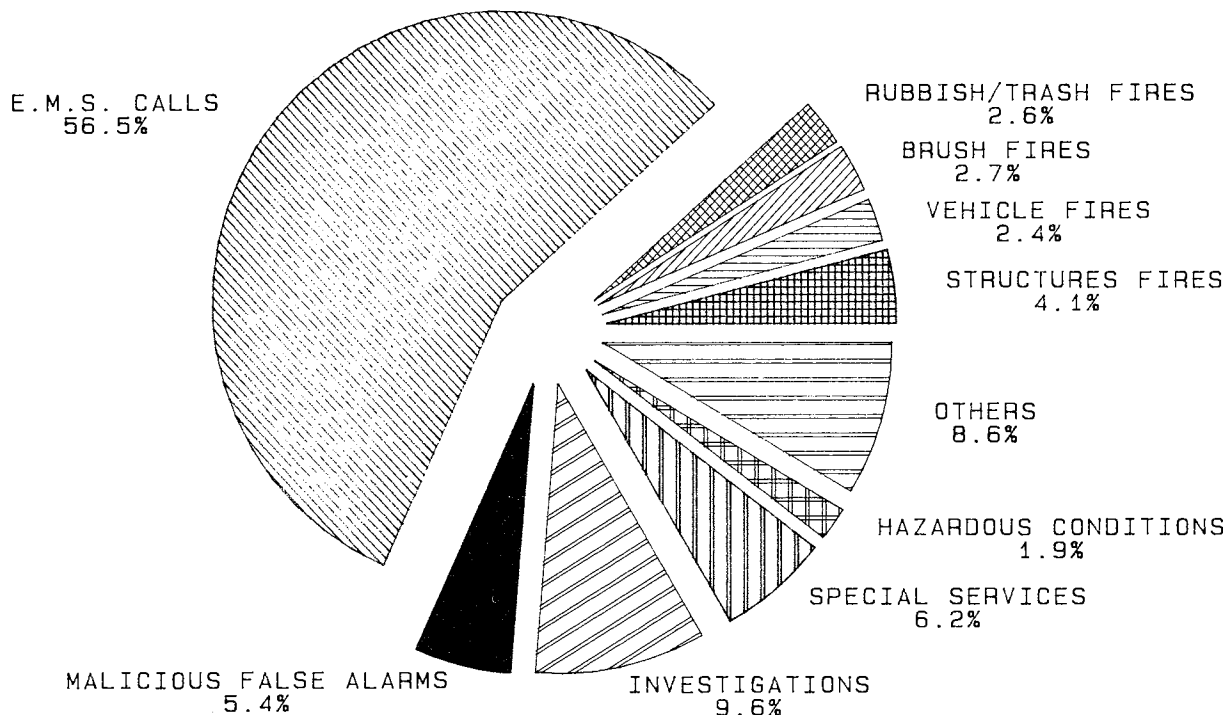
ment program to meet the needs of the growth and development of the City

- Add new fire station in the Mandarin area
- Add new station in Argyle Forest
- Convert five Basic Life Support (BLS) squads to Advanced Life Support (ALS) units
- Place into service a second Hazardous Materials Team



Engine Company 2 making an attack on an "involved" house fire

1986 COMBAT WORKLOAD ANALYSIS





Medical aid being administered to an accident victim

FIRE RESCUE DIVISION

The Fire Rescue Division, by its budget and number of assigned manpower, is the second largest Division in the Fire/Rescue Directorate. Approximately 67 percent of the total volume of calls for assistance received by the Fire/Rescue Emergency Operations Center were responded to by this Division. The operational responsibilities of the Division include: (1) command and control of all Rescue activities, (2) transportation of critically ill and injured persons, (3) support of fire suppression activities, (4) development and implementation of medical disaster plans, and (5) provision of prehospital emergency care.

The Division's annual budget of \$5,278,181 for Fiscal Year 1985-86 supported a staff of 6 District Chiefs, 16 Captains, 30 Lieutenants, 45 Paramedics and Emergency Medical Technicians (EMTs)/Engineers, and 10 Fire Fighters.

Fifteen Advanced Life Support (ALS) rescue units were in service during 1986, 24 hours a day. One unit which was limited to "peak-load" service in 1986 is scheduled for conversion to full-time in April 1987. Florida Community College at Jacksonville maintains a part-time unit to facilitate the training of EMTs and Paramedics. Six spare units were available in 1986 as backups.

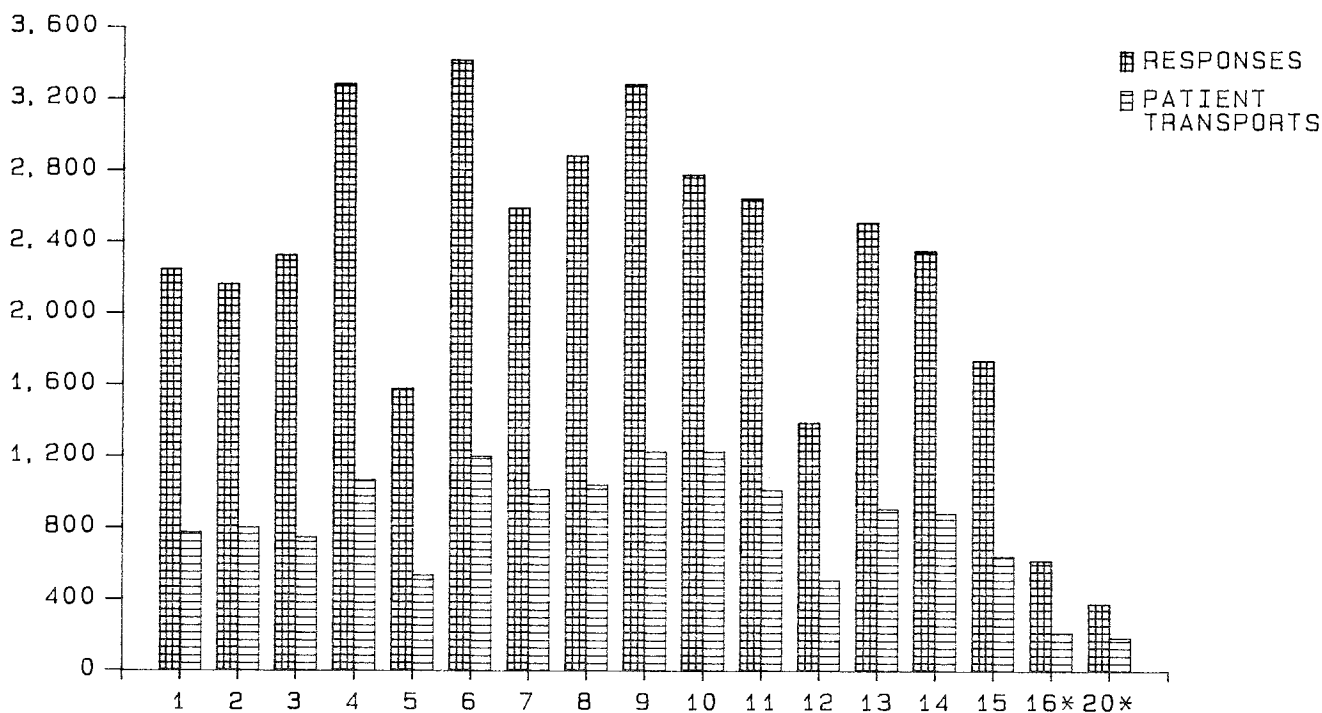
The Fire Rescue Division's dedication to innovation has brought about numerous enhancements, some of which were later adapted by other departments. Improvements in preventative maintenance allow units to remain in service a relatively greater percentage of time in their assigned territories. While striving for better medical coverage, the Division has maintained a high level of visibility and positive rapport with area hospitals and emergency department physicians.

This Division instituted a "Quality Assurance" Program in 1986, involving the District Chiefs. Medical channels are monitored frequently by the Chiefs through the use of scanning radios. In addition, all run reports are reviewed daily by District Chiefs for assurance of proper medical care and adequate documentation. Performance counseling is provided and documented, as appropriate. The program will be expand-

ed and refined in 1987 to provide information necessary for statistical analysis and evaluation for "Quality Assurance."

Through the use of appropriate, cost-effective rank structure and leadership, the Fire Rescue Division is a model for emergency medical service management. To continue and expand on this role, the Division has implemented a program which requires District Chiefs to attend job-related seminars. Among the in-service, career development programs attended by Division personnel in 1986 were: (1) the Jacksonville University City Management Program, (2) Clinical Conference of Prehospital Emergency Care, (3) University of North Florida's Government Fellows Program, and (4) seminars focusing on disaster preparedness and terrorism. Funding to support attendance at the seminars was, and is, provided through the Medical Director.

1986 RESPONSES BY RESCUE UNITS



*Part-time units only operated at peak times or for training purposes.

THE JACKSONVILLE EMERGENCY MEDICAL AUXILIARY

The Jacksonville Emergency Medical Auxiliary (JEMA) has continued to grow and mature as a professional volunteer organization during its third year of operation. Improved membership recruitment and retention strategies have come to fruition, as evidenced by a membership increase of more than 20 percent.

Providing skilled emergency care for Jacksonville citizens attending city-sponsored events continues to be the primary focus of the Volunteer Emergency Medical Technicians, Paramedics and Registered Nurses who comprise JEMA's membership. The 1986 run reports which were generated for the 26 events covered by JEMA highlight the Auxiliary's exemplary service. For example, 229 Jacksonville citizens were triaged and treated, of whom 8 percent required emergency transport to area hospitals. More than 1,665 man-hours of volunteer coverage were provided by JEMA in 1986, involving both City and independent functions sponsored by local charities.

A second area of JEMA's focus during 1986 was to continue the ongoing effort to improve and solidify a smooth-working relationship with Fire/Rescue personnel. JEMA members spent 760 man-hours riding with Fire/Rescue personnel, to upgrade skill levels comparable to their paid counterparts.

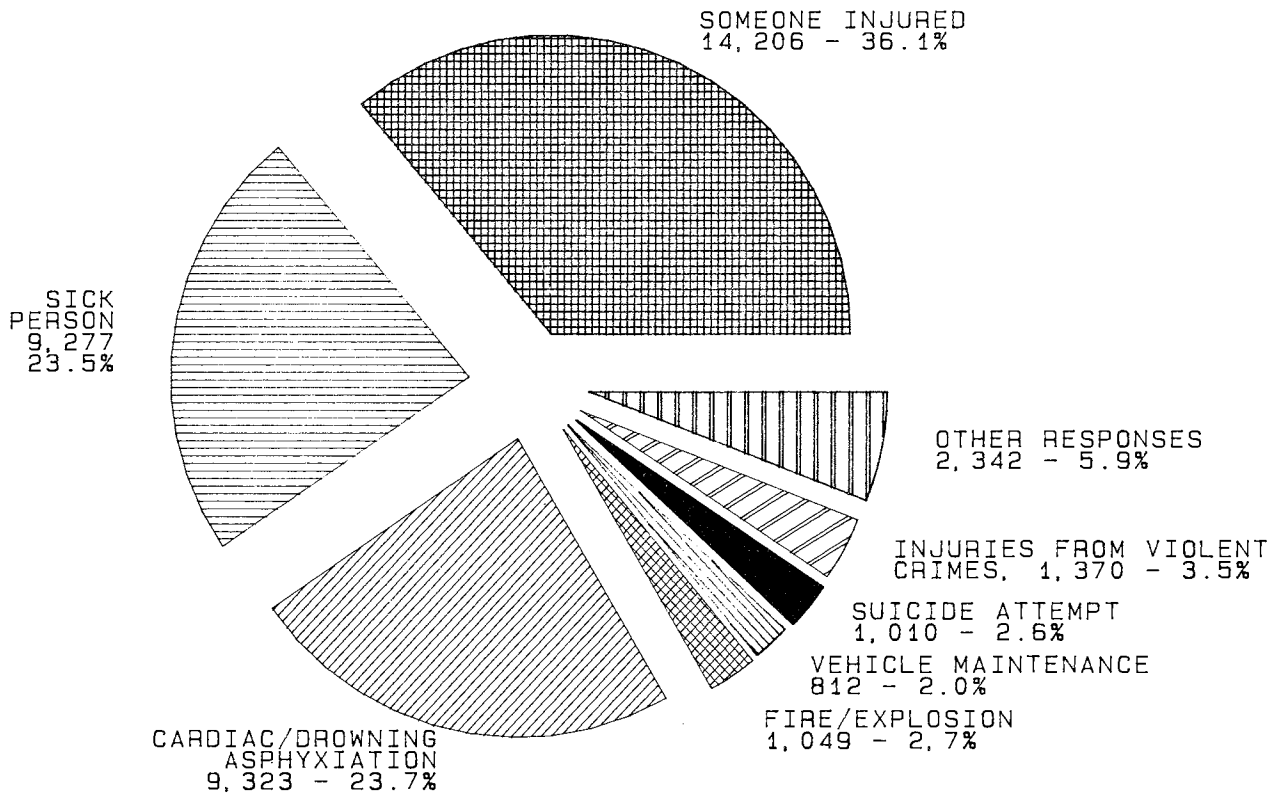
The JEMA membership has identified three priorities for 1987. The first is to enlist more committee involvement from the general membership — in an effort to encourage ongoing, open dialogue with respect to member accountability and future organizational goals and



*Rescue District Chief coordinating the actions
at the scene of a cardiac arrest*

objectives. The second priority next year will be to develop and maintain a positive and accurate Public Safety and media image through involvement in public and charitable events — as directed by the Public Safety Department. The third emphasis will be the procurement of a standardized methodology whereby citizens triaged and treated by JEMA can be tabulated as part of official City Fire/Rescue patient statistics.

1986 EMERGENCY MEDICAL SERVICE RESPONSES



1986 ACCOMPLISHMENTS

- Assisted in placing a second District Chief's car in service
- Established "Quality Assurance" program — through evaluation of all run reports and frequent monitoring of medical channels
- Assisted in the acquisition of Rescue 10 with funds received from St. Vincent's Foundation
- Completed program to upgrade "peak-load" unit into full-time unit (Rescue 16)
- Established position of Assistant Medical Director
- Established program to improve management skills of District Chiefs
- Continued the Cardio-Pulmonary Resuscitation (CPR) Program for City employees
- Completed program for conversion of Life-Paks (L.P.4 to L.P.5)
- Installed first Divisional cellular telephone (Car 4)
- Completed update of radio equipment on front-line units
- Placed rechargeable "Mag Lights" in District Chiefs' cars
- Placed "Data Banks" in District Chiefs' cars
- Implemented program to improve narcotic security, which exceeds State standards
- Upgraded equipment: front-line and reserve
- Upgraded and revised prehospital standard operating procedures, in conjunction with the Medical Director
- Established program and developed forms for field evaluation of new equipment

1987 PROGRAM/SERVICES PRIORITIES

- Have all Fire Rescue Division personnel trained and certified through Paramedic level
- Establish Hazardous Materials Rescue Team
- Complete standardization of all front-line units
- Obtain uniforms applicable to working conditions
- Obtain needed jumpsuits and boots
- Implement Stress Management Program
- Request full-time Medical Secretary for Fire Rescue Division
- Prepare Heavy Rescue Team/Development Plan
- Provide a car for the Medical Director
- Develop an annual equipment replacement schedule
- Provide cellular phones for District Chiefs
- Study feasibility of turbo-chargers for diesel units
- Equip each unit with multi-function pagers
- Provide rechargeable "Mag-lights" for each unit
- Implement use of external pacers
- Combine/upgrade disaster equipment; obtain a disaster trailer
- Implement updated trauma protocol
- Explore use of individual competency system
- Expand CPR Program to entire community
- Relocate Rescue 6 to central location, at new Fire Station #1
- Study feasibility of "Suburban," as a type of vehicle for use by District Chiefs
- Establish program for use of acquired "Driving Under the Influence" (DUI) funds
- Study feasibility of proposed move of Rescue Storeroom

- Establish feasibility of Prehospital Quality Assurance Committee and Trauma Registry
- Upgrade Rescue 19 to ALS (possibly use one-man unit)
- Place oxygen manifolds in District Chiefs' cars for use at Mass Casualty Incidents (MCIs)
- Study vehicle maintenance system
- Convert peak-load Rescue unit to full-time

1988-1992 LONG RANGE GOALS

- Comply with previously established need for Rescue 17 and 18
- Establish position of Battalion Chief for Fire Rescue Division
- Add one additional rescue unit per year, for the next five years
- Implement an annual equipment replacement schedule
- Establish position of paid Medical Director
- Develop and mobilize a "Heavy Rescue Team" and a "Special Trauma and Rescue Team" (STAR)
- Begin defibrillator concept, utilizing BLS fire apparatus: Emergency Medical Technician Defibrillator Concept (EMTDC)
- Establish priority policies and procedures for sending teams to disasters occurring outside City limits
- Establish program for a "Mutual Aid Disaster Team" (a la Metro-Dade)
- Obtain a second Mini Emergency Rescue Vehicle (MERV): electric model, for Prime Osborn Convention Center
- Obtain a portable Loran System, for precise location of downed aircraft
- Equip rescue unit radios with transponders for precise radio identification
- Relocate Rescue Training Facility
- Study feasibility of a fire and rescue helicopter



A "control burn"—for training

FIRE TRAINING DIVISION

The Fire Training Division, one of five major components of the Fire/Rescue Directorate, has the responsibility for providing high-quality, timely and responsive instruction to Fire/Rescue personnel. Special emphasis is placed on the formulation and implementation of a long-range, comprehensive career development program, which meets the common and individual needs of members. Success in this regard is vital in obtaining optimum performance of duties and overall professionalism in the Fire/Rescue Directorate.

The Fire Training Division also contains the Audiovisual and the Pre-Planning sections. The Audiovisual Section is responsible for the pro-

duction of video tapes to support the various training functions, such as the Cable Access Training System (CATS), classroom instruction and critiques of major incidents. The Pre-Planning Section has the responsibility to oversee the collection, synthesis, printing and dissemination of plans and information on buildings with high life- and property-threatening hazards. The resultant plans are then utilized to enhance pre-emergency readiness.

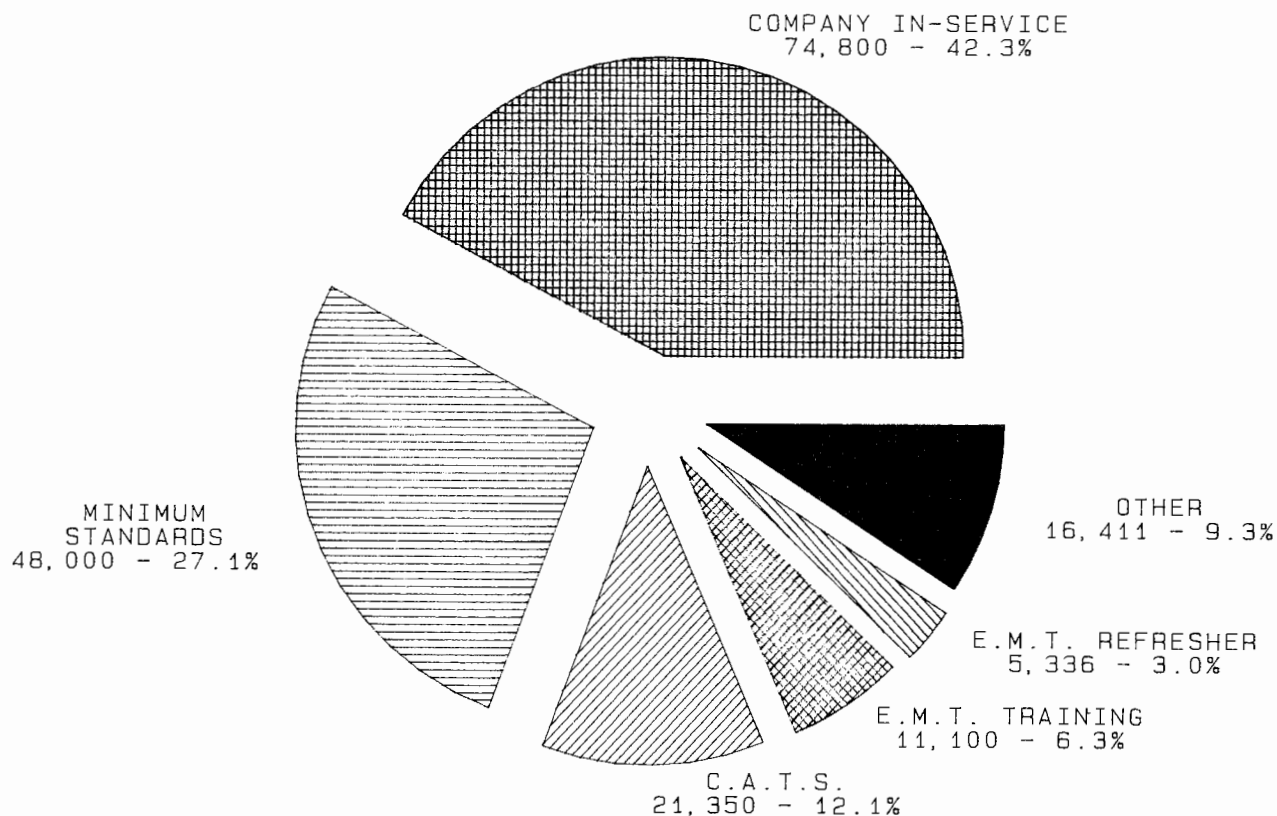
The Division Chief is supported by a staff of seven Captains, one Lieutenant and five Engineers. The Fire Training Division's budget for Fiscal Year 1985-86 was \$547,955.

1986 ACCOMPLISHMENTS

- Began renovation and upgrading of the video laboratory
- Developed and implemented a Cardio-Pulmonary Resuscitation (CPR) certification update for Fire/Rescue Directorate personnel
- Implemented a regular programming schedule for CATS presentations
- Assigned field instructors the additional responsibility of observing safety procedures at major incidents
- Published a Fire Training Newsletter
- Completed educational specifications for the new Regional Fire/Rescue Training Center, to be located at the Florida Community College at Jacksonville (FCCJ), South Campus

- Recertified 50 percent of all the Fire/Rescue Emergency Medical Technicians (EMTs) and Paramedics
- Continued pre-fire planning
- Coordinated with FCCJ for Minimum Standards courses
- Participated in several mock disaster programs
- Improved management and networking skills — by making courses and seminars available to upper-level administrative staff through the University of North Florida, Jacksonville University and the National Fire Academy
- Provided Fire Training Division personnel an opportunity to attend courses, seminars, conferences and related programs — to facilitate pertinent, high-quality training for Fire/Rescue members

1986 FIRE FIGHTER TRAINING HOURS

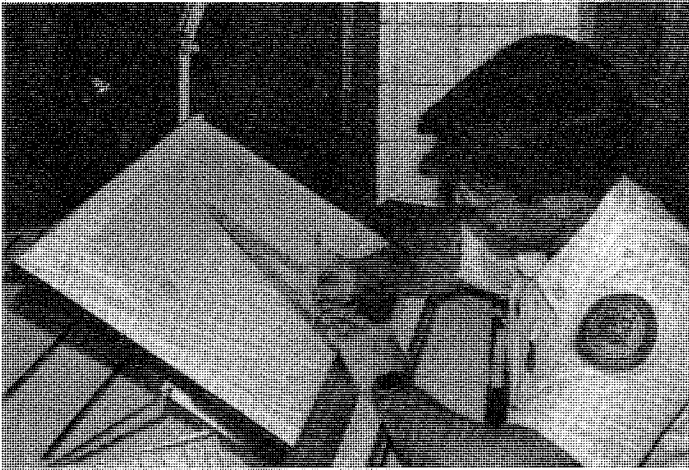




Present Fire Training Academy at 2345 Roselle Street

1987 PROGRAM/SERVICES PRIORITIES

- Developed a cluster training program to allow fire companies located in the same district to train together
- Implemented a communication system designed to disseminate information effectively throughout the Fire/Rescue Directorate
- Conducted critiques on major incidents and disseminated information to Fire/Rescue personnel via Cable Television
- Completed ten training programs in the areas of supervision, management and operational responsibilities
- Initiated developmental work for seven additional programs
- Expand training opportunities for upper-level administrative staff
- Develop a program designed to analyze and disseminate information gathered from major disasters, on a local, State and national level
- Institute an efficient method of obtaining and storing pre-fire plan information
- Provide a portable classroom for the Fire Training Academy
- Initiate a plan which will provide training for all members of a fire company, keeping assigned personnel intact
- Develop and implement "Advanced Skills Evaluations"
- Continue improving career development programs for the Fire/Rescue Directorate
- Continue to make seminars, conferences and related programs available to all Division personnel
- Continue development and improvement of the Fire/Rescue Directorate's "Drill Manual"
- Print and distribute the new "Engineer's Handbook"
- Develop an "Aerial Ladder Operator's Training Program"
- Train Fire/Rescue Directorate Officers in "Incident Command"
- Expand the use of the video system in training



Fire pre-planning in progress

- Recertify the remaining 50 percent of the Fire/Rescue Directorate's EMTs
- Produce 12 hours of the "EMT Refresher Course" for presentation through the CATS program
- Participate in the selection of an architectural/engineering firm for the new Regional Fire/Rescue Training Center and monitor the pre-construction phases
- Implement courses and programs designed to increase personnel knowledge and skills in each specific operation performed by the Directorate

1988-1992 LONG RANGE GOALS

- Continue the development of a long-range, comprehensive career development program
- Assist in the coordination of construction and utilization of a state-of-the-art, cost-effective Fire/Rescue training complex, on a 15-acre site at FCCJ's South Campus

- Develop high-level training and educational requirements for managerial positions within the Fire/Rescue Directorate
- Continue development of the Video Section, by adding a Video Assistant
- Conduct all recertification programs on timely cycles — to ensure total compliance
- Establish and maintain accurate, up-to-date and computerized training records for all personnel
- Maximize the use of outside training resources
- Pre-plan every major building and targeted hazard in Duval County



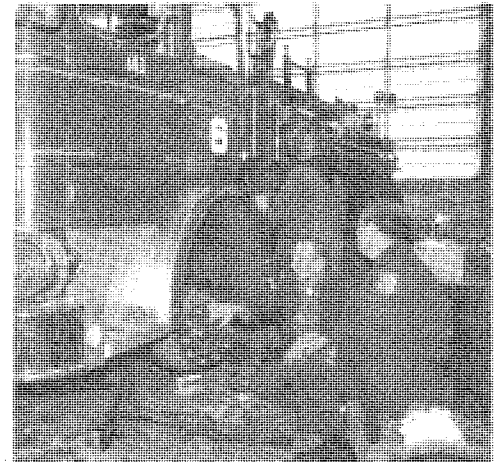
Fire training video being produced



Fire Storeroom



Fire/Rescue Communication



Tactical Support

FIRE SERVICES DIVISION

The Fire Services Division provides logistical support to the Fire/Rescue Directorate. The Division's responsibilities include: operation of emergency communications; acquisition and distribution of supplies, equipment and apparatus; and oversight of all facilities utilized by the Fire/Rescue Directorate. Maintenance of all vehicles and apparatus/equipment assign-

ed to the Directorate is also coordinated by this Division.

Division services were provided in 1986 by one Division Chief, one Captain, six Lieutenants, six Engineers, one Fire Fighter and twenty civilians. The Fire Services Division had an operating budget of \$3,105,066 in 1986.

1986 ACCOMPLISHMENTS

- Increased the number of personnel assigned to the Fire/Rescue Emergency Operations Center (EOC)
- Coordinated completion of renovation of interior/exterior of Public Safety Headquarters
- Completed major improvements and repairs to 26 fire stations

- Completed testing of all fire pumpers, ladder trucks and oxygen bottles
- Coordinated the completion of plans, awarding the contract and beginning of construction on the new downtown Fire Station #1
- Implemented the Data Dispatch System, City-wide; and adopted the System as the primary means of dispatching emergency apparatus

- Reduced the out-of-service time for fire companies — when reloading hose — and reduced the need for hose drying by beginning a conversion from cotton-jacketed to rubber-jacketed hose
- Assisted in developing specifications and receiving bids for a new prototype fire apparatus (Telesquirt) and a new state-of-the-art air truck
- Coordinated the rebuilding of all woods trucks — in order to increase their capacity, safety and utility
- Began the renovation of the second floor of the Lanier Building — to be used as the new Fire/Rescue EOC and Enhanced 9-1-1 Secondary Public Safety Answering Position (PSAP)
- Assisted in testing and evaluating Polybenzimidazole (PBI) — used in protective clothing
- Enhanced storeroom inventory reliability by placing a new computerized inventory system on-line
- Provided 21 additional pagers for Volunteer Fire Fighters
- Began a program to train Fire Fighters as relief supervisors in the Fire/Rescue EOC
- Assisted in placing a second Rescue District Chief's car in service

- Assisted in the acquisition of Rescue 10

1987 PROGRAM/SERVICES PRIORITIES

- Complete major repairs on all fire stations and expand minor repair capability
- Relocate the Fire/Rescue EOC to new quarters on the second floor of the Lanier Building
- Divide the City into two zones for dispatching and control purposes
- Expand the building, equipment and services available at the Tactical Support Facility
- Increase the number of personnel assigned to the Tactical Support Facility
- Provide additional pagers for Volunteer Fire Fighters
- Develop an analysis capability to justify all apparatus and equipment purchases
- Establish a Research and Development Section
- Consolidate the Rescue Storeroom with the Fire Storeroom or the Tactical Support Facility
- Place in service a back-up air truck



New Air Truck

- Add an additional rescue unit, completely equipped
- Assist in coordinating construction of a new #19 Fire Station on Rogero Road
- Expand the facilities, equipment and services available at the Fire/Rescue Directorate's Tactical Support Facility

1988-1992 LONG RANGE GOALS

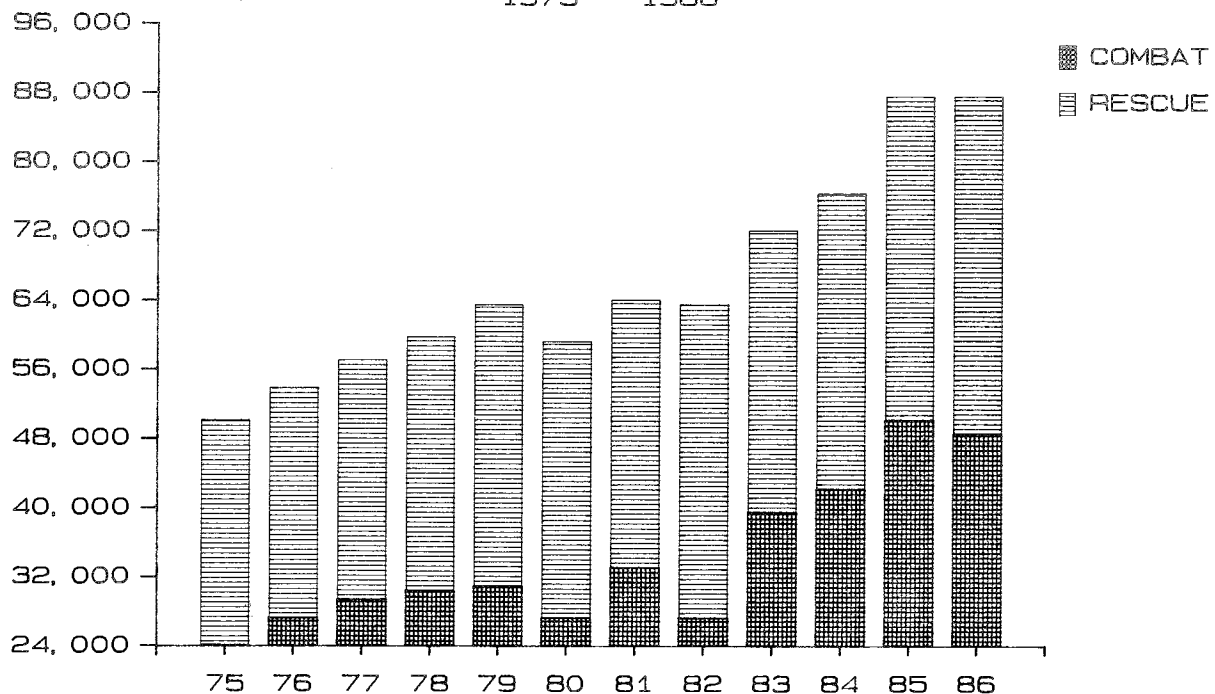
- Secure needed office space for the Public Safety Headquarters staff
- Provide state-of-the-art protective clothing and safety gear
- Help coordinate the construction of two new

fire stations: #50 on Hodges Boulevard and #49 on Yellow Bluff Road

- Relocate Fire Station #31 and renovate Fire Station #22
- Assist in planning the construction of the new Regional Fire/Rescue Training Center
- Provide new fire apparatus, annually — to keep the fleet on an up-to-date replacement schedule
- Continue the orderly expansion of the Tactical Support Facility Complex and its services
- Accelerate routine maintenance of buildings and facilities in the Fire/Rescue Directorate

INCIDENTS PROCESSED BY THE EMERGENCY OPERATIONS CENTER*

1975 - 1986



*Includes dual dispatches by Fire and Rescue vehicles



New Fire Station #48 on Blount Island

- Procure funding for the construction, equipment and manpower for new station/service locations
- Provide well-maintained, safe, cost-effective and functional apparatus — to attain optimum utilization by Fire/Rescue personnel
- Increase self-contained breathing apparatus (SCBA) equipment to provide each engine, ladder truck and squad with the recommended light-weight breathing apparatus
- Equip and place in service a second reserve engine and ladder truck
- Standardize equipment for all personnel and on all apparatus
- Provide heavy appliances (pickett pipes/deck guns) for all engines
- Request the purchase of two new Model 350 Transmitters — to function as primary

transmitters on fire frequencies UHF II and III

- Install “tone-coded squelch” on the VHF Toning System — to provide two-way communications for the Volunteers



Senior Administrators inspect refurbished Engine/Pumper



Fire Arson Investigation

FIRE PREVENTION DIVISION

The Fire Prevention Division is the most proactive arm of the Fire Rescue Directorate. Its operational responsibilities include: fire/life safety code inspection, fire investigation, new construction plan review, fire hydrant maintenance, fire zone alignment and fire safe-

ty programs development.

The Division is staffed with one Division Chief, nine Captains, six Lieutenants, five Fire Inspector II's and three Fire Inspector I's. This Division was supported in 1986 by an annual operating budget of \$1,005,341.

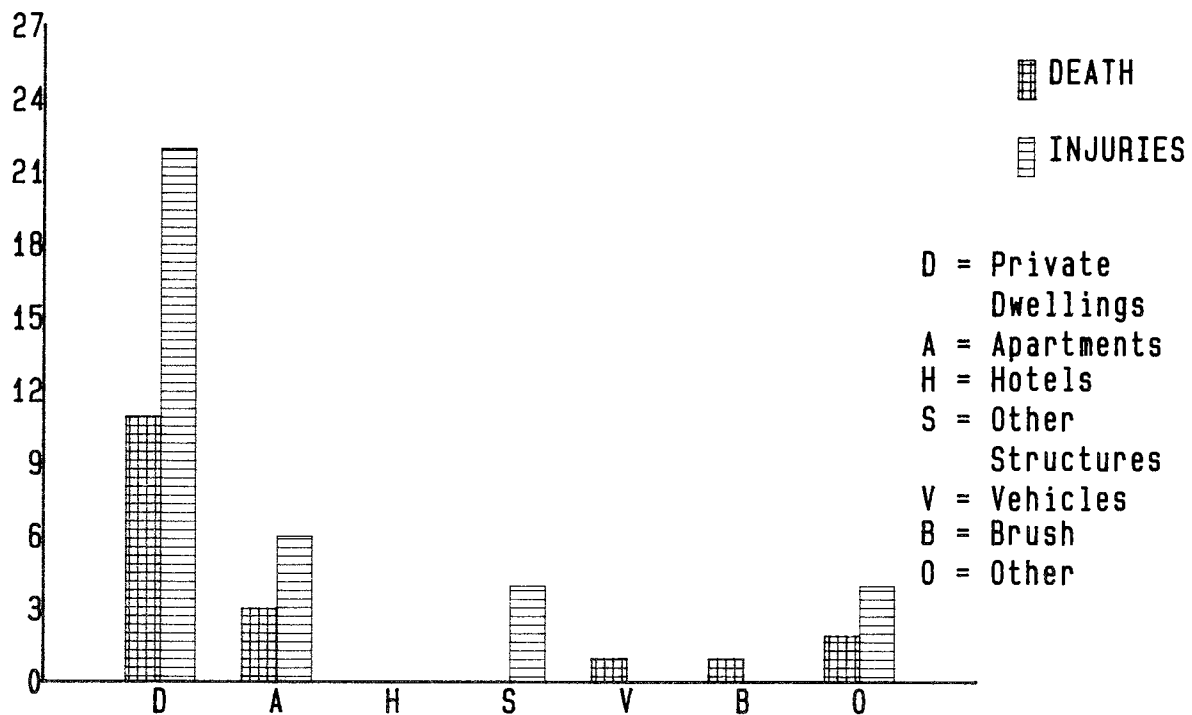
1986 ACCOMPLISHMENTS

- Expanded training opportunities for Division personnel — by increasing the use of the National Fire Academy
- Completed an organizational transition from "Bureau" to "Division" status
- Increased the number of vehicles within the Division
- Utilized Fire Companies to increase in-service fire safety inspections
- Increased utilization of computers to track arson-prone areas
- Increased contributions of light-duty personnel — to augment Division duties
- Conducted routine safety inspections of existing fire stations

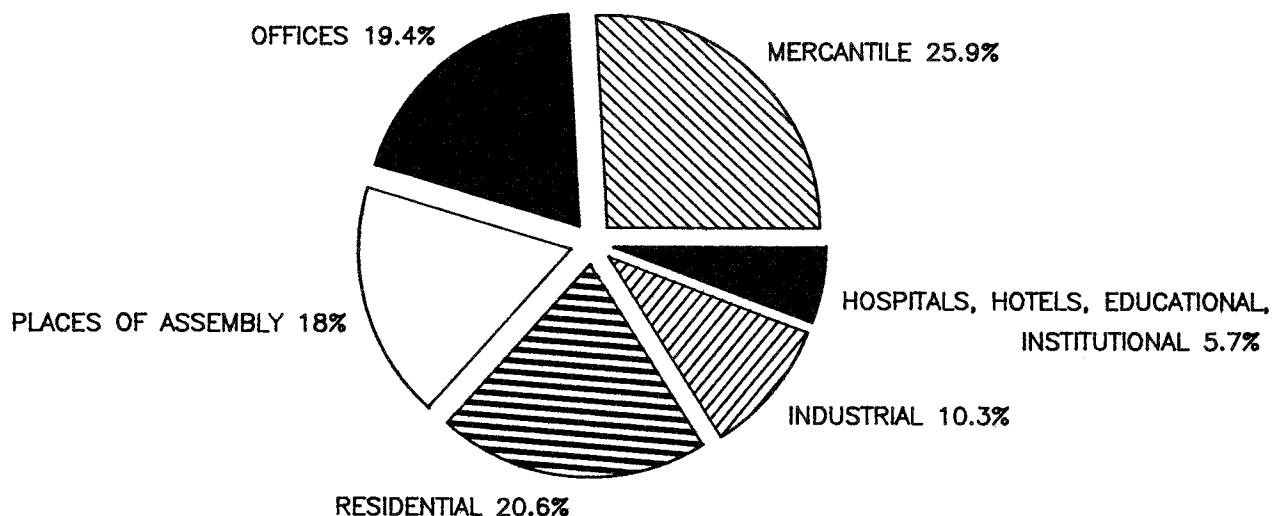
1987 PROGRAM/SERVICES PRIORITIES

- Improve the delivery of arson/investigative services — by the addition of a second Fire Investigator's car
- Increase the number of career development opportunities available to Division personnel
- Develop a viable Public Fire Safety Education Program, in concert with the Office of Public Education
- Increase the number of in-service fire safety inspections performed by Fire Companies
- Implement fine/fee program to encourage and support compliance with the Fire Code
- Improve Plans Review services — by the addition of a second Plans Review Officer
- Update radio/pager equipment for Division personnel
- Increase the number of career development opportunities available to Division personnel

1986 CIVILIAN FIRE CASUALTIES



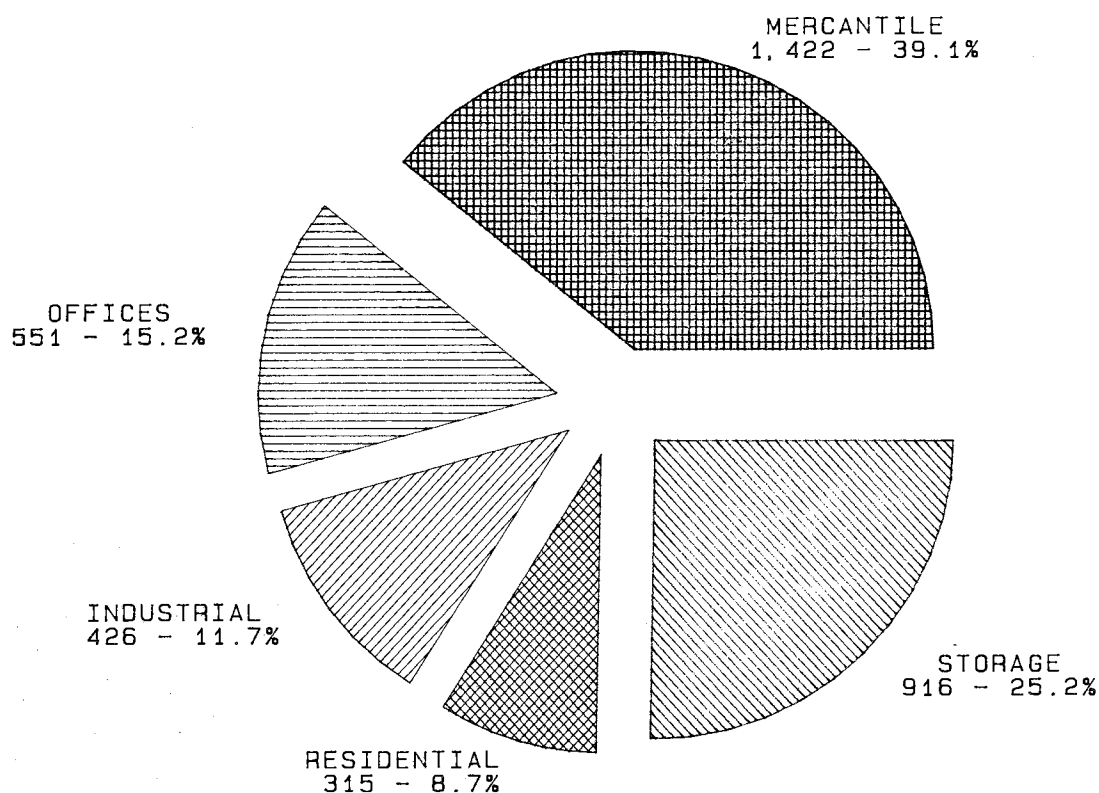
1986 FIRE SAFETY INSPECTIONS, BY OCCUPANCY TYPE



1988-1992 LONG RANGE GOALS

- Increase staffing annually — to meet current and future growth needs
- Reduce the number of arson fires — through vigorous investigation
- Expand outside training opportunities for Division personnel — to keep pace with changing Fire Code requirements

IN-SERVICE FIRE COMPANY INSPECTIONS



ADMINISTRATIVE AND REGULATORY SERVICES DIRECTORATE

The Administrative and Regulatory Services Directorate is comprised of: (1) Public Parking, Financial and Management Support, Civil Defense and Animal Control Divisions; (2) Personnel, Planning and Development, Safety Regulations Offices; and (3) Directives and Forms Unit.

Many significant Directorate milestones and objectives were met in 1986. Critical in these accomplishments was the finalization of the organizational structure, functional responsibilities and staffing. Other major achievements during 1986 included: additional centralization of responsibilities and services in the Financial and Management Support Division, merger of the Vehicles-for-Hire and the Motor Vehicle Inspection Offices, and staffing of the Directives and Forms Unit. Among other important achievements during the year were: the initiation of the reorganizational actions in the Public Parking and Animal Control Divisions, and the establishment of the Citizens' Animal Control Advisory Committee.

Two additional accomplishments recorded by the Administrative and Regulatory Services Directorate in 1986 were: the review and update of the Civil Defense Division's operational responsibilities, guidelines and plans and the completion of initial plans to meet the Public Parking Division's responsibilities associated with The Jacksonville Landing. A critical achievement of the Directorate in 1986 was the establishment of formats and procedures for the development of new Departmental rules and regulations, administrative policies and procedures, operational guidelines, and operational and managerial reports/studies. Credit for this extensive achievement is shared by many Department personnel, and the overall effort will provide immediate and long-range benefit.

Emphasis will be placed in 1987 on the completion of major activities initiated in 1986. Among such high-priority activities are the new Departmental Rules and Regulations, the 1986 Annual Report, the Administrative Policies and Procedures and Operational Manuals, the reorganization of the Animal Control and Public Parking Divisions, continued centralization of financial and personnel matters and public parking responsibilities at The Jacksonville Landing and other downtown areas. The Directorate will concentrate in 1987 on identification of responsibility, performance and accountability, service, positive change and overall communication and control.

DIRECTIVES AND FORMS UNITS

This Unit has primary responsibility, as a component of the Administrative and Regulatory Services Directorate, for facilitating, coordinating and supporting the development and updating of key management and operational documents. These include: (1) Rules and Regulations, (2) Administrative Policies and Procedures, (3) Operational/Management Guidelines, (4) Standard Operational Procedures, (5) Forms, (6) Directives and (7) Related Documents.

The Office staff is required to develop and coordinate prototypes and edit drafts. Responsibilities involve considerable research, data

collection and analysis, and a wide range of reports and studies.

Important staff work was initiated during 1986 relative to the development of a Department Forms Manual and a new set of Rules and Regulations. Limited attention was given to a new Administrative Policies and Procedures Manual.

Efforts in 1987 will focus on finalization of the updated Rules and Regulations, the new Administrative Policies and Procedures, Forms and Operational Manuals for the Fire/Rescue Directorate. A comprehensive needs analysis will be conducted in 1987 to establish short- and long-term priorities and objectives for the Directives and Forms Unit.

OFFICE OF PERSONNEL

The Office of Personnel has primary responsibility — under the Administrative and Regulatory Services Directorate — for developing, coordinating and maintaining personnel policies, procedures and files; and for developing and maintaining job specifications, performance and evaluation criteria and procedures, and employee registers. This organizational component also has Departmental support responsibility for: (1) human resource development, (2) Affirmative Action, (3) grant employment, (4) career development training programs, and (5) employee contracts.

This Office made significant progress in 1986 with respect to analyzing and restructuring organizational components and related functions of the Animal Control and Public Parking Divisions. The resultant changes will yield significant management and operational benefits in 1987. These benefits include: increased career alternatives and ladders, additional training opportunities, enhanced intradivisional communication, reduced duplication and omission of operational and management efforts, strengthened staff supervision and evaluation, and increased overall public responsiveness.



Advanced training — to enhance services and career development

Another highlight of the 1986 accomplishments in this Office was the initiation of the "Personnel Section" of a new Departmental document, Administrative Policies and Procedures Manual. This manual is scheduled for completion and implementation in late 1987. Equally important during 1986 was the considerable attention given to staff recruitment, training, and promotional policies and procedures — particularly as these pertained to personnel in the Fire/Rescue Directorate. Emphasis was, and will continue to be, placed on establishing a fair, equitable, objective and defensible Personnel System in the Public Safety Department.

The City Employee Assistance Program was implemented during the year to enhance the Department's outreach efforts to employees experiencing personal problems. This program provides employees with professional guidance and solutions relative to: (1) physical illness; (2) mental or emotional distress; (3) financial, legal, marital and family problems; (4) alcoholism; (5) drug abuse; and (6) related personnel problems. Detailed instructions for obtaining assistance in this regard are being incorporated in the Department's new Rules and Regulations and the Administrative Policies and Procedures Manuals.

This Office provided technical assistance during 1986 in effecting the final redesignation of assigned management positions to Civil Service positions. The staff members in these positions report to the Director of Public Safety and the Deputy Director for Administrative and Regulatory Services. These actions were taken to address, directly, the need for an increased number and level of permanent professional/

management support staff. This critical need was highlighted in the Grand Jury and Mayor's Select Committee Reports. Positions affected in this regard were:

- Public Safety Education and Recruitment Officer
- Public Safety Governmental Relations Officer
- Public Safety Inspections and Investigations Officer
- Public Safety Regulations Officer
- Public Safety Research Assistant

Efforts will be intensified in 1987 to establish a functional, defensible employee recruitment, training and promotional model for the Fire/Rescue Directorate. This model will build on the demonstrated strengths of the pilot program conducted during 1985-86, and it will be evaluated and modified — as required — until proven satisfactory. Every effort will be made to profit from current Departmental practices in this regard, as well as from personnel tools and techniques successfully employed by other departments and jurisdictions.

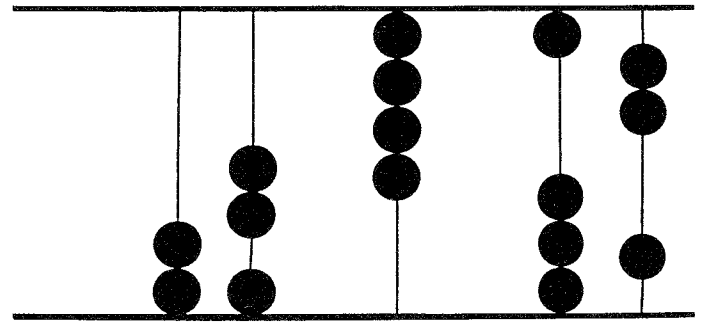
Another major objective of the Personnel Office in 1987 will be the finalization of procedures already implemented to ensure development and maintenance of modern, effective and complete personnel policies and procedures, files and records. These will be incorporated into a centralized system. The system will be computerized in 1988 to facilitate easy access to records by management, other Departmental employees, the City's Personnel Department and other interested agencies and organizations.

OFFICE OF PLANNING AND DEVELOPMENT

The development and monitoring of short- and long-range plans, coordination of data processing services, and establishment and coordination of the Department's Capital Improvement Program are major responsibilities of the Office of Planning and Development. This Office is an element of the Administrative and Regulatory Services Directorate, and it provides research and staff-support services to all Divisions within the Public Safety Department. The staff consists of a civilian Senior Public Safety Analyst and an Engineer (Fire Fighter) on special assignment. Other staff members are assigned to the Office to meet high-priority needs, as required.

The Office of Planning and Development was instrumental during 1986 in implementing and refining the prototype Data Dispatch System in all fire stations and rescue quarters. The Data Dispatch System will provide a "hard-copy" message to each component of the fire and rescue network. Future phases of the Data Dispatch System will make it possible for bulletins and memorandums to be sent from Headquarters to all field locations on an "on-line/real-time" basis. The final phase of the System will allow fire and rescue reports and required management and operational information to be input at the field terminals, thus making such information and two-way communications more timely and functional.

Many technical reports were produced in, or with the assistance of, the Office in 1986. These documents included: (1) Management/Services Improvement Team (M/SIT) Progress Report; (2) Preliminary Draft of the Advanced, Basic and Non Emergency Transportation Services Program; (3) An analysis of Ladder Company Placement; (4) Study of Fire Hose Utilization; (5)



Regional Fire/Rescue Training Center Proposal; and; (6) several M/SIT workplans.

The Office of Planning and Development played an important role in coordinating numerous important and complex projects. Representative of these projects were: relocation of the Fire/Rescue Emergency Operations Center to the Public Safety Headquarters Building, completion of a new fire station on Blount Island, construction of the new downtown Fire Station #1 and the site selection of three planned fire stations. Assistance was also provided during the planning and implementation of the Enhanced 9-1-1 System, which will become operational in February.

During 1986, the Office of Planning and Development also had a lead role in obtaining \$208,439 from the State Emergency Medical Services Trust Fund. These funds, awarded by the State Health and Rehabilitative Services, will be used by Rescue personnel to improve the quality of care and reduce response time for trauma and cardiac patients in Jacksonville.

The Office will concentrate its energies in 1987 on the completion of three documents: (1) a Department Manpower Needs Report, (2) a Capital Improvement/Equipment Replacement Plan, and (3) a Department Master Plan.



City operated Motor Vehicle Inspection Station

OFFICE OF SAFETY REGULATIONS

The Office of Safety Regulations, a component of the Administrative and Regulatory Services Directorate, was established in 1985. The Office is responsible for enforcing City ordinance codes dealing with motor vehicle inspections, safety equipment on school buses, regulation of vehicles for hire, and speedway safety.

During 1986, a comprehensive needs analysis was performed as part of the first phase of the reorganizational program which was initiated in 1985. A high-priority need uncovered by this analysis was the immediate requirement to consolidate all areas of Office control and responsibility into one cohesive unit, with a distinct line of command. Files, records, equipment and

responsibility have become centralized and made more efficient as a result of this analysis and follow-up action.

In order to foster mutual understanding among all involved entities relative to new ordinances enacted, which affected the vehicle-for-hire industry, the Office of Safety Regulations scheduled workshops in 1986 with industry representatives and State and local governmental agencies. This direct communication mechanism was formulated with the goal of eliminating misunderstanding and misdirected efforts among all implicated parties. Follow-up efforts indicated that this action was productive.

Staff was increased in 1986 to meet a significant increase in current and projected workloads. The projected increase in the workload for 1987 is based on the additional duties to be assumed in this Office: inspection and regulation of vessels-for-hire and emergency and nonemergency medical transportation services.



School bus undergoing safety inspection

PUBLIC PARKING DIVISION

Jacksonville's population has increased over the past seven years by 80,881 — or 14 percent. The impact of this growth has been felt by all departments, divisions and agencies of City government. This was particularly true in 1986 for the Public Parking Division, with even more repercussions expected in 1987 and the immediate years that follow. The downtown area, alone, has experienced a tremendous construction boom. This, in turn, has resulted in a similar increase in traffic congestion and a steady reduction in parking spaces.



Parking Enforcement Officer installs "boot" for parking violations

PUBLIC PARKING REVENUE

<u>Parking Facilities</u>	<u>84-85</u>	<u>85-86</u>	<u>Change</u>	
			<u>Amount</u>	<u>Percent</u>
Water Street Garage	\$ 491,769.71	\$ 708,919.81	\$ 217,150.10	44.2
State Regional Parking Garage	386,984.42	413,206.88	26,222.46	6.8
City Hall Annex Parking Lot	46,823.72	163,461.48	16,637.76	11.3
Courthouse W. Lot	172,429.55	168,027.29	(4,402.26)	(2.5)
Courthouse E. Lot	135,005.64	146,179.51	11,173.87	8.3
TOTAL REVENUE	<u>1,333,013.04</u>	<u>1,599,794.97</u>	<u>266,781.93</u>	20.0
<u>On-Street Parking Meters</u>				
TOTAL REVENUE	<u>788,575.28</u>	<u>753,568.07</u>	<u>(35,007.21)</u>	(4.4)
<u>Citations</u>				
TOTAL REVENUE	<u>759,812.42</u>	<u>703,568.00</u>	<u>(56,244.42)</u>	(7.4)
GRAND TOTAL	<u>\$2,881,400.74</u>	<u>\$3,056,931.04</u>	<u>\$175,530.30</u>	6.1

PUBLIC PARKING CITATIONS

<u>Citations</u>	<u>84-85</u>	<u>85-86</u>	<u>Change</u>	
			<u>Amount</u>	<u>Percent</u>
Number Issued	105,728	97,573	(8,155)	(7.7)

The Public Parking Division is tasked with ensuring the proper turnover of on-street parking spaces and with providing necessary off-street parking locations for City facilities and attractions. To accomplish these two objectives, the staff of 35 employees issue citations and monthly parking permits and manage City-owned off-street parking facilities. The Division is also responsible for enforcing City ordinances pertaining to non-moving violations, answering complaints, establishing court dates, and collecting and depositing daily parking revenue.

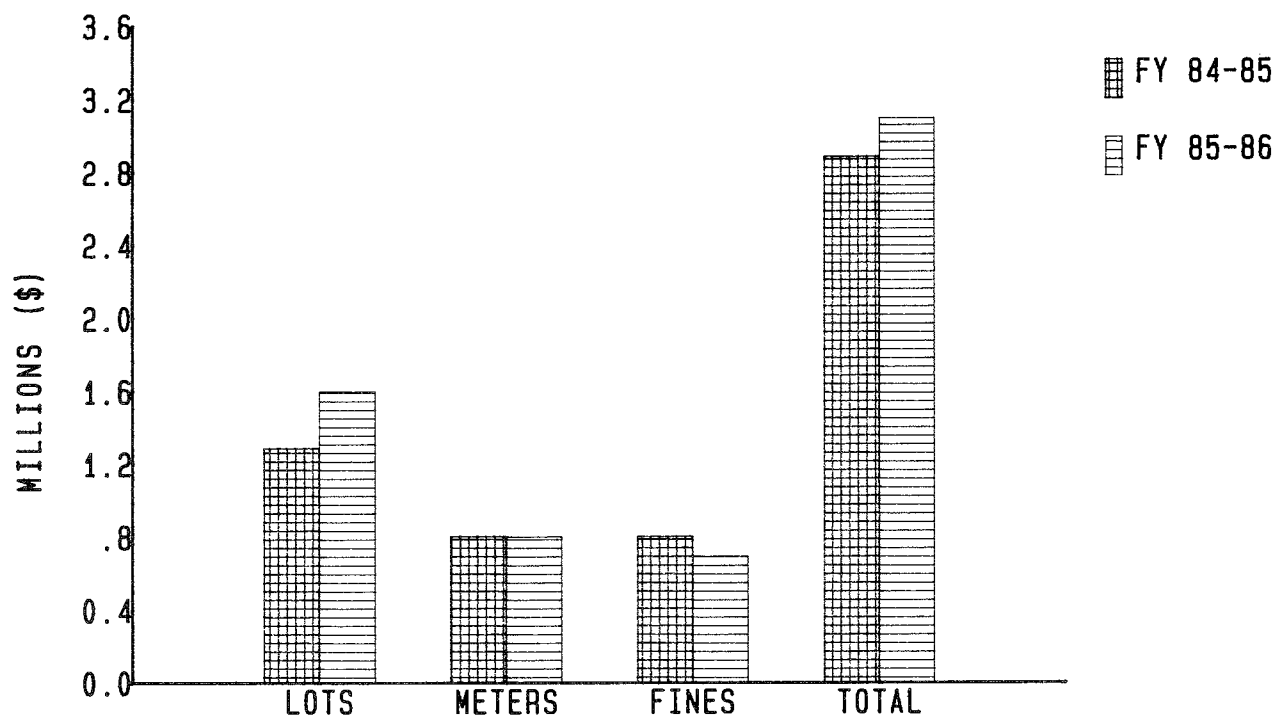
This Division reports to the Administrative and Regulatory Services Directorate. The Fiscal

Year 1985-86 budget was \$2,560,752. Total revenues generated from public parking during 1986 amounted to \$3,056,931.04.

1986 ACCOMPLISHMENTS

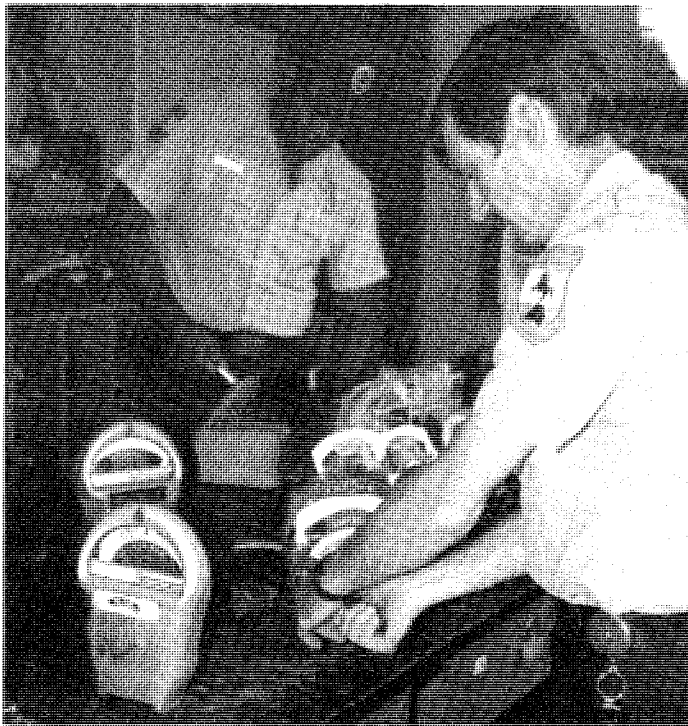
- Increased the number of available curbside parking spaces — by expanding enforcement activities associated with the ordinance code
- Improved usage of the Water Street Parking Facility
- Utilized the Water Street Parking Facility as a satellite parking area
- Prepared for the opening of the new parking structure for Festival Shopping/The Jacksonville Landing

PUBLIC PARKING REVENUE GENERATION



1987 PROGRAM/SERVICES PRIORITIES

- Operate the assigned parking lots and garages between 9:00 a.m. and 11:00 p.m., Saturdays and Sundays (The extended service in the Water Street Facility will be required by the projected summer opening of The Jacksonville Landing.)
- Develop and submit to Council ordinances required to enforce non-moving violations in the downtown area from 8:00 a.m. until 11:00 p.m., Monday through Sunday (The additional weekend services will be necessitated by the opening of The Jacksonville Landing.)
- Prepare and submit to Council a request for an ordinance to accommodate new parking rates for parking facilities — as required by The Jacksonville Landing



Meter repairs being performed



Collection of meter money by Public Parking Officer

1988-1992 LONG RANGE GOALS

- Assist in planning an 800-car garage
- Expand the number of parking meters in selected areas
- Expand enforcement activities in areas of established priority need

FINANCIAL AND MANAGEMENT SUPPORT DIVISION

The Financial and Management Support Division plays a vital role in the overall management and control of the Public Safety Department. The Division has direct responsibility for ongoing Departmental control of financial matters and for general administrative and budgetary management support.

Specific Division duties involve: budget formulation, administration and monitoring; purchase requisitions, financial and accounting records and reports; payroll management; workers' compensation reports and records; time/attendance transactions and records; and inventory control.

1986 ACCOMPLISHMENTS

- Centralized the following functions and responsibilities within the Public Safety Department:
 - Accounting/purchasing (all Divisions/Offices except Public Parking)
 - Payroll, time/attendance and workers' compensation (all Divisions/Offices)
 - Data input (Fire/Rescue Directorate reports and Animal Control Division vaccination records)
- Classified all of the Civil Service positions in the Division, and coordinated with the Personnel Department for the testing of newly promoted employees

1985-86 PUBLIC SAFETY DEPARTMENT BUDGET

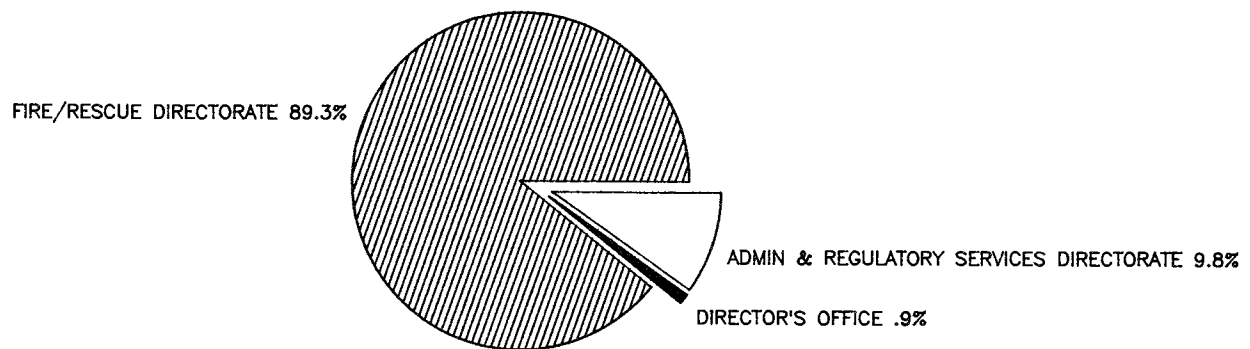
<u>Summary</u>	<u>Amount</u>	<u>Percent</u>
Director's Office	\$ 400,698	.9%
Fire/Rescue Directorate	37,954,157	89.3%
Administrative & Regulatory Services Directorate	4,168,736	9.8%
	<u>\$ 42,523,591</u>	<u>100.0%</u>
 <u>Fire/Rescue Directorate</u>		
Fire Training Division	\$ 547,955	1.4%
Fire Operations Division	28,017,614	73.8%
Fire Rescue Division	5,278,181	13.9%
Fire Prevention Division	1,005,341	2.7%
Fire Services Division	3,105,066	8.2%
	<u>\$ 37,954,157</u>	<u>100.0%</u>
 <u>Administrative & Regulatory Services Directorate</u>		
Civil Defense Division (Security)	\$ 614,482	14.7%
Civil Defense Division (Federal)	228,014	5.5%
Animal Control Division	605,978	14.6%
Public Parking	2,560,752	61.4%
Motor Vehicle Inspection (MVI)	159,510	3.8%
	<u>\$ 4,168,736</u>	<u>100.0%</u>

- Authorized/filled an additional position for a backup Payroll Clerk
- Updated the Payroll Standard Operating Procedures (SOP) Manual
- Modernized office space assignments and utilization

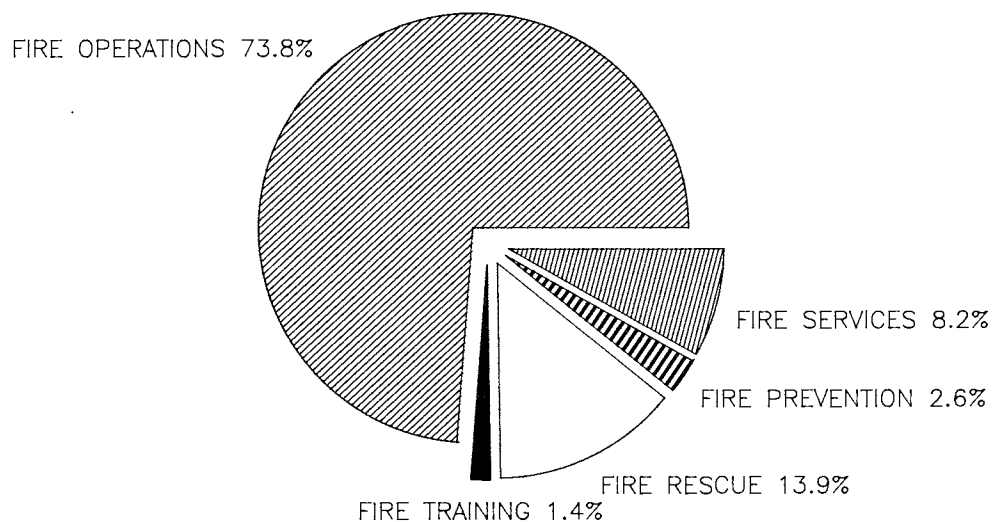
1987 PROGRAM/SERVICES PRIORITIES

- Automate time/attendance record keeping
- Computerize personnel records
- Provide a more responsive, functional range of financial and budgetary reports

1986 PUBLIC SAFETY DEPARTMENT BUDGET



FIRE/RESCUE DIRECTORATE



- Restructure work routines, requirements and promotional lines of support staff
- Increase the number and proficiency of Division staff

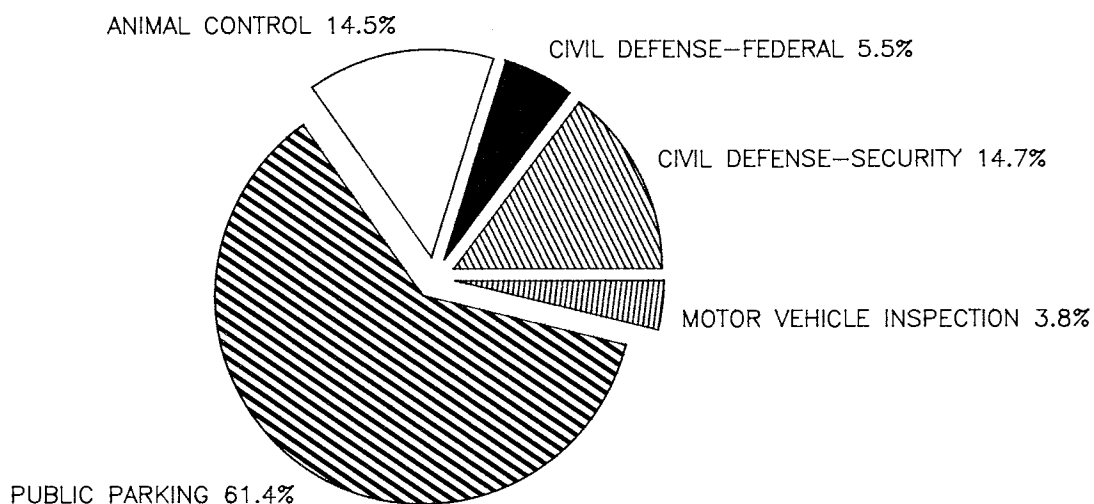
1988-1992 LONG RANGE GOALS

- Establish a totally computerized payroll system
- Provide an accurate and effective manage-

ment information system to support more effective Departmental planning and controlling of resources

- Automate the budgetary process within the Department
- Maintain effective and efficient fiscal responsiveness and accountability
- Provide timely budget and general financial guidance, analysis and reporting

ADMINISTRATIVE & REGULATORY SERVICES DIRECTORATE



CIVIL DEFENSE DIVISION

Large-scale disasters and emergencies, both natural and man-made, can strike at any time and cause death, injury, and economic destruction. In recent years Jacksonville has recorded tremendous growth and related technological, cultural, social and economic development. As a consequence, the city has also realized a corresponding increase in its potential for widespread disasters.

The Civil Defense Division is the governmental agency with primary responsibility for planning and implementing programs for response, prevention, recovery and mitigation of disasters resulting from extensive emergencies in Duval County. This Division facilitates effective coordination by planning for resource requests, accounting for costs, and utilizing Federal and State funds. These additional resources are used for cost recovery from disasters where local property losses (both public and private) and medical treatment of injuries have been incurred. Civil Defense is also the coordinating point

for acquiring State and Federal resources — other than funding — when required by other City agencies during emergencies.

The Civil Defense Division, a component of the Administrative and Regulatory Directorate, is organized around three sections: Security, Disaster Operations and Disaster Planning. The Security Section consists of 18 Civil Service guards, who are responsible for the protection of public property and the public's safety while conducting business within any facility of City government. In addition, contract guard service and electronic fire/intrusion security systems utilized in over 50 other facilities in the City are under the purview of this Division.

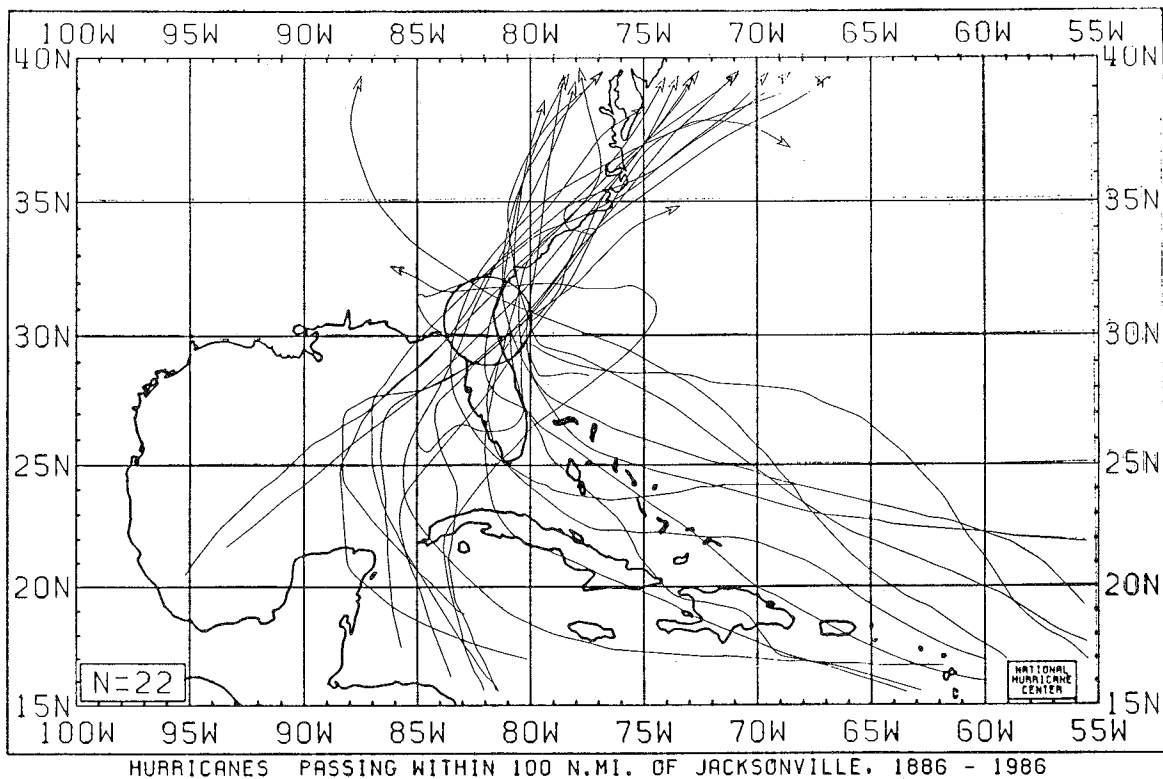
The overall administrative and operational functions of this Division are conducted by two sections: Disaster Operations, which oversees emergency coordination in the field; and Disaster Planning, which ensures adequate Headquarters control. A Division budget of \$842,496 was allocated for Fiscal Year 1985-86.

CIVIL DEFENSE POLICE AUXILIARY UNIT

The Civil Defense Police Auxiliary Unit is a voluntary component of the Civil Defense Division. The Unit is supervised by the Division, with the cooperation of the Jacksonville Sheriff's Office. The Auxiliary supports and assists paid personnel in such activities as protection of life and property during natural and man-made disasters and related tasks, including: crowd and traffic control, vice details and patrol duty. The Unit has 18 volunteers, who contributed 8,779 total hours to Duval County during 1986, up 10 percent from 1985.

1986 ACCOMPLISHMENTS

- Completed update of Triennial Peacetime Emergency Plan
- Completed Standard Operating Procedures Manual for Special Care Shelters — for evacuation purposes of medically dependent individuals
- Conducted functional exercise on hurricane evacuation involving public safety officials
- Completed review and update of security procedures for civil service guards
- Coordinated a "Life Safety" Program for City buildings with the Fire Prevention Division, Central Services Department and electronic security professionals
- Completed the Northeast Florida Hurricane Loss and Contingency Planning Study
- Trained 45 U.S. Navy and Federal Aviation Agency (FAA) employees in Radiological Defense (RADEF) and Shelter Management
- Conducted multi-hazard surveys on eight school shelters



Tropical Cyclones Passing Within 100 N.Mi. of Jacksonville 1886-1986

STORM INDEX NUMBER	STORM NAME	YEAR	MONTH	DAY (GMT)	STORM NUMBER FOR YEAR	MAXIMUM WIND (KTS)	CLOSEST POINT OF APPROACH (CPA) (NMI)	STORM HEADING (DEGS) AT CPA	STORM FORWARD SPEED AT CPA (KTS)	STORM INDEX NUMBER	STORM NAME	YEAR	MONTH	DAY (GMT)	STORM NUMBER FOR YEAR	MAXIMUM WIND (KTS)	CLOSEST POINT OF APPROACH (CPA) (NMI)	STORM HEADING (DEGS) AT CPA	STORM FORWARD SPEED AT CPA (KTS)	STORM INDEX NUMBER
1	NOT NAMED	1886	JUL	1	3	77	51	030	17.3	42	NOT NAMED	1937	JUL	30	1	30	78	054	13.1	1
2	NOT NAMED	1886	JUL	19	4	80	50	052	11.5	43	NOT NAMED	1937	AUG	30	3	40	73	291	11.2	2
3	NOT NAMED	1888	SEP	9	5	35	37	077	12.1	44	NOT NAMED	1938	OCT	24	7	40	19	052	42.5	3
4	NOT NAMED	1888	OCT	11	7	77	10	046	21.6	45	NOT NAMED	1940	AUG	3	2	35	74	237	10.9	4
5	NOT NAMED	1889	JUN	17	2	38	30	045	15.8	46	NOT NAMED	1941	OCT	21	6	34	56	103	4.5	5
6	NOT NAMED	1893	JUN	16	1	63	35	045	22.9	47	NOT NAMED	1944	OCT	19	11	55	22	017	14.7	6
7	NOT NAMED	1893	AUG	27	6	98	44	346	12.3	48	NOT NAMED	1945	JUN	24	1	61	55	050	13.7	7
8	NOT NAMED	1893	OCT	13	9	92	90	003	16.1	50	NOT NAMED	1945	SEP	17	9	53	27	016	12.5	8
9	NOT NAMED	1894	SEP	26	3	70	50	015	10.3	51	NOT NAMED	1946	OCT	8	5	35	25	007	15.2	9
10	NOT NAMED	1894	OCT	9	4	78	81	044	17.0	51	NOT NAMED	1947	SEP	24	8	47	22	016	18.7	10
11	NOT NAMED	1896	SEP	29	2	82	42	023	18.3	52	NOT NAMED	1947	OCT	7	7	37	17	281	21.2	11
12	NOT NAMED	1897	SEP	21	3	35	85	027	11.3	53	NOT NAMED	1947	OCT	15	2	67	78	255	11.1	12
13	NOT NAMED	1897	OCT	20	4	40	73	031	27.7	54	NOT NAMED	1949	AUG	28	2	48	54	358	12.0	13
14	NOT NAMED	1898	OCT	2	7	57	4	235	17.7	55	NOT NAMED	1950	SEP	7	5	38	16	318	16.5	14
15	NOT NAMED	1899	OCT	5	5	40	27	045	11.4	56	NOT NAMED	1950	OCT	19	11	34	43	321	14.6	15
16	NOT NAMED	1900	OCT	12	2	35	12	052	17.0	57	NOT NAMED	1950	OCT	21	13	34	67	334	3.2	16
17	NOT NAMED	1904	MAY	4	2	36	99	026	17.0	58	NOT NAMED	1952	AUG	30	2	87	89	342	11.5	17
18	NOT NAMED	1906	OCT	21	9	40	84	204	7.6	59	NOT NAMED	1953	SEP	20	7	35	6	052	31.2	18
19	NOT NAMED	1906	OCT	17	9	35	69	246	15.2	60	NOT NAMED	1953	SEP	27	1	40	85	058	16.7	19
20	NOT NAMED	1907	JUN	29	1	43	6	088	14.2	61	NOT NAMED	1957	JUL	29	1	35	86	048	23.3	20
21	NOT NAMED	1907	SEP	29	3	35	90	053	65.2	62	NOT NAMED	1960	JUL	29	3	35	86	034	14.8	21
22	NOT NAMED	1909	AUG	31	6	44	55	000	5.9	63	NOT NAMED	1960	SEP	11	3	30	69	036	17.3	22
23	NOT NAMED	1910	OCT	19	4	60	4	014	9.5	64	NOT NAMED	1964	AUG	28	5	47	30	350	6.0	23
24	NOT NAMED	1912	JUL	15	2	45	44	240	12.9	65	NOT NAMED	1964	SEP	10	9	33	37	276	8.3	24
25	NOT NAMED	1914	SEP	17	1	40	30	7	12.9	66	NOT NAMED	1964	OCT	5	10	41	085	17.3	9.8	25
26	NOT NAMED	1915	AUG	2	1	45	7	334	7.8	67	NOT NAMED	1966	JUN	10	1	50	55	053	11.7	26
27	NOT NAMED	1920	SEP	30	3	38	38	062	29.5	68	NOT NAMED	1968	JUN	19	1	50	19	342	19.9	27
28	NOT NAMED	1924	SEP	16	4	43	64	068	13.7	69	NOT NAMED	1968	OCT	19	1	57	10	048	17.1	28
29	NOT NAMED	1924	SEP	30	5	42	81	037	27.9	70	NOT NAMED	1972	MAY	28	1	34	25	263	11.8	29
30	NOT NAMED	1925	OCT	1	1	38	68	036	12.7	71	NOT NAMED	1972	JUN	25	1	55	92	048	32.9	30
31	NOT NAMED	1926	JUL	28	1	52	34	313	3.8	72	NOT NAMED	1976	MAY	24	1	10	27	058	19.9	31
32	NOT NAMED	1927	OCT	3	5	50	76	342	15.9	73	NOT NAMED	1976	AUG	20	5	40	97	360	4.6	32
33	NOT NAMED	1928	AUG	9	1	35	81	313	13.5	74	NOT NAMED	1976	SEP	14	9	34	23	018	14.4	33
34	NOT NAMED	1928	SEP	18	8	78	9	013	13.5	75	NOT NAMED	1979	SEP	4	4	83	45	346	13.3	34
35	NOT NAMED	1930	SEP	10	10	85	4	050	23.1	76	NOT NAMED	1981	AUG	19	10	80	55	305	13.0	35
36	NOT NAMED	1932	SEP	15	5	43	8	045	4.6	77	NOT NAMED	1982	JUN	18	7	35	35	038	34.7	36
37	NOT NAMED	1933	SEP	5	12	40	84	045	14.8	78	NOT NAMED	1984	SEP	10	5	60	65	025	4.2	37
38	NOT NAMED	1934	MAY	29	1	50	39	045	16.5	79	NOT NAMED	1988	SEP	28	10	45	13	036	77.5	38
39	NOT NAMED	1934	JUL	23	3	60	63	240	12.8	80	NOT NAMED	1995	JUL	2	2	65	71	359	11.0	39
40	NOT NAMED	1935	SEP	5	2	60	64	019	12.8	81	NOT NAMED	1995	OCT	10	9	31	16	316	7.9	40
41	NOT NAMED	1936	AUG	22	9	36	41	285	12.5	82	NOT NAMED	1995	NOV	22	11	60	51	059	19.7	41

- Tested individual warning and communication systems — 52 times
- Developed and conducted a Hazardous Incident Conference for 200 members of the medical and emergency response community
- Negotiated 21 “Statements of Understanding” between the City and the public/private sector to ensure availability of resources during disasters
- Coordinated operation of electronic fire/intrusion system in 54 City locations
- Developed disaster planning format for 55 Adult Congregate Living Facilities (ACLF) in Duval County
- Reviewed disaster plans for nursing homes in Duval County
- Continued to have the highest ranked Civil Defense Program in the State, as designated by the State Division of Community Affairs

1987 PROGRAM/SERVICE PRIORITIES

- Install Facsimile Transceiver for communications with State Division of Emergency Management and all State Civil Defense Offices
- Install high-frequency radio system for long-range communication with the State Division

of Emergency Management and selected County Civil Defense Offices, Statewide. The system will include high-frequency radio, keyboard, printer and video screen with voice and teletype capabilities

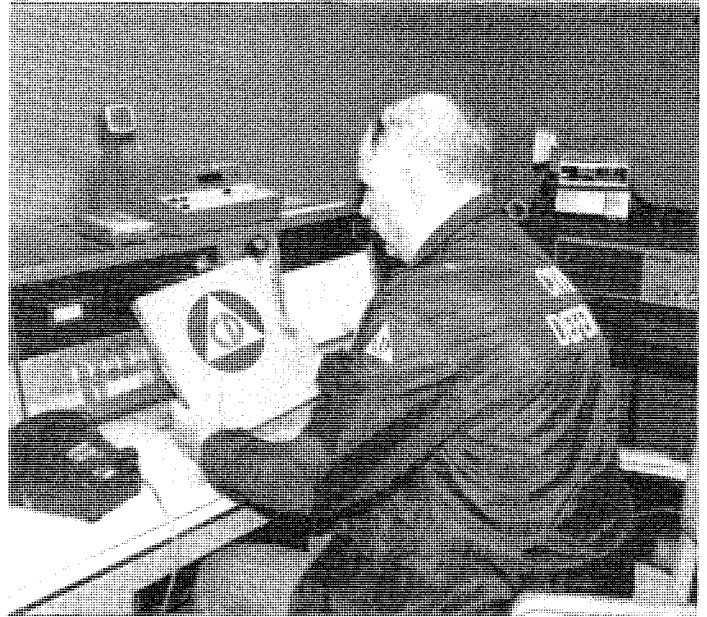
- Update existing Mayor’s “hot line” telephone system
- Conduct functional exercise on operation of special care units for medically dependent evacuees
- Perform radiological instrument inspection, test and exchange program
- Coordinate program with the Fire Prevention Division to improve life-safety systems in public buildings
- Perform Cobalt-60 leak test
- Review and sign-off, in accordance with State statutes, nursing home and adult congregate living disaster plans
- Develop Mass Casualty Incident (MCI) conference for area-wide medical and emergency response personnel
- Conduct ten public speaking engagements and radio/television presentations on hurricane and disaster preparedness
- Complete and submit an updated Hazard Identification capability assessment and Multi-Year Development Plan

1988-1992 LONG RANGE GOALS

- Review and approve disaster plans for nursing homes and adult congregate living facilities
- Update and revise Nuclear Civil Protection, Hurricane, Peacetime Emergency, and other federally mandated emergency plans, as scheduled
- Expand ongoing programs for public information and awareness with respect to potential disasters
- Renew "Statements of Understanding" with private organizations for cooperative response to disasters



One of the 18 guards responsible for the protection of public buildings and property



Civil Emergency Technician reviewing communications procedures

- Increase availability of radiological equipment to meet long-range planning for war-related needs
- Coordinate activities between chemical industries and emergency response agencies of the City, in order to mitigate disasters
- Develop plans for a new Civil Defense Countywide Emergency Operations Center
- Acquire self-dialing equipment for handicapped notification during disasters and evacuations
- Evaluate security guard service, to meet expanding needs of City agencies
- Upgrade and modernize electronic security for fire/intrusion protection of City property



An animal adoption (increased 82 percent in 1986)

ANIMAL CONTROL DIVISION

The Animal Control Division is charged with the vital service of providing protection to Jacksonville residents against animal bites which may result in infectious diseases or other injuries. To meet this responsibility, the Division strives to control the stray animal population in the City, while providing humane treatment and care. This is accomplished primarily by: (1) apprehending stray animals; (2) providing secure, humane animal housing and treatment; (3) meeting adoption and redemption requests; and (4) disposing of animals in a humane manner, when necessary. The Division also has enforcement responsibility for the majority of the City's ordinances and resolutions relating to animal control.

Significant animal control legislation was enacted in 1986. This ordinance enhancement will reinforce the Division's role in maintaining adequate animal control. Specifically, the legislation now dictates that a portion of the established animal license fee will be used to support both the Spay and Neuter Rebate and

the Animal Care Public Education Programs. These programs will be implemented in 1987; and should aid in controlling the stray animal population, while facilitating the provision of humane, responsive and cost-effective services.

The Citizens' Animal Control Advisory Committee was created in November 1986 to advise and assist the Public Safety Department in establishing a state-of-the-art, cost-effective and responsive Animal Control Division. The Committee and the Division will place strong emphasis on the humane treatment of animals and continuing public safety. This volunteer Committee is comprised of 13 highly-concerned, motivated citizens from the Jacksonville area, and is chaired by Ms. Marjorie Angelo. The members represent several local animal welfare/rights groups, the Jacksonville Humane Society, the Jacksonville Veterinary Medical Society, local dog trainers and managers of the City's Animal Control Division.

The primary task of the Committee is to assist the Division in conducting a comprehensive needs analysis. This important task will be accomplished in 1987 by: (1) completing a thorough review of current animal control research and literature; and (2) making visitations to other State animal control operations, and evaluating their resource allocations and utilizations. A Five-Year Improvement Plan will be developed and implemented consistent with the findings of the Committee's needs analysis and available resources. The Division operated on a budget of \$605,978 for Fiscal Year 1985-86.

1986 ACCOMPLISHMENTS

- Increased number of citations issued

- Started training for all personnel in Cardio-Pulmonary Resuscitation (CPR)
- Added seven new positions: four Civil Service, and three contract
- Reduced the number of overall complaints
- Established a Citizens' Animal Control Advisory Committee
- Increased animal adoptions by 83 percent
- Increased the number of City licenses sold and the number of inoculations administered
- Supported the enactment of an ordinance which provides funds for an Animal Care Public Education Program
- Established guidelines for allocating a percentage of the annual budget for public awareness/education

ANIMAL CONTROL WORKLOAD AND REVENUE STATISTICS

	<u>1985</u>	<u>1986</u>
Complaints Received.....	19,870	19,753
Calls to Residences.....	18,700	20,432
Animals Apprehended.....	14,383	14,040
Animals Adopted.....	165	301
Animals Forwarded to Health and Rehabilitative Services, Office of Public Health and Laboratory Services, for Rabies Examination.....	411	427
Annual Revenues Produced.....	\$42,100	\$45,290

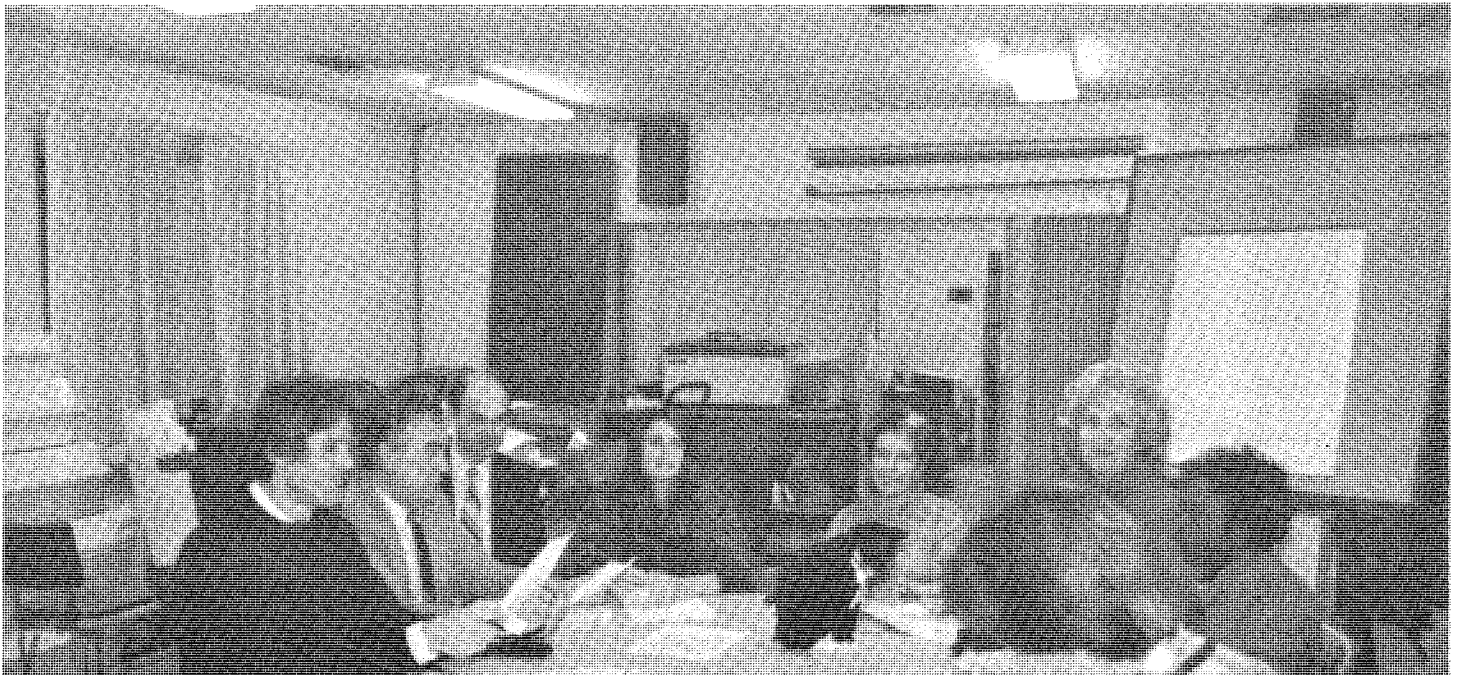
1987 PROGRAM/SERVICES PRIORITIES

- Utilize local veterinarian records to verify compliance with all applicable animal control legislation
- Increase staffing levels to improve overall service to the citizens
- Establish guidelines to formulate and monitor productivity standards
- Centralize data input, storage and retrieval
- Conduct an Animal Care Public Education Program
- Initiate a licensing follow-up program for delinquent owners
- Implement operational improvements to meet requirements identified in a self-conducted comprehensive needs analysis

- Complete the reorganization of the Division
- Work closely with the Citizens' Animal Control Advisory Committee to complete the needs analysis initiated in 1986, and develop a Five-Year Improvement Plan

1988-1992 LONG RANGE GOALS

- Develop and implement a comprehensive, cost-effective Spaying and Neutering Program
- Provide portable field communication capability for Animal Wardens
- Increase the number of Division operational and career development programs
- Implement, evaluate and, as required, modify the Division's Five-Year Improvement Plan



Citizens' Animal Control Advisory Committee

BREAKDOWN OF STRUCTURE FIRES AND OTHER FIRES AND INCIDENTS

Fires in structures and other fires and incidents should be included in this Part. If you had no fires, no casualties, or no loss for a particular category, please write "0" in the appropriate place. For all items except item 22 include only incidents where you had primary responsibility. For fires in vehicles include only those casualties and property loss that are the direct result of the fire.

A. FIRES IN STRUCTURES* BY FIXED PROPERTY USE (OCCUPANCY)	Number of Fires	Number of Civilian Fire Casualties. If none, write "0".		Estimated Property Damage from Fire. If no loss, write "0"
		Deaths	Injuries	
1. Private Dwellings (1 or 2 family), including mobile homes	1068	11	22	6,373,772
2. Apartments (3 or more families)	307	3	6	2,598,205
3. Hotels & Motels	15	0	0	29,375
4. All Other Residential (dormitories, boarding houses, tents, etc.)	15	0	0	32,745
5. TOTAL RESIDENTIAL FIRES (SHOULD BE SUM OF LINES 1 THROUGH 4)	1405	14	28	9,034,097
6. Public Assembly (church, restaurant, clubs, etc.)	45	0	0	312,225
7. Schools & Colleges	10	0	0	4,223,050
8. Health Care and Penal Institutions (hospitals, nursing homes, prisons, detention homes, etc.)	21	0	0	30,715
9. Stores & Offices	85	0	2	1,044,923
10. Industry, Utility, Defense, Laboratories, Manufacturing	44	0	1	5,129,620
11. Storage in structures (barns, vehicle storage garages, general storage, etc.)	44	0	1	1,131,265
12. Other structures** (vacant buildings, buildings under construction, outbuildings, bridges, etc.)	78	0	0	684,920
13. TOTALS FOR STRUCTURE FIRES (SHOULD BE SUM OF LINES 5 THROUGH 12)	1732	14	32	21,590,815
B. OTHER FIRES AND INCIDENTS				
14a. Fires in highway vehicles (autos, trucks, buses, etc.)	1023	1	0	1,674,234
14b. Fires in other vehicles (planes, trains, ships, construction or farm vehicles, etc.)	34	0	0	505,175
15. Fires outside of structures with value involved, but not vehicles (outside storage, crops, timber, etc.)	41	0	0	17,865
16. Fires in brush, grass, wildland (excluding crops and timber), with no value involved.	1220	1	0	
17. Fires in rubbish, including dumpsters (outside of structures), with no value involved.	1151	0	1	
18. All other fires.	65	2	3	24,085
19. TOTALS FOR FIRES (SHOULD BE SUM OF LINES 13 THROUGH 18)	5266	18	36	23,812,174
20. Rescue, Emergency Medical responses (ambulance, EMS, rescue)	25,184			
21. False alarm responses	2402			
22. Mutual aid or assistance responses	3			
23a. Hazardous Materials Responses (spills, leaks, etc.)	461			
23b. Other Hazardous Responses (arcing wires, bomb removal, power line down, etc.)	402			
24. All other responses (smoke scares, lock-outs, animal rescues, etc.)	10,847			
25. TOTAL FOR ALL INCIDENTS (SHOULD BE SUM OF LINES 19 THROUGH 24)	44,565			

* Departments using NFPA Standard 901 may use code "11" under "Type of Situation Found" to identify structure fires within these fixed property uses.

** This category refers only to structure fires (i.e., not brush or vehicle fires), and in particular this category for 901 communities corresponds to structure fires with "Fixed Property Use" codes 900 through 989.

INCENDIARY AND SUSPICIOUS FIRES IN STRUCTURES AND VEHICLES*

Report in this part fires of incendiary origin (fires that were deliberately set) or of suspicious origin (fires that are suspected to having been deliberately set).

	Number of Fires	Number of Civilian Fire Casualties. If none, write "0".		Estimated Property Damage from Fire. If no loss, write "0".
		Deaths	Injuries	
1. Structure Fires of Definite Incendiary Origin	1109	N/A	N/A	3,584,219
2. Structure Fires of Suspicious Origin but not Definitely Established as Incendiary	392	N/A	N/A	352,345
3. Vehicle Fires, Incendiary and Suspicious	N/A	N/A	N/A	N/A

* Departments using NFPA Standard 901 may use code "11" under "Type of Situation Found" to identify structure fires and code "13" to identify vehicle fires.

FIRE SERVICE PERSONNEL, FIRE SERVICE DEATHS AND INJURIES

Number of fire fighters: If actual average strength over the year differed from authorized strength, give the actual figure. Count all fire fighters, regardless of assignment. For volunteers, please report active members (involved in fire fighting), and inactive members separately.

Number of fully paid fire fighters: 728

Number of part paid (call) fire fighters: -

Number of fully volunteer fire fighters: Active 250 Inactive 0

Number of Active Fire Fighters by Age Group: (If data is not available, write NA)

Under 20 N/A, 20-29 N/A, 30-39 N/A, 40-49 N/A, 50-59 N/A, 60 and Over N/A, Unknown N/A

Occupationally related fire fighter deaths: If any fire fighters in your department died during 1986 as a result of occupationally related injuries or illness, report the total.

Total number of fire fighter deaths: 3

Fire Fighter Injuries: Include nonfatal injuries that occurred during the following types of duty:

- responding to or returning from an incident (include fire and non-fire emergencies);
- on fire ground (include structure fires, vehicle fires, brush fires, etc.) and refer to all activities from the moment of arrival at the scene to departure time, (e.g., set-up, extinguishment, overhaul);
- at a non-fire emergency (include rescue calls, hazardous condition calls (e.g., spills), natural disaster calls, etc.);
- in training;
- and other on duty activities (e.g., inspection, maintenance, and other non-emergency activities).

Total number of fire fighter injuries (nonfatal) during all types of duty in 1986: 314

On-Duty Fire Fighter Injuries (Nonfatal) By Type of Duty, and Nature of Most Serious Injury or Illness

Report the number of injuries by type of duty and nature of most serious injury or illness. If a fire fighter sustained multiple injuries for the same incident, report below only the nature of the single most serious injury. The sum of the reported injuries in the table below should equal the total number of injuries as reported above.

Nature of Most Serious Injury or Illness	Type of Duty				
	(A) Responding to or Returning From an Incident	(B) At The Fire Ground	(C) At a Non-Fire Emergency	(D) Training	(E) Other On-Duty
1. Burns (fire or chemical)		10	-	-	
2. Smoke or Gas Inhalation		7	-	-	
3. Eye Irritation	-	7	-	-	3
4. Wound, cut, bleeding, bruise	6	20	16	6	25
5. Dislocation, fracture	2	2	1	-	5
6. Heart Attack or Stroke	-	-	-	-	3
7. Strain, Sprain	20	49	34	19*	35
8. Frostbite	-	-	-	-	-
9. Heat Exhaustion	-	8	-	-	-
10. Other	3	5	4	1	23
11. Total	31	108	55	26	94

Other (please specify):

Fire Ground Injuries (Nonfatal) By Cause

In this table, include injuries that occurred at the fire ground only, as reported in column (B) above. Report the number of fire ground injuries by cause, based on the initial factor leading to the injury.

1. Caught, trapped:	1	6. Stepped on, contact with object:	10
2. Exposure to fire products:	10	7. Struck by object:	18
3. Exposure to chemicals or radiation:	7	8. Extreme Weather:	0
4. Fell, slipped:	25	9. Other:	28
5. Overexertion:	9		

Other (please specify):

How many fire fighters in your department received injuries that required admission to a hospital during 1986: 6

How many fire fighters in your department were relieved from active fire ground duty due to job related permanently disabling injuries during 1986: 2

ACKNOWLEDGEMENTS

PROJECT COORDINATOR:

Matt Frankel

WRITTEN AND COMPILED BY:

Matt Frankel

Judy Grubbs

John Kester

Bob Kotsis

Lorin Mock

Clarence Rease

PHOTOGRAPHY:

Wayne Doolittle

LAYOUT:

Matt Frankel

TYPING:

Gail Tarkington

PRINTING:

Department of Central Services

Central Printing