COMMUNITY RISK ASSESSMENT Standards of Cover







City of Winter Park Fire Rescue Winter Park, Florida

Community Risk Assessment and Standards of Cover

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Introduction

The Commission on Fire Accreditation International (CFAI) defines the Standards of Cover for a fire department as being those "adopted, written policies and procedures that determine the distribution, concentration, and reliability of fixed and mobile response forces for fire, emergency medical services, hazardous materials and other technical types of response" (CFAI, 2015).

For decades, there have been numerous attempts to create a common "standard" for the services provided by firefighters and paramedics without gaining any real national consensus. However, over the past several decades' industry standards have been adopted, namely by the National Fire Protection Association (NFPA), which created a consensus standard for the staffing of fire and medical response apparatus in a community. While the benchmarks found in NFPA Standard 1710 are slowly taking hold, many fire chiefs remain skeptical of its need. Some communities have adopted portions of these staffing and response mandates, but few communities can completely comply.

For a local government to have confidence that their fire and emergency services are meeting the community's needs, a complete assessment of the risk must be honestly applied. The application of tested risk assessment models allows fire chiefs and their elected leaders to make educated decisions on the level of emergency services they desire.

Due to the limited amount of resources available to respond to the vast array of real emergencies, communities should set response standards based on identified risks specific to their area. Fire Chiefs who don't apply a valid risk assessment model to their communities cannot adequately educate their community's leadership of their actual needs. At best, they are basing everything from daily staffing to apparatus deployment on guesswork or potentially failed past practices.

The City of Winter Park initiated the community's first self-assessment process for achieving International Accreditation in 1999. The current fire service accreditation model is supported by the International Associations of Fire Chiefs (IAFC) and the International City / County Managers Association (ICMA) and is awarded by the Commission on Fire Accreditation International (CFAI). As part of the agency self-assessment process, it is paramount that the agency qualifies the community mission and vision for services. Therefore, the first comprehensive assessment of risk completed for Winter Park yielded the foundations for the current adopted Standards of Cover (SOC).

In 1999, the developed risk assessment process reviewed every property in several critical areas of potential risk. One portion of the risk assessment calculated the total square footage for each property which yielded the needed fire flow (water) calculations for 25, 50, and 100 percent of fire involvement of the property. Also, an assessment was performed on those areas of non-fire-related risk and hazardous materials and technical rescue situations. While this process was deemed credible at the time, it failed in several ways to thoroughly assess the community's risk.

On December 12, 2000, the Winter Park City Commission accepted the second edition of the agency's comprehensive Community Risk Assessment and Standard of Response Coverage (SOC). The first SOC served as the basis for decisions involving emergency services delivered by the agency throughout the city. On several occasions, the document was utilized in making critical community decisions by our elected officials on annexations and development.

In 2003, the agency attempted to implement a packaged community risk assessment program from the United States Fire Administration called RHAVE. Standing for Risk Hazard and Value Evaluation, RHAVE was cumbersome and failed to serve as the "end-all" risk hazard tool for our community. The agency identified several factors which made the application of RHAVE in Winter Park ineffective. First, RHAVE seemed to be built for communities that were more diverse in their makeup. Knowing that Winter Park is mainly comprised of residential neighborhoods, RHAVE's scoring matrix considered the community as a whole to be of a "moderate risk" with scores between 15 and 39. The agency determined that using RHAVE to modify existing response patterns or zones would not be effective. It was decided that a program that would be easier to manage and produce accurate and timely data for first responders could be developed from others' examples.

The current method of assessing the community's risk was adapted from a program found in use at the Jacksonville Naval Air Station Fire Department, Jacksonville, Florida (NASJAX). While not as detailed as RHAVE, the current Community Risk Assessment (CRA) program allows fire crews to perform specifically designed "windshield" surveys of each property in the community, which points out specific areas of risk. Coupled with several other common assumptions and known facts related to a particular property, a very valid risk assessment is now in place. The current CRA gives first responders the ability to regularly review each property in their Geographical Planning Zones and become familiar with the identified levels of "risk." In addition, it provides the community more than adequate information to maintain the current SOC.

Other tools of risk assessment are applied to the community as well. Each type of service provided is reviewed, and a critical tasking measurement of each tactical assignment is developed. The application of pertinent geographical information system (GIS) data is also used to determine the best possible deployment of fire and EMS assets throughout the city.

The agency is committed to the philosophy of maintaining those policies and procedures needed to maintain International Accreditation. While the label of "Accredited" is vital to the community, the practice of risk assessment is more critical to the process of operating the fire department. Also, performing a continuous risk assessment of the community provides vital information for not only our first responders but also for management. These critical community policy decisions cannot be made without thoroughly and adequately assessing the potential risk.

This edition of the Standards of Cover represents the continued commitment to a comprehensive assessment of the community's risk. Because the agency has adopted a formal process of assessing risk as a way of doing business, the city has established expectations and goals for all services provided by the agency. With the application of these policies community leaders and city residents are better informed

And make more educated decisions on the levels of emergency service they can anticipate. This document serves as the fifth such complete review of the community's risk and current deployment of fire and EMS assets. Policies and decisions are regularly made using this data, which includes emergency response expectations and the goals the community-driven strategic plan has on everyday operations.

The baselines and benchmark statements found in this edition of the SOC are based on those derived from the Commission on Fire Accreditation International's **Ninth Edition** of the Fire and Emergency Services Self-Assessment Manual (FESSAM). The data included in the FESSAM is based on hundreds of fire agencies worldwide who have provided similar data to the process. The fact that the FESSAM statements are broadly inclusive of all different types of communities, Winter Park's data, when applied to these benchmarks, gives the community confidence that the dollars spent on fire and emergency medical response are best utilized to provide the maximum possible benefit. One of the most critical changes in this edition of the SOC is that the city's population density has increased to where the response baseline and benchmark performance goals are now measured against **Urban** communities versus the *Suburban* measurements found in previous standards.

As with past documents, this fifth edition of the SOC also includes several key recommendations to offer the agency the opportunity to continuously improve the levels of service. When coupled with the latest version of the strategic plan, the SOC and the agency's responses to the accreditation self-assessment help maintain a course of constant improvement for the community.

Our agency's overarching goal is to improve the outcomes of every event and encounter we have with a resident, business owner, or visitor. This theme has been carried over into this fifth edition of the Standards of Cover. Improving Outcomes... Every Day is not just a saying. Our firefighters are trained, equipped, and staffed so that the community's expectations are exceeded with every encounter, every day.

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Executive Summary

In the minds of the agency's leadership, it is unconscionable for a provider of emergency services to proclaim to a level of service or demand more resources from a community without first conducting a comprehensive and strategic assessment of the risks being faced. Only after applying a proven and consistent risk assessment model is made by the community can an agency develop what today is referred to as the community's standard of the cover performance contract.

It is the agency's responsibility to provide the community's decision-makers an educated calculation of the expected risk, what resources are available to respond to that risk, and what outcomes can be expected. All of these factors should play a role in the provision of the community's emergency services.

The Community Risk Assessment (CRA) statistical data was used to support the application of the standard of cover and determine future needs for the agency based on the actual risk to the community. Once assessed, the real risk was rated against the available resources, and a recommendation was made for a standard of cover that best meets the community's expectations.

As a result of this comprehensive and ongoing risk assessment, the fire department now provides the community's elected officials detailed and accurate information, which helps set the current *Standards of Cover*. In this case, the recommended policy for the standard meets all baseline and benchmark measurements within an acceptable level of deviation. These performance measurements are considered aggressive in today's urban environment. However, in order to have the ability to have chance to use the training and equipment provided them, they must arrive within a specific window of time; they arrive too late, and all the resources in the world won't make a difference in the outcome.

As the agency once again takes a comprehensive assessment of the community's risk, it remains confident that the industry best practices purported by the Commission on Fire Accreditation International are properly educating the elected officials on the service delivery levels of the fire-rescue department.



A. Description of the Community

This component of the *Standards of Cover* helps set the stage for all aspects of service delivery and serves to introduce and orient the overall community to the standard. Elements reviewed include the agency's legal basis, historical data, major milestones accomplished by the agency, finance and funding of services, topography, climate, population, and demographics. In addition, the section looks at the layout of the area served as well as the type and description of the areas served by what type of agency service.

Legal Basis

The city of Winter Park is governed by a Council / Manager form of government. The Winter Park City Commission is comprised of a five-member body. All commission seats are elected to three-year alternating terms and are selected at large by all the residents. The following individuals represent the current elected and appointed officials of the city of Winter Park, Florida.

Steve Leary	.Mayor
Seat 1 – Marty Sullivan	Commissioner
Seat 2 Sheila DeCiccio	Commissioner
Seat 3 Carolyn Cooper	Commissioner – Vice Mayor
Seat 4 Todd Weaver	Commissioner
Randy B. Knight	City Manager

Michelle Neuner.....Assistant City Manager

Dan HagedornFire Chief



Chartered	1887
Incorporated	1925
Municipal Area in Sq. Miles	. 9.5-/+
Form of Government:	Commission / Manager
Millage Rate for Fiscal 2021	4.0923

Executive Management

The city manager appoints all city department heads, subject to City Commission confirmation. The city manager has the ultimate approval of all employees and acts as the city's Chief Executive Officer.

The city manager is responsible for carrying out commission policies through professionally trained and experienced staff. The fire department and the police department are directly accountable and further governed by the city's Civil Service Code. First adopted into the city charter section 4.07 in 1949, the Civil Service Code outlines each agency's functions and duties.

As included in Chapter 74 of the City of Winter Park Code of Ordinances, the Civil Service Board is maintained by the City Commission to operate as an independent board of review for the city's public safety departments. Monthly meetings are conducted to review the department's operations and approve any employee relations issues. The Civil Service Board includes five civilians and one employee elected each from the police and fire departments.



History of Service

Winter Park is about 32,000 residents located just north of Orlando in Orange County, Florida. One of Florida's finest cities is famous for its stately trees, abundant parks, brick-lined streets, spectacular homes, museums, vibrant lakes, and fine shops along Park Avenue. The city was originally developed as a winter resort for wealthy northerners seeking refuge from the harsh winters and a tranquil place to rest and relax.

Winter Park was originally named Lakeview in 1858 and re-named Osceola in



1870. Eleven years later, the name Winter Park was chosen by its founders. During an informal discussion, Loring Chase and Oliver Chapman decided they wanted the name to be something about a park in winter - thus, the name change to Winter Park. Tourists came to the city to enjoy Winter Park's beautiful lakes, warm temperatures, and natural surroundings. Today residents and guests enjoy these same amenities in addition to great restaurants, museums, entertainment, theater, outdoor activities, festivals, and much more.

Rollins College, the oldest college in Florida and the nation's premiere liberal arts college, was founded in Winter Park in 1885 by New England Congregationalists. They sought to bring their style of liberal arts education to Florida. *Time* Magazine has praised Rollins College, which has produced Rhodes, Fulbright, Goldwater, and Truman Scholars and a Nobel laureate. The *U.S. News & World Report* consistently rates Rollins College as one of "America's Best Colleges."

The city's most prominent features include its lakes, tree canopy, bricked streets, and Park Avenue's shopping district. Central Park is a large, open downtown park featuring towering trees and inviting park benches. Central Park was deeded to the city by one of its most influential early citizens - Charles Hosmer Morse. The city is also famous for the Winter Park Sidewalk Art Festival, which draws over 250,000 visitors each year to Central Park to enjoy some of the best art and music in the United States.



Winter Park was first chartered in 1887, and the present Commissioner-Manager form of government was adopted in 1949. The governing body is comprised of four Commissioners and a Mayor who are elected to three-year terms by a citywide, non-partisan election. The City Commission appoints the City Manager, City Attorney, and numerous advisory board members.

Winter Park established its first organized fire protection on March 12, 1900. The city's fire limits were set from Lyman Avenue north to Canton Avenue and from New York Avenue east to Interlachen Avenue. Six fire extinguishers were strategically placed throughout the district to extinguish fires.

Several major fires occurred in the early 1900s, with the Seminole Hotel fire being the largest in Winter Park's history. This grand hotel burned to the ground in September of 1902. The owners had only \$30,000 of insurance preventing the hotel from being rebuilt on its original site.

The Winter Park Fire Department was further established through the adoption of the City Charter in 1925 and is recognized in Sections 1.01 and 4.07. The city reaffirmed the existence



of the fire department and officially recognized the agency's additional services on December 12, 2000. Adoption of Resolution #1734 made it known that the Winter Park Fire Department may also be officially known as the Winter Park Fire-Rescue Department. Additionally, the State of Florida recognizes the fire organization through Florida Statute Chapter 166 (166.021) and Chapter 633.

Winter Park's fire protection was enhanced over the next several years. In 1915, the city purchased a onehorse wagon that carried 500 feet of hose and an extension ladder. By 1916, a motorized vehicle was used to tow the trailer to fire calls. From 1913 through the early 1950s, Winter Park was protected by an allvolunteer fire department. It wasn't until the mid-1950s that the city hired the first paid firefighters. In 1945 the Winter Park Fire Department answered a total of one hundred twenty-eight calls.

An Easter morning fire on April 6, 1969, placed Winter Park on the map. The *Winter Park Mall* fire was the first major fire incident in the United States involving an enclosed shopping mall. The initial response of one pumper and a rescue truck with four firefighters was small by today's standards. However, a general alarm was sounded, and firefighters from five fire departments brought the blaze under control in about four hours.



In May 1981, a sizeable geodetic sinkhole opened up near the intersection of Fairbanks Avenue and Denning Drive. After devouring a home, several cars, parts of several businesses, and a municipal swimming pool, the sinkhole finally stabilized.

With the passage of the EMS Act of 1973, the agency took on the additional responsibility of providing emergency medical services to the community. Firefighters were trained and certified as emergency medical technicians and paramedics, and the agency offered first responder, non-transport emergency medical service.

During the following three decades, the agency continued to upgrade and maintain a state-of-the-art emergency medical service. Operating within a two-tiered EMS system, the fire department would respond, treat and stabilize the patient and then load the patient into a private ambulance for transport to a medical facility. The fire department's quicker response provided more timely treatment than the ten-minute response standard required of the contractually provided ambulance service.

On Jan. 1, 1997, the Winter Park Fire-Rescue Department implemented the current single-tiered EMS service in the community, becoming the sole emergency medicine provider. The agency had been providing advanced life support EMS since the early '70s, and the addition of patient transport allowed the agency to provide a complete level of EMS.

To further confirm the city's faith and support for the fire department EMS program in 1997, the City Commission unanimously passed the city's first EMS ordinance. The Ordinance makes the Winter Park Fire-Rescue Department the "sole provider of emergency medical services within the city."

In December 2014, the agency applied for and received accreditation from the Commission on the Accreditation of Ambulance Services (CAAS).

The comprehensive review of the agency's patient care protocols, training, medical direction, and operations resulted in one of the highest first-time ratings for any CAAS accredited service.

Through the Insurance Services Office (ISO), the property insurance industry rates a community's fire protection capability; this rating helps determine the cost of insurance premiums for both residential and commercial property. Based on a Public Protection Classification scale of 1 to 10 (Class 1 being the best), the ISO surveys and rates more than 35,000 communities throughout the United States; less than one-tenth of one percent of these communities are rated at Class 1.

Over the past decade, the city of Winter Park and its fire department have improved the community ISO rating from a 4 to the best available, Class 1. The most recent rating was conducted in 2019.



And resulted in one of the highest ratings seen by the ISO. This resulting score and rating have served to offer those commercial properties that are insured by companies that use the ISO PPC rating a reduction in their annual fire insurance. It also confirmed that the people of Winter Park enjoy the protection and safety of having one of the only dual accredited (CFAI and CAAS) and ISO Class 1 agencies in the United States.

Much of the city's growth in the recent past has been internal. While our geographical service area has remained close to the same for the past 50 years, the agency's services have changed dramatically. With more technical responsibilities constantly being placed upon the fire service, the agency stands ready to serve and protect the citizens from all perils.

Today, the agency is formally organized and structured in a traditional style. The fire chief serves as the organization's chief administrative officer. It is supported by a command staff management team consisting of a Deputy Chief, Division Chief, three Battalion Chiefs, and Fire Marshal.

Organizational Structure

A senior staff assistant and an administrative, financial planner support the agency's budgetary and clerical responsibilities.

Managing the needs of the operations staff falls to the Deputy Fire Chief. This position is responsible for supervising the three Battalion Chiefs and the EMS Manager, Division Chief, and all agency training. The battalion chiefs oversee the daily operations of each shift. Shifts operate on a 24-hour on, 48-hour off schedule within a twenty-one-day work period. Three engines, one truck company, two advanced life support transport rescues (ambulances), one emergency medical services supervisor and one battalion chief deliver fire and EMS operational service. The operations division's maximum daily staffing level is twenty-three (23) people, with minimum staffing of nineteen (19). Shift personnel maintain facilities and apparatus, conduct safety surveys, public education details, and attend training sessions while assigned a duty shift.

The Division Chief of Firefighter Health, Safety, and Training position supervises all firefighter health and safety programs. The Division Chief reports directly to the Deputy Chief of the department and manages all safety and health and firefighter training for all personnel.





An Emergency Medical Services (EMS) Captain is assigned to each shift. These individuals work to oversee the entire emergency medical service environment, including the maintenance of the medical supply inventory, quality assurance, certification requirements, and research and development. Also, these supervisors respond to all technical rescues and structural fires and serve as the scene safety officer. In 2019 the agency added an Emergency Medical Services Manager (civilian) to serve as liaison to the agency's Medical Director and support EMS administrative operations.

The Fire Marshal is responsible for managing and reviewing all commercial construction plans, fire inspections, and public fire education functions for the agency. The Fire Marshal reports directly to the Fire Chief and is responsible for supervising three full-time and one part-time inspector. All positions are clearly outlined in the agency's FY 2021 organizational chart.



Service Milestones

The city of Winter Park established its' first fire protection initiatives on March 12, 1900. With the purchase of fire extinguishers and the appointment of residents as firefighters to monitor and gather those extinguishers if a fire broke out, Winter Park was one of the first communities in the area to have organized fire protection.

"THERE WILL BE A FIRE DEPARTMENT ESTABLISHED FOR THE PURPOSES OF TAKING CHARGE"

WINTER PARK TOWN COUNCIL MARCH 12, 1900

In the early 1900s, Winter Park joined other central Florida communities and purchased motorized fire apparatus with pumps, hoses, and ladders capable of protecting the growing assets of this new city. Several large building fires occurred in the first several decades of the 20th century that helped reinforce that the leaders of Winter Park were doing the right thing in building their community's fire protection capabilities.

Fire protection continued to be enhanced as new technology allowed for more aggressive and progressive tactics. The fire department's force began to transition from an all-volunteer agency in the mid-1950s when the City hired the first career firefighters. These full-time employees were now able to continue to focus on the community growing fire protection needs as more development and annexations took place.

On Easter morning, April 1, 1969, Winter Park and its fire department made history as the city experienced the nation's first significant structure fire involving an enclosed shopping mall. Then referred to as the Winter Park Mall, this large expanse of enclosed walkways, shops, and large anchor stores announced the beginning of what would be an architectural and cultural phenomenon in the United States over the next three decades. Shopping malls like Winter Park's served as places for residents to meet, shop, and be seen. At the time of its construction, no one knew how a fire would behave in these newly designed structures. The fire codes of the day had not addressed issues such as fire separation, smoke handling, and exiting.

The first sub-station was opened in late 1969 on the city's east side. Fire Station 2, now referred to by its regionally assigned number of 62, established a two-person engine company on the community's evergrowing eastside. The original facility was renovated in 2001 and remains in operation at the original location today.



In 1971, the city determined the need for providing consistent fire protection to the communities growing western border. The main fire station, located close to its original location on Lyman Avenue adjacent to the city hall, was also immediately aside from the hectic railroad tracks that dissect the city's west side. The community opened Fire Station 3 in the exact location as the current Headquarters on Canton Avenue. Engine 60 operated at this location until 2001, when construction on the current Public Safety Facility began.

Throughout the middle of the 20th century, most fire departments in central Florida were very territorial. They only called upon each other if needed under a rather vague mutual-aid agreement. In 1992, Winter Park signed, what was at the time, a five-party aid agreement that progressively removed the jurisdictional boundaries of each community to provide a true "first-response" protocol. Along with this agreement, and after Hurricane Andrew's impacts in 1992, Winter Park signed the State of Florida's newly developed State-wide Mutual Aid Agreement. These agreements, which remain in effect today, confirm both from a local and regional perspective. Winter Park Fire -Rescue participates as a partner in seeing that the closest appropriate assistance makes it to the scene of an emergency, no matter the jurisdiction or location.

Until January 1, 1997, Winter Park participated under the Orange County agreement for patient transport services. Since its inception, emergency patient transport services had been performed by private ambulance companies. With approval by the City Commission, Winter Park began patient transport services in January 1997. For more than two decades, WPFD has been the sole provider of patient transport service, only receiving assistance from our fire-based partners as needed.

In August 2001, after completing a rigorous self and peer assessment, fire rescue became the first agency in Orange County to achieve International Accreditation. This extensive review of the department's entire operation established how the department operates today. From the strategic planning processes and response to each performance measurement to the establishment of the city's risk assessment tool and the first standards of cover, Winter Park has emerged as a model agency for applying the CFAI accreditation process.

In 2003, the agency moved its' headquarters operation into a new 78,000 square foot facility shared with the city police department and the city's 9-1-1 center.

The city's public safety facility houses not only fire headquarters and fire station 61, but it is also home to the city's Emergency Management Operations Center (EOC).



The agency has continued to develop its' role as the city's emergency managers. After several key events that highlighted the city's inability to properly warn its residents of any impending emergency, the agency established its "Outreach" Emergency Alert Network. Outreach combines both an outdoor tornado siren and speaker network with a robust digital electronic warning and information system. Outreach can alert residents through all levels of personal technology, including text (SMS), email, calling, and messaging. Also, the agency holds annual emergency management exercises (TTX) and has led the city's National Incident Management System (NIMS) compliance efforts through the adoption of policy, certification, and training.



Agency Financial Support

The fire rescue operation is a direct and specific department of the municipal government of the city of Winter Park. The agency's operations are funded solely through appropriations made by the city through the governmental budgeting process.

Annually, the agency provides a proposed budget document to the city manager based upon the defined community-driven strategic planning process. Specific funding requests are based on the sustainment and advancement of the goals and objectives defined in the plan. The city manager has responsibility for presenting to the City Commission for consideration a balanced budget.

All fiscal plans and policies are set by the City Commission and are monitored by the city's Finance Department. The agency is required to maintain its' annual expenditure processes utilizing the Finance Department's electronic management system. All aspects of the agency's finances and budgeting controls are set to the policy made and enforced by the City Commission.

A comprehensive annual financial report (CAFR) is generated and includes the operations, performance, and compliance measurements for the entire city. The city's Finance Department has been awarded the Government Finance Officer's (GFOA) Certificate of Merit for their procedures and practices for more than two decades.



Description of Service Area:

The city limits of Winter Park and the fire rescue service area are located within the metropolitan Orlando region of Orange County, Florida. As with most of the municipal developments throughout central Florida, Winter Park was founded by relocated northern industrialists around the turn of the 20th century who

were looking for a better climate and an expansion of their business. Winter Park is nestled within a protected area of lakes and a large, mature tree canopy that provides a level of security from most of Florida's troublesome weather phenomena such as tornados and hurricanes.

Winter Park is considered a suburb of the larger city of Orlando and is home to some of the region's more prestigious residential addresses. While the city contains a wide range of both commercial



Central Florida Region

and residential property, many of the areas, private homes are located along lake-front lots and set far from narrow, brick-paved streets. While the city limits border Interstate 4, none of this vital east, west Florida icon is actually within the city's border.

Metro Orlando Area

Located just to the north of and directly adjacent to Orlando's city limits, while small in comparison, Winter Park contains much of central Florida's core of culture and higher education. Winter Park is also the proud home to Rollins College, the Mores Museum of American Art, and the Albin Polasek Museum of Art.

With many waterfront properties, Winter Park is home to twenty-one navigable lakes. The lakes and adjacent waterways directly impact both the distribution and concentration of emergency resources as the community's network of roads was not necessarily constructed with either large vehicles or emergency apparatus response in mind.

Economically Winter Park's tax base is controlled mainly by a large volume of high-end residential property. Helping support the base is the community crown-jewels, the Park Avenue, central business - commercial district, and adjacent Central Park.

Weather Variables:

Many people consider central Florida and the Winter Park area an excellent place to live with its typically moderate, tropical climate. However, regularly high humidity and the continued risk of severe weather events such as tornados and hurricanes leave many to balance the risk of living in an ordinarily sunny and warm climate with the risk of these natural disasters.

The annual Atlantic Hurricane season begins annually on June 1 and extends to the end of November. For many decades the threat of damage from a hurricane was considered relatively remote for Winter Park. With its land mass being protected by distance from the east (47 miles) and west (70 miles) from Florida's coasts, the threat to Winter Park is moderate.

Population:

Winter Park is located in the metro-Orlando area of Central Florida. While many associate the Orlando area with vacations and fun, Winter Park does not consider itself a tourist destination. Winter Park was established in 1882 and was first settled by northern businessmen who wanted to move their resources to a warmer climate.

A 2019 United States Census update, the population of Winter Park numbers 30,825 residents with a density of 3,200 persons per square mile. Over the past several decades, Winter Park has continued to evolve as a residential community. The once smaller, concrete block homes of less than 1500 square feet are being slowly replaced by large estate homes quickly growing past 15,000 square feet. Along with the growth of larger private dwellings, the commercial community has also seen redevelopment. This section outlines those keys factors continuously considered during the development and maintenance of a community standard.

The entire service area is considered urban compared to the description presented in the eighth edition of the Fire and Emergency Services Self-Assessment Manual (FESSAM) published by the Commission on Fire Accreditation International (CFAI). Much, if not all, occupies the community's residential neighborhoods with notable fluctuations in daytime business which don't dramatically impact the agency's coverage. Special events scheduled throughout the year are noted and staffed accordingly with additional assets and resources.

Several small and unique industrial areas dot the community. In most cases, they are identified as moderate and high-risk properties with their contents and activities noted in the agency's pre-fire planning efforts. Again, special events and activities are pointed out and require a Special Event Permit to take place legally.

Several key commercial areas are defined within the community. Most notable of these is the Park Avenue shopping district. Established at the turn of the 20th century, *Park Avenue* is known throughout the region as the place to shop for high-end clothes and goods. Due to its rich history as one of the area's first shopping districts, the Park Avenue area remains a vital economic engine for the community. Its age, construction type, and high risk of conflagration placed Park Avenue assessed as a High-Risk property.

Rollins College is also located within the service area. With a total on-campus annual student population of approximately 3,500, Rollins serves the agency as a true partner in providing a safe environment for high education. Call demand on the campus is relatively low when compared to previous periods. In 2011 the college completed a highly aggressive campus-wide fire sprinkler retrofit project.

Disaster Potentials:

With its' location in the heart of central Florida, Winter Park's most significant risk for experiencing an event of disastrous proportion remains a natural event involving the impacts of a tropical cyclone or hurricane. Having these events as our primary catastrophic risk, the agency and the community regularly prepare for a storm's effects. Other related events such as rising water floods and high wind damage to the community force the agency to regularly plan and execute procedures to respond to these events.

The last Major hurricane to directly strike the community was in the late summer of 2004 when four named hurricanes hit the State of Florida. Three weather events directly impacted the Winter Park area with high winds (110mph), driving rain for 12 hours, downed trees, and damaged property. The community spent well in excess of 12 million dollars in 2004 dealing with the impacts of these storms.

Another phenomenon is seen in Winter Park, and most of central Florida is the appearance of large sink holes. These openings in the earth have caused significant structural damage to buildings but no loss of life. In 1981, a large sink hole opened in Winter Park that swallowed a large building and several vehicles, and a municipal swimming pool.

In addition to hurricanes, Winter Park is host to other strategically significant properties, which may be targeted for both domestic and international

terrorists. These potential targets are monitored by the Central Florida Regional Domestic Security Task Force and the Central Florida Intelligence Exchange (CFIX) fusion center for activity.

Boundaries:

The city limits of Winter Park are located between the cities of Orlando and Maitland and share borders with Orange and Seminole Counties. With this locked geographical definition, the city has limited opportunities to expand its' boundaries to spawn new development. This inability to annex or grow geographically has not stopped the city from developing and redefining itself.

The popularity of the Winter Park label as the quintessential "urban village" has caused many communities to attempt to copy the city's development model. Redevelopment has taken place in many of the defined Geographical Planning Zones (GPZ). Much of the commercial areas have remained commercial. In contrast, some of the regions west of the downtown core have transitioned from single-family residential properties to mostly mixed-use commercial and multi-family residential. The largest redevelopment project in this area involved the Winter Park Village location. Most, if not all, of the redeveloped commercial or mixed-use property, is protected by fire sprinklers.

Fire-Rescue is invited to participate in all planned unit developments, including those mixed-use and multi- family residential projects. Construction plans are reviewed, pre-fire plans are developed, and the Community Risk Assessment is amended as necessary.

Population and Densities:

The 2019 census report indicated that 85.2% of Winter Park's population was white, 6% African American, 5.2% Hispanic, 3.4% Asian, and 0.2% from other races. The population distribution by sex is 47% male and 53% female. No significant changes are anticipated with the 2020 census update.

Winter Park City Population	. 30,825 (2019 US Census)
Median Family Household Income	.\$77,899
Median Age	.41
% of High School Graduates	.96.2%
% of College Graduates	.62.6%

Regional Demographic Features:

The 2019 census shows the total population of <u>Orange County</u> at 1,393,452 people. A breakdown of the county indicated that 69.4% of the population was white, 22% African American, 28.7% Hispanic of any race, 5.4% Asian, 0.6% Native American, and 2.4% from other races.¹ The population distribution by sex is almost equal, 49.7% male and 50.7% female.

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¹ Demographic information provided by Orange County, Florida Government. Totals do not equal 100% as some people claim more than one demographic group.

B. Fire and Emergency Programs and Services Provided

This component summarizes the services and programs provided by the agency, the levels of each service, and the present deployment of both physical and human resources deployed throughout the community.

Service Delivery Programs

Fire Suppression

ISO Class 1 fire suppression services are provided from three fixed fire station facilities. Three Class A pumpers (1750gpm) and one 100' tractor-drawn aerial are staffed full-time. One of the three Class A pumpers is equipped with a Compressed Air Foam System (CAFS), and the two tractor-drawn aerials are fitted with small CAFS firefighting delivery systems. All pumpers carry a minimum of 1200' of large diameter hose (4") and are equipped with 750-gallon water tanks. Reserve apparatus are adequate and include one pumper, one tractor-drawn 100' aerial device, two rescue ambulances, and one command vehicle.

Emergency Medical Service

Advanced life support (ALS) services are provided from all agency units. Two ALS transport-capable units (Rescue) operate from fire stations 61 and 62. A third rescue is placed in service when staffing is above the minimum (19). A rescue unit is also specially assigned (detailed) for public events throughout the year. The agency also supports its' own Medical Director and accompanying emergency medical services protocols.

All responses are assigned a minimum of one ALS unit, with most qualifying for two units and a total minimum of five personnel. Also, the agency staffs one EMS supervisor on each shift to serve as the lead medical as well as the incident scene safety officer. The agency is capable of handling incidents of no more than five patients, which represents a Level 1 mass casualty incident (MCI). Additional medical assets are available through a very robust regional mutual aid first-response agreement.

Technical Rescue

The agency maintains technical rescue capabilities. Specializing in vehicle/machinery rescue, building collapse, elevated rope rescue, and confined space operations, the agency is equipped to initiate rescue operations as needed. The agency has established a mutual agreement with the City of Orlando Fire Department and Orange County Fire Rescue for backup or augmented technical rescue needs.

Hazardous Materials

All agency personnel is trained to the hazardous materials **awareness level**. As a result of the agency's first risk assessment in 2000, it was determined that the community held a very limited amount of exposure to potentially hazardous materials events. It was decided at that time to abandon the agency's hazardous material team and enter into an Interlocal Agreement with the City of Orlando Fire Department to provide a hazardous materials response. The agreement has worked well for Winter Park in that the agency's personnel are dispatched, arrive, and assess the situation. If the event can be secured with the agency's personnel's knowledge, skills, and abilities, then action is taken. If an event requires technician-level skills beyond the agency's capabilities, additional assistance is requested through mutual aid. With a joint-mutual aid response, the agency's personnel move into a support services role.

Deployment of Fire and Emergency Services Resources

Deployment Coverage:

The agency currently provides emergency services from three fixed locations. These fire stations serve as logistical storage points for the staging of both physical and human assets. The fire stations were located with the maximum benefit of service delivery in mind. The agency participates in the Orange County Regional Fire and EMS asset numbering system. These numbers assignments are prominent throughout the agency and are noted here (i.e., 61).

Fire Station 1 - (61) 343 W. Canton Avenue Fire Station 2 - (62) 300 S. Lakemont Avenue Fire Station 3 - (64) 1439 Howell Branch Road

In addition to these fixed facilities, the agency's Headquarters facility is located at 343 W Canton Avenue on the second floor of the city's Public Safety Facility. Numerous offices for the administrative staff, the Fire Marshal's office, and the city's Emergency Operations Center are located with this facility.

Resources:

The agency provides emergency services for fire suppression, advanced life support, medical patient transport care, technical rescue, and hazardous materials service. Physical resources include a modern fleet of fire and emergency medical services apparatus. Resources are stored for responses at one of the three fixed facilities. Reserve apparatus is available to assure that the SOC can be maintained when assets are serviced.

The personnel is the most essential part of the agency's resources. All operations personnel are certified firefighters and either state Emergency Medical Technicians or Paramedics. **A daily minimum staffing level of nineteen (19) personnel** is maintained to allow the agency to maintain an effective response force for each defined response scenario. Each shift is led by a Battalion Chief (supervisor), with each company (engine and truck) are led by a Lieutenant (company officer). Each fire apparatus is operated by an assigned Engineer, with all units staffed by a minimum of one certified Paramedic.

All units are staffed on a full-time basis under a specific Standard Operating Guideline 102.

Numbers reflect the minimum/maximum amount of staff.

Number/Unit	Min/Maximum
1 Battalion Chief	1
1 EMS Captain	1
3 ALS Engine Companies	3-4
1 ALS Truck Company	4
2 ALS Rescue Companies	2
(ALS Rescue Co as staffing permit	s) 2
Daily Staffing Totals	

Response Areas:

Each fire station has a defined first-response area. These areas are based solely on the engine company's anticipated emergency drive time assigned to the particular fire station. The Computer-Aided Dispatching (CAD) system electronically stores the geographically closest assets to a specific area. Assets are managed to the 20th geographically closest company. The establishment of additional response areas is then driven by which asset is next closest. These additional response areas are used to establish the agency's Geographical Planning Zones (GPZ).

The GPZ areas have within them identified the individual properties that display the different levels of Risk. All roads in Winter Park are paved. Each zone contains the following amount of road miles which, when determined by the agency, offered an idea of the additional roadway risks posed by each response area.

Mutual Aid:

Aside from the areas defined above, the agency is a party to an active Inter-local Agreement2, which has units covering areas outside of Winter Park's corporate limits. The only places where Winter Park units are "first-due" outside of the corporate limits are those streets in Zone 64 which were not annexed. The agency is paid annually by Orange County Fire Rescue for this additional coverage.

The following chart is an annual reflection of all the joint-response alarms outside of the corporate limits. During the past five years, we have experienced use that is reflective of our expectations. With the additional assets made available to the city through these long-standing agreements, the benefits are equal to all parties.

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² The current Inter-local Agreements include those in place for the first response with Orange and Seminole Counties and the cities of Orlando and Maitland.

C. Community Expectations and Performance Goals

This component of the Standards of Cover describes the community's expectations for the agency and the expected levels of performance goals defined by the citizens. This expectation was derived through the community-driven Strategic Planning effort completed in March of 2020.

The Winter Park Fire Department was first organized on March 12, 1900. Members of the community identified a need to provide fire protection to the ever-growing new city. Fire extinguishers and ladders were among the first fire protection tools purchased to provide a small level of security against the spread of fire. In the early 1920s, the city purchased its' first motorized fire apparatus.

In the mid-1950s, the city's first career firefighters were hired to staff the only fire station. As the city expanded to the east, a second fire station was built and staffed in 1969 on Lakemont Avenue, the existing location of Station 62. Two firefighters typically staffed these fire engines, and until the late 1970s, had limited medical training or equipment.

As the department moved into the age of emergency medical response, Winter Park led the region with some of the first cross-trained firefighter-paramedics and becoming one of the first agencies in Central Florida to staff and equip all units with Advanced Life Support (ALS) capabilities.

Fire protection has also been improved. Since 1980, the city's Insurance Services Office (ISO) has improved from a rating of 4 to today's rating of 1. The community's goal is to maintain this high rating to the best of our ability. Also, the agency has maintained CFAI Accreditation since 2001 and was accredited in December 2014 by the Commission for the Accreditation of Ambulance Services (CAAS).

Performance Expectation Goals

Mission Statement:

The current Mission Statement of the Winter Park Fire-Rescue Department was generated during the 2020 community-driven Strategic Planning sessions. The internal stakeholders examined the information provided by the community stakeholders, examined all the previous mission statements, and determined the following would best serve the agency going forward:

The Winter Park Fire-Rescue Department's Mission is to protect and preserve our community through the prompt and professional delivery of service.

In addition to defining the agency's Mission Statement, the community-driven planning sessions the **Values** of the agency were also examined and discussed.

We *CARE* for our community and each other with compassion, accountability, respect, and empathy. We encourage all department members to embark on a quest for personal excellence by being responsible for their actions, practicing the highest degree of ethical behavior, and using their best judgment in making decisions. We do this because we *CARE*.

Compassion

We value a compassionate environment in which the needs of our community and co-workers are a top priority. This environment will be fostered by enthusiastic members who diligently adhere to a sound code of moral and ethical conduct, thereby delivering the utmost attention and care to all parties.

Accountability

We value accountability by being responsible for our performance in light of our community's expectations. Our demonstration of reliable and professional behaviors earns the trust of our community and promotes personal integrity and empowerment.

Respect

We value respect for ourselves and every individual and recognize the worth of others while consistently exhibiting professionalism and compassion for those in need. Non-prejudicial and conscientious service results in individual, agency, and community pride in all services delivered.

Empathy

We value an empathetic workforce that seeks to support, understand, and meet the community's needs and each other in a compassionate and non-judgmental manner. Services will always be delivered free of bias, as we recognize and appreciate the diversity within the community and our workforce.

The agency's Strategic Planning (2021-2025) also developed the *Vision* for the organization for the next five years. The definition of the agency's *Vision* includes the following statements:

To be one of the most respected and high-performing fire and emergency service providers. We will achieve this with a forwardthinking workforce, willingness, and ability to fortify and develop our teams, work culture, and dedication to our community.

Values form the foundation upon which you build your character and your life. For the Winter Park Fire-Rescue Department they are the moral compass that governs the culture of our organization. Our culture is based on core values of integrity, responsibility, loyalty, and accountability. We **C.A.R.E**. for our community and each other with compassion, holding each other accountable, treating everyone with respect, and demonstrating trust and empathy to all we interact with. We empower our workforce to strive for personal excellence by being responsible for their actions, practicing the highest degree of ethical behavior, and using their best judgment when making decisions.

Compassion: We value a compassionate environment in which our community and coworkers' needs and development are a top priority. This environment is fostered by a professional and enthusiastic workforce who diligently adheres to a sound code of moral and ethical conduct.

Accountability We value accountability by holding each other responsible for our performance and ownership of resources bestowed upon us by the community. Our demonstration of talented, purposeful, reliable, and professional behaviors earns our community's trust and promotes personal integrity and empowerment.

Respect We value respect and recognize the worth of others while consistently exhibiting professionalism and compassion for those in need. We respect each other and the value, dedication, talent, and commitment each co-worker brings to the job every day. We hold ourselves to ambitious standards and strive to be industry leaders in every aspect.

Empathy We value an empathetic workforce that seeks to support, understand, and meet our community's needs and each other. Services will always be delivered free of bias as we recognize and appreciate the diversity within our community and workforce.

Strategic Goals:

To achieve the mission of the agency, realistic performance goals and objectives must be established. Goals and objectives are imperative to enhance strengths, address identified weaknesses, provide the individual members with clear direction, and address the citizens' concerns.

By following these goals and objectives carefully, the organization can be directed into its desired future. These established goals and objectives should also significantly reduce the number of obstacles and distractions for the organization and its members.

The following specific goals for the agency were developed and are currently in the process of execution. Each project has an established set of objectives and is assigned to a member of the agency responsible for seeing the goal to completion. These goals are monitored by the Fire Chief and are discussed as necessary during each senior staff meeting.

- 1. New fire station alerting system
- 2. New computer-aided dispatching software
- 3. Evaluate and improve how we use technology for daily operations, efficiency, and consistent internal communications.
- 4. Staffing; continually monitor the need for additional staffing; additional rescue and fire inspectors
- 5. Develop and implement a system to update policies and guidelines on a routine basis.
- 6. Explore possible stand-alone facilities to train fire fighters and retain certifications on live fire, search and rescue according to WPFD and national standards.
- 7. Refine the organizational culture to embrace, enhance, and ensure accountability to all levels to preserve our positive presence in our community.

In addition to these overall agency goals for 2021-2025, it was evident that through the community-driven strategic planning process, the residents and business owners also have an expectation of performance for the agency's emergency response functions. While most of the specific agency goals are related to non-emergency performance, this Standard of Cover should be seen as the agency's adopted level of service.

Community Service Expectations:

For over 120 years, the fire service in Winter Park has offered the community the highest possible level of service. The agency has created an expected level of service that has served to establish an aggressive performance standard. This community-driven expectation for service was first formally developed during

The agency's 2001 adaptation of the SOC and their responses to the performance measurements found in the fire accreditation process.

These community expectations are continuously monitored through regular performance reports, strategic plans, and the city's strategic documents. These community expectations are found in the agency's goals and objectives for 2021-2025.

Community Service Priorities:

The community-driven strategic planning process implemented by the Center for Public Safety Excellence has, to this point, dealing with establishing the *Mission, Values, Critical Issues, and Service Gaps* of the agency. Also, the identification of internal strengths and weaknesses, as well as external opportunities and threats, was accomplished.

The internal stakeholders set priorities for the accomplishment of specific objectives. Those objectives that carry higher priorities have been identified for completion first, and those objectives with a lower priority can be accomplished later. Overall, these goals and objectives may provide very specific timelines within the next two years or more general timelines beyond that period of time.

Since 2010 the agency's leadership has established workgroups and identified individuals who review the progress toward the goals and objectives and adjust timelines and specific targets as needs and the environment change. The agency considers the application of the community goals and objectives critical to their overall success. While the environment changes and the agency and the community's needs also adjust with time, the agency and its members must participate and are educated on the intent and anticipated outcomes of the goals and objectives.

D. Community Risk Assessment and Risk Levels

The only true way to adequately and properly provide services to a community is to assess the risk of being protected. Unfortunately, many communities across the country never actually assess the risks they are assigned to protect; they base their levels of protection on past practice or common expectations. Unfortunately, these communities have spent dollars and wasted resources on uneducated decisions about public safety services. In the case of fire services, a community must assess the risk it protects to educate their elected officials and decision-makers on what resources are needed to protect the community.

One reason communities struggle with developing a usable risk assessment tool is that most of the tools currently available are difficult to use and fail to be very locally definable. While most fire chiefs and firefighters can tell you what structures in their community cause them the most significant concern for risk from the fire, they cannot tell you why; consistently.

It appears they cannot do is place an educated answer as to why they need the resources they ask for each year. Community budgets are growing ever smaller, and accurate data must support each tax dollar. A community must demand that their fire officials conduct an ongoing risk assessment and apply that data to emergency services delivery.

The current population of Winter Park is richly diverse. Over the past several decades, Winter Park has continued to evolve into a predominately residential community. The once smaller, concrete block homes of less than 1500 square feet are being replaced by large estate homes easily growing past 6000 square feet in size. Along with this growth of single-family dwellings, the commercial community has seen substantial redevelopment. This section outlines those keys factors continuously considered during the development and maintenance of a community standard.

The fire department formally assessed the community's risk from both fire and non-fire-related emergencies in 2000. A system utilizing critical firefighting components such as knowing the needed fire flow, pre-fire planning models, and other non-fire-related activities has served the community each year since then. An attempt to utilize the nationally offered RHAVE program was initiated in 2004. While indeed a better organizational tool, RHAVE failed to analyze known risk properly. It was felt that a more detailed and community-oriented program would be easier to implement and maintain.

Community Risk Assessment Model:

Risk Assessment Methodology:

A coordinated and comprehensive assessment must be maintained for a community to provide for and understand the need for emergency services appropriately. If a community fails to assess the risks it faces, they either fail to properly respond to the risk when needed or expend valuable resources in the wrong areas.

The City of Winter Park completed its' initial Community Risk Assessment in 2000. The process used was a combination of those methods offered by the Commission on Fire Accreditation International and those created from within the agency. To establish our initial standard of coverage, each demand (response)

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The zone was evaluated for the risk of fire and some non-fire risks. During the 2001 CFAI site visit, a strategic recommendation was made for the agency to further detail those non-fire risks faced. The tool initially engaged by the agency in 2004 has continued to address the need.

The agency initiated the United States Fire Administrations Risk Hazard and Value Evaluation tool, referred to as RHAVE, to begin organizing the levels of risk. This tool was completed on approximately 50% of the community when a management decision was made to scrap the project and create a more applicable tool for the Winter Park community. The results experienced from RHAVE were not coinciding with the known risk in the community.

The Community Risk Assessment (CRA) tool, finally implemented by the agency, was a hybrid of RHAVE and offered and used by the Naval Air Station Fire Department in Jacksonville, Florida (NASJAX). Our community was able to completely implement this tool and use it to assess risk and deploy resources. The CRA process was first coordinated through the agency's Fire Marshal's Office and involved performing a coordinated survey of every commercial property in the city. The Master Inspection File was still used to assign the crews to survey and document the risk posed by each property.

Completed Assessment Scores

Each property is assessed for the risk posed by the following items:

- Life Hazard
- Community Impact
- Life Impact
- Water Impact
- Building Usage


- Building Construction
- Number of Stories
- Square Footage

Each area receives a rating score from one to three, equating to low risk and three being high. This system's simplicity allows for the evaluation of approximately 2,650 properties on a routine and asneeded basis. Each address is provided with a final rating ranging from 8 for the lowest risk to 24 for the highest. Upon completion of the field work, the data is processed into a spreadsheet which yields a final score. The final data is loaded into the Arcview[®] GIS program, which plots each property by CRA rating number.





Winter Park Fire Rescue Risk Assessment Form – Emergency Response

Building Address:		
Property Name:		
Fire Management Zone:	Score: Risk: Low / Medium	/ High
Life Hazard	High Life (100 or more occupants)	3
	Medium Life (25-99 occupants)	2
	Low Life (Less than 25 occupants)	1
Building Usage	Industrial/High Life Hazard/Large Business	3
	Residential	2
	Office/Small Business	1
Community Impact	Severe (irrenlaceable/bistorical/bospital)	3
commanie, impace	Moderate (high casualty/iob loss/tax/food store)	2
	Minor (minor casualty/family loss)	1
Building Construction	Combustible	3
building construction	Limited Combustibility	2
	Non-Combustibility	1
	Her combastionty	
Hazard Index	Complex/Multiple/Industrial/Special	3
	Simple/Moderate/Business	2
	Limited/Common/Residential	1
Number of Stories	3 or more stories (or 40 feet high or more)	3
	2 Story	2
	Single Story Building	1
Water Supply	0 or 1 Hydrant with less than 1000 GPM	3
	1 at 1000GPM or over, and 1 less than 1000 GPM	2
	2 Hydrants at 1000 GPM or over	1
Square Footage	15 000 Square Feet or More	3
oquarerootage	7 501 to 14 999 Square Feet	2
	7.500 Square Feet or Less	1
LL	Total	
Building: Length	x Width x Stories = Square Footage	
Hydrant Location: Primary		
Seconda	ary	

Risk Score: 8-12=Low, 13-19=Medium, 20 and above = High

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Maintenance of the risk assessment system, now referred to as RAFER, is accomplished through a combination of regular visual visits (inspections) and when the city fire marshal performs the initial fire code compliance review of the construction plans for each new commercial property. This process and a full-scale review of the CRA properties in 2019 help maintain the risk assessment data. This review allows the agency to make any needed adjustments to the response assignments

Risk Assessment Management Plan



Flow Chart – Management of Risk Assessment Program



As the data is processed for each of the property a risk score is awarded. The chart below illustrates that most of the properties range from 10 to 12, with none of the properties receiving the highest rating of 24. Properties with the following CRA scores were classified with the associated risk level classifications:

Risk Classification	Score
High	21-24
Special	16-20
Medium /Average	10-15
Low	0-9

The Geographical Planning Zone assesses the risk scores to help target locations or areas of risk so that the placement of resources can best be defined. The figures represented visualize that by zone, fire station 61 has the most rated occupancies, with zones 6101, 6102, and 6107 ratings the most properties.



In addition to the risk data,

several other valuable pieces of

important information is monitored as part of the overall community-wide assessment of risk. These other assessments are directed at specific functions of the operation which impact both fire and non-fire risks. Each property assessed as part of the risk assessment program is identified and plotted in the city's GIS system. This additional process allows for a real visualization of where the "at-risk" properties are within the city. An example of the Maximum and Significant Risk property map has been included in this document.



One critical resource which must be assessed as part of the community's ability to fight fire is its water supply. As a built-upon, suburban community with an established water supply, available water to fight



Risk Assignments / Fire Station Locations

fire is not usually an issue in Winter Park. Our community's problem is what can burn; therefore, an assessment of the needed fire flow is applicable. This Needed Fire Flow (NFF) analysis was first completed in 2000 and has been updated regularly throughout the period as changes are identified.

The chart here represents a sample of the Community Fire Flow Analysis. It calculates the amount of water needed to control the emergency based on the structure, contents, and exposures using the fire flow calculation model offered by the National Fire Academy. The flow calculations were made considering 25,

50 and 100 percent of fire involvement for each of the addressed structures. The advantage of this calculation is that it considers all structures, including single-family residential and multi-family and commercial structures.

Water supplies are critical to a successful fire ground operation. Knowing the municipal water system's capabilities at any particular time is an advantage Winter Park Fire Rescue enjoys due to the direct relationship the agency has with the city's municipal Utility Department. Personnel from the Utility Department work alongside Fire Rescue personnel to flow and maintain all hydrants. Testing personnel from the city's water utility department can access the Firehouse[®] RMS data system and maintain these critical data points.

ARAGON	VA L									
			Fire Flow	Fire Flow	Fire Flow	Available	Hydrant	Test	Test	Test
Numerical	Туре	Gross Sq. Ft.	GPM ¹	GPM ²	GPM ³	Water	No.	GPM ¹	GPM ²	GPM ³
800	С	1652	138	275	551	3003	448	YES	YES	YES
808	С	1030	86	172	343	3003	448	YES	YES	YES
808	С	1430	119	238	477	3003	448	YES	YES	YES

Sample - Needed Fire Flow Analysis



Geographical Planning Zones

The City of Winter Park corporate limits comprise an area that is land-locked by its physical relationship to Maitland and Orlando and the unincorporated areas of both Orange and Seminole Counties.

To develop specific planning zones, the city's corporate limits were first divided into the first due coverage areas for each of the three fire stations. This use of the fire station first response areas allows for the consistent review of emergency responses so that accurate comp resources.



Each Station Response Area was then divided into **Geographical Planning Zones** (GPZ) based upon the remaining fire stations' sequence as fixed into the Fire Run Card response system. This system geographically splits the community and allows for common and consistent tracking of all data and responses.

All commercial properties within each specific GPZ were assessed utilizing the agency's risk assessment tool. The risk assessment process placed on each identified property a rating number based on the identified level of risk posed to firefighters or other first responders. This analysis yielded properties with ratings defined as having either a **Low, Medium, Special, and High** risks. These properties are plotted into the GIS system for display within the GPZ areas. The maximum risk properties are noted in red on this map, and those significant risk properties are in gold. Each GPZ is also evaluated based on historical response data, needed fire flow, and any significant non-fire risk events and responses.



Geographical Planning Zone 6101

Hannibal Square - Business District South – Rollins College – College Quarter – South Pennsylvania Avenue

AREA PROFILE:

This area encompasses what is known as the Hannibal Square business district and many of the city's primary service operations, including the Winter Park City Hall Complex. The main railroad right-ofway cuts through this zone, including the SunRail Regional commuter rail stop.

Numerous shopping and professional offices dot the area, including those along the city's main street, Park Avenue. The Winter Park Community Center and several small churches and schools are also in this zone.

The city's one major "downtown" highrise structure is also located in this zone at the corner of Park and New England



Avenues. The Bank of America Building houses six floors of professional offices with the first floor's bank branch. The building is protected with automatic fire detection and sprinklers.

The business and residential areas within the central business district (CDB) remain one of the city's crown jewels. Providing shopping from the quaint, small specialty shops to major chain stores, Park Avenue attracts thousands of visitors each day. The agency recognizes this fact and performs annual fire prevention inspections of these properties. The Hannibal Square Business District has been identified by ordinance as requiring fire sprinklers in all commercial new construction. Any new construction within this zone also requires fire sprinkler protection.

Equally as important are the residential neighborhoods located to the west of New York Avenue, continuing to Denning Drive. This area is rich in historical structures, including several turn-of-thecentury homes and churches. The area is part of the city's designated Community Redevelopment Area (CRA). The most prominent real estate in this zone is on the campus of Rollins College. The main campus is a 67-acre



Lakefront setting two blocks from downtown. The campus is dotted with numerous buildings, including a library, museum, classrooms, and dormitories. As a result of an aggressive reconstruction and renovation program, all of the buildings on the main campus are fire sprinkler protected in addition to 24-hour campus security surveillance. The Campus Safety Department of the College has direct radio access to the agency as well. In 2015, the Rollins College campus was recognized as one of America's most beautiful college campuses.

Several other significant historical structures also exist within this zone. Most of the remaining area is residential, with the exception of the Winter Park Public Library, the Alfond Inn at Rollins College, and the Albin Polasek Museum and Sculpture Gardens, and the historical Capen House.

The incident history for this zone indicates a higher than normal number of fire-related alarms. Many of these reflect the high number of monitored alarm systems on the Rollins Campus and in the central business district.

LOCATION FACTORS:

This area is comprised of 18.4 miles of primarily residential streets. The major roadways in this zone include Fairbanks Avenue, South New York, and Park Avenues. South Park and Pennsylvania Avenues have been treated with brick pavers as a traffic calming measure. Additional four-way stop intersections do exist along major run routes within this zone. No other significant traffic calming measures are utilized in this zone.

The campus of Rollins College is located within this zone and the (two tracks) rail line. The area is considered densely populated, with most of the neighborhood commercial and residential. Three significant lakes (Osceola, Virginia, and Mizell) are also located in this zone.

RISK ASSESSMENT RATINGS:

When the agency's community risk assessment process is applied to the commercial properties within this zone, the determined ratings help the agency make response deployment decisions based on the identified level of risk. Eight specific risk areas were assessed to determine the demand being placed on fire and EMS emergency services. This area of the community contained the following levels of need for fire and non-fire risk.

Total Properties Assessed	579
Properties Posing Above average risk	277



While a relatively large percentage of properties in this zone rated above the average city-wide several of the maximum and significant risk properties also reside. The zone also contains Central Park, City Hall, and the Winter Park Farmer's Market, in addition to the noted risks. While not pointed out as an above-average risk for fire, these locations also host numerous gatherings, which pose significant non-fire-related risks.

ZONE ACTIVITY CY 2016-2020

A review of the response patterns over the past five years in this zone demonstrates the most significant call demand remains emergency medical responses. The total number of responses for all alarms for the previous five years has been charted below.



CONSEQUENCE FACTORS:

Numerous unprotected properties exist in this zone, which could significantly threaten life if exposed to fire. Most of these properties are located in the residential area and along the older South Park Avenue sections. Included in the Moderate Risk area would be the Winter Park City Hall Complex. A loss of this structure to fire would be significant to the city's ability to operate due to the fact that City Hall contains many of the land records and legal documents housed by the city. The building is protected by automatic notification only and no fire sprinklers. The agency has done pre-planning and training to



Respond to emergencies involving these areas will continue and work on securing fire sprinklers where applicable. A school is located at the intersection of Pennsylvania and Huntington Avenues. The Winter Park High School Ninth Grade Center operates in a structure originally constructed in the early 1940s. The building operated as the ninth-grade annex for the city's high school and was completely renovated in 2011.

The agency is well aware of the risks that exist on the Rollins College campus. The Office of the Fire Marshal conducts annual fire inspections of each building on campus. Additionally, Fire-Rescue crews spend time conducting pre-fire planning on property. The agency is constantly working with campus administration regarding the upgrading of existing dormitories and any new construction that takes place. Vehicle access remains an essential concern of the agency. Regular patrols of both Campus Safety officers and agency supervisors help to ensure adequate fire apparatus access. The agency has performed event pre-planning and training to respond to emergencies involving these areas. It will continue and work with campus staff to improve the fire safety of each structure. Many of the buildings on the Rollins College campus are historical. Additionally, several historical buildings owned by the College are located off-campus as well.

NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was originally generated in the city's Master Fire Flow Analysis. In this zone, residential dwellings ranged from slightly over 500 square feet to somewhat less than 3000 square feet. Required fire flow for 100% involvement was met with the available water in the area.

The largest commercial structure is located at 400 Park Avenue South; The Sun Trust Plaza / Rollins College Parking Facility is over 370,000 square feet. Both the parking structure and commercial office and retail structure are sprinkler protected. Required fire flow for 100% involvement is 8500 GPM, and the available water is rated at 2,828 GPM. The other areas located along South Park Avenue have open water to effectively attack only 25 to 50% involvement of any one structure. The maximum available water in this area is 3,589 GPM. The most prominent structure on the Rollins College campus is the new Bush Science Center. The building contains the college science department and is fully sprinkler protected. All other structures fell within acceptable fire flow limits.



COMMUNITY PROFILE:

This area is best described as a light commercial with minor strip-type shopping and professional malls and small to moderate residential and townhouse properties. The water system is adequate to meet fire flows for the area described to a 50% fire involvement. A large park area exists at the corner of Morse Blvd and Denning Drive. Lake Island Park hosts several small to moderately sized events each year. Many of the city's soccer and youth football teams use the fields at Lake Island for practice and games. The city has two main



structures on the property. The Winter Park Civic Center is an 11,970 square feet multi-purpose facility located at 1050 W. Morse Boulevard. Numerous wedding receptions and meetings are held in the facility regularly. The Lake Island Recreation Center is a small structure with a meeting room facility and restrooms.

An extensive shopping and light commercial area exist in the 800 block of South Orlando Avenue. The Holiana Shopping Center and the Winter Park Business Center are approximately 150,000 square feet combined. The shopping area, including the Publix grocery store, is sprinkler protected.

LOCATION FACTORS:

This area is comprised of 11.92 road miles of most streets. The major roadways in this zone include Fairbanks and Orlando Avenues and portions of Denning Drive and Orange Avenue. Several four-way stop intersections do exist along major run routes within this zone. No other traffic calming measures are utilized in this zone.



RISK ASSESSMENT RATINGS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as part of the city's Community Risk Assessment (CRA) program. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to determine a standard of coverage.

This area of the community contained the following levels of demand.

Total Properties Assessed	361
Properties Posing Above Average Risk	12

ZONE ACTIVITY CY 2016-2020

A review of the response patterns over the past five years shows the most significant call demand in this zone remains EMS responses. The total number of responses for all alarms for the previous five years has been charted below.





CONSEQUENCE FACTORS:

The only significant unprotected properties in this zone that would pose a substantial loss of life and property are the Winter Park Vocational School (OCPS) and the industrial warehouses on Solana Avenue. The agency has done pre-planning and training to respond to emergencies involving these areas will continue and work with the railroad line owners and the State road department.

NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, residential dwellings range from slightly over 500 square feet to somewhat less than 3,000 square feet. Required fire flow for 100% involvement is met with the available water in the area. The maximum available water in this area is 3,589 GPM. All other structures currently fall within acceptable fire flow limits.



Geographical Planning Zone6103

North Park and Orlando Avenues, Lee Road, and the Winter Park Village Complex

COMMUNITY PROFILE:

This area is can best be described as a predominately high-end residential area with some light commercial and industrial structures. Some of the residential structures range in size from a little over 1000 to over 12,000 square feet. This zone contains a portion of the city-owned golf course and cemetery.

The eastern section of the zone is bordered by Lake Maitland. Only private boat access is available in this area. The First Baptist Church of Winter Park is also located within this zone. This is a full-service church, including a



fully operational day-care operated five days a week. The Twelve Oaks subdivision is located off North Park Ave in this zone. These residential areas contain estate homes ranging in size from 4,000 to 9,000 square feet.

This Geographical Planning Zone also contains light commercial with smaller strip-type wholesale occupancies. Over the past several years, many have been renovated or are relatively new with fire protection features applicable to current adopted fire and building codes. The water system is adequate to meet fire flows for the area described. A light industrial area does exist along Solana Avenue. Much of the industry is automotive related occupying several large warehouse-type structures, which are not protected. A bulk fuel storage facility is also located in this zone. The CSX right-of-way cuts through this zone. No regular stopping points are located along the track area. Winter Park Vocational School is located at the corner of Denning Drive and Webster Avenue. This is an adult education facility and has a large number of re- locatable classroom structures, which are all unprotected.

The Winter Park Village shopping complex is also located in this demand zone. The current configuration replaced the Winter Park Mall, a standard 70's generation fully enclosed shopping facility. The new layout lends itself more to a "village" type commercial concept with individual structures mixed with strip-shop style clusters of buildings. The largest structure in the complex is the 21-screen Regal Cinema. This is a *Improving Outcomes ... Every day!* Page 44



Modern movie viewing facility with stadium seating. All structures in the complex are protected with fixed systems and alarms. A large strip-style shopping complex is located across US 17-92 from the Winter Park Village. The HomeGoods shopping center housed a B-Class mercantile retail facility with a multitude of other shops located north and south of the main structure. All facilities on this site are fire protected with automatic sprinklers and alarms.

Also located in this zone are two large apartment complexes and an assisted living facility (ALF). The Hidden Pond and Highland Breeze Apartments also generate a great deal of alarm activity. Both complexes are unprotected but do have monitored alarm systems. One complex experienced a significant dollar loss fire in 2009. However, entire units have been lost to fire since their construction in the late 1960s. Also located in this zone is the Margaret Square Complex, a facility operated by the Winter Park Housing Authority. Low to middle-income families occupy the eight-unit buildings unprotected and have only local fire alarm capabilities. One of the city's true high-rise structures is also located in this zone. The Plymouth Apartments, located at 1550 Gay Road, houses primarily elderly residents in a seven-story, mid 60's style apartment building. The structure was retrofitted with fire protection in the 1980s. The water system in the area is adequate to meet the required fire flows.

LOCATIONS FACTORS:

This area is comprised of several major arterials running north and south. Orlando Avenue (US 17-92) runs from Morse Blvd to the north city limits and intersects with Lee Road. Pedestrian traffic is heavy in this zone due to the abundant shopping areas and being directly adjacent to the Center for Independent Living. The zone contains 14.09 miles of roadways.

Several residential streets have been treated with brick pavers as a traffic calming measure. No other traffic calming measures are utilized in this zone.

RISK ASSESSMENT RATINGS

A risk assessment was completed on the commercial properties within this demand zone as part of the city's Community Risk Assessment (CRA) program. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to determine a standard of coverage.

Total Properties Assessed	134
Properties Posing Above Average Risk	



Several concerns exist in this zone. First, the ALF facility located on Monroe Avenue, while protected and monitored, generates a large concern for the loss of life in a fire situation. The four major apartment complexes require constant monitoring by the fire department. Three of these complexes are unprotected properties and have a somewhat transient population. These facilities pose a large loss of life and property. In addition, two major state roads run both east to west (Lee Road) and north and south (US 17-92). The agency has done pre-planning and training to respond to emergencies involving these areas will continue and work with the apartment complex owners in the area of fire prevention. (Unprotected properties) There exist a church and church school in this zone. Several significant residential areas exist, including those located along Lake Maitland and in the Twelve Oaks Subdivision. No overnight parking of over-the-road vehicles carrying hazardous materials is allowed in the city of Winter Park.

ZONE ACTIVITY CY 2016-2020

A review of the response patterns over the past five years shows the most significant demand for medical services in this Zone. The total number of responses for all alarms for the previous five years has been charted below.





NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwellings are located at 1695 and 1701 Lee Road. These are unprotected, multi-family apartment dwellings ranging in size from 36,248 to 54,174 square feet. The hydrant system in this area can only generate what is required to meet a 25% involvement.

Available water in the complexes ranges from 3,065 to 3,252 GPM. This is a large life hazard area and is so recognized by the agency. Two large commercial occupancies are located in this zone. The K-Mart plaza at 501 N. Orlando Avenue at 105,050 square feet and the old Dillard's Structure at 490 N. Orlando at 101,230 square feet is among the largest in the community. Both structures are sprinkler protected. All other structures fall within acceptable fire flow limits.



Geographical Planning Zone6104

Central Business District / North Park Avenue

COMMUNITY PROFILE:

This zone is reflective of old Winter Park. Many of the original residential areas of the city remain. In 1992, most of this zone was



designated by the city of Winter Park and Orange County, a Community Redevelopment Area (CRA). Since then, the city has worked with developers to rebuild much of the neighborhood. Residential housing from less than 900 square feet to over 10,000 equitable foot estates located along Lake Osceola. Fire Station 61, along with the Public Safety Complex, is located in this zone.

The city's central business district is contained within this zone. The Park Avenue shops and restaurant district in found in both this zone and in zone 6101. This area is a key economic generator for the community. A significant fire in this vital area would have a significant economic impact. Some of the structures along the "Avenue" are sprinklered, but more are not. A working fire has the potential to move along the block with disastrous implications.

Saint Margaret Mary Catholic Church and School (K-8) and First United Methodist Church of Winter Park, and the First Church of Christ Scientist operate facilities in this zone. Many of the buildings in both of these facilities are sprinkler protected. Population in this zone can be very heavy during Sunday services and around the holidays.

Several residential properties of significant historical value are located in this zone. Architect George Gamble Rogers designed the historical Casa Feliz home located at 656 N. Interlachen Avenue in the 1920s. The house was saved from demolition several years ago and was relocated to its present location, saving its historical value.

Two major condominium complexes are located along Interlachen Avenue, which poses a potential problem for the fire department. Whispering Waters and the Cloisters are located at the intersection of Morse Blvd and Interlachen. These are multi-story buildings with mostly an elderly population. Each facility is located along Lake Osceola poses an access problem. Fire apparatus only have access to three sides of either building, making rescues from upper floors difficult. Also, Whispering Waters



Has a below-grade parking garage facility.

The CSX right-of-way cuts through this zone. The Winter Park Train Station services both Sun Rail and Amtrak passengers are also located in this zone. The Station generates few calls; however, the potential for an incident involving suspicious packages and cargo does exist. Sun Rail is a daily commuter service running five days a week, while Amtrak runs approximately six trains per day.

LOCATION FACTORS:

This area is comprised of 7.19 miles of primarily residential and secondary streets. The major roadways in this zone include North New York and North Park Avenues.

North Park Avenue has been treated with brick pavers as a traffic calming measure. Additional four-way stop intersections do exist along major run routes within this zone. No other traffic calming measures are utilized in this zone.

RISK ASSESSMENT RATINGS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as part of the city's Community Risk Assessment (CRA) program.

Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to determine a standard of coverage. This area of the community contained the following levels of demand.

Total Properties Assessed	73
Properties Posing Above Average Risk	



ZONE ACTIVITY CY 2016-2020

A review of the response patterns over the past five years in this zone appears the most significant call demand remains medical responses. Overall, it seems that a slight downward trend in calls in this Zone is occurring. No considerable fires have occurred over the past five years. The total number of responses for all alarms for the previous five years has been charted below.



Several significant unprotected properties are found in this zone which would pose a considerable loss of life and property. The agency performs pre-planning and training to respond to emergencies involving these areas.

NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 15,810 square feet and is located at 700 N. Interlachen Avenue. The required fire flow for 100% involvement of this structure is 5270 GPM, and the available water is rated at 3268 GPM. This zone is also a multi-family structure at 857 W. Swoop Avenue, measuring 20,385 square feet. Required fire flow for 100% involvement of this structure is estimated at 6775 GPM, and the available water is rated at 3140 GPM. The largest commercial structure is located at 400 Park Avenue South, The Sun Trust Plaza / Rollins College Parking Facility is over 370,000 square



feet. Both the parking structure and commercial office and retail structure are sprinkler protected. Required fire flow for 100% involvement is 8500 GPM, and the available water is rated at 2828 GPM.

The other areas located along Park Avenue South have available water to effectively attack only 25 to 50% involvement of any one structure. Another large commercial occupancy is located at 500 N. New York Avenue and is 56,361 square feet. This building is sprinkler protected. Not necessarily the largest but certainly in economic impact, the commercial shopping area on N. Park Avenue is located within this zone. It has been designated as a moderate risk due to the potential economic loss due to fire. The largest single structure in this zone is located at 200 N. Park Avenue and is 26,267 square feet. Required fire flow for 100% involvement is 8,876 GPM, and the available water is rated at 2,876 GPM. All other structures fall within acceptable fire flow limits and are identified in the Fire Flow Analysis.



Geographical Planning Zone 6105

Palmer / Alabama Avenue

AREA PROFILE:

This area contains numerous highend residential estate properties. Some of the residential structures range in size from a little over 1000 to over 12,000 square feet. The zone includes one small assisted living center with less than 20 residents. Roadway access to many of the properties is limited, forcing some extensive pre-fire planning for the estate-size single-family



dwellings. The area is bordered on the east by the canal between Lakes Osceola and Maitland.

LOCATION FACTORS:

This area is comprised of 4.85 miles of primarily residential streets. The major roadways in this zone include Palmer Avenue, North New York, and North Park Avenues. North Park Avenue has been treated with brick pavers as a traffic calming measure. Additional four-way stop intersections do exist along major run routes within this zone. No other traffic calming measures are utilized in this zone.

RISK ASSESSMENT RATINGS

A risk assessment was completed on the commercial properties within this demand zone as part of the city's Community Risk Assessment (CRA) program. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to determine a standard of coverage. This area of the community contained the following levels of demand.

Total Properties Assessed4
Properties Posing Above Average Risk0



There are no significant unprotected properties in this zone, which would pose a considerable loss of life and property other than the large estate residential structures. The agency has done pre-planning and training to respond to emergencies involving these areas. Kraft Azalea Gardens, a city of Winter Parkowned property, is located in the northern section of this zone and offers access to Lake Maitland.

ZONE ACTIVITY CY 2016-2020

There were no significant incidents of significant loss of dollars and or life in this zone reported during the period. The total number of responses for all alarms for the previous five years has been charted below.



NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 11,665 square feet. Required fire flow for 100% involvement is 3,888 GPM; available water is rated at 2,535 GPM. The largest commercial occupancy is 82,144 square feet and is sprinkler protected. All other structures fall within acceptable fire flow limits and are identified in the Fire Flow Analysis.



Geographical Planning Zone 6107

Fairbanks Avenue westward to Interstate 4

AREA PROFILE:

This area was initially annexed by the city in 2004 and includes all the commercial properties along the Fairbanks Avenue corridor from 17-92, west to Interstate 4 and Wymore Road. It is best described as a light commercial and warehouse district. Several small to



medium-sized commercial office complexes are located along the Fairbanks Avenue corridor. The only sprinkler-protected property is an office and medical complex in the 1500 block of Fairbanks Avenue.

LOCATION FACTORS:

This area is comprised of 2.33 miles of primarily residential and secondary streets. The major roadways in this zone include Fairbanks Avenue west to the city limits at Wymore Road and Interstate 4 (I-4). No traffic calming measures are utilized in this zone.

RISK ASSESSMENT RATINGS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as part of the city's Community Risk Assessment (CRA) program.

Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to determine a standard of coverage. This area of the community contained the following levels of demand.

Total Properties Assessed	
Properties Posing Above Average Risk	7



CONSEQUENCE FACTORS:

The agency has done pre-planning and training to respond to emergencies involving these areas. There are several private schools and churches in this zone. A sizeable medical cancer and pain treatment facility generate an above-average number of medical and fire alarm-related responses.

ZONE ACTIVITY CY 2016-2020

There were no significant incidents of large dollar loss fires or loss of life from fire in this zone reported during the period. The total number of responses for all alarms for the previous five years has been charted below.



NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every commercial structure was generated in the city's Fire Flow Analysis. In this zone, the largest commercial property is a church complex. A large number of commercial properties are located along the side streets off Fairbanks Avenue. More commercial properties are located off Wymore Road. All structures fall within acceptable fire flow limits and are identified in the Fire Flow Analysis.



Geographical Planning Zone 6108

Lee Road westward to Interstate 4 / Lake Bell

AREA PROFILE:

This area was annexed into the city in 2003 and 2004. It contains mostly light commercial and several multi-family and single-family residential neighborhoods. The area connects the downtown areas to Interstate 4 and the light commercial areas along Wymore Road. The area along I-4 contains a large car dealership and a local TV station (WESH) and their facilities.



LOCATION FACTORS:

This area is comprised of 5.51 miles of mostly

residential streets. The major roadways in this zone include Lee Road and Wymore Avenue, and the intersections with Interstate 4. No traffic calming measures are utilized in this zone.

RISK ASSESSMENT RATINGS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as part of the city's Community Risk Assessment (CRA) program. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to determine a standard of coverage. This area of the community contained the following levels of demand.

Total Properties Assessed	62
Properties Posing Above Average Risk	16

CONSEQUENCE FACTORS:

A number of unprotected properties in this zone would pose a large loss of life and property. Large twostory apartment complexes are located along Lee Road. The agency has done pre-planning and training to respond to emergencies involving these areas. There are no schools, churches, or libraries in this zone.



ZONE ACTIVITY CY 2016-2020

No loss of life was recorded from fire. The total number of responses for all alarms for the previous five years has been charted below.



NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is an 87 unit, 13 building garden apartment complex. The largest commercial occupancy is a multi-story 93,609 square feet building that is sprinkler protected. All other structures fall within acceptable fire flow limits and are identified in the Fire Flow Analysis.



Geographical Planning Zone 6200 Lakemont Avenue - North

AREA PROFILE:

This area is best described as residential. In most cases, the water system is adequate to meet fire flows for the area described. Homes on the western region of this zone border Lake Osceola and have limited roadway access. Lakemont Elementary School (K-5) is located in this zone and has structures up to 22,000 square feet. It is operated by the Orange County School System and offers a normal 9-month school schedule. A local fire alarm system is monitored on campus. A school resource police officer is on campus at all times. The entire campus was rebuilt in 2009.



LOCATION FACTORS:

This area is comprised of 7.42 miles of primarily residential streets. The major roadways in this zone include Phelps Avenue, North Lakemont Avenue, and Temple Drive. While the roads are primarily residential, no specific traffic calming measures are utilized in this zone.

RISK ASSESSMENT RATINGS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as part of the city's Community Risk Assessment (CRA) program. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to determine a standard of coverage. This area of the community contained the following levels of demand.

Total Properties Assessed	10
Properties Posing Above Average Risk	5



ZONE ACTIVITY CY 2016-2020

There were no significant incidents of significant loss of dollars and or life in this zone reported during the period. The total number of responses for all alarms for the previous five years has been charted below.



CONSEQUENCE FACTORS:

The Lakemont Elementary School campus was completely rebuilt in 2009. All structures are now protected with a fire sprinkler system. The facility has been pre-fire planned. There are buildings of historical value in this zone, most of which are residential. Also, the community YMCA facility is located in this zone. It is also sprinkler protected.

NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 6,606 square feet. Required fire flow for 100% involvement is 2,202 GPM, and the available water is rated at 2,759 GPM. The largest commercial occupancy is 21,947 square feet and is not protected. Fire flow in the area is limited and is shown to be at 3,120 GPM.



Geographical Planning Zone 6201 Lake Sylvan Area

AREA PROFILE:

This area is best described as residential. In most cases, the water system is adequate to meet fire flows for the area described. Homes on the western area of this zone border Lake Osceola and have limited roadway access. Lake Sylvan is a prominent feature of this area.

Two residential streets border the lake, and a number of larger homes front the lake directly.



Several commercial properties front Lakemont Avenue and Aloma Avenue. A three-story professional office structure, including a bank, is located on this busy corner; also located on the eastern edge of this area is the Florida Hospital / Winter Park campus. The emergency entrance and physician parking area enter off of North Lakemont Avenue. The entire hospital campus is sprinkler protected. Traffic is a primary concern of this area as Aloma Avenue is the main east-west thoroughfare in the city. At peak hour, traffic is brought to a complete standstill. This often requires emergency vehicles to go into oncoming traffic or choose another route.

LOCATION FACTORS:

This area is comprised of 5.08 miles of primarily residential streets. The major roadways in this zone include Phelps Avenue, North Lakemont Avenue, and Temple Drive. While the roads are primarily residential, no specific traffic calming measures are utilized in this zone.

RISK ASSESSMENT RATINGS:

An assessment was completed on the residential and commercial properties within this Geographical Planning Zone as part of the city's Community Risk Assessment (CRA) program. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to determine a standard of coverage.



This area of the community contained the following levels of risk.

Total Properties Assessed	14
Properties Posing Above Average Risk	4

ZONE ACTIVITY CY 2016-2020

There were no significant incidents of considerable loss of dollars and or life in this zone reported during the period. The total number of responses for all alarms for the previous five years has been charted below.



CONSEQUENCE FACTORS:

There is no significant commercial property in this zone. There are no schools, churches, libraries, or buildings of historical value in this zone.

NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 7,367 square feet. Required fire flow for 100% involvement is 1,210 GPM, and the available water is rated at 2,456 GPM. The largest commercial occupancy is 266,806 square feet and is protected with fire sprinklers. Fire flow in the area is shown to be at 4,303 GPM.



AREA PROFILE:

This area is best described as a light commercial with smaller strip-type malls with a limited residential area. A majority of the commercial property in the zone is designated for medical or professional use, the exception being the light commercial areas adjacent to Aloma Avenue. Two large condominium projects are located on the eastern border of this zone, in addition to a large housing



authority project on Balfour Road. Neither the condominiums nor the apartment project is sprinkler protected. Many of the residents of these complexes are elderly and have specialized medical needs.

The city's only true stadium and sports complex are located along Cady Way in this zone's southeastern portion. The stadium is used for high school athletics such as football and track. A community swimming pool operated by the YMCA is adjacent to the stadium. The Church campus is located at the corner of South Lakemont Avenue and Dundee Drive. Several smaller offices and a daycare facility are also in this area. None of these facilities are sprinkler protected.

An Assisted Living Facility ALF is also located in this zone at 2075 Loch Lomond Drive. *Manor Care* houses several hundred patients of varying stages of health and recovery. This is a 40,825 square feet facility and is sprinkler protected.

LOCATION FACTORS:

This area is comprised of 4.40 miles of mostly residential streets. The major roadways in this zone include North Lakemont and Aloma Avenues. While the streets are primarily residential, no specific traffic calming measures are utilized in this zone.



RISK ASSESSMENT FACTORS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as part of the city's Community Risk Assessment (CRA) program. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to determine a standard of coverage. This area of the community contained the following levels of identified risk.

Total Properties Assessed	74
Properties Posing Above Average Risk	13

ZONE ACTIVITY CY 2016-2020

There were no significant incidents of large loss of dollars and or life in this zone reported in this Geographical Planning Zone during the period. The total number of responses for all alarms for the previous five years has been charted below.





CONSEQUENCE FACTORS:

This Geographical Planning Zone contains the Florida Hospital / Winter Park campus. Most of the structures on the hospital campus are fully sprinklered. The only significant unprotected properties in this zone that would pose a large loss of life and property are a large church campus and any Cady Way Park & Stadium complex incidents. The agency has done pre-planning and training to respond to emergencies involving these areas. No overnight parking of over-the-road vehicles carrying hazardous materials is allowed in the City of Winter Park. There are no schools, libraries, or buildings of historical value in this zone.

NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 2,837square feet. Required fire flow for 100% involvement is 946 GPM, and the available water is rated at 4,610 GPM. The four buildings located at 303 Balfour Drive average 23,000 square feet in size and are not sprinkler protected. The largest commercial occupancy is 40,825square feet and is sprinkler protected. Fire flow in the area is shown to be at 3,925 GPM.



Geographical Planning Zone 6203 Windsong / South Phelps Avenue

AREA PROFILE:

This area is best described as residential. In most cases, the water system is adequate to meet fire flows for the area described. Homes on the western area of this zone border Lake Mizell, Berry, and Virginia and have limited roadway access. The northern area of the Windsong residential development is located in this zone. Many of the homes being built in this area will be estate sizes of 3,000 square feet and above.

The only other significant structure in this area is the Winter Park Towers complex located at 1111 South Lakemont Avenue. This is a high-rise adult assisted living center. Many of the occupants are independent and live on their own. A medical care wing does



operate at the site and can handle up to 30 patients. Also located on the campus are numerous individual housing units. The main building is sprinkler protected and monitored for fire and smoke detection throughout. This location generates a great deal of EMS requests during the year. Total call time is not adversely impacted due to the facilities' proximity to Florida Hospital Winter Park.

LOCATION FACTORS:

This area is comprised of 5.66 miles of older residential streets. The major roadways in this zone include South Lakemont Avenue and Glenridge Drive. While the streets are mostly residential, no specific traffic calming measures are utilized in this zone. The nature of the street system being rather hilly for Florida shows a difference in the Winter Park roadways' normal nature. This has little or no impact on any response factor.



RISK ASSESSMENT FACTORS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as part of the city's Community Risk Assessment (CRA) program. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to determine a standard of coverage. This area of the community contained the following levels of demand.

Total Properties Assessed	3
Properties Posing Above Average Risk	2

ZONE ACTIVITY CY 2016-2020

There were no significant incidents of large loss of dollars and or life in this zone reported during the reporting period. The total number of responses for all alarms for the previous five years has been charted below.




CONSEQUENCE FACTORS:

The only significant property in this zone that would pose a large loss of life and property is the Winter Park Towers complex. The main high-rise structure is of particular concern due to the level of mobility of the occupants.

Should an emergency evacuation be needed, numerous additional resources would be needed. There are no schools, churches, libraries, or buildings of historical value in this zone.

NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 6,650 square feet. Required fire flow for 100% involvement is 2,217 GPM, and the available water is rated at 3,798 GPM. The largest commercial occupancy is 312,723 square feet and is sprinkler protected. Fire flow in the area is shown to be at 2,242 GPM.



AREA PROFILE:

This area is best described as residential. In most cases, the water system is adequate to meet fire flows for the area described—homes in the zone range in size from slightly over 1000 to almost 10,000 square feet.

LOCATION FACTORS:

This area is comprised of 5.34 miles of residential streets. The major roadways in this zone include Lake Sue Avenue and Winter Park Road. All roads are two-lane in design and contain several different forms of the community's traffic calming measures. Several main routes are surfaced in brick, causing vehicles to travel slower. Other streets feature center dividers and circles designed to slow or stop vehicles.



RISK ASSESSMENT RATINGS:

A risk assessment was completed on the commercial

properties within this Zone as a part of the Community Risk Assessment (CRA) program.

Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to determine a standard of coverage. This area of the community contained the following levels of demand.

Total Properties Assessed1	
Properties Posing Above Average Risk1	



ZONE ACTIVITY CY 2016-2020

There were no major incidents of large loss of dollars and or life in this Geographical Planning Zone reported for the period. The total number of responses for all alarms for the previous five years has been charted below.



CONSEQUENSE FACTORS:

This Geographical Planning Zone contains numerous estate size houses, some with very limited access. There are no schools, churches, libraries, or public buildings of historical value in this zone.

NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 9,959 square feet. Required fire flow for 100% involvement is 3,320 gpm and the available water is rated at 2,771 gpm. Fire flow in the area is shown to be at 6,859 gpm.



AREA PROFILE:

This area is best described as residential in nature. In most cases, the water system is adequate to meet fire flows for the area described. Lakes Virginia and Berry border the zone on the north. Many of the residential properties located along the lakes offer limited access for fire attack. A small apartment complex is located on the eastern border of this zone. The Tara House Apartments on Glenridge Way is a complex of two-story buildings, which are unprotected by



sprinklers. Response load in this area is very limited.

This zone also includes the southern portion of the residential development at *Windsong*. These home sites are large enough to provide estate size dwellings. The water system was developed with these structures in mind and will provide adequate flow to meet the agency's needs.

An area immediately adjacent to the southern portions of this zone includes several streets not within the corporate limits of Winter Park. Through participation in the six-party Joint Response Agreement, Winter Park covers these areas for all hazards. All areas are residential and pose no significant level of risk beyond those encountered in the remainder of the zone.

Additionally, the agency participates in an inter-local agreement with the city of Orlando to provide fireresponse service to the Veteran's Administration Hospital complex located at the end of Glenridge Way. The facility includes a multi-story, sprinkler protected structure.



LOCATION FACTORS:

This area is comprised of 13.56 miles of mostly residential streets. The major roadways in this zone include South Lakemont Avenue and Glenridge Drive. While the streets are mostly residential in nature, no specific traffic calming measures are utilized in this zone.

RISK ASSESSMENT RATINGS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as a part of the Community Risk Assessment (CRA) program of the city.

Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to assist in the determination of a standard of coverage. This area of the community contained the following levels of demand.

Total Properties Assessed	7
Properties Posing Above Average Risk	3



ZONE ACTIVITY CY 2016-2020

The only significant fire occurred in a single family dwelling in this Zone during the period. The total number of responses for all alarms for the previous five years has been charted below.



CONSEQUENCE FACTORS:

The only significant unprotected property in this zone is the Tara House Apartment complex. There are several small churches located in this zone. No libraries or public buildings of historical value in this zone.



Geographical Planning Zone 6206 Summerfield Road / WPHS

AREA PROFILE:

This area is best described as residential in nature. In most cases, the water system is adequate to meet fire flows for the area described. Two schools are located within this zone. Brookshire Elementary School (K-5) is located on Cady Way at Green Drive and the Winter Park High School campus is located on Summerfield Road. Both facilities are operated by the Orange County School System and offer a normal 9-month school schedule.

Brookshire Elementary was completely rebuilt in 2013 and is now protected with full fire alarm and fire sprinkler systems. A school resource police officer is on campus at all times.



Winter Park High School houses over 3,000 students annually and offers the full range of high school related activities. Several structures on campus are standpipes and only the newer buildings are protected with fire sprinklers. Small, residential roadways limit access to the campus. Only two regular means of entry and egress are available. Others are gated and locked at all times. The building has been extensively pre-incident planned. A school resource police officer is assigned to this campus.

Included in this zone is the Cady Way exercise trail. The paved path runs from Winter Park into the city of Orlando at the Fashion Square Mall. A 9-1-1 access phone is located along the path on Summerfield Road. Access points for vehicles exist at each street grade crossing. While this is a heavily traveled trail, call generation has been limited.

LOCATION FACTORS:

This area is comprised of 9.59 miles of mostly residential streets. The major roadways in this zone include Lakemont Avenue and Greene Drive. While the streets are mostly residential in nature, several specific traffic calming measures are utilized in this zone. Two round-a-bouts and several bump outs are used

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along Green Drive to slow traffic associated with the high school.

RISK ASSESSMENT RATINGS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as a part of the Community Risk Assessment (CRA) program of the city. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to assist in the determination of a standard of coverage. This area of the community contained the following levels of demand.

Total Properties Assessed	14
Properties Posing Above Average Risk	2

ZONE ACTIVITY CY 2016-2020:

There were no major incidents of large loss of dollars and or life in this zone reported during the season. The total number of responses for all alarms for the previous five years has been charted below.





CONSEQUENCE FACTORS:

The only significant unprotected properties in this zone, which would pose a large loss of life, and property are the two public school complexes. The agency has done pre-planning and training to respond to emergencies. There are several larger church complexes in this zone; however there are no libraries, or public buildings of historical value located in the area.

NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 5,557 square feet. Required fire flow for 100% involvement is 1,852 gpm and the available water is rated at 3,523 gpm. The largest commercial occupancy is 85,350 square feet and is standpipe served with only limited sprinkler protection. Fire flow in the area is shown to be at 3,217 gpm.



Geographical Planning Zone 6207 Golfside Drive Community

AREA PROFILE:

This area is best described as residential in nature. In most cases, the water system is adequate to meet fire flows for the area described. Homes in the zone range in size from slightly over 1,000 to almost 4,200 square feet. The only commercial structure is located at the Winter Pines Golf Course off Golfside Drive. The clubhouse is not protected by any fire suppression systems. The issue of most concern for services in this area is the driving distance for first and second due units. The area is outside the 1.5 driving distance for the engine company located at fire station 62.

LOCATION FACTORS:

This area is comprised of 2.61 miles of mostly residential streets. The major roadways in this zone include Phelps Avenue, North Lakemont Avenue and



Temple Drive. While the streets are mostly residential in nature, no specific traffic calming measures are utilized in this zone.

RISK ASSESSMENT RATINGS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as a part of the Community Risk Assessment (CRA) program of the city. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to assist in the determination of a standard of coverage. This area of the community contained the following levels of demand.

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ZONE ACTIVITY CY 2016-2020

A large single family house fire occurred in this zone in August of 2018. The fire was detected early with smoke detection devices and no loss of life or injury was reported. Otherwise no other significant events has occurred in this in this Geographical Planning Zone during the period. The total number of responses for all alarms for the previous five years has been charted below.



CONSEQUENCE FACTORS:

The agency has done pre-planning and training to respond to emergencies involving these areas. There are no schools, churches, libraries, or commercial buildings of historical value in this zone.

NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 4,168 square feet. Required fire flow for 100% involvement is 1,389 gpm and the available water is rated at 3,056 gpm.



Geographical Planning Zone 6208

Palmer East

AREA PROFILE:

This area is best described as light commercial and residential with small strip type shopping centers along Aloma Avenue. Additionally, an Assisted Living Center is located on Mayflower Court, which includes a low-rise structure, and individual, independent living centers. Two structures total 162,897 square feet while two others are 83,035 and 49,207 respectfully. All



properties at the Mayflower Retirement Community are protected with fire sprinklers with the exception of the independent living homes.

Aloma Avenue transverses this zone from east to west and carries a tremendous amount of daily traffic. The shopping areas and professional offices line the roadway and, in some cases, for several blocks off the highway. A small area of residential streets runs directly behind the retail centers. Homes in this neighborhood do not exceed 3400 square feet. A small seven-unit apartment complex with units equaling 13,524 square feet in size is located on Gallery View Drive; these are two-story, unprotected structures of ordinary construction.

LOCATION FACTORS:

This area is comprised of 3.44 miles of mostly residential streets. The major roadways in this zone include Aloma Avenue and North Lakemont Avenue While the streets are mostly residential in nature, no specific traffic calming measures are utilized in this zone.

RISK ASSESSMENT RATINGS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as a part of the Community Risk Assessment (CRA) program of the city. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to assist in the determination of a standard of coverage. This area of the community contained the following levels of demand.



Total Properties Assessed	.4
Properties Posing Above Average Risk	. 3

ZONE ACTIVITY CY 2016-2020

There were no major incidents of large loss of dollars and or life in this Geographical Planning Zone reported during the period. The total number of responses for all alarms for the previous five years has been charted below.



CONSEQUENCE FACTORS:

The only significant unprotected properties in this zone which would pose a large loss of life or property are the independent living structures at the Mayflower Retirement Center. The four retail shopping centers along Aloma Avenue are independent of each other. However, should any one receive major damage from fire or other emergency it would have an economic impact on the community. Additionally, the Gallery View Apartments are of a concern due to their construction type and occupancy load. There is a large church complex located on north Lakemont Avenue in this zone. No libraries or other commercial buildings of historical value are located in this zone.



NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest single-family residential dwelling is 3,308 square feet. Required fire flow for 100% involvement is 1,103 gpm and the available water is rated at 4,501 gpm. The largest multi-family residential occupancy is 162,897square feet and is sprinkler protected. Fire flow in the area is shown to be at 2,563 gpm. The largest individual commercial occupancy is 48,221 square feet and is sprinkler protected. Fire flow in the area is shown to be at 2,820 gpm.



AREA PROFILE:

This area is best described as residential in nature. Most of the homes in the zone range in size from slightly over 2,000 to almost 10,000 square feet and would qualify in the estate category of residential property. In most cases, the water system is adequate to meet fire flows for the area described. The only commercial structure is located at the Winter Park Racquet Club located on Temple Drive. The clubhouse is not protected by any fire suppression systems.

LOCATION FACTORS:

This area is comprised of 8.59 miles of mostly residential streets. The major roadways include Temple Drive to the west and Howell Branch Road to the north. Temple Drive has been treated with brick pavers as a traffic calming measure.



RISK ASSESSMENT RATINGS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as a part of the Community Risk Assessment (CRA) program of the city. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to assist in the determination of a standard of coverage. This area of the community contained the following levels of demand.

Total Properties Assessed	6
Properties Posing Above Average Risk	1



ZONE ACTIVITY CY 2016-2020

There were no major incidents of large loss of dollars and or life in this Geographical Planning Zone reported during the period. The total number of responses for all alarms for the previous five years has been charted below.



CONSEQUENCE FACTORS:

The only significant unprotected commercial property in this zone, which would pose a large loss of life, and property is the Winter Park Racquet Club main clubhouse structure. Narrow roadways and lake front access to Lake Maitland limit access. The main structure is 12,505 square feet and is not protected by automatic fire sprinklers. Another area of concern in this zone is the residential properties on the Isle of Sicily. This exclusive area is accessible by a one-lane bridge. The rated capacity of the bridge is currently 40,000lb. The 10 homes on the island range in size from 4,800 to 12,000 square feet. There are no schools, churches, or libraries in this zone.

NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 12,745 square feet.

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Required fire flow for 100% involvement is 4,284 gpm and the available water is rated at 2,888 gpm. The largest commercial occupancy is 12,505 square feet and is not protected. Fire flow in the area is limited and is shown to be at 1,414 gpm.



Temple Trail North

AREA PROFILE:

This area is best described as residential in nature. In most cases, the water system is adequate to meet fire flows for the area described. Homes in the zone range in size from slightly over 2,000 to almost 10,000 square feet in size. A small commercial area exists at the intersection of Temple Trail and Howell Branch Road. These are



typical in nature and contain both retail and professional occupancies. An unprotected apartment complex is located on Temple Trail, which has structures ranging in size from 6,000 to 12,000 square feet. Available water supply in the area does not make this a target hazard for 100% involvement. Fire Station 64 is located within this zone as well as the city's Public Works Compound and Maintenance Facility.

LOCATION FACTORS:

This area is comprised of 2.92 miles of mostly residential streets. The major roadways include Temple Drive to the west and Howell Branch Road to the north. No other special traffic calming measures are utilized in this zone.

RISK ASSESSMENT RATINGS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as a part of the Community Risk Assessment (CRA) program of the city. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to assist in the determination of a standard of coverage. This area of the community contained the following levels of demand.

Total Properties Assessed	. 19
Properties Posing Above Average Risk	. 3



ZONE ACTIVITY CY 2016-2020

There were no major incidents of large loss of dollars and or life in this Geographical Planning Zone reported for during the period. The total number of responses for all alarms for the previous five years has been charted below.



CONSEQUENCE FACTORS:

The only significant unprotected property in this zone, which would pose a large loss of life, and property is the unprotected condominium complex located on Sandlewood Trail. The Sandlewood Trail Condominiums are comprised of 11 two-story, structures of ordinary construction ranging in size from 6,000 to 12,000 square feet. The complex has local alarms that are tied to the 9-1-1 system through an independent dialer system.

Also located within this zone is the Winter Park Police Department Training Facility and Weapons Range. Located at 2555 Temple Trail, the main facility is 18,950 square feet and is sprinkler protected throughout. No overnight parking of over-the-road transportation vehicles carrying hazardous materials is allowed in the city of Winter Park. There are no schools, churches, libraries, or buildings of historical value in this zone.



NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 2,945 square feet. Required fire flow for 100% involvement is 982 gpm and the available water is rated at 1,618 gpm. The largest commercial occupancy is 31,407 square feet and is not protected. Fire flow in the area is limited and is shown to be at 1503 gpm.



Geographical Planning Zone 6421 Temple Drive East

AREA PROFILE:

This area is best described as residential in nature. In most cases, the water system is adequate to meet fire flows for the area described. Homes in the zone range in size from slightly over 1,000 to 10,000 square feet in size. There are few commercial structures or multi-family residential units located within this zone.

LOCATION FACTORS:

This area is comprised of 8.35 miles of mostly residential streets. The major roadways include Temple Drive to the west and Howell Branch Road to the north. Temple Drive has been treated with brick pavers as a traffic calming measure. No other traffic calming measures are utilized in this zone.

RISK ASSESSMENT RATINGS:

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as a part of the Community Risk Assessment (CRA) program of the city. Eight specific areas of risk were assessed to determine the demand placed on fire



and EMS emergency services to assist in the determination of a standard of coverage. This area of the community contained the following levels of demand.



ZONE ACTIVITY CY 2016-2020

There were no major incidents of large loss of dollars and or life in this Geographical Planning Zone reported for during the period. The total number of responses for all alarms for the previous five years has been charted below.



CONSEQUENCE FACTORS:

There are no significant unprotected structures in this coverage area. All of the structures are residential and pose no more than an ordinary threat from fire. There are no schools, churches, libraries, or buildings of historical value in this zone. Important to the community is the Glen Haven Memorial Gardens cemetery located in this zone.

NEEDED FIRE FLOW FACTORS:

A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 4,869 square feet. Required fire flow for 100% involvement is 1,597 gpm and the available water is rated at 2,349 gpm. There are very few commercial structures in this zone.



Risk Assessment

Fire Suppression Services:

Those factors impacting the ability to fight fire include the **Science of Fire** and the need for **Rapid Response** and **Adequate Personnel** to **Intervene** and **Affect Positive Change to Improve Outcomes**:

According to the National Fire Protection Association (NFPA), the leading cause of fires in homes and garages is cooking equipment, followed by heating equipment. Smoking materials is the leading cause of civilian fire deaths, accounting for nearly 25%. Most smoking related deaths occur with the ignition of upholstered furniture, mattresses or bedding. Nearly half of all people arrested for arson are juveniles. Cooking equipment is the leading cause of home fires and home fire injuries. Unattended cooking is the principal behavior factor. Heating equipment is the second leading cause of home fire incidents, most involving portable or space heaters. Child fire play, typically with matches or lighters accounts for one of every ten fire deaths, and accounts for the leading cause of preschooler fire deaths."³ (Exhibit L)



³Arthur E. Cote, PE, "Section 1, "Fire Protection Handbook, Eighteenth Edition, (Quincy, MA: NFPA, 1997 1-3.)

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A fire within a structure has been classified into three defined growth stages. The first is the incipient phase and occurs from ignition to open flame. The second phase of fire is the free burning stage and is characterized by rapid growth and heat production. During this phase of fire growth the fire can reach the point of flashover.

Flashover is the point when the fire dramatically grows from burning the initial contents to all of the contents in the space. The final phase of the fire growth is the smoldering phase, which occurs when the available oxygen is consumed by the fire. At this stage, a rapid introduction of oxygen into the room can lead to a back draft.⁴ Flash over is likely to occur if the temperature of the upper gas layer in an enclosure reaches approximately 1,100 degrees Fahrenheit.

It has long been known that the real killer in structure fires is smoke, not the flame or heat. Smoke contains many toxic gases released as byproducts of the combustion process. Carbon monoxide is one of these gases. Test fires in furnished residential structures have demonstrated the production of carbon monoxide in measurable amounts after three and one half minutes from the ignition of the fire.

The city of Winter Park is comprised of approximately **9.5 square miles** and **141.29 miles of paved roadways**. The Winter Park Fire-Rescue Department provides service to the city as well as neighboring cities and surrounding areas of Orange and Seminole County.

Fire Preventions Effect on Fire in Winter Park:

The City of Winter Park enforces the 7th Edition Florida Fire Prevention Code, 2018 NFPA Life Safety 101, and the 2018 NFPA 1 Uniform Code for all structures within its corporate limits. In addition to the Life Safety Code, the city has enacted numerous ordinances further requiring the installation fire sprinklers in specific occupancies. The ordinances defines that mercantile structures of more than 5,000 square feet, structures within the city's defined central business district of more than 3,000 square feet, and any storage structure over 2,000 square feet shall be protected with automatic fire sprinklers. In addition, Florida Statutes require any structure three stories in height or over to be sprinklered. From the inception of these ordinances, the city has enjoyed a continued below average structural fire loss figure. More importantly, no one has lost his or her life in a sprinklered occupancy in the city's history. Current records indicate there are approximately 1,482 buildings within the city of Winter Park; of this number, there are 235 buildings, (15.8%) have built-in fire protection.

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⁴Arthur E. Cote, PE," Section 1, "Fire Protection Handbook, Eighteenth Edition, (Quincy, MA: NFPA, 1997 1-55.)



Education plays a role in the ability of our residents to recognize hazards and respond appropriately to safety concerns. Winter Park's population falls above the average for residents with at least some college education or advanced degrees. This combination of technology, enforcement and education has served to improve the fire prevention efforts in Winter Park. The citizenry has responded by creating safer environments at home and work which has continued to reduce the overall loss from fire.

The agency provides fire suppression services from three fixed locations. The primary focus of the fire suppression service is structural protection with trained and equipped firefighters to perform both aggressive interior as well as large stream defensive and protective firefighting activities.

Fire suppression engine companies are staffed with a minimum of three firefighters and the agency's truck company is staffed with a minimum of four firefighters. All companies are led by a State Certified company officer. Interior attack crews are equipped with high-gallonage fire attack lines so as to maximize their effect on interior fire conditions. Each fire apparatus is equipped with at least one thermal imaging camera and other special tools and training afforded all personnel in those skills required to establish an effective firefighter rapid intervention team (RIT).

All engine companies carry a minimum of 750 gallons of on-board water and 1250 feet of four inch, large diameter (LDH), supply hose. The agency does not support any wildland interface or brush fire apparatus or capability.

The following criteria were used in part to help define the **Risk Categories** for fire suppression services.

- **Low Risk** Automobile fires, fires in detached outbuildings, rubbish or brush.
- **Medium Risk** Single use occupancy structures with needed fire flows of up to 3,000 gpm.
- **Special Risk** Multiple-Use occupancy structures with needed fire flows above 3,000 gpm but less than 4,500 gpm and more than three stories in height.
- <u>**High Risk**</u> Typical targeted type hazards posing the highest risk to life. Multiple occupancy, highrise, college campus, technical or high economic value to the community.

Fire Suppression Critical Tasking Analysis – Effective Response Force (ERF)

The agency responds to Low and Medium Risk structure fires with 3 Engines, 1 Truck, 1 Rescue, 1 EMS Supervisor and 1 Battalion Chief or an effective response force of 17 people. Special and High Risk events can present a greater workload than the identified and have an increased ERF of 20 responders.

The Incident Commander may, at their discretion, call for any additional units needed to bring more personnel and resources to the scene.



The specific response assignments are loaded into the CAD system, which is designed to deliver a response recommendation for each emergency based upon the information entered. A particular call type demands a particular assignment of resources.

Operations at emergency scenes are accomplished systematically. The success of each response is gauged on the resolution of the emergency and the safe return of each firefighter to ready status.

Tasks are assigned to both individuals and crews and are based on the knowledge, skills, abilities and resources of that particular unit. Examples of these task assignments may include:

Critical Task Assignments for Low or Medium Risk Fire Suppression Responses:

- o Establishment of correct response assignment
- Establishment of Incident Command
- Determination of fire attack type and location
- o Establishment of attack lines / water supply / back-up and exposure lines
- Performing a primary and secondary search of the structure
- Providing for 2 in 2 out crew for interior attack
- Providing for Rapid Intervention Team (RIT)
- Providing for proper ventilation of structure
- o Establishment of Safety Officer / Sector

Assigning personnel to each of these tasks allows the agency to deploy the proper amount of personnel within a period of time to effect change. With the assigned personnel to structural fires (17) the agency offers the following critical task guide:

Task	Firefighters
Attack Hose Line	2
Back-Up Hose Line	2
Water Supply Support	2
Search and Rescue / Inside Truck Operations	2
Ventilation / Outside Truck Operations	2
RIT Team	2
Pump Operator	1
Firefighter Rehabilitation / Patient / Victim Care	2
Safety Officer	1

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Command1

Total Effective Response Force (ERF).....17

Critical Task Assignments for Special or High Risk Fire Suppression Responses:

- Establishment of correct response assignment
- o Establishment of Incident Command
- Determination of fire attack type and location
- o Establishment of attack lines / water supply / back-up and exposure lines
- Performing a primary and secondary search of the structure
- \circ $\$ Providing for 2 in 2 out crew for interior attack
- Providing for Rapid Intervention Team (RIT)
- o Providing for proper ventilation of structure
- o Establishment of Safety Officer / Sector
- Establishment of Lobby Control
- Establishment of Large Flow Fire Lines and Water Supplies

Assigning personnel to each of these tasks allows the agency to deploy the proper amount of personnel within a period of time to effect change. With the assigned personnel to structural fires (20) the agency offers the following critical task guide:

Task	Firefighters
Attack Hose Line	2
Back-Up Hose Line	2
Water Supply Support	2
Search and Rescue / Inside Truck Operations	2
Ventilation / Outside Truck Operations	2
RIT Team	2
Pump Operator	1
Firefighter Rehabilitation / Patient / Victim Care	2
Safety Officer	1
Lobby Control (High Rise)	1



Total Effective Response Force (ERF)	20
Command	1
Additional Hose Lines (Large Flow Monitors)	2

Emergency Medical Services:

The Human Factor and Medical Response Time

Emergency Medical Service related incidents have benchmarks in time in which critically ill or injured patients need to be stabilized and enroute to a medical facility in order to offer them the best chance for survival. A key component must be in place for this stabilization to take place. Spontaneous circulation can cease in almost every type of medical emergency whether it is an injury or illness related problem.

Physiologically, brain death begins four (4) to six (6) minutes after the cessation of circulation. After ten (10) minutes, based on research, the survivability outcome of a patient who suffers from the loss of spontaneous circulation is considered unlikely. There is a direct impact on the survival rates of patients in cardiac arrest (ventricular fibrillation) to the promptness of CPR and the availability of advanced cardiac life support (ACLS) care.

There are other time sensitive medical incidents such as trauma, acute myocardial infarction and stroke that require treatment at a medical facility as rapidly as possible. The following are significant emergency medical services that have an impact on the quality of life in our community:

- **Aggressive CPR training** in the community and local businesses. This longstanding endeavor the Agency provides many CPR trained individuals throughout the community, neighbors, etc.
- Staffing of all apparatus with ALS equipment and paramedic personnel improves ALS initiation times.
- Automatic External Defibrillator (AED) technology intervention strategically located within the City. The training is provided by the Fire-Rescue Department. Use of AED technology shortens the time even further for cardiac arrest patients receiving advanced treatment before arrival EMS Fire Rescue units.
- **Special EMS details** at large mass gatherings to provide adequate response to critical patients when conditions are congested improves response times and increases the patients chance of survival.

The agency has adopted a more coordinated yet aggressive approach to the treatment of cardiac patients. The "Pit Crew" concept grew from the auto racing world where each first responder has an assigned task to perform and be responsible for during the patient care process. Depending on the treatment, each responder has a designated task to perform. This organized practice of emergency medicine, along with



the application of more aggressive treatment protocols has led to improved patient outcomes. More patients today found in cardiac arrest are presenting at the hospital emergency department with spontaneous respirations than ever before. The pit crew concept, improved training and intense one-on-one medical direction, along with tools like the Lucas © Automated CPR device continue to drive us towards further improved patient outcomes.

The following criteria were used in part to help define the Risk Categories for emergency medical services:

- Low Risk Single Patient Basic Life Support (BLS) designated incidents.
- Medium Risk Single Patient Advanced Life Support (ALS) designated incidents.
- <u>Special Risk</u> Single Patient ALS / Special Circumstances
- High Risk Level 1 Mass Casualty Incident with more than Five (5) patients

Emergency Medical Critical Tasking Analysis – Effective Response Force (ERF)

The agency is the primary responder for all emergency medical incidents. The Winter Park Emergency Communications Center maintains personnel trained in medical pre-arrival instructions. The agency is licensed in the Priority Medical Dispatching system and prioritizes medical incidents accordingly. The agency does not CODE medical calls through this system, rather it uses medical typing through predetermined call types in the Computer Aided Dispatching (CAD) system. The CAD recommends a number of resources based on the call type entered by the operator.

Tasks are assigned to both individuals and crews and are based on the knowledge, skills, abilities and resources of that particular unit. Examples of these task assignments may include:

Critical Task Assignments for Low/Medium/Special/High Emergency Medical Responses:

- o Establishment of correct response assignment
- Establishment of Incident Command as needed
- Determination of patient, critical, unstable, potentially stable or unstable
- o Perform Primary and Secondary assessment
- Establishment of treatment modality
- o Provide a minimum of 5 personnel for critical or unstable patients
- Provide on scene EMS Supervision
- Providing personal protective equipment, policies and procedures to minimize risk and reduce exposure



Essential Staff

Tasks for Low and Medium Risk EMS Incidents

EMS Supervisor	 	 1

Effective Response Force for Special Risk EMS......6

Special or High Risk EMS Incidents

Per Patient Tasking	3 Additional
Safety Officer	1 Additional
Command	1

Effective Response Force (ERF) for High Risk EMS......17

Hazardous Materials Services:

The **management** of **chemical** emergencies

The agency currently relies on mutual aid agreements to respond to any moderate or significant risk hazardous materials incident in the city. The agency is prepared to support assisting the assisting agency as needed when a scene or risk is greater than the capability of the agency.

The agency responds to identified low risk (small) hazardous materials events with a single engine company. These may include small gasoline spills or other known odor investigations. Moderate risk events may include natural gas line leaks where significant or maximum (large) hazardous materials events can present a much greater workload and a more demanding response and may include large LP tank leaks, and transportation incidents.



Assets are assigned to work in concert with the Technician Level response from outside mutual aid agencies. The assigned incident commander may, at their discretion, call for any additional units needed to bring more personnel and resources to the scene.

The specific response assignments to all events are loaded into the CAD system which is designed to deliver a response recommendation based upon the information entered.

Operations at hazardous materials scenes are accomplished slowly, methodically and systematically. The success of each event is gauged on the resolution of the emergency and the safe return of each firefighter to ready status. Specific tasks are assigned to both individuals and crews and are based on the knowledge, skills, abilities and resources of that particular unit.

Examples of these task assignments may include:

Critical Task Assignments for Low/Medium/Special/High Hazardous Materials Responses:

- Establishment of correct response assignment
- o Establishment of Incident Command
- o Determination of hazardous situation
- o Establishment of safe zones / denial of entry
- o Performing reconnaissance as necessary
- \circ Providing for 2 in 2 out crew
- Providing for Rapid Intervention Team (RIT)
- Assisting mutual aid technicians as necessary
- o Establishment of Safety Officer / Sector

Assigning personnel to each of these tasks allows the agency to deploy the proper amount of personnel within a period of time to effect change. With the assigned personnel **to low, medium, special and high risk** hazardous materials incidents (14/23) the agency offers the following critical task guide:

Task	Firefighters
Attack Hose Line as Necessary	2
Back-Up Hose Line as Necessary	2
Water Supply Support	1
Scene Perimeter identification and Security (Deny Entry)	2
Decontamination Team to Assist Technicians	2
Pump Operator	1

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Effective Response Force (ERF)14	4/23
Technician Level Response (Mutual Aid)	9
Command	1
Safety / EMS	1
Firefighter Rehabilitation / Patient / Victim Care	2

Technician Level Hazardous Materials Deployments:

The assets defined above are supplemented by and will assist with the assets provided by the responding mutual aid agency. In these identified hazardous materials events, the agency's assets will serve in support positions and will work with the assets deployed by the either Orange County Fire Rescue or the City of Orlando's Hazardous Materials Team.

Technical Rescue Services:

Creating **safe rescue** environments

The agency is prepared to respond to and operates rescues of a defined technical nature. These technical rescues require an expertise in both the personnel and equipment. The agency staffs and equips several apparatus (Engine/Truck) with specific technical rescue tools including hydraulic as well specialized hard rescue tools.

The first unit in shall be staffed with three (3) firefighters and capable of assessing the situation to determine if a technical rescue response is required, request additional resources, control the hazards, and provide advanced life support to any victim without endangering personnel. A Rescue unit will also be dispatched to all identified technical rescues along with an EMS supervisor. A total of 6 people will comprise the initial assignment to all technical rescues. Low risk technical rescues may include a single patient in a low risk recovery situation. A medium risk technical rescue may include a single patient in a more difficult recovery situation such as a high angle, trench or confined space situation that requires limited skills within the LTRT capabilities. A high risk technical rescue may include a situation involving multiple patients trapped in a high risk situation involving a confined space collapse situation.

Additional assets can be secured from the city of Orlando or Orange County Fire Rescue under the mutual aid agreement.

Assigning personnel to each of these tasks allows the agency to deploy the proper amount of personnel within a period of time to effect change.



With the assigned personnel to technical rescue events (6) the agency offers the following critical task guide:

Task	Firefighters
Patient Care / Assessment	2
Scene Assessment / Technical Rescue	3
Command	1
Effective Response Force (ERF) for Low and Medium Risk Tech	6

The incident commander always has the option of requesting additional resources. It is anticipated that any moderate to significant technical rescue will develop additional on-scene resources the agency will also utilize the assets afforded under the Special Operations Agreement with the city of Orlando to further build the needed on-scene resources.

Task	Firefighters
Patient Care / Assessment	2
Scene Assessment / Technical Rescue	3
Command	1
Initial Effective Response Force (ERF)	6
Special Operations (mutual aid)	9
Effective Response Force (ERF) Special or High Risk Tech	15



E. Historical Perspective and Summary of System Performance

Distribution Factors:

The **Speed** at which the **First Resources** arrive

The *Standard of Cover* for the city of Winter Park Fire-Rescue Department has been derived from, and influenced by, two specific concepts, distribution of emergency resources and the concentration of those resources throughout the community. Distribution of response resources defines the specific geographical location for each resource. Resources change locations at any one point in time. These estimates are based upon what is considered <u>first due</u> or closest resources under normal response situations.

Most often fire station locations are driven by a number of factors the least of which is delivery of quality service. Stations are usually located where they are most tolerated by the residents and where the city owns land. It takes extraordinary requirements for an agency to locate a service facility exactly where it is needed. Never realized is that several blocks in either direction sometimes makes a serious change in regular response patterns and the ability to meet the SOC policy. In the case of Winter Park, the city currently operates three response facilities from which both fire and emergency medical services are delivered.



Concentration Factors:

Concentration of resources is the measure of how responding resources included in the <u>balance of the</u> <u>first alarm assignment</u> can arrive into a given area to mitigate the emergency within adopted benchmark performance with the defined <u>effective response force (ERF)</u>. This defined concentration of assets allows emergency response personnel to arrive in the pre-flashover phase of a fire and to affect positive change in emergency medical calls for service or aside a patient in time to change the outcome of their medical emergency.

The concentration of emergency response units in Winter Park is a reflection of the demand for high quality service. Fire and emergency medical services are delivered from three fixed locations. Two of the three facilities, Stations 61 and 62 operate patient transport capable "Rescue" units. An additional Rescue is available at Station 62 and operates on an as needed basis, or in full-staffing situations.

The focus of providing an initial effective response force is that it will most likely stop the escalation of the emergency, be it fire or increased illness in the case of a medical emergency. Concentration of service delivery is best measured by risk/category type where higher risk areas would require second and third due units in shorter time frames than typical or low risk areas. The agency handles responses to all hazards in a similar manner.

Services concentration measures are considered in:

% of square miles, or

% of equally sized analysis areas, or

% of total road miles in jurisdiction for the number of total units in the initial effective response force.

Service concentrations often pull on distribution of resources making evaluating these impacts on service delivery almost impossible. There is no one perfect solution to this complex decision. The fire chief and staff have developed what is considered to be the best placement of resources and staffing based upon what is known, what is anticipated and what is possible.

Reliability Factors:

It remains a goal of the agency to maintain, or otherwise reduce, the community's risk from peril to the lowest possible level. This goal is achieved by balancing the distribution and concentration of assets and the overall reliability of resources, both personnel and apparatus. In order to accomplish this goal, an



understanding as to what duties and assignments emergency response crews are responsible for and how they should be deployed was developed.

For firefighting, the standard factor is to measure the fire flow potential of a specific building and from that figure, the number of hose lines, apparatus and personnel necessary to mitigate a fire within the building. For Emergency Medical Services, the standard factor is to provide the medical care before permanent brain death begins.

Reliability factors of the SOC examine the agency's reliability to place those assets in place to meet the stated SOC. The SOC assesses the availability of resources, both apparatus and personnel available to respond when needed to incidents within the jurisdiction. Calculations such as asset drawdown, exhaustion and historical performance are considered.

During the past five years (CY's 2016-2020), the agency's assets responded to 92.2% of those incidents within their <u>first du</u>e area and that at any one time, less than 3% of the incidents cause total drawdown of all agency assets. In nearly all cases, total drawdown occurs during sever weather events that move through the area.

Comparability Factors:

The community's fire and emergency services are assessed against several different industry standards. Aside from being twice Accredited by the Commission on Fire Accreditation International, the agency uses standards such as NFPA 1710 to benchmark the staffing and performance of all emergency services. Presently, the only aspect of the operation not currently meeting the NFAP 1710 standard is the minimum staffing of Engine 64. Currently only three firefighters staff this engine.

The **Insurance Services Office (ISO)** rates the fire protection provided by the city of Winter Park. During its' last evaluation in 2013, the city was awarded a **Fire Suppression Rating of 1**. This rating was an improvement from the previous rating of 2 which had been in place since 2006. The ISO rates more than 40,000 fire departments across America with this 1-10 rating schedule (1 being the best) and as of December 2015 has awarded only 200 Class 1 ratings to these high performing communities.


F. Performance Objectives and Measurement

Performance Objectives - Benchmarks and Baselines:

The agency's Community Risk Assessment and Standard of Cover document is comprehensive and contained all necessary data by which to validate the performance of each program. The following **Benchmark and Baseline** measurements are reflective of the statements made in the ninth edition of the Fire and Emergency Services Self-Assessment Manual (FESSAM) produced by the Commission on Fire Accreditation International. Winter Park's entire service area is considered to be **URBAN** as described in CFAI's 9th edition FESSAM.

The following time and performance objectives for emergency response have been reviewed and adopted by the fire department with acceptance by the Winter Park City Commission and City Manager and are stated for the service years 2016-2020.

Cascade of Events:

In any emergency time is an issue. The longer it takes to get trained assistance to the scene the less likely it is that a positive outcome is going to be achieved. Each event carries its' own timelines.

Each event begins with a change in what is considered normal to the situation. At the point in time when the event initiates the clock, or cascade of events, begins until the state of normal is returned to the situation. In order to get the needed assets to the emergency in time to make a positive impact those assets need to be properly distributed as well as concentrated within the community. Enough assets, including emergency communications operators, are needed to handle the volume of alarms. Each time stamp included in the cascade of events allows the agency the opportunity to assess and benchmark its performance. Most data points within the cascade are monitored within the CAD system. The following sections assess each data point monitored on the cascade of events.

Alarm Handling Performance:

Alarm Handling Time is a part of the Total Response Time measurement and is tracked within the Computer Aided Dispatching (CAD) software. All time measurements are digitally added to the CAD by *human* action and are directed by the emergency communications operators at the time of the event.

The agency has established the alarm handling benchmark (our goal) at <u>60 seconds for 90%</u> of all alarms. To assess current performance an alarm handling baseline performance measurement is assessed on a monthly basis.



Turnout Time Performance:

The agency has an established the turnout time benchmark for all EMS responses at <u>60 seconds</u> and <u>120 seconds for fire, Haz-mat or technical rescue responses.</u> The performance for all objectives is measured at 90%.



"Turn-Out timers" are installed in each apparatus bay to remind responders of their performance.

Within the current system of assessment the tracking turnout time is inherently difficult. Turnout time is measured in the CAD and is time stamped by human interaction caused by the input from the communications operators. Time stamps are entered at the time the incident is dispatched and when the unit verbally denotes it is responding. This action happens at different intervals depending on individual stations and units therefore the accuracy of the turnout time calculation as it stands alone is not consistent.

After determining the ability to assess the available data from the current CAD related specifically to turn out times, a report was created representing these times. The agency's data reflected the stated baseline at the 90% performance measurement.

Travel Time 1st Unit (Distribution):

This is defined as the actual time the unit is responding to arrival on scene. In most cases units respond from their fire stations or within their first due areas. This is also the measurement used when assessing the arrival on the FIRST unit to the scene. The first unit will be capable of rendering care, fire suppression, technical rescue or hazardous material mitigation. However, there are many variables that impact this time: time of day, traffic, call location, call type and the overall system status at the time of incident.

Travel Time -ERF- All Units Arrive on Scene (Concentration):

Similar to first unit travel time, ERF or concentration time is the time period for ALL assigned units prescribed as the effective response force (ERF) to arrive on scene. Simply, ERF time is the elapsed time for all fire units to navigate through the community on roadways.



Total Response Time 1st Unit

As implied, total response time is the TOTAL time taken from initial pick-up of the 911 call, call triaging, dispatching, station alerting, turnout time and apparatus travel time of the first arriving unit capable of rendering aid, fire suppression, rescue or mitigation efforts.

Total Response Time-ERF-All Units Arrive on Scene (Concentration):

As implied, total response time is the TOTAL time taken from initial pick-up of the 911 call, call triaging, dispatching, station alerting, turnout time and apparatus travel time of the ALL assigned units outlined in the effective response force designated for the response.





Program Performance and Measurement Fire – EMS – Technical Rescue – Hazardous Materials

Fire Suppression Services Program Benchmarks and Baselines:

For 90% of all **low and medium risk** fire responses the first assigned apparatus shall arrive within <u>7</u> minutes 20 seconds (7:20), total response time.

Low risk fire responses include: mobile property (vehicle fires), natural vegetation, outside rubbish and outside equipment fires without exposures to property. A low risk response receives a single engine company capable of pumping 1500 gallons of water per minute and shall be staffed with a minimum of three (3) personnel capable of establishing command and a defensive, or initiating a transitional, fire attack operation as outlined in Standard Operating Guideline 210.

Medium risk fires are defined as fire in a building, cooking, chimney, trash or rubbish fire in a structure and fires in a mobile property used as a fixed structure. The ERF assignment shall be capable of assuming command, initiating an uninterrupted water supply, advancing of multiple fire attack and back-up lines designed to complete safe and effective fire control, ventilation, forcible entry, victim search & rescue and control of utilities. The effective response force will be able to control the progress of the fire, holding fire damage to the areas discovered upon their arrival, 90% of the time.

The balance of the first alarm assignment containing an effective response force (ERF) of 17 personnel will arrive within <u>12 minutes 20 seconds (12:20), total response time.</u>

For 90% of all **special and high risk** structure fires, an effective response force of 20 personnel shall arrive within <u>15 minutes (15:00) total response time</u>.

WINTER PARK FIRE RESCUE COMMUNITY RISK ASSESSMENT / STANDARD OF COVER –*Fifth Edition*



All Fire Suppression - 90th Percentile Times - Baseline Performance			2016- 2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	1:31	1:37	1:30	1:39	1:21	1:37
Turnout Time	Turnout Time 1st Unit	Urban	1:25	1:29	1:34	1:37	1:31	1:21
Travel Time	Travel Time 1st Unit Distribution	Urban	5:28	4:06	5:04	5:21	5:30	6:19
	Travel Time ERF Concentration	Urban	10:25	12:10	9:29	11:09	11:13	9:41
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:15 n=294	6:36 n=75	6:47 n=61	8:08 n=59	7:26 n=42	8:35 n=57
	Total Response Time ERF Concentration	Urban	12:25 n=72	12:23 n=14	12:52 n=16	13:01 n=18	12:09 n=11	13:01 n=12

The ERF assignment for a special and high risk assignment shall be capable of assuming command, initiating an uninterrupted water supply, advancing of multiple fire attack lines and back-up lines, ground and aerial master stream operations, ventilation, forcible entry, victim search & rescue and control of utilities.

For the reporting period of CY 2016- 2021 there were no occurrences of special and high risk responses.



Emergency Medical Services Program Benchmarks and Baselines:

For 90% of all **low and medium risk** EMS incidents, the first assigned unit shall arrive within <u>7 minutes</u> (7:00), total response time. The balance of the assignment containing an effective response force of 5 personnel will arrive within <u>8 minutes and 30 seconds (8:30), total response time.</u>

The first arriving unit will be staffed with a minimum of two (2) personnel, one being a paramedic, and be capable of providing advanced life support. For special risk EMS events an EMS Supervisor is added to the ERF to assume command of the event and manage overall patient care. Once a medical scene has been identified as high risk (Level 1 Mass Casualty Incident (MCI) with five or more patients) additional resources will be requested. It is anticipated that in cases where a witnessed cardiac arrest has occurred and by-stander CPR is initiated that 30% of patients receiving ALS care will experience a return of spontaneous circulation (ROSC) and will ultimately be released from hospital care.

Medium Risk EMS - 90th Percentile Times - Baseline Performance			2016- 2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	1:48	1:44	1:37	1:35	2:06	1:59
Turnout Time	Turnout Time 1st Unit	Urban	1:31	1:39	1:25	1:38	1:10	1:26
Travel Time	Travel Time 1st Unit Distribution	Urban	5:14	5:32	4:49	5:11	5:02	5:09
	Travel Time ERF Concentration	Urban	7:29	7:09	6:22	7:57	8:14	6:54
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:58 n=16204	7:36 n=2974	6:37 n=3118	08:29 n=3270	07:32 n=3477	6:45 n=3365
	Total Response Time ERF Concentration	Urban	10:28 n=16013	8:05 n=2941	8:20 n=3098	9:01 n=3299	11:39 n=3367	11:45 n=3308



Technical Rescue Services Benchmarks and Baselines:

For 90% of all **moderate or high risk** technical rescue incidents the first assigned unit shall arrive within <u>7 minutes 20 seconds (7:20) total response time</u>. All moderate or high risk responses meeting the technical rescue definition found in NFPA 1670 receive an effective response force of fourteen (14) personnel and shall arrive within <u>12 minutes 20 seconds (12:20) total response time</u>. ERF shall be capable of providing technical expertise, knowledge, skills and abilities during technical rescue incidents and request additional resources as required.

(Moderate Risk Level) Technical Rescue - 90th Percentile Times - Baseline Performance			2016- 2020	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	1:37	1:41	1:33	1:44	1:50	1:45
Turnout Time	Turnout Time 1st Unit	Urban	1:08	:49	1:23	1:07	1:03	1:01
Travel Time	Travel Time 1st Unit Distribution	Urban	5:15	6:21	4:41	5:37	5:48	6:08
	Travel Time ERF Concentration	Urban	0:00	9:09	0:00	0:00	0:00	9:25
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	7:07 n=43	9:08 n=2	7:09 N=11	7:08 n=7	6:41 n=11	8:12 n=6
	Total Response Time ERF Concentration	Urban	11:01 n=4	10:55 n=2	0:00 n=0	0:00 n=0	0:00 n=0	11:08 n=2



Hazardous Materials Services Program Benchmarks and Baselines:

For 90% of all **low and medium risk** hazardous materials incidents, the first assigned unit shall arrive within <u>7 minutes and 20 seconds (7:20) total response time</u>.

The first assigned unit shall be staffed with three (3) firefighters and capable of scene assessment, determine the presence of a potential hazardous material or explosive device, determine levels of carbon monoxide, determine the need for additional resources, estimate the potential harm without intervention (utilizing resources such as ERG, FOG, etc.) and begin establishing a hot, warm and cold zone.

For 90% of all **special and high risk** hazardous materials events an effective response force of fourteen (14) personnel shall arrive within <u>10 minutes 30 seconds (10:30) total response time</u> and be capable of providing the equipment, technical expertise, knowledge, skills and abilities to mitigate a hazardous materials incident. Additional resources will be requested as necessary.

Hazma Basel	2016- 2020	2020	2019	2018	2017	2016		
Alarm Handling	Pick-up to Dispatch	Urban	3:01	0:00	1:38	2:37	1:23	2:01
Turnout Time	Turnout Time 1st Unit	Urban	2:08	0:00	1:43	1:54	2:12	1:31
Travel Time	Travel Time 1st Unit Distribution	Urban	7:09	0:00	7:27	6:42	7:08	6:58
	Travel Time	Urban	10:52	0:00	9:05	11:43	6:32	4:58
	ERF Concentration		10:02				0.02	
	Total Response Time 1st Unit	Urban	9:42	0:00	8:03	7:45	9:31	10:06
Total Response Time			n=121	n=0	n=14	n=4	n=15	n=32
	on Scene Distribution							
	Total Response Time ERF	Urban	10:24	0:00	9:21	11:40	10:44	12:01
			n=14	n=0	n=3	n=1	n=4	n=6
	Concentration							



G. Compliance Methodology

This component describes the methodology that is being used by the agency to maintain the many facets of the SOC process. Each component includes determinations with compliance with the performance objectives and measurements previously established. The methodology used by the agency not only meets the compliance measures for the adopted SOC, but meet those established by the CFAI in the ninth edition of the FESSAM. Having a consistent and easily managed compliance method is extremely important. To maintain the community's confidence in the SOC system the methods used to ensure its compliance are critically important.

Compliance Team / Responsibility:

Since the first edition of the agency's SOC, the development and primary responsibility for compliance has been placed with the fire chief. Originally housed in the Operations Division, the agency's second edition SOC moved in importance to the highest level of the agency.

With assistance from Operations Division, the fire chief maintains and reports the agency's compliance to the budget and performance measurement manager, city manager and city commission. The importance of the SOC demands that in the case of Winter Park, the fire chief maintain personal interaction with the direct development and maintenance of the SOC. At present, the fire chief serves as a CFAI Peer Assessor as well and due to its importance to the overall agency performance is ultimately responsible for the compliance of the SOC.

Others who contribute to the SOC compliance process include the city's Graphical Information Systems GIS technician as well as the Information Technology staff. In addition, the accreditation manager reviews those items related to the SOC and those related FESSAM Performance Indicators.

Performance Evaluation and Compliance Strategy:

During the development and updating of the SOC, the agency assessed the community's risk and applied that to the baseline services currently being provided to the community. The performance measurements contained in the SOC include alarm handling, turnout, and travel culminating in what is commonly referred to as the total response time.

The agency's CAD system initiates all responses. The CAD time stamps all aspects of the alarm but currently includes human intervention. Each action to time stamp a place in time related to the event causes a reaction in that the operator or the company officer must first voice the communications operator and then the operator much interact with the CAD system manually moving the unit from one



point on the response continuum to another. Loaded data in the CAD is secured and not available for adjustment. Once the CAD has completed the alarm and a report number is issued, the CAD electronically forwards the response data for the alarm to the agency's records management system (RMS). Currently the agency utilizes the ESO Suite[®] RMS to store all response data related to all responses. An additional records management software package is used to record and manage all patient medical information.

One area of performance identified for improvement is the reliability of the data related to personnel turnout time. <u>Currently the time</u>, while logged in the CAD, has been identified as being "weak" at best because of the human interaction required from the responders who must verbally notify the dispatchers to move the unit in the CAD from "dispatched" to "enroute". While the agency is confident with the reliability of the total response time measurement included in the SOC, the agency has identified the area of turnout time as one which can be improved upon. In addition, reports from the SOC compliance analysis has identified that the time of day of the alarm has an impact on performance.

The agency has installed turnout time clocks in each apparatus bay which trigger once the individual fire station is alerted. The clock acts as a visual reminder that time is important and it gives the company officer an idea how his companies are performing in this area of the SOC.

Compliance Verification Reporting:

To assure overall system compliance, several verification reports are generated on a monthly basis. The risk assessment component is continuously updated with information from both the fire marshal's office and those operations crews assigned to assess properties. The Standards of Cover performance measurements are included in the city's strategic plan reports as well what is commonly referred to as the City Manager's 90 day plan.

Constant Improvement Strategy:

The city of Winter Park has a fully developed strategic planning process which includes the components of the Fire Rescue Department's Standards of Cover. The performance measurements stated in the SOC are reported on each quarter in the city's report to commission.

The measurements of the SOC are included in the city's annual budget and are also included in the Fire Rescue Department's annual budget proposal. This inclusion in both the city's and the fire department's annual strategic plan forces the SOC to be assessed and improved upon regularly. Baselines are routinely assessed with performance headed towards the established benchmarks.



It remains imperative that the agency continues to assess the abilities of all assets to ensure the performance measurements anticipated by the community are met. While continued improvements are anticipated, most of the agency's response activity is fairly stagnant. The continued improvements in total response time noted for all alarms during the five-year period were a result of the increased efforts to improve both alarm handling and turnout times.

H. Conclusion and Recommendations

This component of the SOC provides a summary of the overall system performance, determinations, and conclusions derived from the entire process. Every aspect of the community's risk and the operations of the agency's performance is measured creating the list of recommendations included in this section. These recommendations are considered in the agency's strategic plan.

Evaluation Methodology and Determinations

Evaluation Methodology:

The agency originally developed a methodology to assess its performance in 1999. Until that time response and service performance expectations were based on a very reactionary formula. Concerned about ISO ratings and simply having the attitude of "doing the best we can do" was accepted. With the adoption of the community's first SOC, the attitude changed to we can always do better. To evaluate the overall performance of the agency structured strategic planning has taken place since 1999. At that time, each component of performance is assessed, presented and eventually adopted by the community. Four separate levels of review take place to assess the overall agency performance which lead to a final decision on the SOC. These levels of evaluation include:

- 1. Technical
- 2. Operational
- 3. Financial
- 4. Policy

Technical Review – This level includes data collection to establish baseline points and the assessment of the current level of ability to collect and analyze the needed data. This level includes various methods of analysis which include the who, what, where, when and why of the agency.

Operational Review – This level includes a review of all aspects of the operation. Areas analyzed include safety, support, impact on other operations, training and assurance of maintaining a balance of service to



all operations. Areas evaluated included communications and dispatch operations, fire, EMS, hazardous materials and technical rescue capabilities.

Financial Review – The agency's ability to financially sustain the anticipated demands of providing the levels of service identified in the SOC and Strategic Plan are assessed.

Policy Review – The levels of service provided by the agency are assessed against the community's strategic plan and city's Comprehensive Plan. The SOC is first presented to the city's Civil Service Board for review and adoption, then to the City Commission for final adjustment and adoption. Areas of concern are presented and offered with recommendations for changes to the operation.

A final decision is made based on these four key levels of evaluation. The City Commission has the final opportunity to adjust and recommend changes. The resulting methodology for the development of the SOC allows the community to "buy" a level of service. This level of assessment and education makes these decisions more based on fact than on the ideas of the past, emotion, or any other personal instinct.

Program Performance Evaluation:

To assure compliance with the adopted Standards of Cover it is critical to examine the performance of all aspects of the operation. For the purposes of evaluating and establishing baseline and benchmark performance, the agency measures 90% of the events in each service program. The following data charts depict performance over the previous five years in each program. These measurements are maintained on a quarterly basis and become part of the city's performance measuring and strategic planning processes.

Reliability – Unit Performance:

One key to assuring that the community standard for service is met is to regularly assess the reliability for each of these services. Therefore to know the reliability of each type of unit in each zone is rather critical to meeting goals.

During the review period (2016-2020) the overall performance reliability (where the assigned first due unit responded to incidents in their assigned first-due area was **92.2%**. This suggests that a vast majority of incidents are handled by the closest units and that in each GPZ, the event receives the closest assets. This calculation also takes into account the assets available through the agency's current Inter-local agreements.



While the agency meets the baseline SOC statements without considering the assets of any other agency, those assets are regularly included in meeting the effective response force for particular types of responses.

Performance Determinations:

This section includes a summary of any identified gaps between the agency's performance baselines and those defined industry benchmarks noted by in the ninth edition of the FESSAM. Causal factors based on community or regional conditions as well as other determining factors that may contribute to the performance gaps are noted with their impact and magnitude explained.

Alarm Handling Time – Those noted deviations are less than 5 seconds over the period. The agency considers this a tolerable standard deviation from the total data but is striving for more exact data. Deviations can be attributed to the data gathering processes and human intervention. The agency has budget approval for a new station alerting system. As one-half of the "soft time" that relies on human interaction the new system will send pre-alerts when a dispatcher begins to generate a call instead of at the end of the call. It is estimated a time savings of 40- 60 seconds may be realized with the new technology.

Turn Out Time - The agency continues to struggle with the capturing of accurate data in this area. The CAD does log this time period and a calculation is attainable, however the accuracy of this data is low because of the continued human intervention required with the dispatch operators and the field crews. It was determined through evaluation and personal assessment that many times the verbal commands of the crews are not immediately noted in the CAD. This is a point of improvement explained in more detail in the Conclusions section of the SOC. The agency notes a deviation of more than 1:00 in calculated turnout time.

Fire, EMS, Technical Rescue and Hazardous Materials Distribution and Concentration Calculations identified gaps between current performance baselines and stated benchmarks which include:

Conclusions

The city of Winter Park and its Fire Rescue Department have completed the fifth such comprehensive assessment of community risk review yielding an adopted Standards of Cover. Since 2001, the Fire Rescue Department has been recognized for its' performance and professionalism by the Commission on Fire Accreditation International by maintaining International Accreditation. This document reflects the agency's most recent effort in documenting performance of both emergency and non-emergency services



and compares the agency's baseline performance to that stated in the ninth edition of the *Fire and Emergency Services Self-Assessment Manual* (FESSAM) and the sixth edition of the CFAI *Standards of Cover Manual*.

Winter Park Fire Rescue has continued to assess and evaluate the communities risk to both fire and nonfire risk through the application of a comprehensive and organized assessment. Surveys are performed on each property including needed fire flow calculations. Risks are identified and ranked from low to significant with those rankings placed into the city's GIS mapping system to allow the agency to better visualize the community-wide levels of risk. This assessment of risk has allowed agency leadership to best prepare for what it may face on not only a regular basis, but when the once in a life time event occurs at a significant property.

To respond to each of these identified risks the agency has conducted examinations which have yielded those critical tasks needed to be accomplished to stop the loss, treat the patient or otherwise change the outcomes of an event. Each event has a generated list of critical tasks which are based not only on the past performance of the agency, but on the performance of similar agencies throughout the world.

Each type of event with the established critical tasking created an expected performance measurement. Each measurement was assessed and the agency's performance baselines were compared to the benchmark's in the FESSAM.

The process of conducting a comprehensive risk assessment which yielded the defined standard of cover baselines has served the agency well over the past twenty years. Applying the new measurements found in the two defining publications of the CFAI continue to set the bar for performance. Adopting a set plan for the monitoring and maintenance of the risk assessment is a vast improvement and needed to be addressed. The plan explained in this SOC for maintaining the components of the risk assessment should be evaluated after several cycles to assure the plan is effective.

Recommendations

At the conclusion of fifth such comprehensive review of the city of Winter Park's community risk and the services provided by the fire rescue department the following recommendations are appropriately included in this *Standard of Cover* document. It is evident through the noted continued improvements in service provided by the agency that the SOC and accompanying International Accreditation process has been woven into the fabric of the organization. Improved levels of service and in most notably in response time, demands that the administration of the fire rescue department present for adoption this edition of the agency's *Standards of Cover* with the following recommendations for continued improvement:



- An overall reduction in response times will be accomplished by incorporating the CAD into to the internal fire station alerting system. While Alarm Handling Time continues to be consistently more than 60 seconds for all alarms, alarm handling remains a challenge. The CAD product should be further incorporated into the alerting system so that the time wasted between CAD entry and radio alerting can be gained.
- The agency should incorporate in-vehicle status updating through the uses of the existing CAD and in-vehicle computers. This would allow for more accurate capturing of turnout time and arrival times for all assets. This remains a recommendation from previous SOC documents and should be given a trial period to compare data sets.
- The agency should initiate a discussion with the community to re-set the Benchmark performance measurements for those areas where the Baseline Performance has been shown to be exceeding the Benchmark.



I. Glossary, Exhibits, and Attachments

Glossary of Terms

Advanced Life Support (ALS) – A sophisticated level of pre-hospital care that builds life support procedures and includes the use of invasive techniques such as advanced airway management, cardiac monitoring and defibrillation, intravenous therapy and the administration of specified medications. All emergency response units operated by the agency are ALS licensed and capable.

Alarm (Call) Handling Time – The time interval from the time an emergency call is received in the 9-1-1 center until the alarm is transmitted to the fire / ems units in the field.

Asset – A collective description of any equipment operated by the agency. An asset is normally able to respond to an emergency or fill a particular need.

Authority Having Jurisdiction (AHJ) – An acronym used for the Authority Having Jurisdiction. In the case of Winter Park, the Fire Chief is the AHJ for the application of the Civil Service Code and other city laws and ordinances.

Automatic Aid (AA) – Involves the immediate response of non-agency units to an event within another jurisdiction. Automatic Aid is best defined by stating that the protection offered is borderless in nature with the closest possible unit dispatched to any incident.

Baseline Measurement – The measurement of current performance in the organization. An initial set of critical observations or data used for comparison or to establish a control point for assessment. The activities which are currently in place to achieve the goals of the organization.

Basic Life Support (BLS) – A primary level of pre-hospital care which includes the recognition of life threatening conditions and the application of simple emergency procedures. The agency does not operate any strictly BLS units.

Chief Fire Officer (CFO) – An individual designated by the Center for Public Safety Excellence as a having met the requirements for designation as a Chief Fire Officer.

Critical Tasking – A collective review of a particular activity with the emphasis on how many personnel are required to perform any one critical task on an emergency scene.

Commission on the Accreditation of Ambulance Services (CAAS) – An independent accrediting body who offers an accreditation process for the operations of ambulance services.

Commission on Fire Accreditation International (CFAI) - The Commission on Fire Accreditation International (CFAI) is the governing body for the accreditation of fire agencies. CFAI is committed to



assisting and improving fire and emergency service agencies around the world in achieving organizational and professional excellence through its strategic self-assessment model and accreditation process.

Community Risk Assessment (CRA) – A comprehensive process of community review which combines an assessment of community-wide risk for both fire and non-fire related events.

Concentration Factor – As used in the agency's Standards of Cover (SOC) that factor used to assess the arrival of the balance of the first alarm assignment or the effective response force dispatched to an event. This factor describes where assets are concentrated throughout the jurisdiction. It is the "power" factor used to determine how fast enough assets arrive to any one type of event to meet the needed effective response force.

Distribution Factor – As used in the agency's Standards of Cover (SOC) that factor used to assess the arrival of the first units dispatched to an event. This factor describes where assets are distributed throughout the jurisdiction. It is the "speed" factor used to determine how fast assets arrive to any one type of event.

Drawdown Level – Represents the level of assets the agency will not drop below when asked for automatic or mutual aid from an authorized agency.

Effective Response Force (ERF) – The minimum level of staffing identified by the agency as that being needed to complete the critical tasking for any one particular type of emergency. The ERF is anticipated to arrive with the defined Distribution Factor time benchmark.

Emergency Operations Center (EOC) – A central location to coordinate all aspects of an emergency. The agency operates the city's EOC otherwise known as the Sandbox at Fire Rescue Headquarters.

Fire and Emergency Services Self-Assessment Manual (FESSAM) – A manual produced by the Commission on Fire Accreditation International which describes the self and peer assessment process for those agencies seeking accreditation. The agency applied those processes found in the eight edition of the FESSAM for this edition of the city's standards of cover.

Geographical Planning Zone (GPZ) – A defined geographical area of response based upon the concentration of assets throughout the region.

First Due – A geographical area of service in the community defined as that area of response for the closest fire asset. Basically, it is that area where a particular fire asset can arrive before any other.

Geographical Information Systems (GIS) – A collection of computer-based software used to collect data on events and assets and viewing them on an geographical view platform. The agency utilizes the ESRI software Arcview[®].



Insurance Services Office (ISO) – A national organization that evaluates public fire protection and provides rating information to insurance companies. Insurers use this rating to evaluate basic premiums for fire insurance.

National Fire Incident Reporting System (NFIRS) – A unified reporting system for all organized fire departments in the United States operated by the United States Fire Administration. The department is a reporting agency to both the State of Florida and the USFA and uses the Firehouse[®] software for reporting NFIRS data. The agency also uses the software NFIRS 5 Alive to assess performance and SOC compliance for all assets.

National Fire Protection Association (NFPA) – The National Fire Protection Association is the world's leading advocate of fire prevention and an authoritative source on public safety. The NFPA develops, publishes, and disseminates more than 300 consensus codes and standards intended to minimize the possibility and effects of fire and other risks.

Needed Fire Flow (NFF) – A specifically calculated amount of water flow needed to extinguish a free burning fire. The National Fire Academy defines the NFF for a structure at 25, 50 and 100 percent of involvement.

Risk Hazard and Value Evaluation (RHAVE) – A computer-based community risk assessment program. The program was offered at no charge to agencies several years ago, but is no longer supported or offered by the USFA. It was the first risk assessment model used by the agency to develop the initial standards of cover.

Sinkhole – A natural depression or hole in the earth's surface caused by the karst processes. Sinkholes are common throughout Florida and may vary in size from 1 to 600 meters (3.3 to 2,000 ft.) both in diameter and depth, and vary in form from soil-lined bowls to bedrock-edged chasms. The great Winter Park sinkhole occurred in 1981 and caused structural damage and permanently lost property.

Strategic Road Map – A working document developed by the city of Winter Park to monitor progress on the city's Strategic Plan goals and objectives.



Fire-Rescue Headquarters

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