CITY OF WINTER PARK
FIRE-RESCUE






2026

COMMUNITY RISK ASSESSMENT
Standards of Cover

Community Risk Assessment & Standards of Cover

Sixth Edition | January 2026

Winter Park Fire-Rescue

City of Winter Park, Florida

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Revisions

First Edition | January 2001

Second Edition | January 2006

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Introduction

The Commission on Fire Accreditation International (CFAI) defines the Standards of Cover for a fire department as being "those written policies and procedures that establish the distribution, and concentration of fixed and mobile resources of an organization."

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 have the ability or resources to completely comply.

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

Due to the limited number of resources available to respond to the vast array of emergencies, it is best that communities set response standards based on identified risks specific to their response area. Fire Chiefs who don't apply a valid risk assessment model to their communities are not able to adequately educate their community's leadership about their true 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 key 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. In addition, an assessment was performed on those areas of non-fire related risk as well as hazardous materials and technical rescue situations. While this process was deemed credible at the time, it failed in several ways to completely 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 key 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 found to be 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 mostly comprised of residential neighborhoods, RHAVE's scoring matrix considered the entire community 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 which would be easier to manage and could produce accurate and timely data for first responders could be developed from the examples of others.

The current method of assessing our 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 point 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 with 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 systems (GIS) data is also used to help 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 important to the community, the practice of risk assessment is more critical to the process of operating the fire department. In addition, the process of performing continuous risk assessment of the community provides vital information for not only our first responders, but for management as well. These important community policy decisions cannot be made without properly and thoroughly 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 sixth 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 not only emergency response expectations, but includes those 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 Tenth Edition Fire and Emergency Services Self- Assessment Model (FESSAM). The data included in the FESSAM is based on the work of 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 medicine response is best utilized to provide the maximum possible benefit.

As with past documents, this sixth 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.

The overarching goal of our agency 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 sixth 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 expectations of the community 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 a level of service or demand more resources from a community without first conducting a comprehensive and strategic assessment of the risks it faces. Only after the application of 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 cover performance contract.

It is the responsibility of an agency to provide the community's decision makers with an educated calculation of the expected risk, what resources are available to respond to that risk, and what outcomes can be expected. All 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 real risk to the community. The real risk, once assessed, 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 with detailed, accurate information to help 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 a chance to use the training and equipment provided, they must arrive within a specific window of time; arrive too late and all the resources in the world won't make a difference in the outcome.

As the agency once again conducts a comprehensive assessment of the community's risk, it remains confident that the industry best practices endorsed by the Commission on Fire Accreditation International are effectively educating elected officials about the levels of service delivered by 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. Aspects reviewed include the legal basis for the agency, 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 Commission/City 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:

Sheila DeCiccio	Mayor	Randy B. Knight	City Manager
Marty Sullivan	Commissioner | Seat 1	Michelle de Valle	Assistant City Manager
Craig Russell	Commissioner | Seat 2	Dan Hagedorn	Fire Chief
Kris Cruzada	Commissioner | Seat 3		
Warren Lindsey	Commissioner | Seat 4		

Founded	1882	Municipal Area in Sq. Miles	10.2+/-
Incorporated	1887	Millage Rate for Fiscal Year 2026	4.0923

Executive Management

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

The city manager is responsible for carrying out commission policies through a professionally trained and experienced staff. The fire department, as well as the police department, are directly responsible to and are 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 the functions and duties of each agency.

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 operations of the department and approve any and all employee relations issues. The Civil Service Board includes five civilians in addition to one employee elected from each of the police and fire departments.

History of Service

Winter Park is a city of about 30,800 residents located just north of Orlando in Orange County, Florida. One of Florida's finest cities, it 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 Fire Department circa 1960

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. Loring Chase and Oliver Chapman, during an informal discussion, decided they wanted the name to be something about a park in winter; thus, the name changed to Winter Park. Tourists came to the city originally 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 who 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, as well as 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 the shopping district along Park Avenue. 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 Commission/City 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 in insurance coverage, which prevented the hotel from being rebuilt on its original site.

Winter Park's fire protection was enhanced over the next several years. In 1915, the city purchased a one- horse 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 all- volunteer 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 128 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. A general alarm was sounded, and firefighters from five fire departments brought the blaze under control in about four hours.

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 provided 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, then load the patient into a private ambulance for transport to a medical facility. The fire department's quicker response provided for more timely treatment than the ten-minute response standard that was required of the contractually provided ambulance service.

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

The property insurance industry, through the Insurance Services Office (ISO), rate 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 their fire department have improved the communities ISO rating from a 4 to the best available, Class 1. The most recent rating was conducted in October 2024 and resulted in a class 1 rating. This resulting score and rating have helped those

commercial properties insured by companies that use the ISO PPC rating receive a reduction in their annual fire insurance. It also confirmed once again that the people of Winter Park enjoy the protection and safety of having one of the few dual-accredited (CFAI and CAAS) and ISO Class 1 agencies in the United States.

Much of the city's recent growth has been internal. While our geographical service area has remained close to the same for the past 50 years, the services provided by the agency 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 and is supported by a command staff management team consisting of Division Chiefs, three Battalion Chiefs and Fire Marshal.

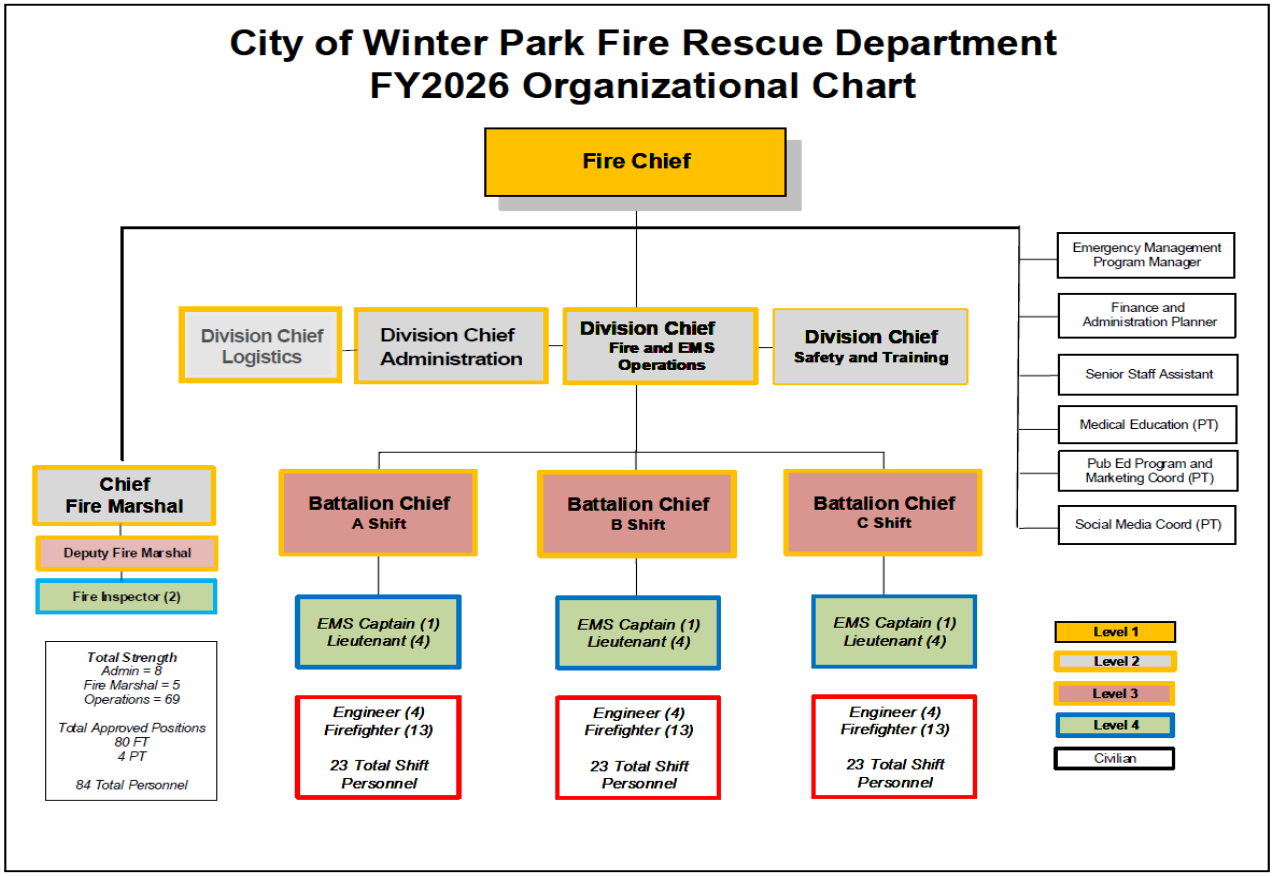
Organizational Structure

The Fire Chief is responsible for all operations of the Fire Department and all administrative duties including personnel management and staffing, budgeting, fiscal management, and development of policies. The Fire Chief guides departmental, managerial, and operational staff toward achieving established goals and objectives. The Fire Chief also serves as the city's Emergency Manager. This position is performed under the direction of City Management. A senior staff assistant, as well as an administrative financial planner, supports the agency's budgetary and clerical responsibilities.

Managing the needs of the operations staff falls to the Division Chief of Fire and EMS Operations. This position is responsible for supervising the three Battalion Chiefs. The battalion chiefs oversee the daily operations of each shift. Shifts operate on a 24-hour-on, 48-hour-off schedule within a two-week work period. Three engines, one truck company, two advanced life support transport rescues (ambulances), one emergency medical services captain, and one battalion chief deliver fire and EMS operational service. The operations division's full staffing level is twenty-three (23) people, with a minimum staffing of nineteen (19). Shift personnel respond to emergency and service calls, 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 supervises all firefighter health and safety programs. The Division Chief reports directly to the Fire Chief and manages all safety and health, as well as firefighter training for all personnel. The Division Chief of Logistics is responsible for overseeing and managing the logistical operations and support functions for the Fire Department.

This includes ensuring the proper procurement, maintenance, readiness, and distribution of equipment, supplies, and vehicles. The Division Chief of Logistics ensures that all equipment and apparatus are in operational condition, manages vendor relations, and supports policy development related to logistics. This position is performed under the general direction of the Fire Chief and was added in 2024. In 2021, the agency added a Division Chief of Administration who oversees the agency's medical direction, EMS operations, EMS administrative functions, as well as several other crucial administrative functions.



An Emergency Medical Services (EMS) Captain is assigned to each shift. These individuals oversee the entire emergency medical service environment, including medical supply inventory, quality assurance, certification requirements, and research and development. In addition, these supervisors respond to all technical rescues and structural fires and serve as the scene safety officer.

The Fire Marshal is responsible for the management and review of all commercial construction plans, fire inspections, and public fire education functions for the agency. The Fire Marshal reports directly to the Fire Chief and supervises the deputy fire marshal, two full-time, and one part-time inspectors.

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 POURPOSES OF TAKING CHARGE"

WINTER PARK TOWN COUNCIL
MARCH 12, 1900

In the early 1900's Winter Park joined other central Florida communities and purchased motorized fire apparatus with pumps, hose 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 to reinforce that the leaders of Winter Park were, in fact, doing the right thing in building their community's fire protection capabilities. 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.

Fire protection continued to be enhanced as new technology allowed for more aggressive and progressive tactics. The force of personnel within the fire department began to transition from an all-volunteer agency in the mid-1950's when the first career firefighters were hired by the City. These full-time employees were now able to continue to focus on the communities 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 really 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 a place for residents to meet, shop, and be seen. At the time of its construction, no one really knew how 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 communities ever growing eastside. The original facility was totally renovated in 2001 and remains in operation at the original location today.

In 1971, the city determined the need to provide consistent fire protection to the communities growing on the western border. The main fire station, located close to its original location on Lyman Avenue, adjacent to city hall, was also immediately beside the very busy railroad tracks, which serve to dissect the city's west side. The community opened Fire Station 3 on the same 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 and called upon each other only when absolutely necessary 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 the impacts of Hurricane Andrew 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, from both a local and regional perspective, that Winter Park Fire Rescue participates as a partner in ensuring that the closest appropriate assistance reaches the scene of an emergency, regardless of 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 company. 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, the agency became the first agency in Orange County, FL to achieve International Accreditation. This extensive review of the department's entire operation established the means by which the department operates today. From strategic planning and responses to each performance measurement to establishing 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.

The city reaffirmed the fire department's existence and officially recognized the agency's additional services December 12, 2000. The adoption of Resolution #1734 made it official that the Winter Park Fire Department may also be known as the Winter Park Fire-Rescue Department. Additionally, the State of Florida recognizes the fire organization through Florida Statutes Chapters 166 and 633. In 2003, the agency moved its headquarters operations 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 fire headquarters, fire station 61 as well as the city's Emergency Management Operations Center (EOC).

The agency has continued to develop its role as the city's emergency manager. After several key events that highlighted the city's inability to properly warn residents about impending emergencies, the agency established the city's "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. In addition, the agency conducts annual emergency management exercises and has led the city's National Incident Management System (NIMS) compliance efforts through policy adoption, certification, and training.

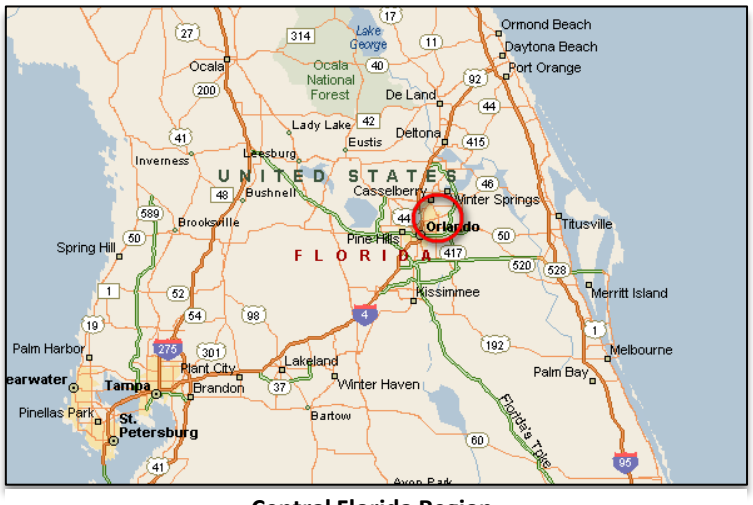
Agency Financial Support

The fire rescue operation is a direct and specific department of the municipal government of the city of Winter Park. The operations of the agency 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 the 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 Office of Budget Management. The agency is required to maintain its' annual expenditure processes utilizing the Budget Management's electronic management system. All aspects of the agency's finances and budgeting controls are set by policy made and enforced by the City Commission. The city's budget is broken down into specific funds from which the agency is allocated budgeted funds. The general fund is the primary operating fund that supports most operations for residents, businesses, and guests. This includes service and operations for all departments, as well as salaries, employee benefits, capital outlay, transfers, and non-departmental uses such as nonprofit support. The special revenue funds account for specific revenue sources that are restricted by law or administrative action to expenditures for specific purposes. The debt service fund is designed to hold funds to pay for principal and interest for long-term debt. Capital project funds include money for major projects such as fire stations, fire training center, and general brick-and-mortar obligations. The enterprise funds account is for revenue- producing operations with charges to customers for sales and services, such as utilities. Internal service funds are established for the financing of goods or services provided by one department to other departments within the city on a cost-reimbursement basis. An Annual Comprehensive Financial Report (ACFR) 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 its procedures and practices for more than two decades.

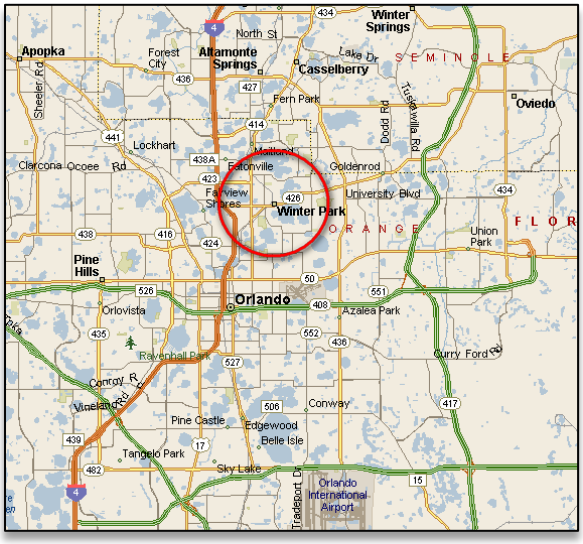
Description of Service Area

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 protection from much of Florida's severe weather, such as tornadoes and hurricanes.



Central Florida Region

Winter Park is considered a suburb of Orlando and is home to some of the region's most prestigious residential addresses. While the city contains a wide range of both commercial and residential property, many of the area's private homes are located along lakefront 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 within the city's border.



Metro Orlando Area

Located just to the north of and directly adjacent to the city limits of Orlando, 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, Charles Hosmer Morse Museum of American Art, and Albin Polasek Museum & Sculpture Gardens.

With many waterfront properties, Winter Park is home to twenty-one navigable lakes. The lakes and adjacent waterways have a direct impact on 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.

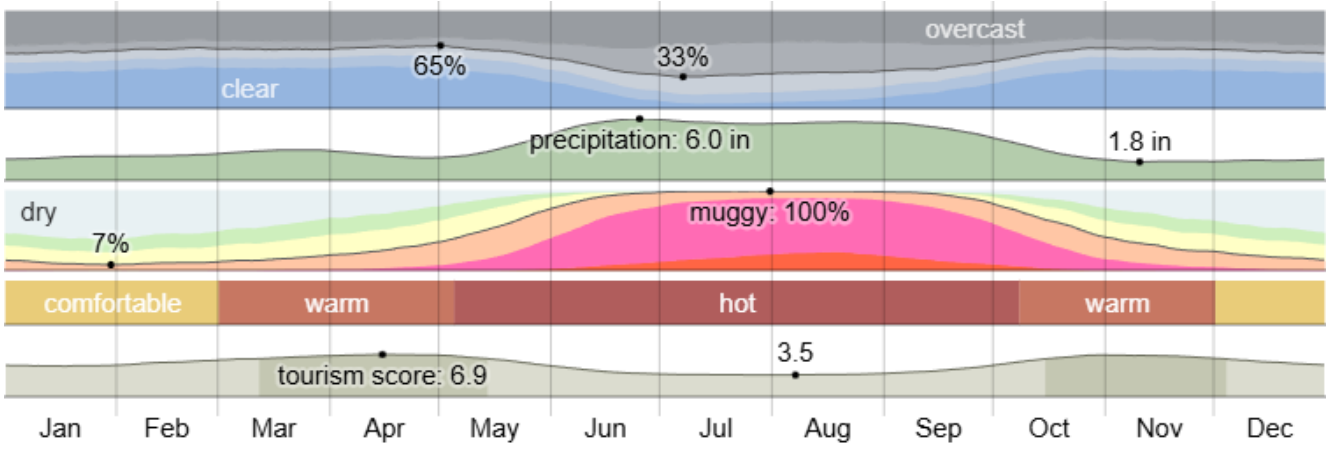
Winter Park's tax base is controlled mostly by a large volume of high-end residential property. Supporting the base are the community's crown jewels: Park Avenue, the central business and commercial district, and adjacent Central Park.

Weather Variables

Central Florida and the Winter Park area are considered by many people to be a good place to live with a moderate tropical climate. However, regularly high humidity and the continued risk of severe weather events such as severe thunderstorms, tornadoes, and hurricanes leave many to balance the risk of living in a normally sunny and warm climate with the risk of these natural disasters. Hurricane season begins annually on the first of June and extends to the end of November. For many decades, the threat of damage from a hurricane was considered rather remote for Winter Park. With its land mass being protected by distance from the east (47 miles) and west (70 miles) from each of Florida's coasts, the threat to Winter Park is moderate. Several storms have impacted Winter Park in recent years, most notably Hurricanes Charlie, Matthew, Irma, and Milton.

The average temperatures are relatively stable, with January being the coldest month on average. Temperatures average a low of 49 degrees F, and an average high of 71. Summer months in Winter Park can get hot. Average high temperatures range from 88-92 degrees F from May to September, and average low temperatures near 70 degrees F during the same period.

Average annual precipitation is 51.45 inches, with the heaviest rainfall totals coming in June, July, and August respectively. While afternoon thunderstorms are common, the norm is bright, sunny weather, with an average of 240 Sunny or partly Sunny days in Orlando each year.



Disaster Potentials

With its location in the heart of central Florida, Winter Park's greatest risk of experiencing an event of disastrous proportions remains a natural event involving a tropical cyclone or hurricane. Given these events as our primary catastrophic risk, the agency and the community prepare regularly for the impacts of hurricanes. Other related events, such as flooding and wind damage to the community, require the agency to regularly plan and execute procedures to respond to these events.

Major named storms have had considerable impacts on the city and surrounding communities in 2022, 2018, and 2017. The most damage to Winter Park was experienced in late summer of 2004 when four named hurricanes hit the State of Florida. Three of these weather events directly impacted the Winter Park area with high winds (110 mph), driving rain for 12 hours, downed trees, and damaged property. The community spent well in excess of $12 million in 2004 dealing with the impacts of these storms.

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

In addition to hurricanes, Winter Park is host to other strategically significant properties which may be targets for both domestic and international terrorists. These potential targets are monitored by the Central Florida Regional Domestic Security Task Force as well as the Central Florida Intelligence Exchange (CFIX) fusion center for activity.

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 necessarily 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 2024 United States Census update, the population of Winter Park numbers 30,835 residents with a density of 3,401 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 easily 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 key factors continuously considered during the development and maintenance of a community standard.

The entire service area is considered to be urban in nature when compared to the description presented in the tenth edition of the Fire and Emergency Services Self-Assessment Model (FESSAM) published by the Commission on Fire Accreditation International (CFAI). Much, if not all, of the population occupies the community's residential neighborhoods with noted 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 noted and require a Special Event Permit to legally take place. 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. In addition, 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 3,300, Rollins serves the agency as a true partner in providing a safe environment for higher 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.

Boundaries

The city limits of Winter Park are located between the cities of Orlando and Maitland and share boarders 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 area has remained commercial, while some areas west of the downtown core have transitioned from single-family residential 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 properties are 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 2024 census report indicated that 74.3% of Winter Park's population was white, 4.8% African American, 13.5% Hispanic, 6.2% Asian. The population distribution by sex is 47% male and 53% female. 2024 Census data shows 24.8% of residents are aged over 65 years old, and 9.3% of all residents are living in poverty.

Winter Park City Population	30,855 (2024 US Census)
Median Family Household Income	$105,724
Median Age	44
High School Graduates	96.6%
College Graduates	65.6%

Regional Demographic Features

The 2024 census shows the total population of Orange County, Florida, at 1,533,646 people. A breakdown of the county indicated that 67.6% of the population was white, 22.4% African American, 34.9% Hispanic of any race, 6.2% Asian, 0.7% Native American, and 2.9% from other races.[1] The population distribution by sex is almost equal, 49.2% male and 50.8% female. 2024 Census data shows 13.6% of residents are aged over 65 years old, and 12.4% of all residents are living in poverty.

Orange County Population	1,533,646 (2024 US Census)
Median Family Household Income	$79,719
Median Age	36.4
High School Graduates	90.6%
College Graduates	39.3%

[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 & Services Provided

This component provides a summary of 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. All three Class A pumpers are equipped with a firefighting foam delivery system, and the agency's tractor-drawn aerial is equipped with a Class A pump. All pumpers carry a minimum of 1050' of large diameter hose (4") and are equipped with 750-gallon water tanks. Reserve apparatus are adequate and include 1 pumper, 1 tractor-drawn 100' aerial device, 2 rescue ambulances, and 1 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 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. In addition, 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 5 patients, which represents a Level 1 mass casualty incident (MCI). Additional medical assets are available through a 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 and can request more resources through an established mutual agreement with the City of Orlando Fire Department and Orange County Fire Rescue for back-up or augmented technical rescue needs.

Hazardous Materials

All agency personnel are 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 potential hazardous materials events. It was decided at that time to abandon the agency's own hazardous material team and enter an Interlocal Agreement with the City of Orlando Fire Department to provide 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 knowledge, skills, and abilities of the agency's personnel, 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 number 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 is on the second floor of the city's Public Safety Facility, located at 343 W. Canton Avenue. Numerous offices for administrative staff, Fire Marshal's office, as well as the city's Emergency Operations Center, are all located within this facility.

Resources

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

The personnel are the most important 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 of the defined response scenarios. 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.

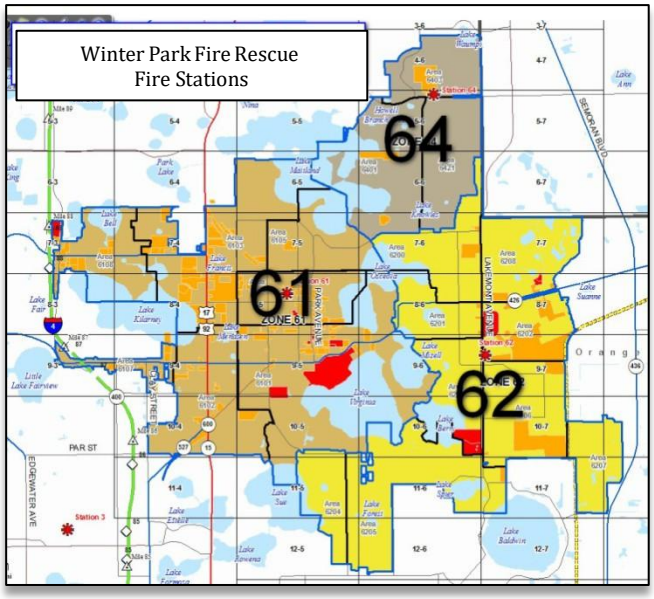
All units are staffed on a full-time basis under a specific Standard Operating Guideline 102.

Numbers reflect the minimum/full staffing amount of staff.

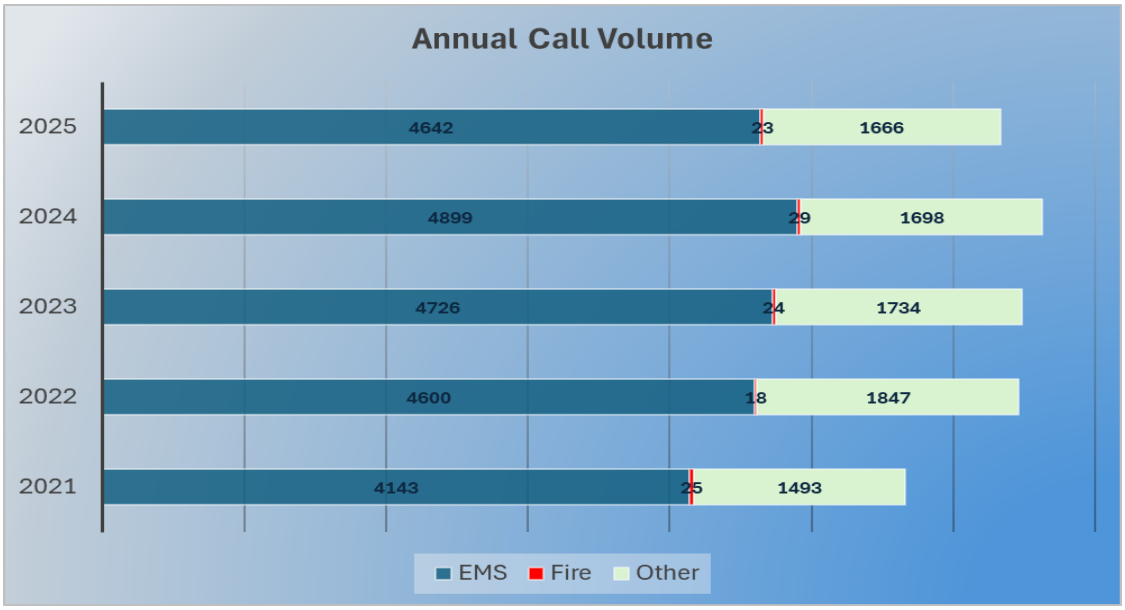
Unit	**Minimum**	**Maximum**
Battalion Chief	1	1
EMS Captain	1	1
ALS Engine Companies	3	3-4
ALS Truck Company	1	4
ALS Rescue Companies	2	2
(ALS Rescue Co as staffing permits)	(2)	
Daily Staffing Totals	**19**	**23**

Response Areas

Each fire station has a defined first-response area. These areas are based solely on the anticipated emergency drive time for the engine company assigned to the particular fire station. The Computer Aided Dispatching (CAD) system electronically stores the geographically closest assets to any 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).



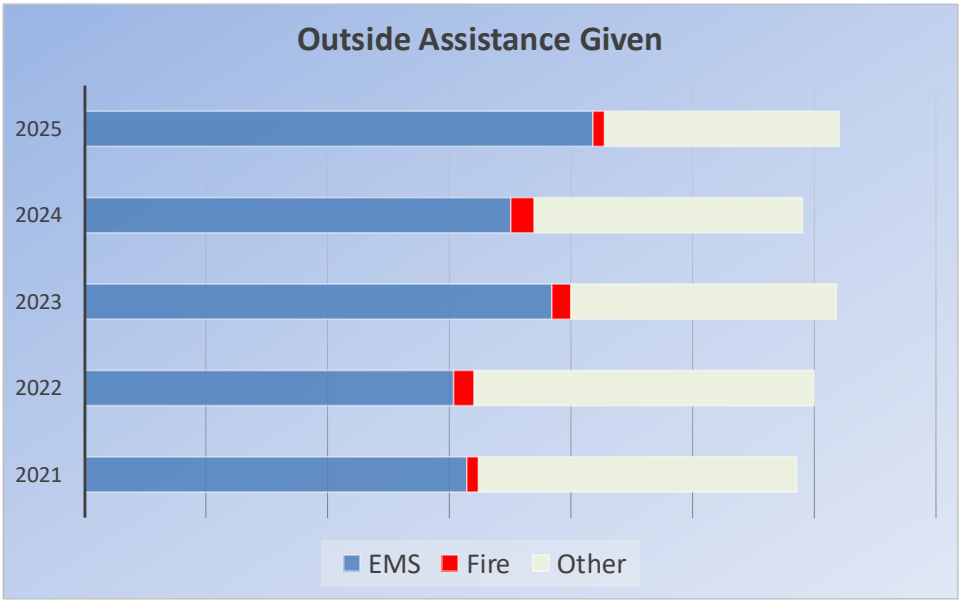
The GPZ areas have within them identified the individual properties who display the different levels of Risk. All roads in Winter Park are paved. Each zone contains the following amount of road miles which when determined by the agency offered an idea of the additional roadway risks posed by each response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



Mutual Aid

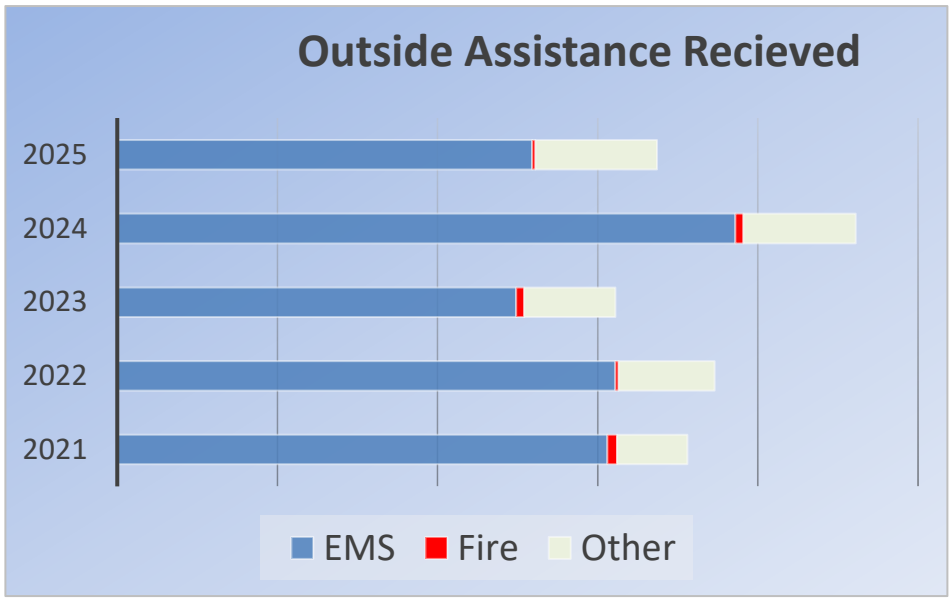
Aside from the areas defined above the agency is party to an active Inter-local Agreement[2] which have units covering areas outside the corporate limits of Winter Park. The only areas where Winter Park units are "first-due" outside of the corporate limits are those streets in Zone 64 which were not 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 a use that is reflective of our expectations. With the additional assets made available to the city though these long-standing agreements the benefits are equal to all parties.



	EMS	Fire	Other
2021	157	5	131
2022	152	8	140
2023	192	8	109
2024	175	10	110
2025	209	5	96

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



	EMS	Fire	Other
2021	306	6	44
2022	311	2	60
2023	249	5	57
2024	386	5	70
2025	259	2	76

C. Community Expectations & 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 2025.

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 1920's the city purchased its' first motorized fire apparatus.

In the mid-1950's the first career firefighters were hired by the city 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 normally staffed these fire engines, and until the late 1970's, 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. In addition, the agency has maintained CFAI accreditation since 2001 and was first 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 2026 community-driven Strategic Planning sessions. The internal stakeholders examined the information provided by the community stakeholders, examined all the previous mission statements and developed the mission, vision, and values define the guiding principles and core identity of Winter Park Fire-Rescue Department. They articulate purpose, direction, and ethical commitments that shape decision-making, inspire action, and ensure alignment across all strategic initiatives.

VALUES

Compassion | Accountability | Respect | Empathy

VISION

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

MISSION

To protect and preserve our community through the prompt and professional delivery of service.

The mission defines Winter Park Fire-Rescue Department's core purpose, guiding its actions and decisions in service to the community.

The vision statement outlines Winter Park Fire-Rescue Department's future orientation and aspirations, shaping its direction from current initiatives to long-term impact.

The values represent the core principles that shape Winter Park Fire-Rescue Department's culture, decisions, and commitment to the community. They ground leadership and daily operations in purpose and intention.

Participants in the strategic planning workshop engaged in a series of collaborative exercises designed to review, refine, and, where necessary, reimagine the mission, vision, and values. Through facilitated discussions, reflective activities, and consensus-building exercises, stakeholders explored how these foundational elements align with the organization's evolving needs, community expectations, and long-term objectives. Through robust discussion, the department created a motivational ethos statement which resulted in the following phrase for internal use: *For Them, for Each Other, for All!*

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 with whom we interact. 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 the needs and development of our community and co-workers 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 the trust of our community 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 the needs of our community 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

In order to achieve the mission of agency, realistic performance goals and objectives must be established. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide the individual members with clear direction and to address the concerns of the citizens. By following these goals and objectives carefully, the organization can be directed into their desired future. These established goals and objectives should also greatly reduce the number of obstacles and distractions for the organization and its members.

The agency divided its strategic plan into pillars that define the core operational areas shaping the effectiveness and impact of the fire service. During the strategic planning process, the agency's internal stakeholders evaluated all service areas within the system to identify the key activities that form these pillars. As a result, they established five strategic pillars: Operations, Office of Fire Marshal, Training, Administration and Wellness. Each pillar was assigned owner and group members who provides direction, aligns initiatives with the organization's mission, and monitors progress. Group members contribute expertise, support implementation, and evaluate results. Together, they drive each pillar's efforts, keeping it focused and aligned within the broader strategic plan. Next, work groups developed desired outcomes define the long-term impact of each Strategic Pillar, articulating its purpose and role within the organization. These statements serve as a guiding vision, shaping the priorities and strategies needed to achieve meaningful progress.

To advance each Desired Outcome, pillar groups identified Strategic Goals that establish broad priorities for action. These goals set the foundation for progress, aligning efforts with the organization's long-term vision while providing a structured focus on measurable results. 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 who is 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. Strategic goals for Administration include project oversight for computer-aided dispatch (CAD) improvements, construction of the agency's new training center, and capital improvement projects. Operations developed several goals, including plans to increase operational capacity, maintain CAAS and CPSE accreditation, and implement new CAD software. The Office of the Fire Marshal developed goals to increase inspection frequencies, track public education efforts and impacts, and develop succession plans for future vacancies. Training developed goals, including processes for prioritizing, researching, and tracking new training needs. Training also established a goal to train and mentor employees at all levels and to evaluate the agency's progress in achieving these goals. The Wellness pillar developed goals to improve fitness, resilience, and injury prevention, expand family-oriented events, and strengthen the health and wellness infrastructure.

Community Service Expectations

For over 125 years the fire service in Winter Park has offered the community the highest possible level of service. The agency has established an expected level of service that serves as an aggressive performance standard. This community-driven expectation for service was first formally developed during the agency's 2001 adaptation of the SOC and its responses to the performance measurements found in the fire accreditation process. These community expectations were and 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 2026-2028.

Community Service Priorities

The community-driven strategic planning process implemented by the Center for Public Safety Excellence has, to this point, dealt with establishing the *Mission, Values, Critical Issues and Service Gaps* of the agency. In addition, 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 establish 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's goals and objectives critical to their overall success. While the environment changes and the needs of the agency and the community also adjust with time, it is important that the agency and its' members 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 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. Regrettably, 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 be able to educate their elected officials and decision makers on what resources are needed to protect the community.

One reason communities struggle with the development of 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 greatest concern for risk from fire they cannot tell you why; consistently.

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

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 strong 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 key components of firefighting 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 certainly a better organizational tool, RHAVE failed to properly analyze known risk. It was felt that a more detailed and community-oriented program would be easier to implement and maintain.

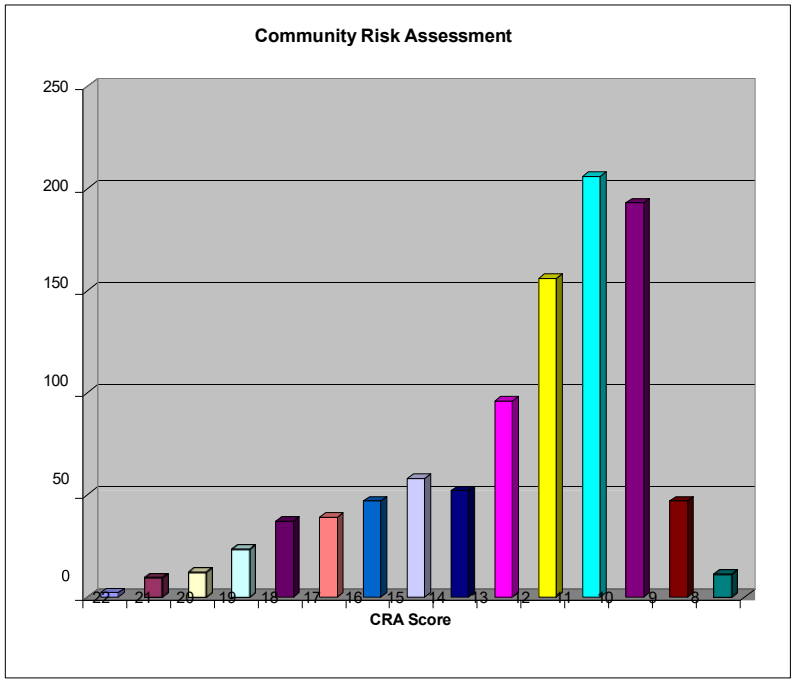
Community Risk Assessment Model

Risk Assessment Methodology

For a community to appropriately provide for and understand the need for emergency services a coordinated and comprehensive assessment must be maintained. If a community fails to assess the risks it faces, they with either fail to properly respond to the risk when needed or will 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) zone was evaluated for the risk of fire and some non-fire risk. A strategic recommendation was made during the 2001 CFAI site visit for the agency to further detail those non-fire risks faced. The tool originally engaged by the agency in 2004 has continued to address the need.

The agency initiated the use of the United States Fire Administrations Risk Hazard and Value Evaluation tool referred to as RHAVE in order 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 that 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 as intended, 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, and is still used, to assign the crews to survey and document the risk posed by each property.

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
- Fire Alarm Systems
- Sprinkler Systems

Each area receives a rating score from one to three with one equating to low risk and three being high. The simplicity of this system allows for the evaluation of approximately 2,650 properties on a routine and as needed basis. Each address is provided with a final rating ranging from 10 for the lowest risk to 30 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.

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 (irreplaceable/historical/hospital)	3
	Moderate (high casualty/job loss/tax/food store)	2
	Minor (minor casualty/family loss)	1

Building Construction	Combustible	3
	Limited Combustibility	2
	Non-Combustibility	1

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

Fire Alarm System	No Fire Alarm	3
	Common Areas Only	2
	Fully Covered	1

Sprinkler System	No System	3
	Partial Coverage / Standpipe Only	2
	Full Coverage	1

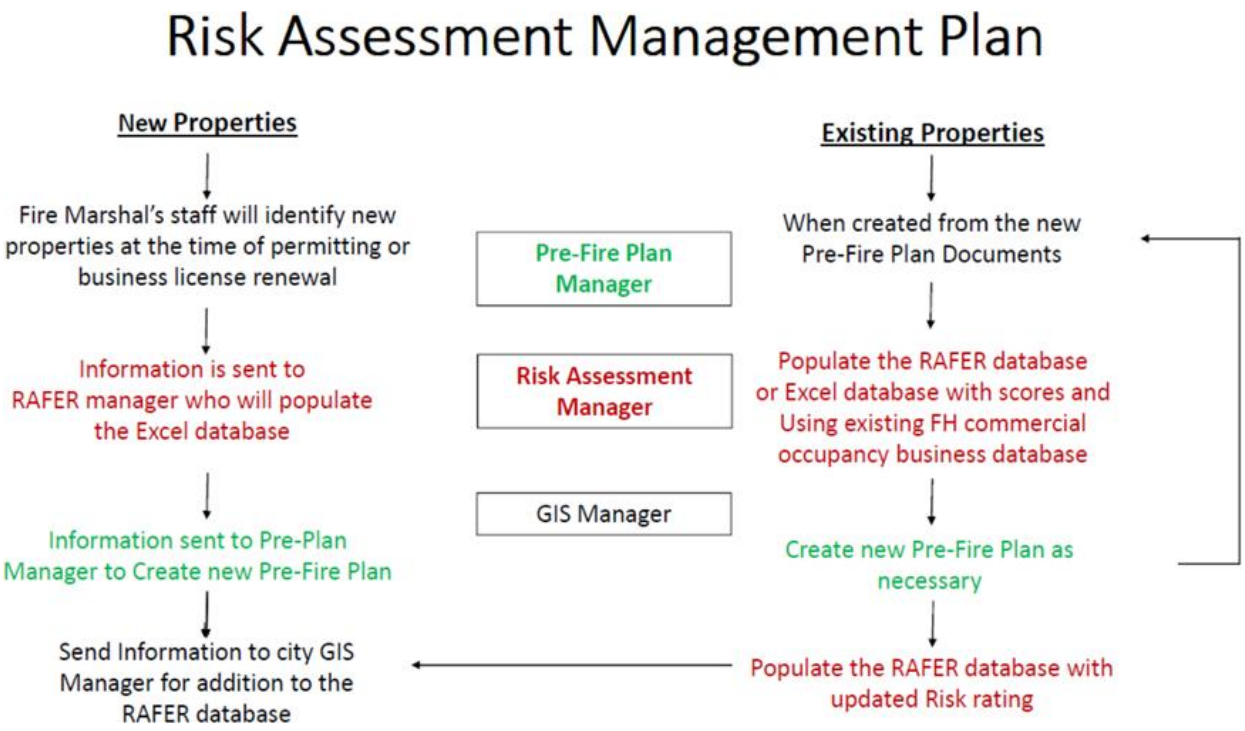
Water Supply	0 or 1 Hydrant with less than 1000 GPM	3
	1 at 1000GPM or over, and 1 less than 1000 GPM	2
	2 Hydrants at 1000 GPM or over	1

Square Footage	15,000 Square Feet or More	3
	7,501 to 14,999 Square Feet	2
	7,500 Square Feet or Less	1

Risk Score: 10-15=Low, 16-24=Medium, 25 and above = High

Maintenance of the risk assessment system, now referred to as RAFER, is accomplished through a combination of the 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, along with a full-scale review of the CRA properties in 2019, help to maintain the risk assessment data. This review allows the agency to make any needed adjustments to the response assignments

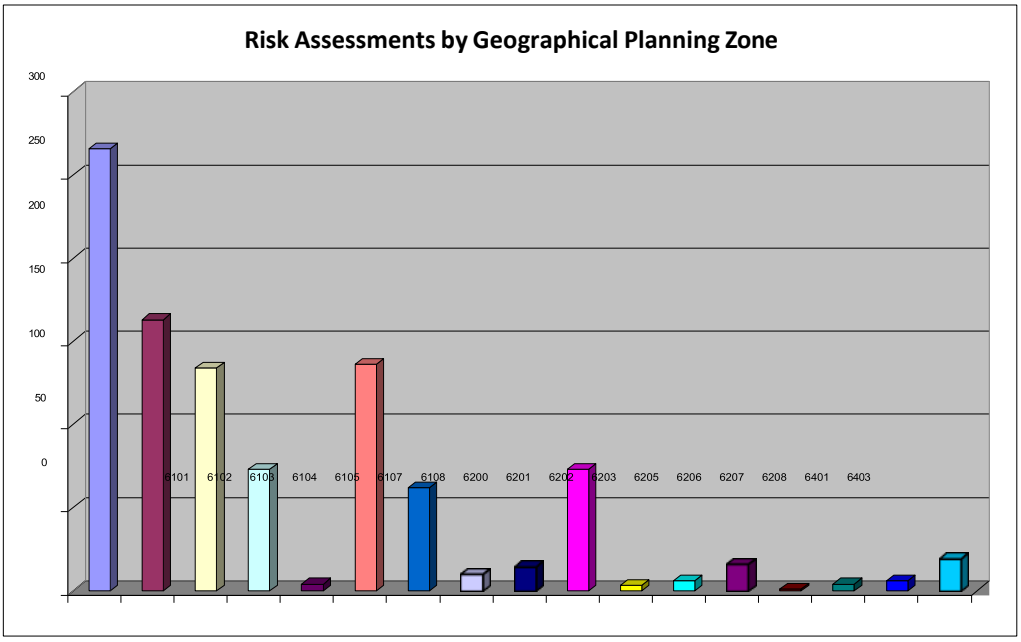
Flow Chart | Management of Risk Assessment Program



As the data is processed for each of the property a risk score is awarded. The chart below illustrates that a majority of the properties range from 10 to 16, with none of the properties receiving the highest rating of 30. Properties with the following CRA scores were classified with the associated risk level classifications:

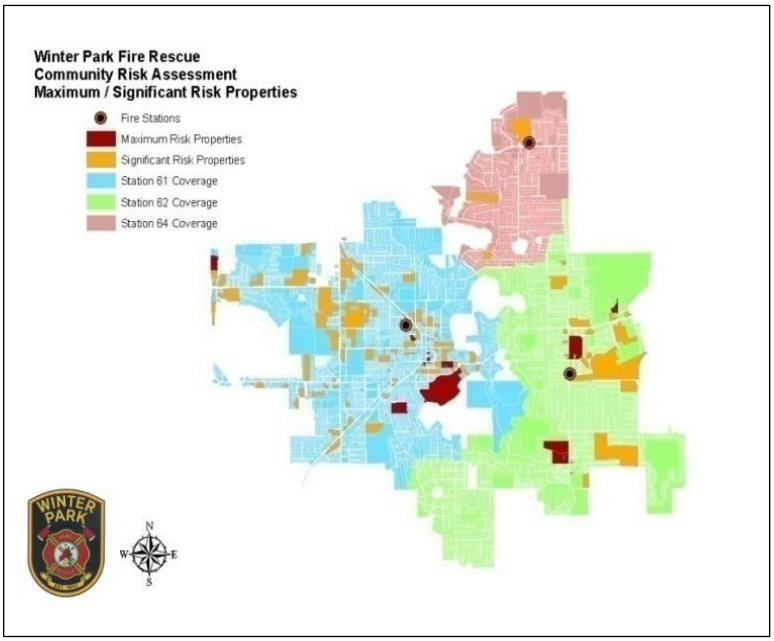
Risk Classification	**Score**
High	25 and above
Medium	16-24
Low	10-15

The risk scores are assessed by the Geographical Planning Zone 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 rating the most properties.



In addition to the risk data several other valuable pieces of important information are monitored as part of the overall community-wide assessment of risk. These other assessments are directed at specific functions of the operation that 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 fire is not normally an issue in Winter Park. The issue for our community is what can actually 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 as well as multi-family and commercial structures.

Water supplies are critical to a successful fire ground operation. Knowing the capabilities of the municipal water system 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 actually work alongside Fire Rescue personnel to flow and maintain all hydrants. Testing personnel from the city's water utility department have access to the Firehouse® RMS data system and maintain these important data points.

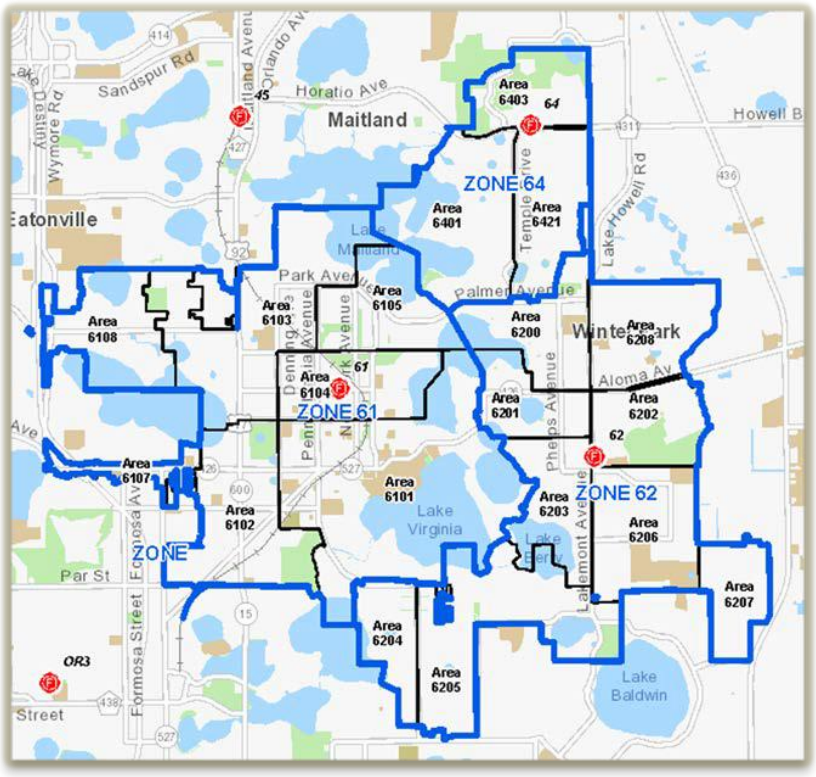
ARAGON AV			Fire Flow	Fire Flow	Fire Flow	Available	Hydrant	Test	Test	Test
Numerical	Type	Gross Sq. Ft.	GPM[1]	GPM[2]	GPM[3]	Water	No.	GPM[1]	GPM[2]	GPM[3]
800	C	1652	138	275	551	3003	448	YES	YES	YES
808	C	1030	86	172	343	3003	448	YES	YES	YES
808	C	1430	119	238	477	3003	448	YES	YES	YES

Sample | Needed Fire Flow Analysis

Geographical Planning Zones

The City of Winter Park corporate limits are comprised of an area that is landlocked by its physical relationship to the cities of Maitland and Orlando, as well as the unincorporated areas of both Orange and Seminole Counties.

For the purposes of developing specific planning zones, the corporate limits of the city were first divided into the first due coverage areas for each of the three fire stations. This use of the fire station's first response areas allows for the consistent review of emergency responses so that accurate comparisons can be made to both the distribution and concentration of resources.



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

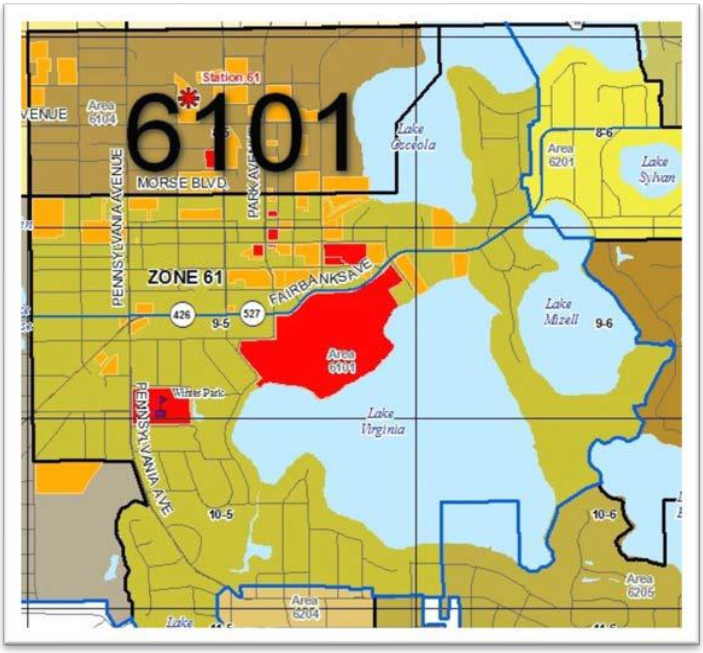
All commercial properties within each specific GPZ were assessed utilizing the agency's risk assessment tool. The risk assessment process placed on each identified property a rating number based on the identified level of risk posed to firefighters or other first responders. This analysis yielded properties 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. On this map, the maximum risk properties are noted in red and those significant risk properties are in gold. Each GPZ is also evaluated based on historical response data, needed fire flow as well as any significant non-fire risk events and responses.

Geographical Planning Zone 6101

COMMUNITY PROFILE

Hannibal Square | Business District South | Rollins College | College Quarter | South Pennsylvania Avenue

This area encompasses what is known as the Hannibal Square business district, as well as many of the city's main service operations including the Winter Park City Hall Complex. The main railroad right of way cuts through this zone including the Sun Rail 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 along with several small churches and schools are also in this zone.

The city's one major "downtown" high- rise structure is also located in this zone at the corner of Park and New England avenues. The Bank of America Building houses 6 floors of professional offices with the bank branch taking in the first floor. The building is protected with automatic fire detection and sprinklers.

The business and residential areas contained within the central business district (CDB) remains 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. In addition, the Hannibal Square Business District has been recognized 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-the-century homes and churches. The area is part of the city's designated Community Redevelopment

Agency (CRA) District. 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 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 agency as well. In 2015, the Rollins College campus was recognized as one of the most beautiful college campuses in America.

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 historical Capen House.

The incident history for this zone indicates a higher than normal number of fire related alarms. Many of these are reflective of 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 mostly 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 as well as the (two tracks) rail line. The area is considered to be densely populated with most of the area commercial and residential in nature. Three major lakes (Osceola, Virginia and Mizell) are also located with this zone.

RISK ASSESSMENT RATINGS

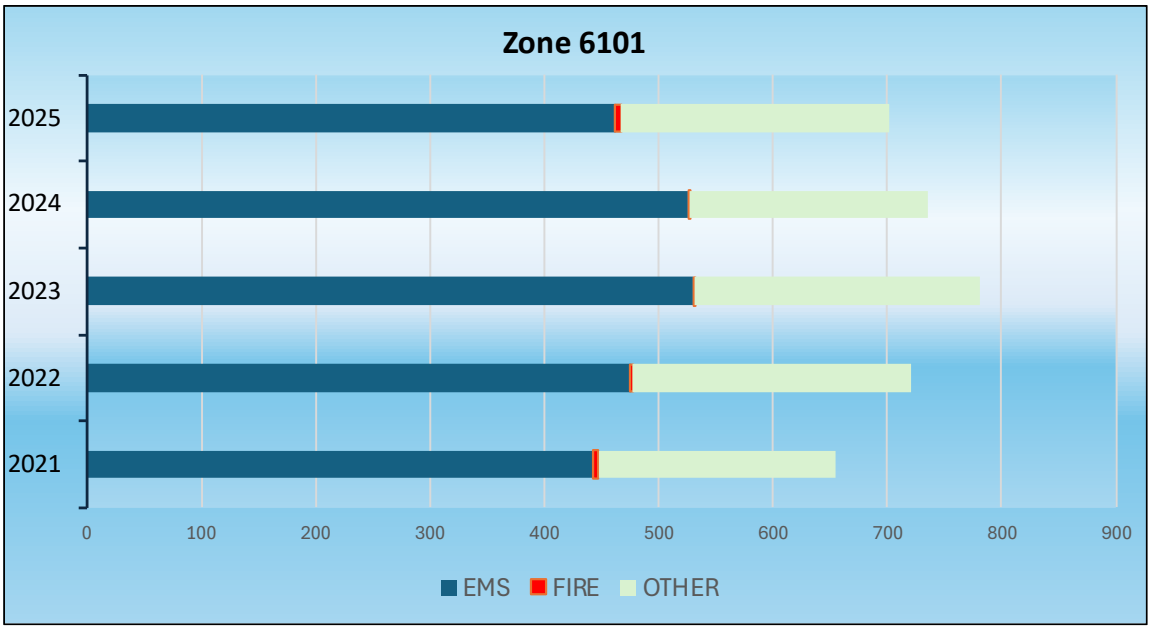
When the agency's community risk assessment process is applied to the commercial properties within this zone the determined ratings assist the agency in making response deployment decisions based on the identified level of risk. Eight specific areas of risk were assessed to determine the demand being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

Total Properties Assessed	**579**
Properties Posing Above average risk	**277**

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

ZONE ACTIVITY CY 2021-2025

A review of the response patterns over the past five years it appears 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

Numerous unprotected properties exist in this zone which could pose a significant loss of life if exposed to fire. Most of these properties are located in the residential area and along the older sections of South Park Avenue. 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 structure originally constructed in the early 1940s. The building operates 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 important 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 and 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 of a historical nature. Additionally, a number of historical buildings owned by the College are located off campus as well.

NEEDED FIRE FLOW FACTORS

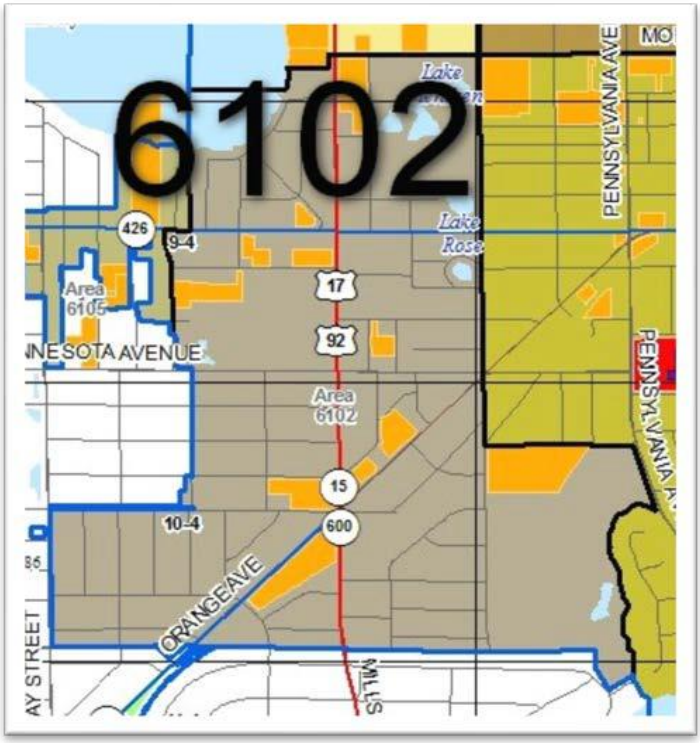
A calculation for needed fire flow on every structure was originally generated in the city's Master Fire Flow Analysis. In this zone, residential dwellings ranged from slightly over 500 square feet to slightly less than 3000 square feet. Required fire flow for 100% involvement was met with the available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

The largest commercial structure is located at 400 Park Avenue South, The Truist Plaza / Rollins College Parking Facility is over 370,000 square feet. Both the parking structure and commercial office and retail structure is 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 available water to effectively attack only 25 to 50% involvement of any one structure. Maximum available water in this area is 3,589 gpm. The largest 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.

Geographical Planning Zone 6102

COMMUNITY PROFILE

South Pennsylvania Avenue West | Orlando Avenue [south of Morse Boulevard]



This area is best described as light commercial with smaller 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 a number of 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 Library & Events 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 on a regular basis.

A large shopping and light commercial area exists in the 800 block of South Orlando Avenue. The Hollieanna 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 comprises 11.92 road miles of mostly streets. The major roadways in this zone include Fairbanks and Orlando Avenues as well as 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

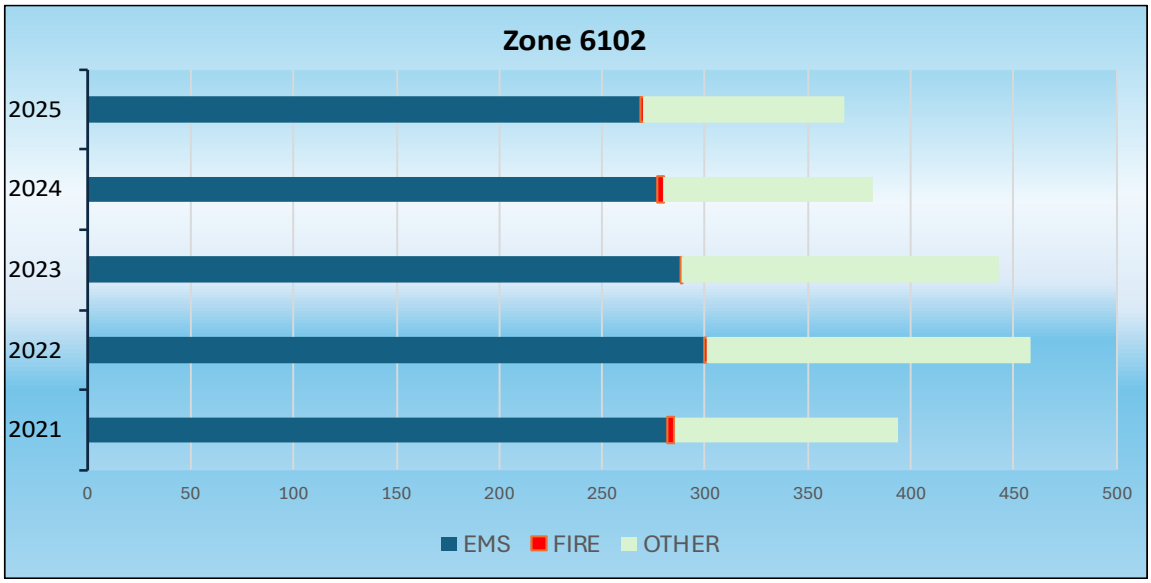
A risk assessment was completed on the commercial properties within this Geographical Planning Zone as a part of the Community Risk Assessment (CRA) program of the city. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to assist in the determination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

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

Total Properties Assessed	**361**
Properties Posing Above Average Risk	**12**

ZONE ACTIVITY CY 2021-2025

A review of the response patterns over the past five years it appears 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 large loss of life and property are the Orlando Gifted Academy (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.

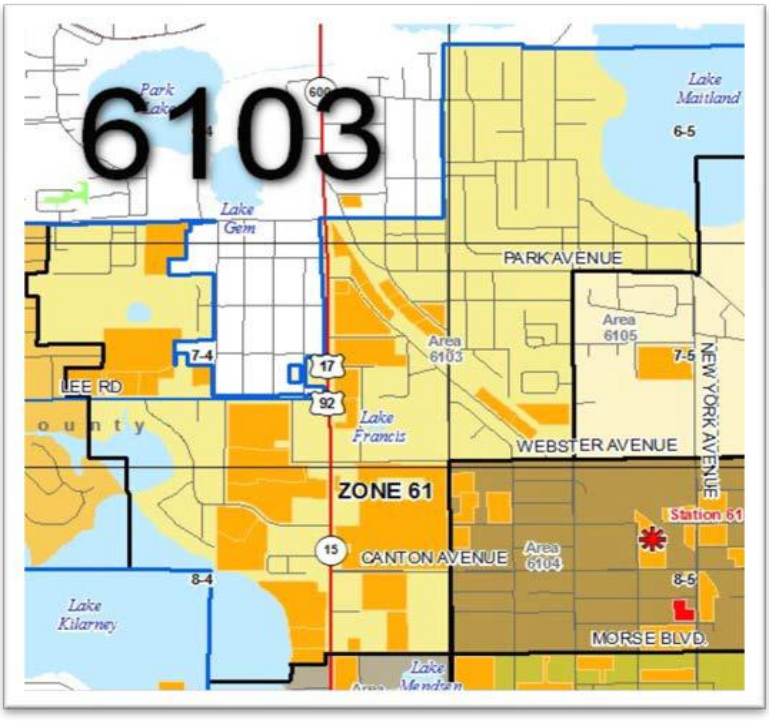
NEEDED FIRE FLOW FACTORS

A calculation for the 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 slightly less than 3,000 square feet. Required fire flow for 100% involvement is met with the available water in the area. Maximum available water in this area is 3,589 gpm. All other structures currently fall within acceptable fire flow limits.

Geographical Planning Zone 6103

COMMUNITY PROFILE

North Park and Orlando Avenues | Lee Road | Winter Park Village Complex



This area can best be described as a predominantly 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. This area has undergone considerable redevelopment, including the addition of two hotels, two large multifamily residential units, and an assisted living facility.

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. This 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 fairly 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. Orlando Gifted Academy is located at the corner of Denning Drive and Webster Avenue. This is an adult educational facility and has many relocatable 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 common 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 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 Center of Winter Park shopping center is a large retail facility with a multitude of shops, restaurants, and offices 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 Waterfall Cove and Westmont at Winter Park Apartments also generate a great deal of alarm activity. Both complexes are unprotected but do have monitored alarm systems. One complex experienced a large dollar loss fire in 2009. However, entire units have been lost to fire since their construction in the late 1960's. 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, which are 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 mostly elderly residents in a 7-story, mid-60s style apartment building. The structure was retrofitted with fire protection in the 1980's. The water system in the area is adequate to meet the required fire flows.

LOCATIONS FACTORS

This area comprises 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 abundance of shopping areas and its direct adjacency to the Center for Independent Living. The zone contains 14.09 miles of roadways.

Several residential streets have been treated with brick pavers to provide traffic calming. Speed bumps were installed along Solana Ave in 2024. No other traffic-calming measures are used in this zone.

RISK ASSESSMENT RATINGS

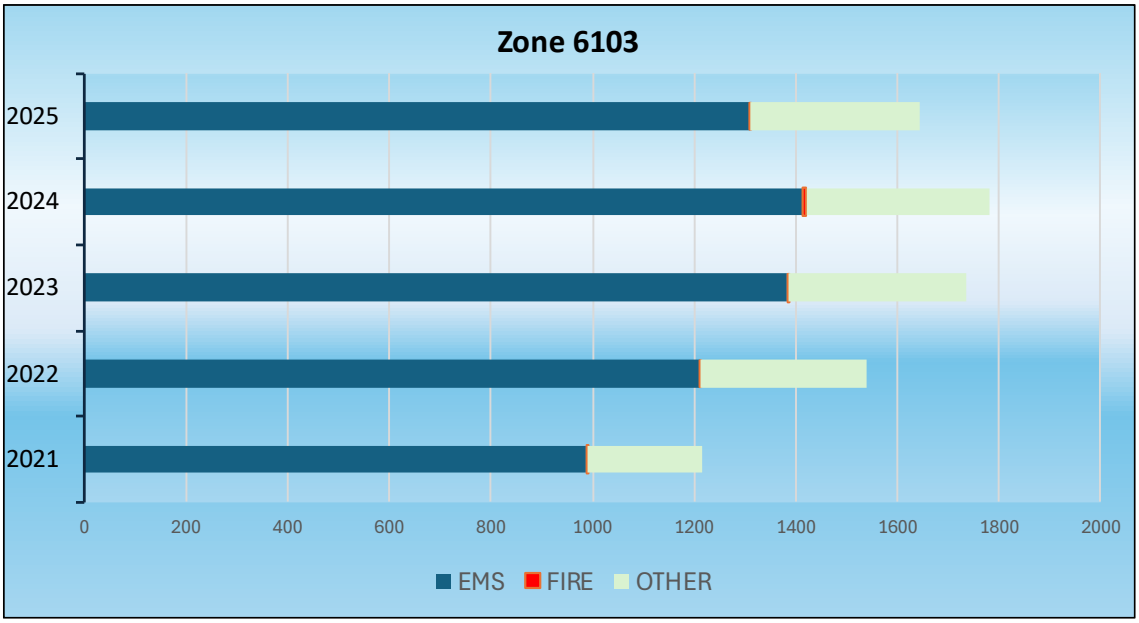
A risk assessment was completed on the commercial properties within this demand zone as a part of the Community Risk Assessment (CRA) program of the city. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to assist in the determination of a standard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

Total Properties Assessed	**134**
Properties Posing Above Average Risk	**36**

Several concerns exist in this zone. First, the ALF facility located on Monroe Avenue while protected and monitored generates a large concern for 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 exists a church and a 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 transportation vehicles carrying hazardous materials is allowed in the city of Winter Park.

ZONE ACTIVITY CY 2021-2025

A review of the response patterns over the past five years shows the most significant call demand in this Zone is for medical services. The agency had one significant fire incident in a multifamily unit, which involved a victim rescue. The total number of responses for all alarms for the previous five years has been charted below.



NEEDED FIRE FLOW FACTORS

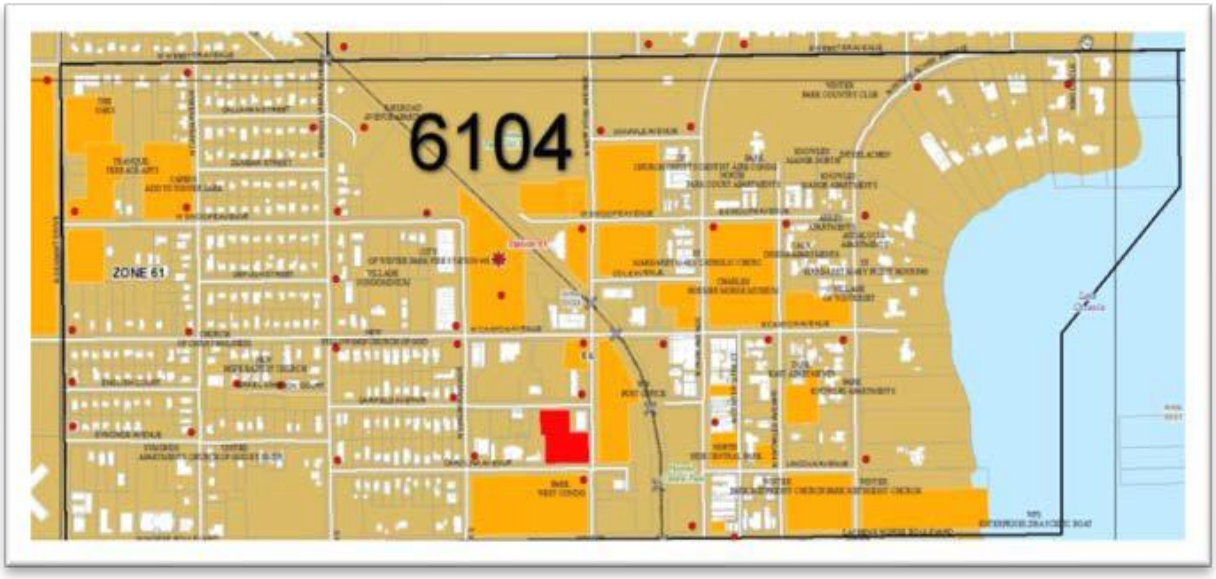
A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwellings are located at 1695 and 1701 Lee Road. These are unprotected, multi-family apartment dwellings ranging in size from 36,248 to 54,174 square feet. The hydrant 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 Center of Winter Park Plaza at 501 N. Orlando Avenue at 105,050 square feet and the Winter Park Village structures 520 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 Zone 6104

COMMUNITY PROFILE

Central Business District | North Park Avenue



This zone is reflective of old Winter Park. Many of the original residential areas of the city still 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 square foot estates located along Lake Osceola. Fire Station 61, along with the Public Safety Complex, is in this zone.

The city's central business district is within this zone. The Park Avenue shops and restaurant district is found in both this zone and in zone 6101. This area is a key economic generator for the community. A major fire in this key area would have a large 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), along with First United Methodist Church of Winter Park, All Saints Episcopal Church, and the First Congregational Church of Winter Park, operate facilities in this zone. Many of the buildings in both facilities are sprinkler-protected. The population in this zone can be very heavy during Sunday services and around the holidays.

Several residential properties of significant historical value are in this zone. The historical *Casa Feliz* home, located at 656 N. Interlachen Avenue, was designed by architect George Gamble Rogers in the

1920s. The house was saved from demolition several years ago and was relocated to its present location, saving it for 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, which poses an access problem. Fire apparatus only have access to three sides of either building, making rescues from upper floors difficult. In addition, Whispering Waters has a below-grade parking garage facility.

The CSX right-of-way cuts through this zone. The Winter Park Train Station, which services both Sun Rail and Amtrak passengers, is 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 mostly 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 Community Risk Assessment (CRA) program of the city.

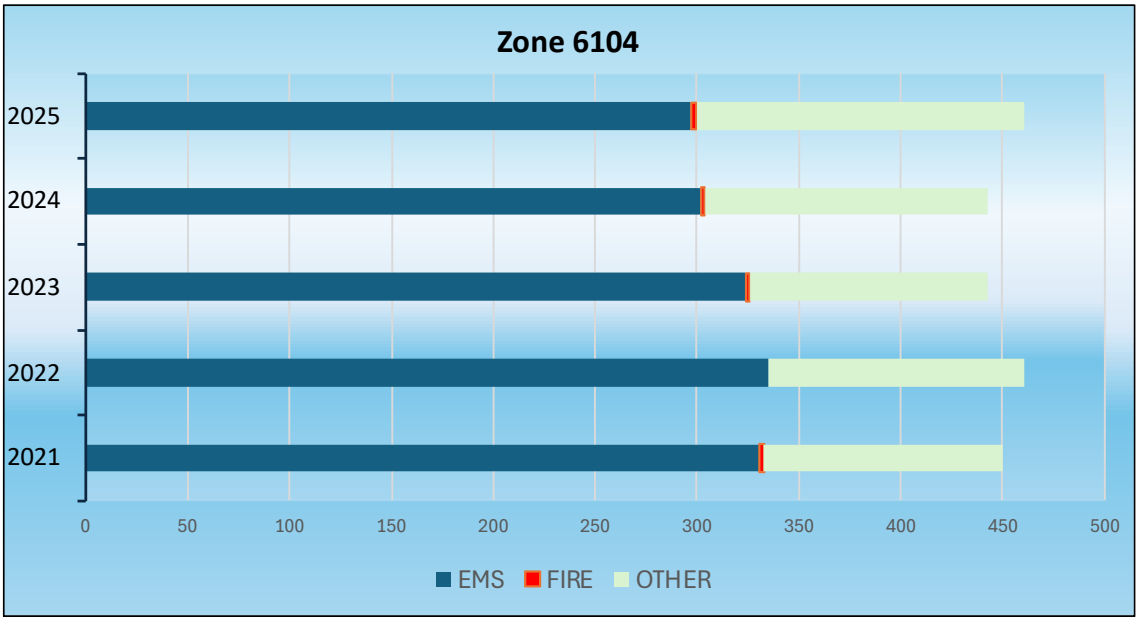
Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to assist in the determination of a standard of coverage. This area of the community contained the following levels of demand.

Total Properties Assessed	**73**
Properties Posing Above Average Risk	**18**

ZONE ACTIVITY CY 2021-2025

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

Several significant unprotected properties are found in this zone, which would pose a large 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 the 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. Required fire flow for 100% involvement of this structure is 5270 gpm and the available water is rated at 3268 gpm. Also located in this zone is a multi-family structure at 857 W. Swoope 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 Truist Plaza / Rollins College Parking Facility is over 370,000 square feet. Both the parking structure and the 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 is 56,361 square feet. This building is sprinkler-protected. Not necessarily the largest in size 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 from 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

COMMUNITY PROFILE

Palmer Avenue | Alabama Avenue

This area contains numerous high-end residential estate properties. Some of the residential structures range in size from just over 1,000 to over 12,000 square feet. The zone contains one small, assisted living center with fewer than 20 residents. Roadway access to many of the properties is limited, forcing some extensive pre-fire planning for the estate-sized 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 mostly residential streets. The major roadways in this zone include Palmer Avenue, North New York Avenue, and North Park Avenue. 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 a part of

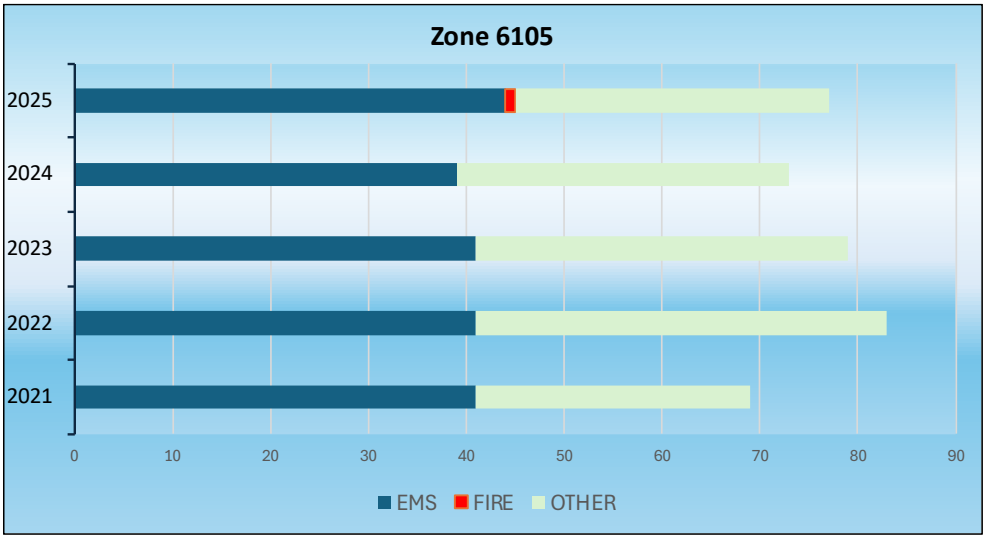
the Community Risk Assessment (CRA) program of the city. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to assist in the determination of a standard of coverage. This area of the community contained the following levels of demand.

Total Properties Assessed	**4**
Properties Posing Above Average Risk	**0**

There are no significant unprotected properties in this zone, which would pose a large 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 Park owned property is in the northern section of this zone and offers access to Lake Maitland.

ZONE ACTIVITY CY 2021-2025

There were no major incidents of large 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 is below.



NEEDED FIRE FLOW FACTORS

A calculation for the 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

COMMUNITY PROFILE

Fairbanks Avenue
[westward to Interstate 4]

Originally annexed by the city in 2004, this area includes all the commercial properties along the Fairbanks Avenue corridor from U.S. Highway 17-92, west to Interstate 4 and Wymore Road. It is best described as a light commercial and warehouse district. A number of 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 mostly residential and secondary streets. The major roadways in this zone include Fairbanks Avenue west to the city limits at Wymore Road and the interchange with 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 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.

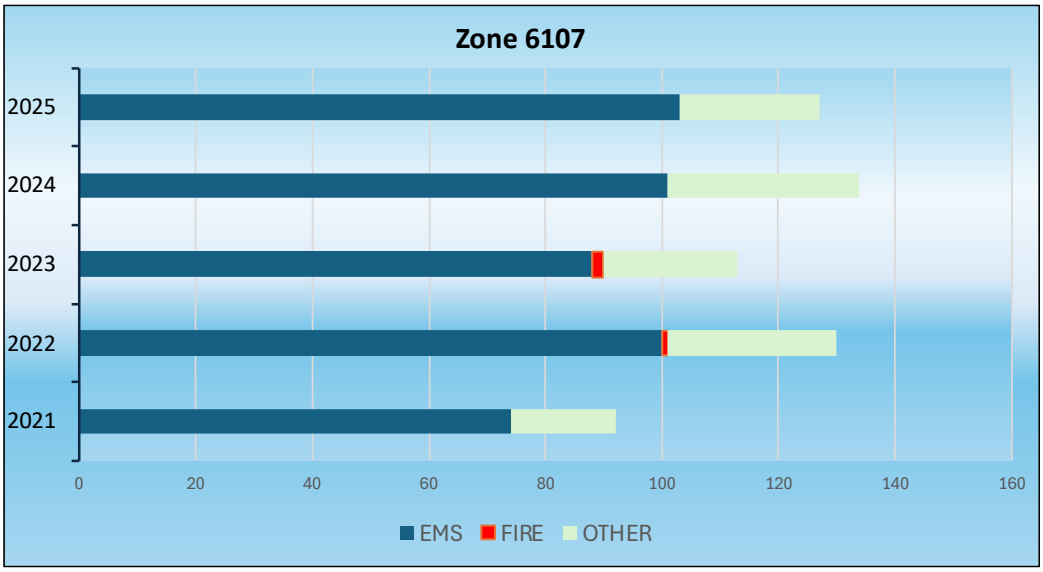
Total Properties Assessed	**136**
Properties Posing Above Average Risk	**7**

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 large medical cancer and pain treatment facility generates an above average number of medical and fire alarm related responses.

ZONE ACTIVITY CY 2021-2025

There were no major 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

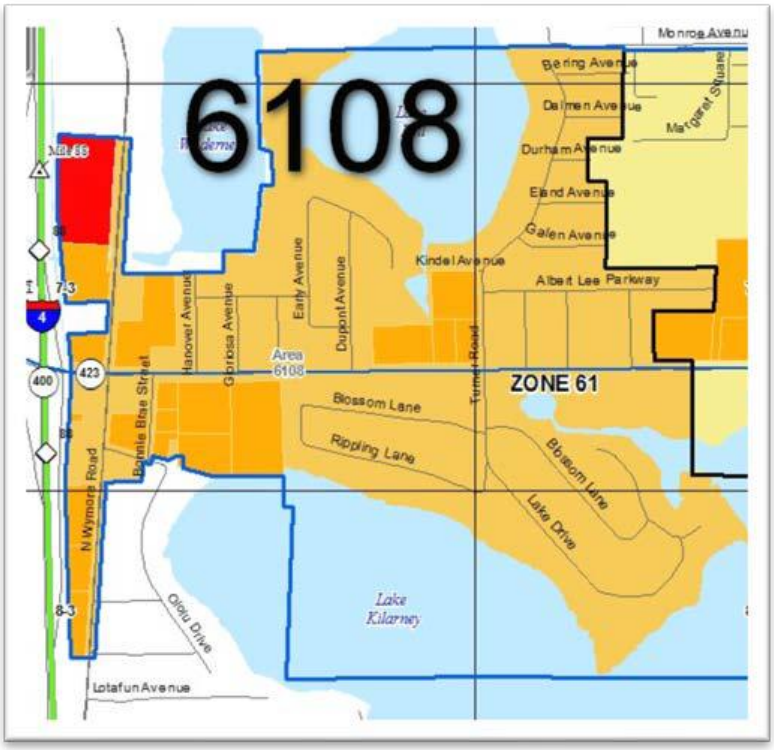
A calculation for needed fire flow on every commercial structure was generated in the city's Fire Flow Analysis. In this zone, the largest commercial property is a church complex. A large number of commercial properties are located along the side streets off Fairbanks Avenue. More commercial properties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

COMMUNITY PROFILE:

Lee Road [westward to Interstate 4] | Lake Bell

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 to 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 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.

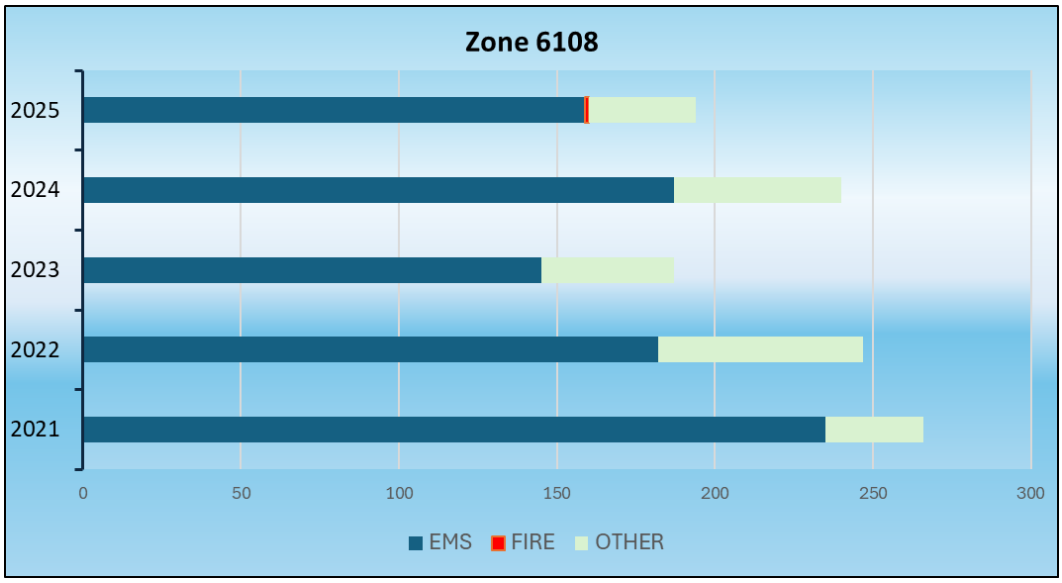
Total Properties Assessed	**62**
Properties Posing Above Average Risk	**16**

CONSEQUENCE FACTORS

There are a number of unprotected properties in this zone which would pose a large loss of life, and property. Large two-story 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 2021-2025

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 which is sprinkler protected. All other structures fall within acceptable fire flow limits and are identified in the Fire Flow Analysis.

Geographical Planning Zone 6200

AREA PROFILE

Lakemont Avenue North

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 western area 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 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.

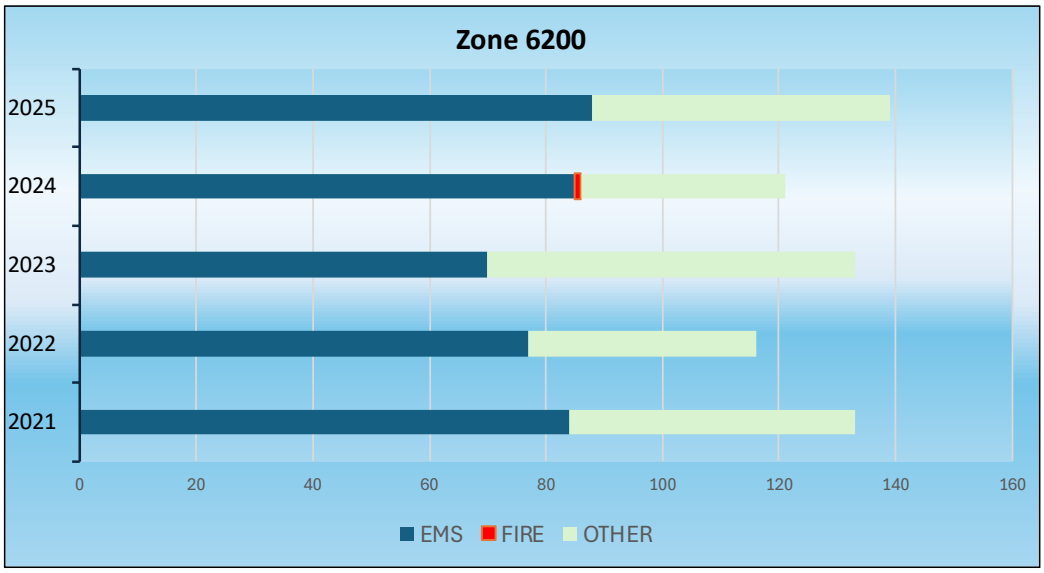
RISK ASSESSMENT RATINGS

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.

Total Properties Assessed	**10**
Properties Posing Above Average Risk	**5**

ZONE ACTIVITY CY 2021-2025

There were no major incidents of large 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. In addition, the community YMCA facility is located in this zone. It is also sprinkler protected.

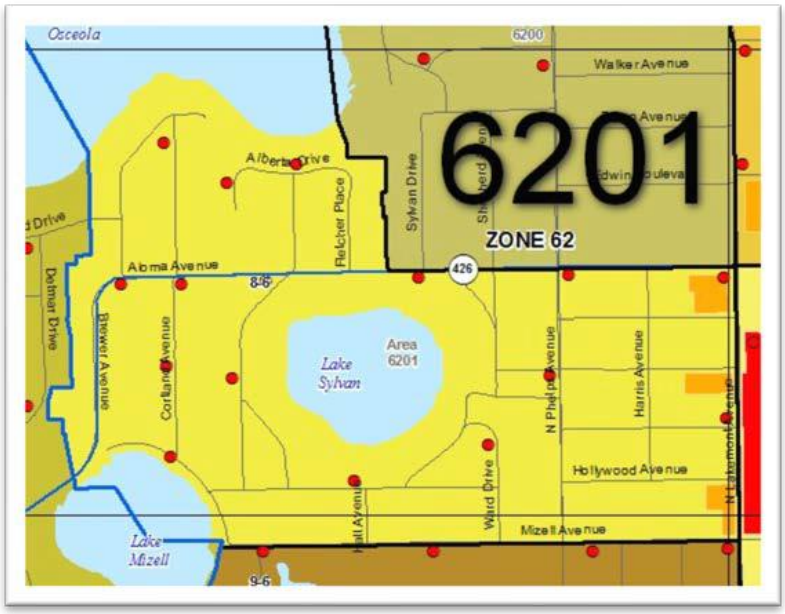
NEEDED FIRE FLOW FACTORS

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

COMMUNITY PROFILE

Lake Sylvan Area



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 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 Advent Health Winter Park campus. The emergency entrance and physician parking area enter off of North Lakemont Avenue. The complete hospital campus is sprinkler protected. Traffic is a major 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 go into oncoming traffic or choose another route.

LOCATION FACTORS

This area is comprised of 5.08 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

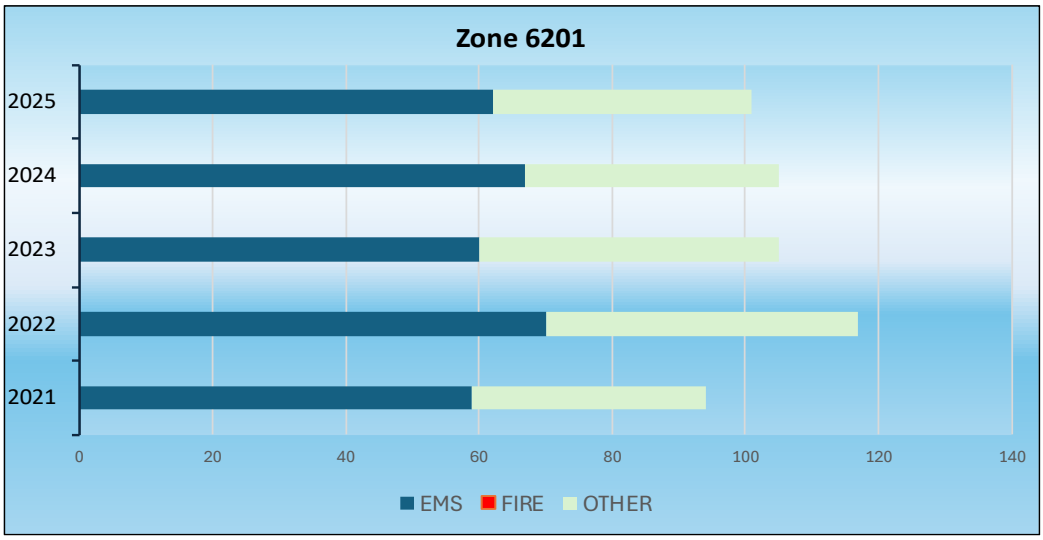
An assessment was completed on the residential and commercial properties within this Geographical Planning Zone as a part of the Community Risk Assessment (CRA) program of the city. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to assist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

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

Total Properties Assessed	**14**
Properties Posing Above Average Risk	**4**

ZONE ACTIVITY CY 2021-2025

There were no major incidents of large 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.

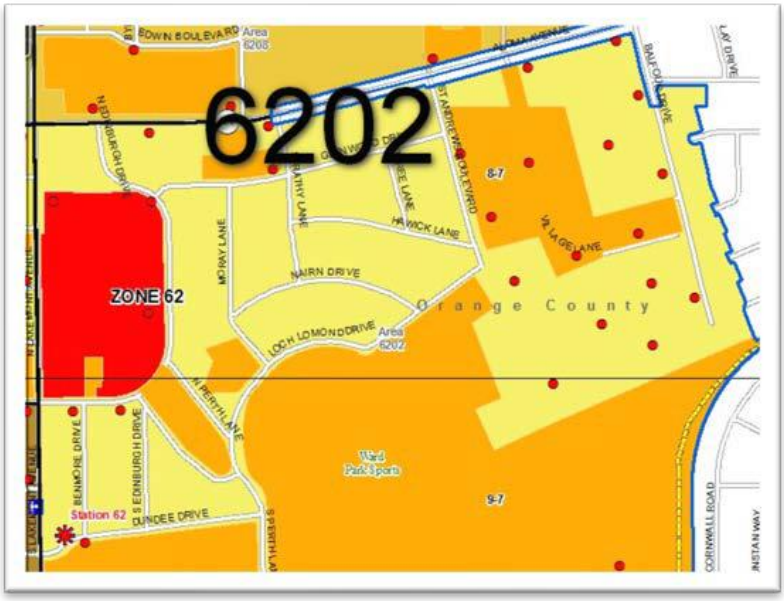
NEEDED FIRE FLOW FACTORS

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.

Geographical Planning Zone 6202

COMMUNITY PROFILE

Loch Lomond Drive



This area is best described as 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 the southeastern portion of this zone. 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. A 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. *Parkview Manor* 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 mostly residential in nature, no specific traffic calming measures are utilized in this zone.

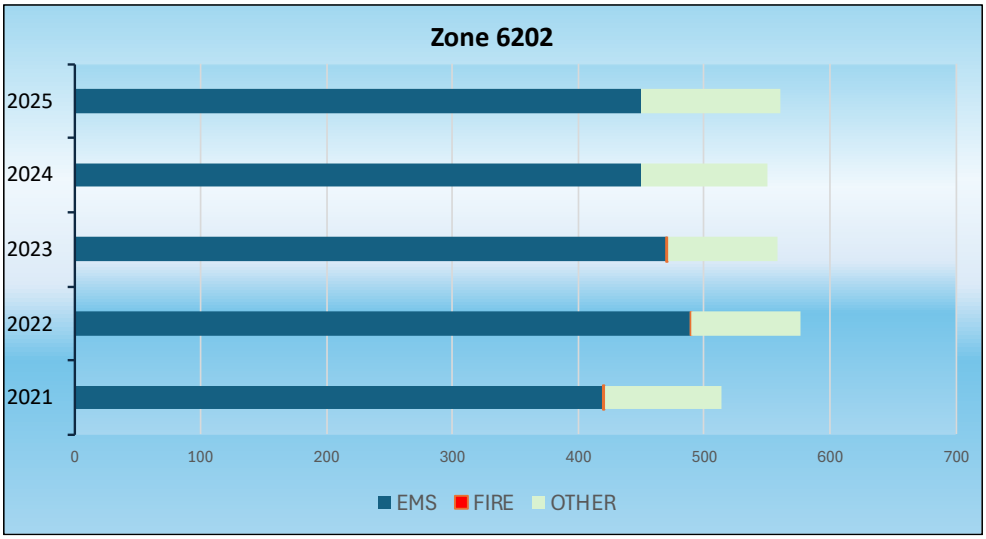
RISK ASSESSMENT FACTORS

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as 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 identified risk.

Total Properties Assessed	**74**
Properties Posing Above Average Risk	**13**

ZONE ACTIVITY CY 2021-2025

There were no major 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 Advent Health Winter Park campus. Most of the structures on the hospital campus are fully sprinklered. The only significant unprotected properties in this zone which would pose a large loss of life, and property are a large church campus and any incidents involving the Cady Way Park & Stadium complex. The agency has done pre-planning and training to respond to emergencies involving these areas. No overnight parking of over-the-road transportation 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

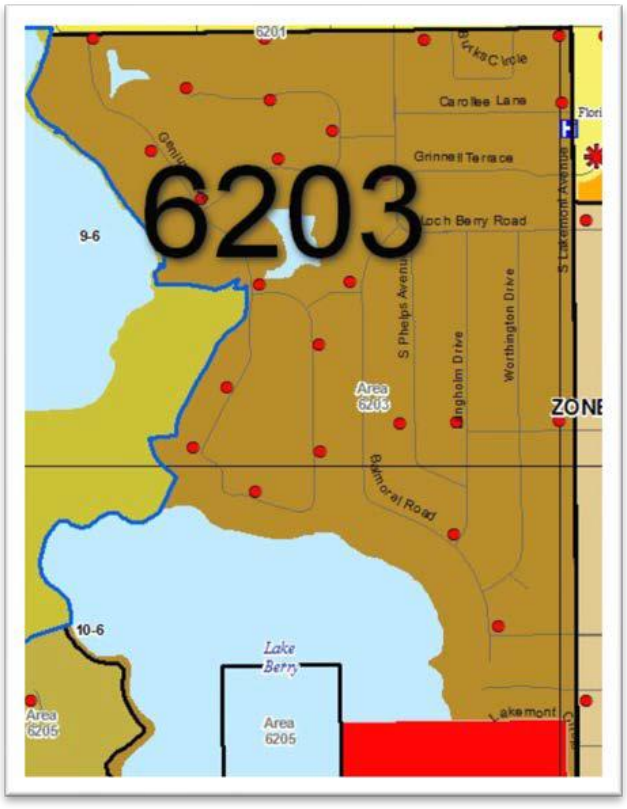
A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 2,837square feet. Required fire flow for 100% involvement is 946 gpm and the available water is rated at 4,610 gpm. The four buildings located at 303 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

COMMUNITY PROFILE

Windsong | South Phelps Avenue

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 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 size of 3,000 square feet and above.



The only other significant structure in this area is the Winter Park Towers complex located at 1111 S. 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 80 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 close proximity to Advent Health 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 in nature, 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 normal nature of the Winter Park roadways. This has little or no impact on any response factor.

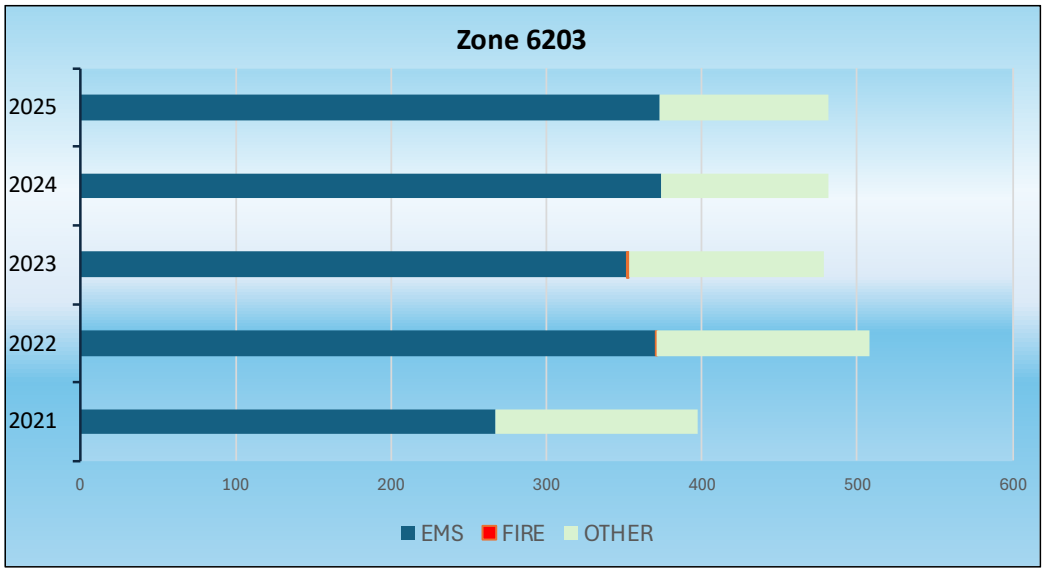
RISK ASSESSMENT FACTORS

A risk assessment was completed on the commercial properties within this Geographical Planning Zone as 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	**3**
Properties Posing Above Average Risk	**2**

ZONE ACTIVITY CY 2021-2025

There were no major 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 which 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

Geographical Planning Zone 6204

COMMUNITY PROFILE

North Phelps Avenue

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 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. In 2023, speed bumps were installed along Winter Park Road.

RISK ASSESSMENT RATINGS

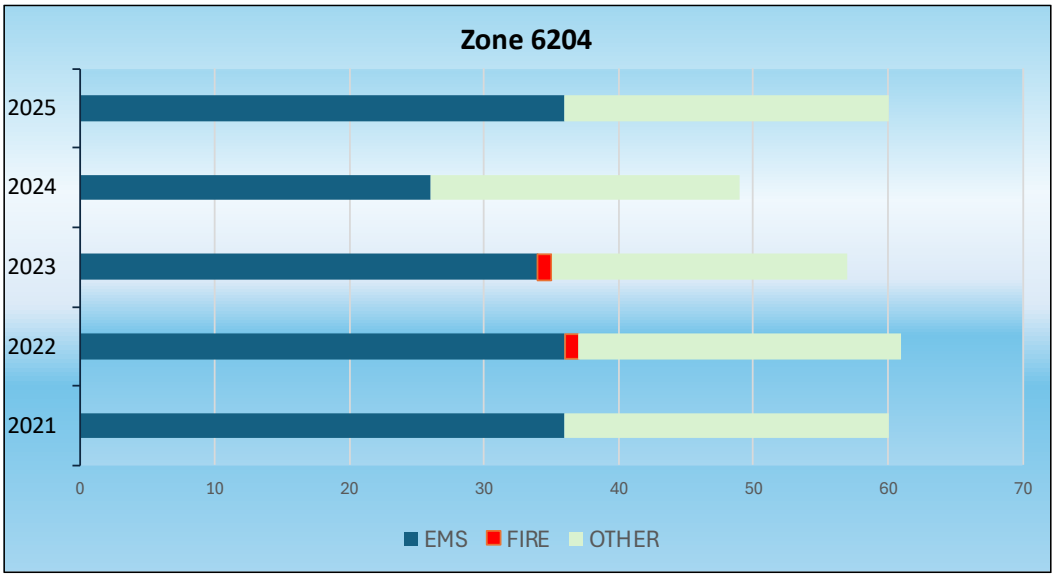
A risk assessment was completed on the commercial properties within this Zone as a part of the Community Risk Assessment (CRA) program of the city.

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	**1**
Properties Posing Above Average Risk	**1**

ZONE ACTIVITY CY 2021-2025

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

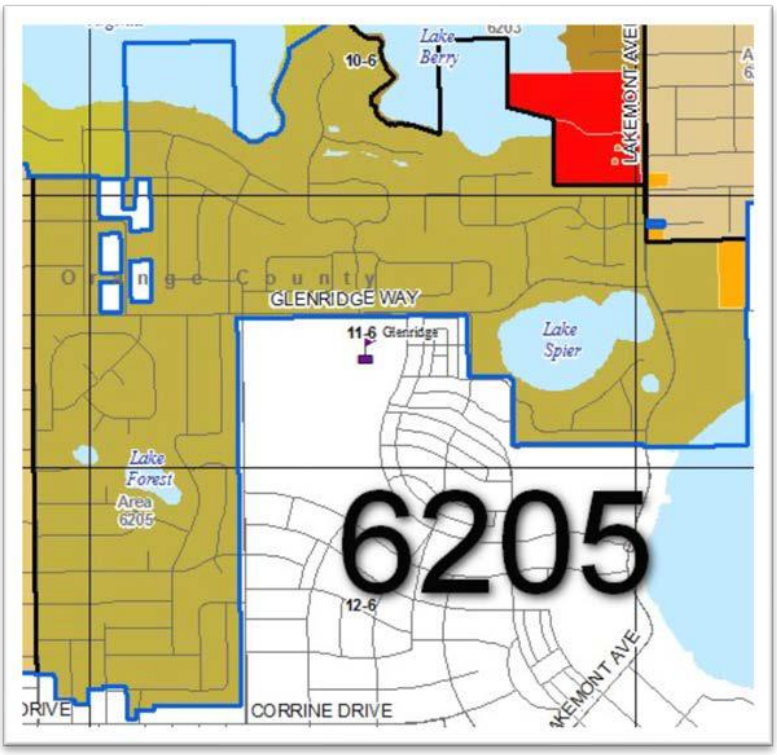
A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 9,959 square feet. Required fire flow for 100% involvement is 3,320 gpm and the available water is rated at 2,771 gpm. Fire flow in the area is shown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

Geographical Planning Zone 6205

COMMUNITY PROFILE:

Lake Sue | Glenridge | Preserve Point | Windsong

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 Fisher 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 fire-response 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

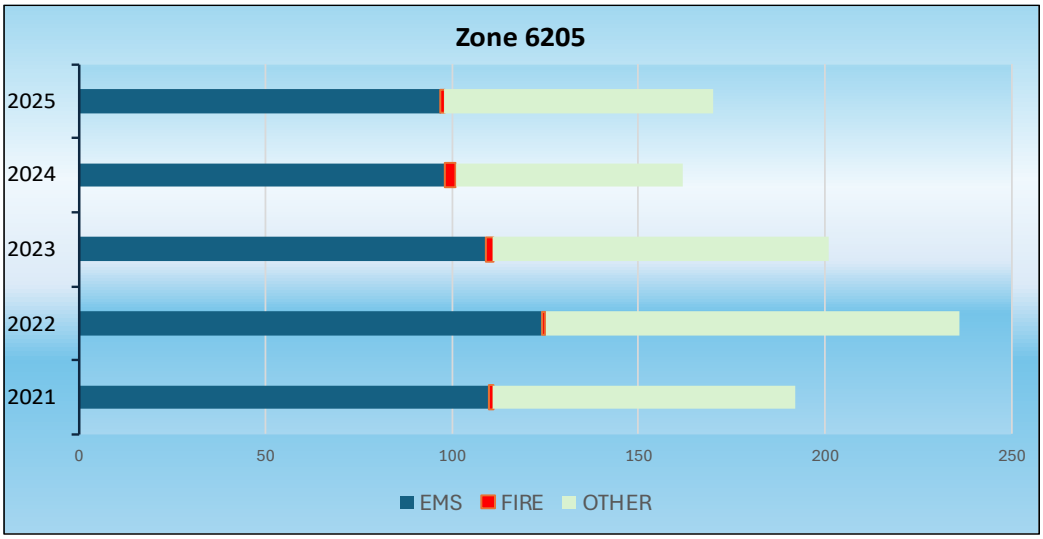
A risk assessment was completed on the commercial properties within this Geographical Planning Zone as a part of the Community Risk Assessment (CRA) program of the city.

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 2021-2025

The only significant fires occurred in single-family dwellings 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

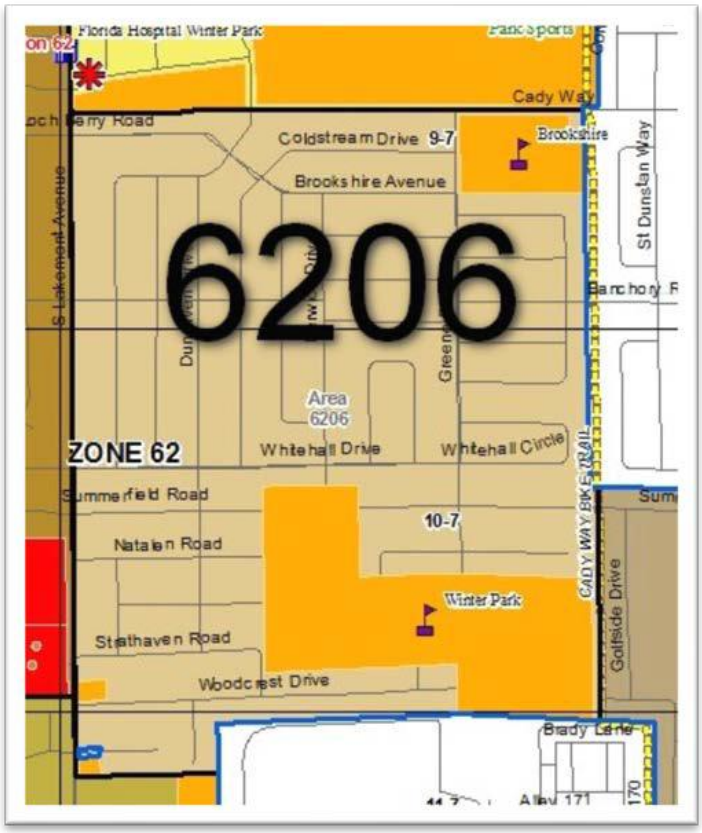
The only significant unprotected property in this zone is The Fisher Apartment complex. There are several small churches located in this zone. No libraries or historic public buildings in this zone.

Geographical Planning Zone 6206

COMMUNITY PROFILE

Summerfield Road | Winter Park High School

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 Greene 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 always on campus.

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

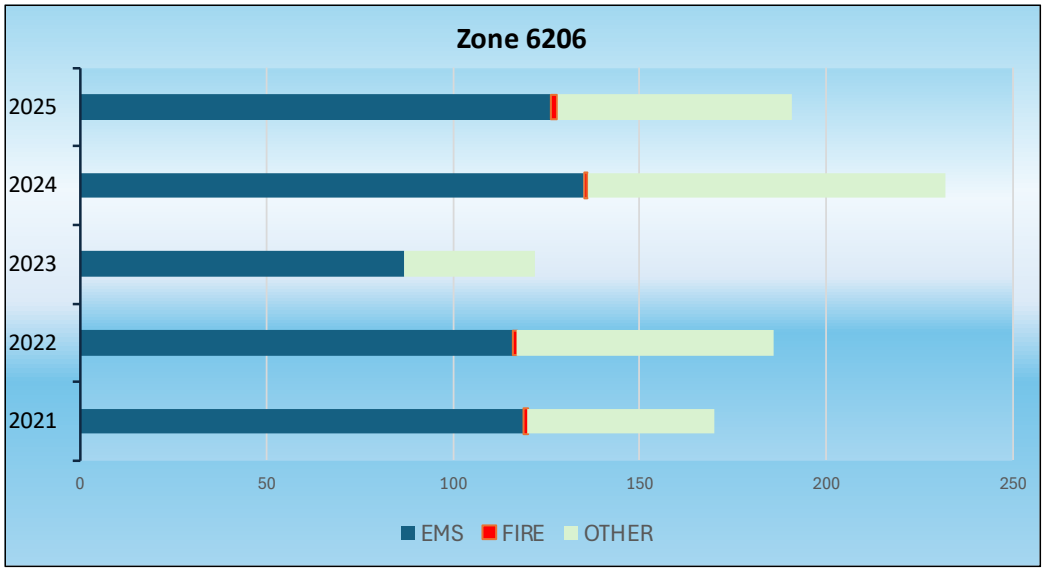
RISK ASSESSMENT RATINGS

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 2021-2025

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 have 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

COMMUNITY PROFILE

Golfside Drive Community

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.

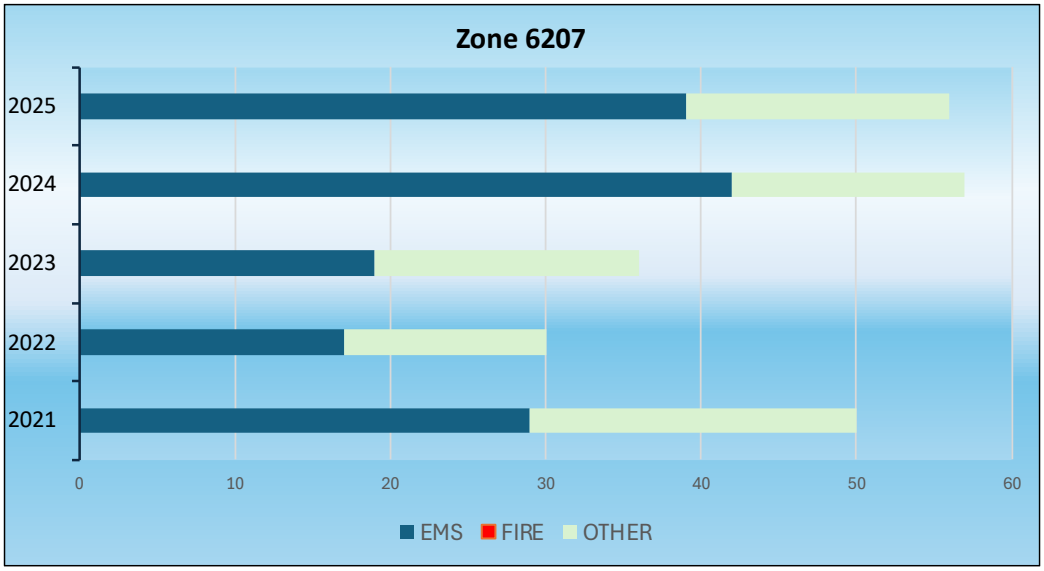
RISK ASSESSMENT RATINGS

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.

Total Properties Assessed	**1**
Properties Posing Above Average Risk	**0**

ZONE ACTIVITY CY 2021-2025

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.

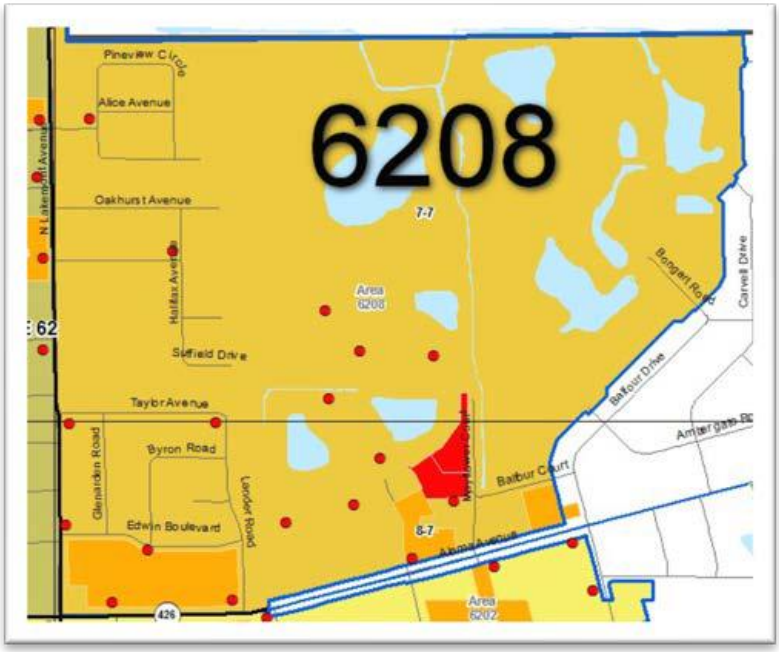
NEEDED FIRE FLOW FACTORS

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

COMMUNITY PROFILE

Palmer East



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

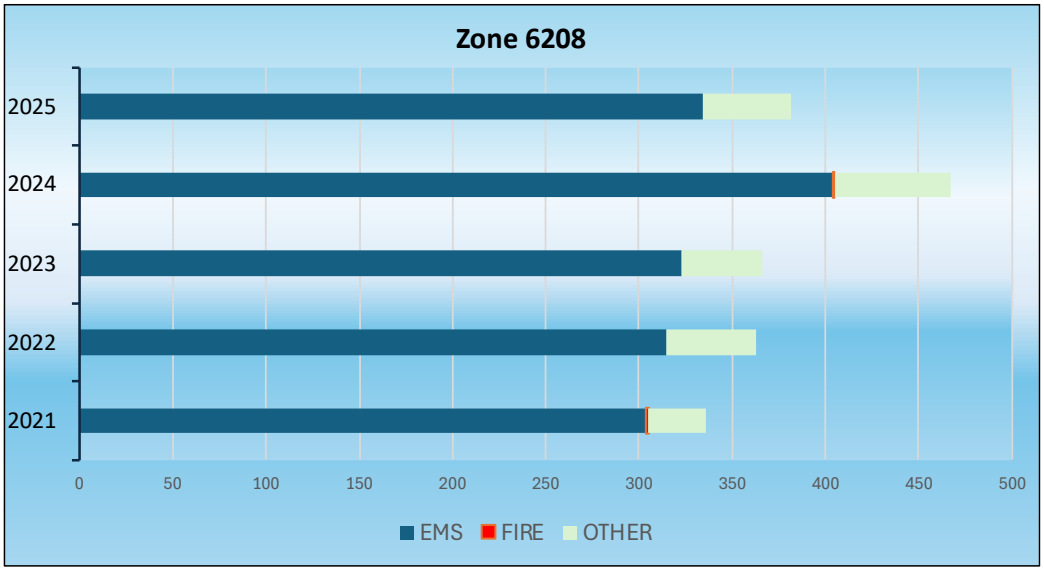
A risk assessment was completed on the commercial properties within this Geographical Planning Zone as a part of the Community Risk Assessment (CRA) program of the city. Eight specific areas of risk were assessed to determine the demand placed on fire and EMS emergency services to assist in the determination 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 2021-2025

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.

Geographical Planning Zone 6401

COMMUNITY PROFILE

Temple Drive West | Via Tuscany | Isle of Sicily

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.

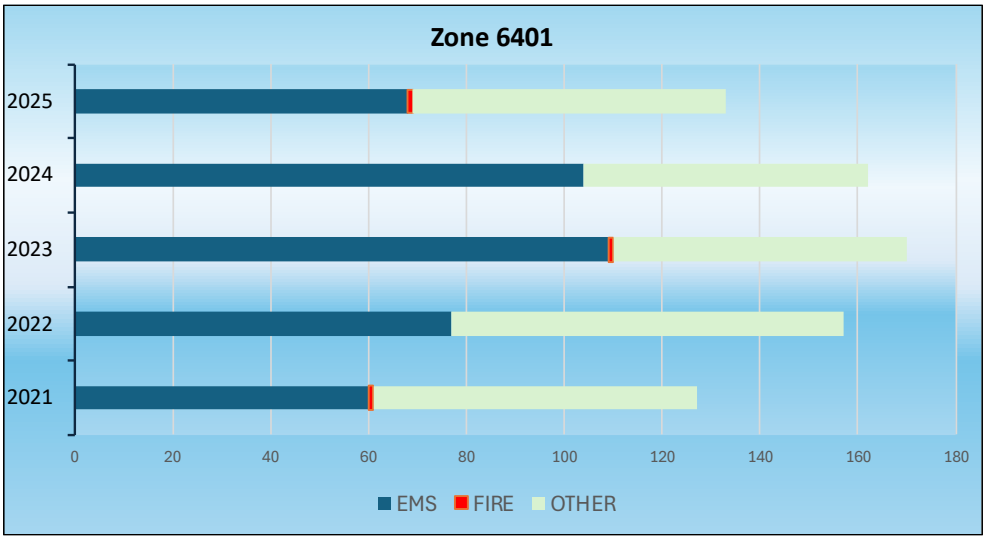
RISK ASSESSMENT RATINGS

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 to all alarms over the previous five years is shown 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 36,215 square feet.

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.

Geographical Planning Zone 6403

COMMUNITY PROFILE

Temple Trail North

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.

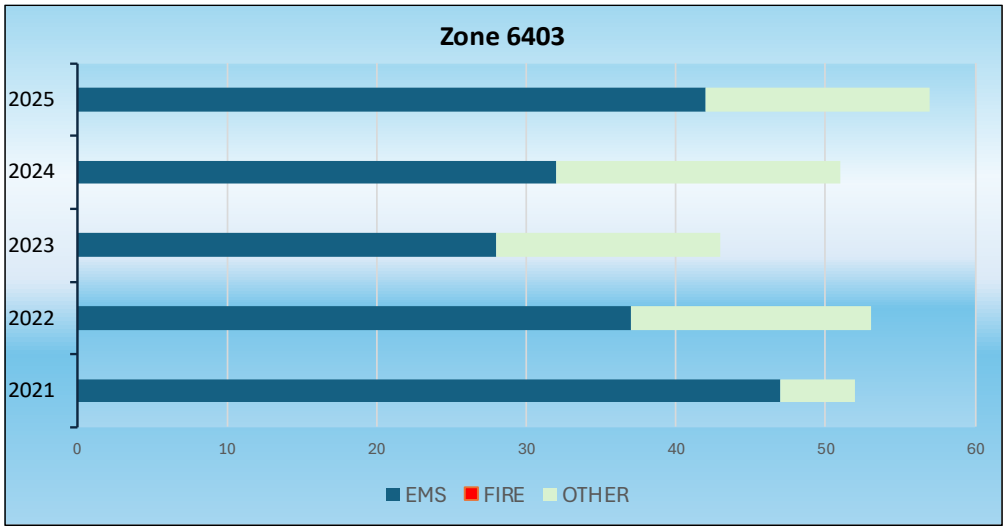
RISK ASSESSMENT RATINGS

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

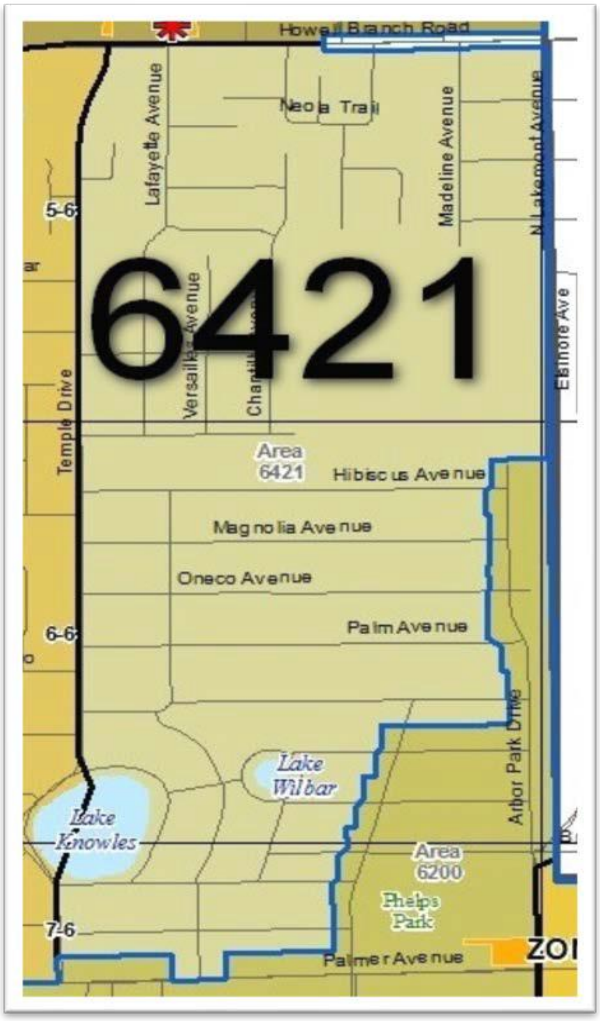
A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 2,945 square feet. Required fire flow for 100% involvement is 982 gpm and the available water is rated at 1,618 gpm. The largest commercial occupancy 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

COMMUNITY PROFILE

Temple Drive East

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

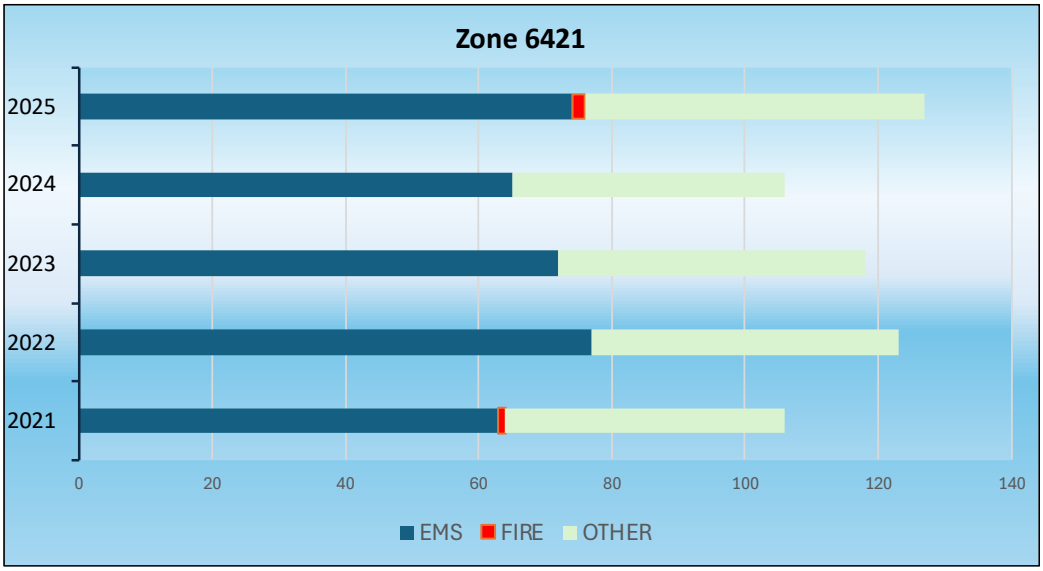
This area is comprised of 8.35 miles of mostly residential streets. The major roadways include Temple Drive to the west and Howell Branch Road to the north. Temple Drive has been treated with brick pavers as a traffic calming measure. No other traffic calming measures are utilized in this zone.

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

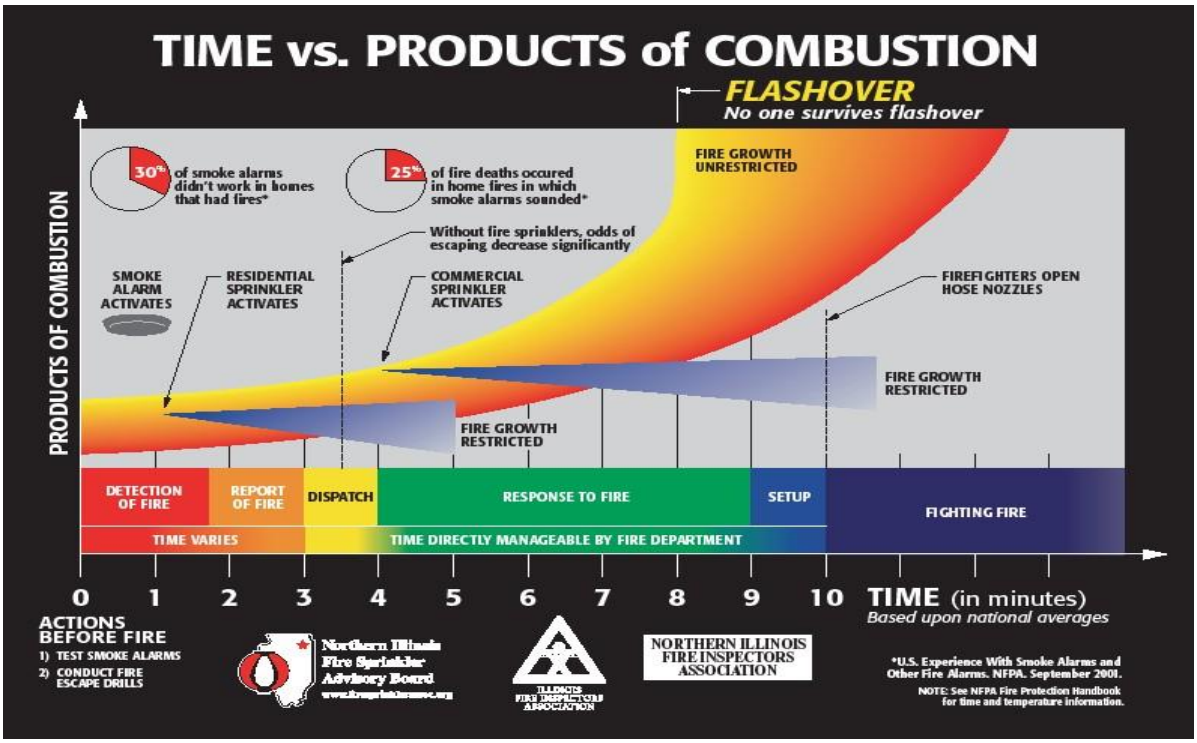
A calculation for needed fire flow on every structure was generated in the city's Fire Flow Analysis. In this zone, the largest residential dwelling is 4,869 square feet. Required fire flow for 100% involvement is 1,597 gpm and the available water is rated at 2,349 gpm. There are very few commercial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



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 at which the fire rapidly spreads from burning the initial contents to engulfing all 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 backdraft.[4] Flashover 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 a half minutes from the ignition of the fire.

The city of Winter Park is comprised of approximately 10.2 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 8th Edition Florida Fire Prevention Code, 2023 NFPA Life Safety 101, and the 2023 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.

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 1050 feet of 4-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.
- **High Risk** » Multiple-use occupancy structures with needed fire flows above 3,000 gpm and more than three stories in height. Typical targeted type hazards posing the highest risk to life. Multiple occupancy, high- rise, 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

- Establishment of correct response assignment
- Establishment of Incident Command
- Determination of fire attack type and location
- 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
- 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 & 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
Command	1
Total Effective Response Force (ERF)	**17**

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

- Establishment of correct response assignment
- Establishment of Incident Command
- Determination of fire attack type and location
- 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
- 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
Additional Hose Lines (Large Flow Monitors)	2
Command	1
Total Effective Response Force (ERF)	**20**

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.
- **Special Risk** – 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:

- Establishment of correct response assignment
- Establishment of Incident Command as needed
- Determination of patient, critical, unstable, potentially stable or unstable
- Perform Primary and Secondary assessment
- Establishment of treatment modality
- 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

Tasks for Low and Medium Risk EMS Incidents	Essential Staff
Patient Assessment/ Interview	1-Paramedic
Patient Care/ Airway control	1-Paramedic
Scene Control/Safety	1-EMT
Patient Handling and equipment	1-EMT
Patient Handling and information gathering	1-EMT
Effective Response Force (ERF) for Low and Medium Risk EMS	**5**
Special 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
- Establishment of Incident Command
- Determination of hazardous situation
- Establishment of safe zones / denial of entry
- Performing reconnaissance as necessary
- Providing for 2 in 2 out crew
- Providing for Rapid Intervention Team (RIT)
- Assisting mutual aid technicians as necessary
- Establishment of Safety Officer / Sector

Assigning personnel to each of these tasks allows the agency to deploy the proper amount of personnel 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
Firefighter Rehabilitation | Patient | Victim Care	2
Safety | EMS	1
Command	1
Technician Level Response (Mutual Aid)	9
Effective Response Force (ERF)	**14/23**

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 & 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 first due 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 balance of the first alarm assignment can arrive into a given area to mitigate the emergency within adopted benchmark performance with the defined effective response force (ERF). 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 2021-2025), the agency's assets responded to over 93% of those incidents within their first due area, and at any one time, less than 3% of the incidents caused a total drawdown of all agency assets. In nearly all cases, total drawdown occurs during severe 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 2023 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 2023, has awarded only 498 Class 1 ratings to these high-performing communities.

F. Performance Objectives & Measurement

Performance Objectives | Benchmarks & Baselines

The agency's Community Risk Assessment and Standard of Cover document is comprehensive and contains all necessary data by which to validate the performance of each program. The following Benchmark and Baseline measurements reflect the statements in the tenth 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 urban, as described in CFAI's 10th 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 2021-2025.

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 timeline.

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 assets needed 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 timestamp included in the cascade of events allows the agency 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 60 seconds for 90% 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 60 seconds and 120 seconds for fire, haz-mat or technical rescue responses. The performance for all objectives is measured at 90%.

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 or unit officers on the CAD interface. 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.

Incident displays are installed in each apparatus bay and throughout stations to remind responders of their

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 First 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 First 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 all assigned units outlined in the effective response force designated for the response.

Program Performance & Measurement
Fire | EMS | Technical Rescue | Hazardous Materials

Fire Suppression Services Program Benchmarks & Baselines

For 90% of all **low and medium risk** fire responses the first assigned apparatus shall arrive within 7 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 12 minutes 20 seconds (12:20), total response time.

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

(Low Risk) Fire Suppression 90th Percentile Times Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:00	2:11	2:12	1:48	2:23	02:21	02:11
Turnout Time	Turnout Time 1st Unit	Urban	2:00	1:10	1:15	1:07	1:09	01:07	01:14
	Travel Time 1st Unit **Distribution**	Urban	5:20	5:40	6:55	4:55	6:25	4:29	05:37
	Travel Time ERF **Concentration**	Urban		[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	7:20	6:44	7:58	5:49	7:26	05:36	06:51
				n=133	n=25	n=28	n=30	n=20	n=30
	Total Response Time ERF **Concentration**	Urban		[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
				[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

(Moderate Risk) Fire Suppression 90th Percentile Times Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:00	2:04	2:22	1:48	1:44	01:51	02:37
Turnout Time	Turnout Time 1st Unit	Urban	2:00	1:18	1:13	0:58	1:21	01:22	1:38
Travel Time	Travel Time 1st Unit **Distribution**	Urban	5:20	4:53	4:50	5:10	4:39	5:05	4:44
	Travel Time ERF **Concentration**	Urban	10:00	9:50	9:51	9:44	8:52	09:46	10:57
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	7:20	5:46	5:41	5:55	5:32	6:00	5:44
				n=89	n=21	n=16	n=16	n=18	n=18
	Total Response Time ERF **Concentration**	Urban	12:20	10:50	11:38	10:22	9:26	10:34	12:10
				n=53	n=8	n=10	n=9	n=8	n=18

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 2021-2025 there were **no occurrences** of special and high-risk responses.

Emergency Medical Services Program Benchmarks & Baselines

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

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.

(SPECIAL) EMS 90th Percentile Times Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:00	3:29	1:25	4:21	4:14	3:06	4:21
Turnout Time	Turnout Time 1st Unit	Urban	1:00	1:12	1:14	1:23	1:03	1:05	1:16
Travel Time	Travel Time 1st Unit **Distribution**	Urban	8:30	7:19	7:25	6:46	07:34	7:37	7:14
	Travel Time ERF **Concentration**	Urban		[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	9:30	8:04	8:21	7:40	08:14	8:07	8:01
				n=1,554	n=287	n=271	n=298	n=299	n=399
	Total Response Time ERF **Concentration**	Urban	N/A	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
				[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

(Moderate Risk) EMS 90th Percentile Times Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:00	2:07	1:38	1:40	2:23	2:20	2:38
Turnout Time	Turnout Time 1st Unit	Urban	1:00	1:23	1:32	1:25	1:22	01:23	1:17
Travel Time	Travel Time 1st Unit **Distribution**	Urban	6:00	5:48	5:38	5:52	5:56	5:50	5:45
	Travel Time ERF **Concentration**	Urban	7:30	6:58	7:35	6:45	6:49	6:17	7:23
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	7:00	6:42	6:38	6:49	6:20	6:58	6:46
				n=21,290	n=4,396	n=4,551	n=4,222	n=4,165	n=3,956
	Total Response Time ERF **Concentration**	Urban	8:30	7:57	8:41	7:56	7:25	7:21	8:22
				n=18,875	n=4,229	n=3,826	n=3,723	n=3,635	n=3,462

Technical Rescue Services Benchmarks & Baselines

For 90% of all **moderate or high risk** technical rescue incidents the first assigned unit shall arrive within 7 minutes 20 seconds (7:20) total response time. 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 12 minutes 20 seconds (12:20) total response time. ERF shall be capable of providing technical expertise, knowledge, skills and abilities during technical rescue incidents and request additional resources as required.

(Moderate Risk) Technical Rescue 90th Percentile Times Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:00	1:34	1:35	1:21	2:38	1:00	1:16
Turnout Time	Turnout Time 1st Unit	Urban	2:00	1:08	1:30	1:04	1:00	1:18	0:52
Travel Time	Travel Time 1st Unit **Distribution**	Urban	5:20	5:29	3:41	6:30	8:22	4:15	4:39
	Travel Time ERF **Concentration**	Urban	9:20	8:58	13:03	8:59	10:09	6:27	6:12
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	7:20	6:17	4:40	6:37	9:13	5:33	5:22
				n=17	n=6	n=4	n=4	n=2	n=1
	Total Response Time ERF **Concentration**	Urban	12:20	9:40	13:37	9:00	10:31	8:22	6:51
				n=10	n=3	n=3	n=1	n=2	n=1

Hazardous Materials Services Program Benchmarks & Baselines

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

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 10 minutes 30 seconds (10:30) total response time 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.

(Moderate Risk) Hazmat 90th Percentile Times Baseline Performance			Benchmark (Target)	2021-2025	2025	2024	2023	2022	2021
Alarm Handling	Pick-up to Dispatch	Urban	1:00	2:22	2:00	2:04	3:13	2:39	1:53
Turnout Time	Turnout Time 1st Unit	Urban	2:00	1:16	1:31	1:15	1:04	1:10	1:22
Travel Time	Travel Time 1st Unit **Distribution**	Urban	5:20	6:13	4:01	6:55	6:34	6:42	6:55
	Travel Time ERF **Concentration**	Urban	8:30	7:51	8:04	7:55	6:55	8:07	8:17
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	7:20	7:07	6:25	7:28	7:19	7:46	6:41
				N=282	n=41	n=52	n=59	n=78	n=52
	Total Response Time ERF **Concentration**	Urban	10:30	9:01	8:38	9:06	7:36	9:16	10:27
				n=103	n=12	n=23	n=20	n=27	n=21

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 & 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. Currently, the time while logged in the CAD has been identified as being "weak" at best because of the human interaction required from the responders who must physically press a button in the CAD interface or verbally notify the dispatchers to move the unit in the CAD from "dispatched" to "enroute". While the agency is confident in the reliability of the total response time measurement included in the SOC, the agency has identified the area of turnout time as one that can be improved upon. In addition, reports from the SOC compliance analysis have 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. First-arriving display boards and Phoenix G2 interfaces have been installed to assist with dispatch information and timers. The clock acts as a visual reminder that time is important, and it gives the company officer an idea of how his company is 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 & 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.

Methodology & 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.

Final Decision » 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 capturing 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 sixth 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 community's risk to both fire and non- fire 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 lifetime 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 continues to set the bar for performance. Adopting a set plan for monitoring and maintaining the risk assessment is a significant improvement and needs to be addressed. The plan outlined in this SOC for maintaining the components of the risk assessment should be evaluated after several cycles to ensure it is effective.

Recommendations

At the conclusion of the sixth 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 improvements to the CAD system and increasing interoperability with the 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 saved. The agency should continue to review call-handling performance and explore opportunities for improvement.

- The agency should continue to monitor the accuracy of in-vehicle status updates using the existing CAD and in-vehicle tablets. This would allow for more accurate capture of asset turnout and arrival times. The use of automatic vehicle locating services will further improve the reliability of this data and eliminate the possibility of human error, which currently requires dispatchers or company officers to manually mark each responding unit as on scene. Units performance will continue to be reviewed for service gaps, and units display boards will continue to illustrate to crews when their performance is more than the agency's response goals.

- The agency has discussed the addition of a fourth fire station to aid in the distribution of resources and meeting response goals. A fourth fire station has been explored in zone 61.07 or 61.08 in anticipation of a possible future annexation. A plan for this area will reduce travel distances for units reaching it and improve unit availability for zone 61. The agency will continue to monitor its response performance and assess its future needs based on the impacts of call volume, travel distance, unit reliability, and the impacts of future annexations.

- The agency should initiate a discussion with the community to reset the Benchmark performance measurements for those areas where the Baseline Performance has been shown to exceed the Benchmark.

I. Glossary, Exhibits & 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 Emergency Response Information System, (NERIS) – A cloud-based tool developed by the U.S. Fire Administration (USFA) to enhance the reporting and analysis of emergency incidents. It provides fire and emergency services with real-time data and analytics to improve preparedness and response to various emergencies, including wildland fires and community risk reduction efforts. NERIS has replaced National Fire Incident Reporting System (NFIRS) .

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 9department 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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