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# **Board of County Commissioners**





Betsy VanderLey District 1



Jennifer Thompson District 4



Bryan Nelson District 2



Emily Bonilla
District 5



Pete Clarke
District 3



Victoria P. Siplin District 6



#### Orange County Mayor

### Teresa Jacobs

P.O. Box 1393 201 South Rosalind Ave, 5th Floor Orlando, FL 32802-1393 Phone: 407-836-7370 Fax: 407-836-7360 Mayor@ocfl.net

It is with great pleasure that I recognize and commend the many accomplishments of Orange County Fire Rescue during the 2015-2016 . Public safety and emergency services are critical to the health and vitality of our community. Orange County Fire Rescue serves an integral role in ensuring the citizens and visitors of Orange County have

time of need.

During my eight years of service as a county commissioner, and since my election as Mayor in 2010, I have been unwavering in my commitment to
. In this annual report, you will see a tremendous focus on the data-driven performance measures put in place by Fire Chief Otto Drozd III. These measures not only provide accountability to taxpayers, they demonstrate the commitment to transparency that I have instilled in all facets of County government.



Teresa Jacobs Mayor

During my tenure, a comprehensive commitment to public safety has remained at the forefront of the County's efforts to maintain the highest quality of life for our residents and those who visit our region.

As announced and implemented in 2015, through the groundbreaking \$300 million initiative *INVEST in Our Home for Life* 

Through INVEST

- •
- •

The new funding ensures Orange County Fire Rescue has the ability to continue its industry-leading performance and has the ability to deliver exceptional service and care to the citizens and visitors of Orange County.

Additional funding will enable , using advanced equipment

and the latest technologies. A receive the highest-quality training, at a state-of-the-art facility. By using *INVEST* funds, we're able to move

Together, we are working hard to continue to make Orange County the best place in the world to work, live and raise a family.

With continued thanks for your help and support,

Y Wa Jacobs
Teresa Jacobs

## **ABOUT ORANGE COUNTY FIRE RESCUE**



### **Mission Statement**

We exist to provide life saving and property protection services delivered with compassion, respect, and integrity so that our community and visitors can enjoy a high quality of life.

"Serving you when it matters most."

### **Values & Principles**

### DUTY

- Be proficient in your job, both technically and as a leader.
- Make sound and timely decisions.
- Ensure tasks are understood, supervised and accomplished.
- Develop your people for the future.

### RESPECT

- Know your people and look out for their well-being.
- Keep your people informed.
- · Build the team.
- Employ your people in accordance with their capabilities.

### INTEGRITY

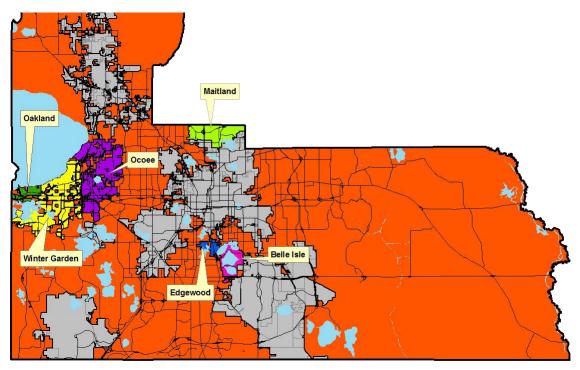
- Know yourself and seek improvement.
- Seek responsibility and accept responsibility for your actions.
- Set the example.





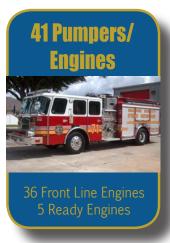


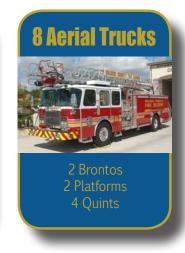
## **SERVICE AREA & FLEET**

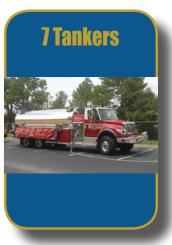




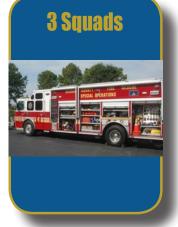




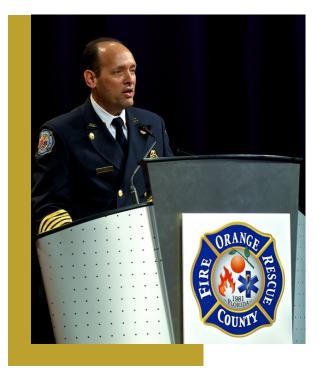








### MESSAGE FROM THE FIRE CHIEF



I am pleased to present Orange County Fire Rescue's Annual Report for Fiscal Year 2015-2016. This report summarizes the department's performance and focus on measuring the results of our efforts within the community. A core leadership philosophy at Orange County Fire Rescue is the use of strategic planning and quantifiable data to drive performance.

Our department-wide strategic planning process accomplishes three key things:

- Provides for a higher level of transparency and accountability, with the objective of providing information that tells citizens what they're getting for their money and the results they can expect.
- Develops performance indicators across every service and program area to allow employees at all levels of the organization to see how their efforts contribute toward the achievement of our goals and objectives.
- Enhances the credibility of the organization by clearly setting service-level expectations for the community that reflect the available resources and investment in the department.

We measure 243 performance indicators from our seven divisions and 25 programs in our strategic business plan.

Tracking these measures is critically important to knowing whether we are providing the high level of service that the public expects and deserves. By putting these measures in the strategic plan and sharing the results with all members of the department, each firefighter, telecommunicator and administrative staff member knows exactly how their efforts impact the achievement our mission.

Using data to create a results-oriented organization shouldn't be limited to new tech start-ups or manufacturers. Our fire department has immense amounts of data. Analyzing it and using the results to drive performance increases accountability, transparency and operational readiness.

Measuring and examining performance in these areas on a daily basis not only helps the department improve operations, provide for firefighter safety, and enhance service to the community, it also helps Orange County Fire Rescue track metrics that are used to determine the community's ISO rating and the department's accreditation from the Center for Public Safety Excellence.

While the focus on data helps us to identify opportunities for improvement, we should never forget that at the core of our service are the nearly 1,200 men and women of Orange County Fire Rescue. They are our most precious commodity - standing ready to serve our community in their greatest time of need.

Kind Regards,

Otto Drozd M, ÉFO, CFO

Fire Chief

Orange County Fire Rescue Department



### **LEADERSHIP**





Fire Chief Otto Drozd III





Deputy Chief Jim Fitzgerald Office of the Fire Chief



Finance Manager Alex Morales Fiscal & Operational Support



Division Chief Michael Wajda Field Operations



Division Chief David Rathbun Planning and Technical Services



Division Chief Kimberly Stewart-Horan Communications

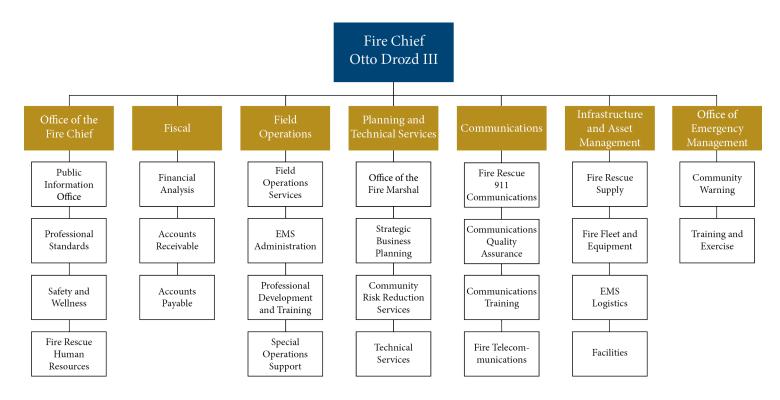


Division Chief Anthony Rios Infrastructure and Assest Management



Emergency Management
Manager
Ronald Plummer
Office of Emergency
Management

### **Department Organization**

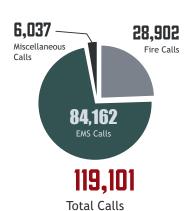


### FIELD OPERATIONS

### FIELD OPERATIONS SERVICES



Lauraleigh Avery
Assistant Chief



### Division: Field Operations

Field Operations Services provides fire, medical and all-hazards responses to residents and visitors of Orange County. Personnel also engage in preventative and risk-reduction activities, such as smoke alarm installations, pre-incident fire plans and community events.

In 2016, Field Operations collaborated with the Orange County Sheriff's Office to continue the delivery of Active Shooter Training to more than 3,000 firefighters, deputies and other local agencies.





**Division: Field Operations** 

**Division: Field Operations** 

## **EMS ADMINISTRATION**



James Bates
Assistant Chief









EMS Administration supports Orange County Fire Rescue's EMTs and paramedics by providing leadership, policy and oversight.

In 2016, EMS enhanced the Paramedic Preceptor Academy to provide advanced training for the personnel responsible for training the department's new paramedics.

The EMS Quality Assurance and Quality Improvement Program enables the department's EMS providers to deliver professional care with compassion and integrity by providing evaluation and consultation services.

In 2016, Orange County Fire Rescue's Special Response EMS Bike Teams continued their deployments at UCF football games and various events throughout the County. The Bike Teams are used to provide EMS services at larger events where crowds and traffic congestion would limit access by traditional response units.

## **PROFESSIONAL DEVELOPMENT & TRAINING**



**LaShun Nale-Stadom**Acting Assistant Chief



Total Hours of Training The Professional Development and Training Program provides Orange County firefighters and paramedics with the training necessary to safely and efficiently perform their jobs.

The program also implemented a Lieutenant Mentoring Program to provide leadership development for newly-promoted supervisors and partnered with Valencia College to provide Adjunct Training Instructors to increase hands-on training for front-line personnel.



## **SPECIAL OPERATIONS**

#### **Division: Field Operations**

Special Operations provides training to prepare firefighters to respond to incidents that necessitate the use of specialized resources, including aerial ladder trucks, hazardous materials (hazmat) squads and technical rescues.

In 2016, Special Operations enhanced the Skin Diver Rescue Program to improve rescue capabilities in near-drowning accidents.

The program also conducted on-site climbing training at the Orlando Eye, SeaWorld and other local attractions to prepare rescue personnel for the specialized technical rescues these unique structures require.







**Ted Smith**Battalion Chief



## **COMMUNICATIONS**

## FIRE RESCUE 9-1-1 COMMUNICATIONS



**Julie Sitnik**Dispatcher Supervisor



**Division: Communications** 

Fire Rescue 9-1-1 Communications provides emergency and non-emergency call receipt and dispatching services.

In 2016, Orange County Fire Rescue achieved 9-1-1 Communications Center accreditation through the International Academies of Emergency Dispatch (IAED) and established a backup 9-1-1 Communications Center.



# **COMMUNICATIONS QA**

**Division: Communications** 

3,381
Quality Assurance
Reviews Completed



The Communications Quality Assurance Program delivers quality assurance reviews to Fire Rescue dispatchers to ensure that they are properly equipped and trained to quickly and accurately dispatch the appropriate resources to emergency incidents.



**97.9%** Reviewed emergency medical calls compliant or exemplary in accordance with the International Academy of Emergency Dispatch (IAED)



**99.3%** Reviewed emergency medical callers treated with respect and compassion according to the International Academy of Emergency Dispatch (IAED)

### **COMMUNICATIONS TRAINING**

#### **Division: Communications**

The Communications Training Program provides initial and continuing education and training to Fire Rescue dispatchers.





Continuing Education Topics 35 **Provided** 



**Elaine Stanley** Dispatcher II/Trainer

### FIRE TELECOMMUNICATIONS

#### **Division: Communications**

Fire Telecommunications provides communications hardware services to firefighters and support personnel.









**Thomas Crosskey Program Coordinator** 

### OFFICE OF EMERGENCY MANAGEMENT

### **OFFICE OF EMERGENCY MANAGEMENT**

#### ce of Emergency Management

The Office of Emergency Management (OEM) provides disaster preparedness education and training to Orange County residents. In the event of a disaster, OEM assists in response, recovery and mitigation efforts.

In 2016, OEM installed six weather cameras across the county and distributed more than 1,350 weather radios and nearly 350 preparedness kits to citizens.

OEM also secured \$490,473 in grants, and it participated in conferences and trainings for the Florida Emergency Preparedness Association, the Governor's Hurricane Conference, Current Issues in Emergency Management, and the **Emergency Management Institute.** 

OEM staff participated for 10 days in the Pulse nightclub shooting response at the Orlando emergency operations center.

102 **Emergency Management** Plan Reviews



**Emergency Management Training Sessions** 

Emergency Management 2,036

14,833 Citizens Registered for OCALERT



**Ronald Plummer Emergency Management** Manager

### PLANNING AND TECHNICAL SERVICES

### OFFICE OF THE FIRE MARSHAL



**Bruce Faust** 

Fire Marshal



#### **Division: Planning and Technical Services**

The Office of the Fire Marshal provides plan reviews and building inspections to help ensure the safety of Orange County residents and visitors.

The Office of the Fire Marshal partnered with Habitat for Humanity, the Florida Fire Sprinkler Association and the Florida Fire Sprinkler Coalition to provide residential fire sprinklers for new Habitat for Humanity housing in Orange County.

Also in 2016, the Office of the Fire Marshal implemented a new software program utilizing tablets for field fire inspectors and a new fee schedule based on consultant recommendations.



**2,923**Fire Protection Systems Reviews Completed









## **COMMUNITY RISK REDUCTION SERVICES**

Community Education Events
Aimed at High or Special Risk
Areas





46.2%
Residential Occupancies experiencing a fire had a working smoke alarm

### **Division: Planning and Technical Services**

Community Risk Reduction Services (CRRS) coordinates the delivery of education and prevention programs within the community.

CRRS projects include car seat safety inspection checkpoints, mock-DUI events, juvenile fire setter interventions, fire extinguisher training, smoke alarm installation and drowning prevention.

In 2016, the program received an Assistance to Firefighters Grant for a Home Safety Inspection Program, including 5,000 smoke alarms and 100 hearing-impaired smoke alarm devices. It also partnered with Orange County Public Schools to provide fire prevention education curriculum for all grade levels.

## STRATEGIC BUSINESS PLANNING

**Brett Wasmund**Battalion Chief

517 Statistical Reports Provided

201

DRC

Reports

**Provided** 



ISO Reviews Provided

#### **Division: Planning and Technical Services**

The Strategic Business Planning supports the department by providing data analysis, data management and data reporting services. Planning staff also provides ISO review letters to homeowners for insurance purposes.

Projects conducted by Planning staff include the Strategic Business Plan, ISO accreditation, statistical reporting, GIS updates and maintenance, and annexation monitoring.

During the fiscal year, one of the major projects undertaken by the program was to procure land for three new fire stations in accordance with the Fire Station Location Study. Planning also completed comprehensive actions, including operational changes, in preparation for an ISO site visit with the goal of improving the ISO classification rating to allow citizens and business owners to experience better insurance rates.

### **TECHNICAL SERVICES**

#### **Division: Planning and Technical Services**

The Technical Services Program provides automated systems services and technology support to Fire Rescue so it can be better equipped to quickly and accurately dispatch and respond with the appropriate resources to emergency incidents.

In 2016, Technical Services replaced all Automatic Vehicle Location technology in the Communications Center and all emergency response vehicles to be able to dispatch the closest appropriate unit.





Craig Corliss
CAD Administrator

## **FISCAL**

## **FISCAL**

#### **Division: Fiscal**

The Fiscal Division enables the department's managers to make more informed financial decisions by providing financial guidance and analysis.

534

Classification of Receipts 2.111

Purchase Requisitions 2,873

Vendor Payment Authorizations 2,265

Account Receivables Invoices

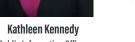


**Pam Giessuebel** Financial Administrator



## OFFICE OF THE FIRE CHIEF

## **OFFICE OF PUBLIC INFORMATION**





ce of the Fire Chief

The Office of Public Information manages the department's reputation and key issues of importance to the community. Its goal is to drive positive media coverage by promoting the department's achievements, highlighting exceptional performance by field crews and communications center staff, and showcasing community involvement.

The Office of Public Information continuously monitors media in its various forms to anticipate and manage issues and identify opportunities to promote the lifesaying work employees provide to the citizens and visitors of Orange County.



### FIRE RESCUE HUMAN RESOURCES

#### ce of the Fire Chief

Fire Rescue Human Resources supports the department's workforce by providing a variety of personnel services including applicant assessments and screenings, new hire orientations and processing, and payroll transmittals.

Orange County Fire Rescue consists of a continually-growing staff comprised of nearly 1,100 firefighters and paramedics, 54 dispatchers, 30 fire inspectors, and 100 support staff.



**87** Employees Hired





Charles Welch Senior HR Advisor

### **SAFETY AND WELLNESS**

#### ce of the Fire Chief

The Safety and Wellness program provides safety awareness and rehabilitation services to department employees so they can enjoy a safe and healthy career.

Safety and Wellness staff begin their involvement early in a firefighter's career by providing fitness mentoring to firefighter candidates to help ensure they pass the Candidate Physical Ability Test (CPAT).

It continues to support employees through several comprehensive programs: annual physicals, Critical Incident Stress Management (CISM), behavioral health, facility inspections, inspection and replacement of personal protective gear, accident and injury investigations, and safety education.

Safety and Wellness also conducts the annual 343 Hero Challenge to honor the 343 New York City firefighters who lost their lives in the line of duty on 9/11. The 343 is a charity event conducted through Orange County's annual United Way campaign raising more than \$20,000, and supporting organizations like National Fallen Firefighters Foundation, Children's Burn Camp and Firefighter Cancer Support Network.



Wellness Classes Provided



Joseph Washington Battalion Chief

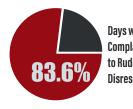
Mentoring Sessions Held 103

## **PROFESSIONAL STANDARDS**

#### ce of the Fire Chief

Professional Standards ensures that the highest ethical standards are upheld by the department.

The program's responsibilities include conducting employee investigations, providing corrective action and past-practice consultations, and reviewing citizen contacts and drive camera footage.



Days without Complaints Related to Rudeness or Disrespect



**David Hepker** Program Administrator

358
Citizen Contact Reviews
Completed

2,523

Drive Camera Reviews

Completed

### INFRASTRUCTURE AND ASSET MANAGEMENT

## FIRE FLEET AND EQUIPMENT



**Thomas Veal**Acting Battalion Chief



Emergency Response Apparatus PM Services

> 772 SCBA Equipment PM Services

#### **Division: Infrastructure and Asset Management**

Fire Fleet and Equipment is responsible for procuring and maintaining the vehicles and equipment needed to protect lives and property in Orange County. Fire Fleet and Equipment provides repairs for the fleet's heavy and specialty vehicles as well as for small-engine specialty fire equipment, such as power saws, thermal imaging cameras and hydraulic power units.

The program is also responsible for maintaining, testing and repairing all self-contained breathing apparatus (SCBA) for the department. Program staff conduct annual testing of all hoses, pumps and ladders in compliance with the National Fire Protection Association.

The program's accomplishments in 2016 include overseeing the installation of the new Sierra Wireless nMotion AVL system within 175 front-run apparatus and reserve units that will enhance the emergency dispatch efficiencies, established a ready Aerial Truck that can be utilized for emergency deployment, and upgrade of all mobile data computers in engines, trucks and squads to standardize the emergency response fleet.

## **EMS LOGISTICS**



Christopher Henesy Battalion Chief



Medical Equipment emergency requests fulfilled within 24 hours

#### **Division: Infrastructure and Asset Management**

EMS Logistics is responsible for procuring and distributing medication and medical equipment.

Last year, EMS Logistics focused on usage analytics to make business decisions and develop inventory management by increasing availability and selection of medications via UCAPIT EMS item dispensing hubs while keeping compliance of DEA protocols and documentation. The program maintains compliance with the DEA and state regulations for EMS medications and controlled substances.

## **FACILITIES**



**John Poleon** Project Manager



2,315
Facilities Maintenance
Work Orders Completed

### **Division: Infrastructure and Asset Management**

Fire Facilities is defined into two branches: new construction and preventative maintenance. Preventative maintenance includes renovation and repairs.

Orange County Fire Rescue has a total of 41 fire stations, one communication/administration building and three support buildings.

In 2016, Facilities staff co-establish a backup 9-1-1 Communications Center, replaced Fire Station 28 with a new modular building, oversaw the replacement of the HVAC system at Station 54 and the supply warehouse, began design services for automated fuel centers at fire rescue sites, and acquired land for future Fire Stations 67 and 68.



## **FIRE RESCUE SUPPLY**

### **Division: Infrastructure and Asset Management**

Fire Rescue Supply supports the department by procuring and distributing office and cleaning supplies, uniforms and personal protective equipment (PPE). Supply is also responsible for inspecting and cleaning all PPE in accordance with NFPA standards.

Supply makes bi-weekly deliveries of oxygen, station supplies and uniforms to all of the department's facilities.

In 2016, Supply delivered more than 1,200 "D" oxygen cylinders to 41 fire stations and made more than 10,000 pass tags, helmet IDs and dress coat name tags for new and current departmental personnel.



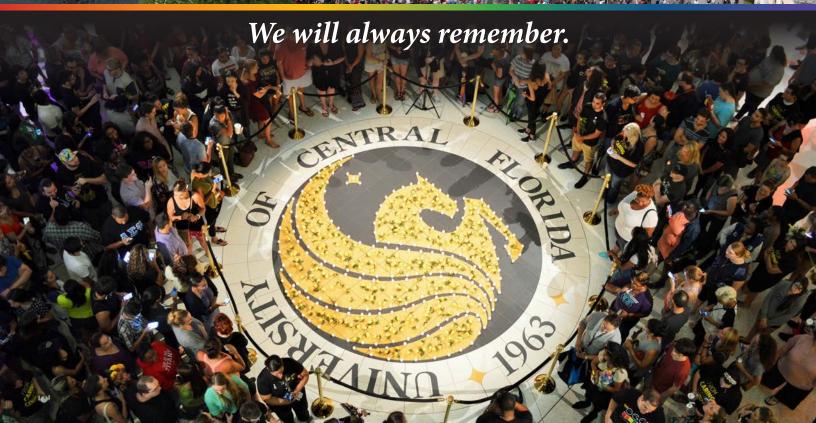


Anthony Cunningham Supply Warehouse Supervisor









### **Orange County, FL Fire Rescue Department - FY2016 Summary**

Land Area - 772 Sq miles Resident Population - 831,870 Est. Daily Visitors - 181,096 Service Population - 1,012,966 Fire Stations - 41

PERSONNEL

Sworn - 1,037 Paramedics - 20 Admin Staff - 189 Total - 1,246

**ACTUAL EXPENDITURES** 

FY 15-16 - \$140,588,268 FY 14-15 - \$133,707,896 FY 13-14 - \$137,576,095 FY 12-13 - \$121,403,565

ACTIVITY
Total Calls 119,101
Fire Calls 28,902
EMS Calls 84,162
Misc. Calls 6,037
EMS Transports 62,399

Total Orange County Unit Responses in 2016----- 250,776

CIVILIAN	FIRE CAS	SUALI	IES
2016	6 fatal	3	injured
2015	4 fatal	4	injured
2017	5 fatal	7	injurad

2014 ---- 5 fatal 7 injured 2013 ---- 8 fatal 4 injured 2012 ---- 3 fatal 25 injured



#### SIGNIFICANT INCIDENTS

10/31/15- Sta 82, House Fire 11/3/15- Sta 35, House Fire 11/20/15- Sta 50, Aircraft Down 1/1/16- Sta 70, Auto Shop Fire 4/17/16- Sta 37, House Fire 5/24/16- Sta 55, Mass Casualty 6/19/16- Sta 54, Mass Casualty 7/8/16- Sta 33, Aircraft Down

UNITS	Woods Trucks 12	Air/Light Unit 1	Captains* 6
ALS Engine/Quints 40	Battalion Chiefs* 6	Peak Activity Medic Units 8	Assistant Chief* 1
ALS Rescues 31	Rehab Unit 1	HazMat Squads 3	Rescue Boats 10
Truck Companies 4	Water Tankers 7	TRT Support 1	Mobile Command Post 2

\* On Duty Per Shift

#### **UNIT RESPONSES**

AVERAGE FIRST UNIT RESPONSE TIME (RECEIPT-OF-CALL TO ON-SCENE) URBAN/SUBURBAN SERVICE AREA - 6 MINUTES AND 48 SECONDS RURAL SERVICE AREA - 7 MINUTES AND 24 SECONDS

COUNTY WIDE AREA - 6 MINUTES AND 56 SECONDS

Engi	ines/Quints	
E51		6919
E42		6232
E50		5532
E30		5138
E81		4868
Q63		4852
Q40		4138
E83		3977
E66		3955
E80		3670
E53		3603
E65		3574
Q41		3494
E71		3488
E58		3458
E43		3249
E72		2938
E57		2883
Q55		2846
E52		2696
E28		2599
E70		2571
E31		2423
E56		2404
E73		1931
E82		1885
E36		1879
E27		1748
E85		1719
E20		1555

E33		1500
E34		1188
E35		1106
E76		941
E86		885
E32		880
E29		827
E37		713
E84		509
E77		359
Med	ic/Rescues	
R42		4828
R51		4453
R43		4007
R81		3943
R50		3937
R63		3913
R40		3894
R30		3823
R53		3680
R83		3551
R54		3481
R41		3479
R52		3461
R70		3373
R58		3245
R71		3101
M5 ·		3076
M6		2929
M4		2799
R28		2799

**Engines/Quints (cont)** 

Madia/Danassa (aasa)
Medic/Rescues (cont)         R72       2769         R80       2746         R66       2668         R55       2565         M1       2376         M2       2366         R36       2292         R82       2028         R85       1827         R27       1788         R34       1707         R76       1519         M7       1448         R20       884         R29       884         R84       792         M8       656         BAR1       40         M10       22         M11       9
Shift Chiefs
B5 1096 B1 1026
B2 977
B4 957
B6 941
B3 722
C10 185

Special Service	
<b>Squads</b> SQ1 33: SQ3 27:	
SQ3 27 SQ4 212	
Special Units  Air/Light1	49 66 16 87 35 36
	38 13
Trucks TR51 274 TR30 199 TR83 166 TR54 14	58 17



Orange County Fire Rescue is the largest fire and rescue department in Central Florida. Created in 1981, we are a young, progressive department governed by the core values of Duty, Respect and Integrity.

Prior to 1981, Orange County was served by 14 separate Fire Control Districts. Dedicated volunteer members hosted activities such as pancake breakfasts, BBQs and charity events to raise sufficient operating funds for service delivery. With the growing population and influx of tourists, the Orange County Board of County Commissioners realized a need for restructuring and passed House Bill 1222 on June 1, 1981, consolidating the Districts and unifying the community into a single collaborative fire rescue force.

Today, we serve approximately 1,012,966 citizens and visitors and respond to more than 119,000 calls for service annually. The mission of the Orange County Fire and Rescue Department is to provide fire suppression, emergency medical and community risk reduction services to ensure our community can enjoy a high quality life and property protection delivered with compassion and integrity.

For more information, visit www.ocfrd.com or follow us on Twitter at @OCFireRescue.



#### **Orange County Fire Rescue**

Post Office Box 5879, Winter Park, Florida 32793-5879 Main: 407-836-9000 Email: FireRescue1@ocfl.net