# Board of County Commissioners

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District 1

**Bryan Nelson**  
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District 4

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District 6
It is with great pleasure that I recognize and commend the many accomplishments of Orange County Fire Rescue during the 2015-2016 fiscal year. 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 access to world-class fire protection and health services in their greatest 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 fiscal accountability. 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.

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 the Board of County Commissioners and I reaffirmed our commitment to projects across Orange County that will provide long-term benefits to our citizens.

Through INVEST, Orange County Fire Rescue will receive $30 million over the next five years to fund:
- $18 million for three new fire stations;
- $7 million for new fire apparatus and equipment; and
- $5 million allocation as partial funding for a regional fire training facility.

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.

New fire stations will facilitate rapid response in our highest-demand areas. Additional funding will enable firefighters and EMS personnel to respond to emergencies with care and safety, using advanced equipment and the latest technologies. A new regional training center will provide an environment in which first responders receive the highest-quality training, at a state-of-the-art facility. By using INVEST funds, we’re able to move forward now with the construction of three new fire stations and millions of dollars of improvements in equipment and training for our firefighters – rather than waiting for funds to be generated from our Fire Rescue MSTU.

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,

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

46 Rescues
- 34 Front Run Rescues
- 8 Front Line Medic Units
- 2 Ready Medic Units
- 2 Ready Rescues

41 Pumpers/Engines
- 36 Front Line Engines
- 5 Ready Engines

8 Aerial Trucks
- 2 Brontos
- 2 Platforms
- 4 Quints

12 Brush/Woods
- 5 Brush
- 7 Woods

7 Tankers

Specialty Unit Categories
- MCU Units, TRT Units, Rehab 1, 1 Air Light, 9 Marine Units, Bariatric 1

3 Squads
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 III, EFO, 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 Asset Management

Emergency Management Manager
Ronald Plummer
Office of Emergency Management

Department Organization

Office of the Fire Chief

Public Information Office

Professional Standards

Safety and Wellness

Fire Rescue Human Resources

Fiscal

Financial Analysis

Accounts Receivable

Accounts Payable

Field Operations

Field Operations Services

EMS Administration

Professional Development and Training

Special Operations Support

Planning and Technical Services

Office of the Fire Marshal

Strategic Business Planning

Community Risk Reduction Services

Technical Services

Communications

Fire Rescue 911 Communications

Communications Quality Assurance

Communications Training

Fire Telecommunications

Infrastructure and Asset Management

Fire Rescue Supply

Fire Fleet and Equipment

EMS Logistics

Office of Emergency Management

Community Warning

Training and Exercise

Facilities
FIELD OPERATIONS SERVICES

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.

EMS ADMINISTRATION

Division: Field Operations

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

Division: Field Operations

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 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.
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.

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.

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

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 Hours Provided: 45
- Continuing Education Topics Provided: 35

 Elaine Stanley
Dispatcher II/Trainer

FIRE TELECOMMUNICATIONS

Division: Communications

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

- Radio Repairs/Replacements: 336
- Cell Phone Repairs/Replacements: 252
- Fire Station Alert Box Repairs: 23

 Thomas Crosskey
Program Coordinator

OFFICE OF EMERGENCY MANAGEMENT

Division: Office 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.

 Ronald Plummer
Emergency Management Manager
Community Education Events Aimed at High or Special Risk Areas

- Brett Wasmund
  Battalion Chief

**16,295** Occupancies Supported

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

**7,884** Plans Reviewed

**6,182** New Construction Fire Inspections Conducted

**7,870** Permits Processed

**31.5%** Services Delivered

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.

Bruce Faust
Fire Marshal

**31.5%** Residential Occupancies experiencing a fire had a working smoke alarm

**46.2%** Fire had a working smoke alarm

STRATEGIC BUSINESS PLANNING

- Brett Wasmund
  Battalion Chief

**201** DRC Reports Provided

**145** ISO Reviews Provided

**517** Statistical Reports Provided

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.

Bruce Faust
Fire Marshal

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Orange County Fire Rescue | 6590 Amory Court, Winter Park, Florida 32792 | www.ocfrd.com
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.

FISCAL

Division: Fiscal

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

- Classification of Receipts: 534
- Purchase Requisitions: 2,111
- Vendor Payment Authorizations: 2,873
- Account Receivables Invoices: 2,265
- Total Budget: $191,388,720

Fiscal Administrator: Pam Giessuebel

CAD Administrator: Craig Corliss
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 lifesaving work employees provide to the citizens and visitors of Orange County.
FIRE RESCUE HUMAN RESOURCES

Division: Office 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.

Applicant Screenings Performed

Charles Welch
Senior HR Advisor

3,356

Employees Hired

87

SAFETY AND WELLNESS

Division: Office 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.

Professionals Standards

Division: Office 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.

David Hepker
Program Administrator

83.6% Days without Complaints Related to Rudeness or Disrespect

358 Citizen Contact Reviews Completed

2,523 Drive Camera Reviews Completed

Joseph Washington
Battalion Chief

437 Wellness Classes Provided

103 Mentoring Sessions Held
FIRE FLEET AND EQUIPMENT

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

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

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

1,998
PPE Inspections/Cleanings
### 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

<table>
<thead>
<tr>
<th></th>
<th>sworn</th>
<th>Paramedics</th>
<th>Admin Staff</th>
<th>Total</th>
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<tr>
<td>FY 15-16</td>
<td>1,037</td>
<td>20</td>
<td>189</td>
<td>1,246</td>
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#### ACTUAL EXPENDITURES

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<tr>
<th>Fiscal Year</th>
<th>Amount</th>
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<tr>
<td>FY 15-16</td>
<td>$140,588,268</td>
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<tr>
<td>FY 14-15</td>
<td>$133,707,896</td>
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<td>FY 13-14</td>
<td>$137,576,095</td>
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<td>FY 12-13</td>
<td>$121,403,565</td>
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#### ACTIVITY

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<tr>
<td>Total Calls</td>
<td>119,101</td>
<td>127,104</td>
<td>123,796</td>
<td>113,960</td>
<td>112,494</td>
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<td>Fire Calls</td>
<td>28,902</td>
<td>28,360</td>
<td>28,000</td>
<td>27,500</td>
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<tr>
<td>EMS Calls</td>
<td>84,162</td>
<td>85,106</td>
<td>85,000</td>
<td>84,944</td>
<td>84,900</td>
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<td>Misc. Calls</td>
<td>6,037</td>
<td>6,024</td>
<td>6,000</td>
<td>5,974</td>
<td>5,950</td>
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<td>EMS Transports</td>
<td>62,399</td>
<td>63,306</td>
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#### CIVILIAN FIRE CASUALTIES

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<tr>
<th>Year</th>
<th>Fatalities</th>
<th>Injuries</th>
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<tr>
<td>2012</td>
<td>3</td>
<td></td>
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<td>2013</td>
<td>2</td>
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<tr>
<td>2014</td>
<td>1</td>
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</tr>
<tr>
<td>2015</td>
<td>1</td>
<td></td>
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<tr>
<td>2016</td>
<td>2</td>
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#### SIGNIFICANT INCIDENTS

- 7/8/16 - Sta 33, Aircraft Down
- 6/19/16 - Sta 54, Mass Casualty
- 5/24/16 - Sta 55, Mass Casualty
- 4/17/16 - Sta 37, 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
- 7/8/16 - Sta 33, Aircraft Down

#### UNITS

- ALS Engine/Quints
  - 10: 40
- ALS Rescues
  - 31
- Truck Companies
  - 4

#### UNIT RESPONSES

**AVERAGE FIRST UNIT RESPONSE TIME (RECEIPT-OF-CALL TO ON-SCENE)**

<table>
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<tr>
<th>Area</th>
<th>Engines/Quints</th>
<th>Engines/Quints (cont)</th>
<th>Medic/Rescues</th>
<th>Medic/Rescues (cont)</th>
<th>Special Service Squads</th>
<th>Special Units</th>
<th>Shift Captains</th>
<th>Trucks</th>
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<tbody>
<tr>
<td>Urban/Suburban Service Area</td>
<td>6:00 M &amp; G</td>
<td>6:00 M &amp; G</td>
<td>6:00 M &amp; G</td>
<td>6:00 M &amp; G</td>
<td>SQ1</td>
<td>Air/Light1</td>
<td>CPT4</td>
<td>TR51</td>
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<tr>
<td>Rural Service Area</td>
<td>7:00 M &amp; G</td>
<td>7:00 M &amp; G</td>
<td>7:00 M &amp; G</td>
<td>7:00 M &amp; G</td>
<td>SQ3</td>
<td>Boats</td>
<td>CPT1</td>
<td>TR30</td>
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#### COUNTY WIDE AREA

**- 6 MINUTES AND 56 SECONDS**

- 19
- 19
- 19
- 19
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.