

**Fire and Emergency Services Committee Report**  
Orange County/City of Orlando Consolidation of Services Study Commission

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# **Fire and Emergency Services Committee Report**

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## **Members**

The Fire and Emergency Services Committee consisted of the following individuals:

- Jimmy Goff, Chairman
- Don Ammerman
- Cari Coats
- Carolyn Fennell
- Jim Kallinger
- Frances Pignone
- Kathy Putnam

## **Meeting Schedule and Presenters**

The Fire and Emergency Services Committee (the “Committee”) held its first meeting on August 22, 2005 and met on fourteen separate occasions, concluding its deliberations on March 21, 2006. A follow-up meeting was held on April 6, 2006 to further discuss committee’s recommendations. A chart compiling the Committee’s schedule of meetings and the presenters is attached as Appendix A.

## **Side-By-Side Comparisons**

Two detailed Side-By-Side Comparisons of the data presented and considered by the Committee are attached as Appendixes B and C. Appendix B contains a side-by-side comparison of the Orange County Fire Rescue Department and the City of Orlando Fire Department. Appendix C contains a comparison of the two department’s 911 Centers. The data cited in the Side-by-Side Comparisons is information provided by either Orange County or the City of Orlando and is not based on any independent calculations or studies prepared by the Committee.

## **Findings of Fact**

The following findings of fact were determined by the Committee to be of significance and are the basis for their conclusions and recommendations:

***Fire and Emergency Services Fact #1*** The Orange County Fire Rescue Department (hereinafter referred to as the “County Fire Department”), the fourth largest Fire Department in Florida (based on personnel), responds to more than 86,000 calls per year. See Appendix D for additional information on the County Fire Department. The Orlando Fire Department answered 47,537 calls in 2005. See Appendix E for additional information on the Orlando Fire Department.

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**Fire and Emergency Services Fact #2** The County and City fire departments have established themselves as modern and efficient providers of public safety services across complex urban and suburban areas, including significant residential, industrial, military, tourism, and higher educational facilities. The County has additional expertise in firefighting in rural areas. The County Fire Department has contracted with the cities of Oakland, Orlando for the Lake Nona area, Maitland, Ocoee, Winter Garden, Edgewood, Belle Isle, and Eatonville to provide dispatch and/or fire service. Due to its size, financial strength, and governance, the County Fire Department is able to provide many sophisticated services beyond firefighting. In addition to EMS transport, fire inspections, and public education activities, the Department also operates a series of technical rescue teams, an aero-medical transport program, bicycle rescue teams and many other activities. (Source: Barry Luke, Division Chief, Fire Communications, County Fire Department).

**Fire and Emergency Services Fact #3** The County Fire Department operating budget is derived exclusively from a Municipal Service Taxing Unit (MSTU) created in 1981. This budget is unique because the County Fire Department receives no funds from Orange County's general funds. All expenditures including personnel services, apparatus purchase, equipment, and other support expenses are spent from this fund. The County Fire Department also receives funding from Fire/Rescue Impact Fees that are now used for new construction and growth related capital expenditures. See Appendix F - Orange County 2005 Fire/Rescue Services Impact Fee Update Study.

**Fire and Emergency Services Fact #4** Both Orange County and the City of Orlando have 911 Communication Centers that receive emergency calls for both law enforcement and Fire/Emergency services. Orange County has the Orange County 911 Communications Center (County Communications Center), a consolidated center that also serves the cities of Belle Isle, Eatonville, Edgewood, Maitland, Oakland, Ocoee, Windermere and Winter Garden. This contractual relationship has proven to be successful for the County Fire Department and the cities by providing seamless dispatch and response of the closest units regardless of jurisdictional boundaries. The City of Orlando has the Orlando Operations Center. Both Centers share their facilities with law enforcement. Approximately 80% of 911 calls coming into the Centers are for law enforcement. (Source: Barry Luke, Division Chief, Fire Communications, County Fire Department).

**Fire and Emergency Services Fact #5** On an average day, Orange County Fire Rescue receives 270 to 280 emergency calls. The performance standard for operators is that the calls must be answered within 10 seconds, 90% of the time. Then, the operators who receive the calls have 60 seconds to dispatch the Fire responders; the average call process time is 46 seconds. (Source: Barry Luke, Division Chief, Fire Communications, County Fire Department).

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**Fire and Emergency Services Fact #6** Computers are relied upon at both the County Communications Center and the Orlando Operations Center to determine what vehicles are available for calls, the best vehicle to dispatch, and the best route to the scene. Each Center currently uses different computer-aided dispatch, mapping and record management systems. Consolidation of these centers would be costly. Estimates for a new integrated computer-aided dispatch and records management system could cost in excess of \$3 million.

**Fire and Emergency Services Fact #7** Both Orange County and Orlando operate extremely busy and very professional 911 Centers, with highly trained professional management and staff. Both 911 Centers work at full capacity in a high-pressure environment. Due to the inherent stress of the job duties, there are always a number of unfilled positions. Table 1 below compares the workload of both centers. (Source: Kathy Miller, Deputy Chief, Orlando Fire Department).

**Table 1**

<b>2005 COMMUNICATIONS CENTERS WORKLOAD</b>		
<b>ACTION</b>	<b>CITY OF ORLANDO</b>	<b>ORANGE COUNTY</b>
Phone calls received	212,719	335,674
Radio transmissions handled	800,000	Not tracked
Emergency Incident responses	47,537	86,000
Total Unit* Responses	86,016	183,000

\* Unit = one vehicle

**Fire and Emergency Services Fact #8** Each jurisdiction has reported that in 2005, 45% of all 911 calls originated from cell phones. This is a significant fact because cell phone calls are not always linked to the Global Positioning Satellite (GPS) location of the call that appears on the Call Center's computer. This situation creates difficulties in matching the call to the Enhanced 9-1-1 System, so additional time is needed to determine the location of the caller. Further problems are created when the caller is in transit and is no longer at the incident location. Dispatchers must expend additional time to determine the location of the emergency rather than the location of the caller. It is expected that this problem will worsen as more residents elect to use cell phones instead of having landline phones installed in their homes or utilize Voice Over Internet Protocol systems. (Source: Kathy Miller, Deputy Chief, Orlando Fire Department).

**Fire and Emergency Services Fact #9** Sometimes multiple 911 Centers are notified of the same accident with multiple responses initiated by the relevant Dispatch Centers. (Source: T.J. Lyon, Division Chief, Fire Operations, County Fire Department).

**Fire and Emergency Services Fact #10** An Orange County 911 Coordinator collects updated information from all jurisdictions and provides all ten 911 communications centers within Orange County with weekly updates about new street

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addresses, new subdivisions and other relevant changes to maps. This coordination is crucial to ensure correct and prompt response by all fire departments.

***Fire and Emergency Services Fact #11*** Each communications center houses the Emergency Operations Center for their respective jurisdictions. During state of emergencies, such as hurricanes, this has proven to be an effective way to manage these events and the increased demand for emergency services. Both Centers serve as an automatic back up to the other. If a catastrophic interruption occurs, calls seamlessly transfer to the other center for processing and dispatch. This has happened twice in the last two years. Evidence was presented to the Committee by the City of Orlando that redundancy in regard to the County Communications Center and the Orlando Operations Center is a good policy, given the likelihood of hurricanes and other natural or man-made disasters. The County Fire Department indicated there was no impediment to consolidation of the two 911 Centers. The question is how to best achieve that redundancy at the lowest cost to taxpayers. The ability of the personnel from the temporarily inoperative Center to safely and quickly relocate to the other Center is also a consideration in this matter.

***Fire and Emergency Services Fact #12*** Emergency services share common radio channels. All emergency service providers are utilizing the 800 mega-hertz radio system. The radios used in this frequency band are programmable and contain channels for all emergency service providers in the area. This allows one agency to talk to another agency directly. There are also multiple statewide mutual aid channels available for use when agencies from outside the region provide assistance. This technology makes radio communications nearly seamless from one jurisdiction to another. *(Source: Kathy Miller, Deputy Chief, Orlando Fire Department).*

***Fire and Emergency Services Fact #13*** In 2005, the County Fire Department provided assistance to the Orlando Fire Department on 1,363 occasions. Those incidents resulted in the County Fire Department committing 17,001 minutes to City of Orlando residents. This resulted in an average of 11.01 minutes for each County unit committed to each call. The Orlando Fire Department assisted the County Fire Department on 603 occasions. The Orlando Fire Department was committed to unincorporated Orange County residents for 19,128 minutes. The City units committed approximately 19.26 minutes for each call to County residents.

***Fire and Emergency Services Fact #14*** The County Fire Department provides medical transportation for designated areas. It believes that this continuity of care provides a higher level of emergency medical services. Additionally, as a result of providing medical transportation services, the County Fire Department has generated revenue over the past 5 years in excess of \$16 million with an average collection rate of 66% of net billable. All of the collected revenues are utilized to continually improve pre-hospital emergency care service.

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Both Orange County and the City of Orlando use private transport companies to ensure transport is available to all residents. The City of Orlando uses Rural Metro to provide transport service for City residents and has accepted the response standards specified in Orange County's contract with Rural Metro. When Rural Metro cannot transport, the Orlando Fire Department provides the service. The Orlando Fire Department has transport capable rescues, but has made a policy decision to use Rural Metro for a number of stated reasons including high call volume and the impact on overall operational strategy. The reasoning for the transport decision by each jurisdiction is in Appendix G - Rescue Transport Costs. (Source: Kathy Miller, Deputy Chief, Orlando Fire Department).

**Fire and Emergency Services Fact #15** The Orange County Emergency Medical Services Medical Director provides standing orders that direct that patients be taken to the nearest facility. An exception to this directive can occur if the patient is in stable condition and requests an alternate facility. (Source: Roger Duryea, General Manager, Rural Metro Ambulance).

**Fire and Emergency Services Fact #16** People transported by EMS transportation make up 15% of the emergency room visits in Orange County. (Source: Dr. George Ralls, Orange County Emergency Medical Services Medical Director).

**Fire and Emergency Services Fact #17** Orange County government has established a clinic system, the Primary Care Access Network (PCAN), to provide health care services to uninsured residents. Twenty-One percent (21%) of Orange County residents have no health insurance. This system appears to have helped to provide primary care in lieu of hospital emergency rooms. (Source: Pete Clarke, Deputy Director, and Randy Lewis, Senior Program Manager, Health and Family Services Department, Orange County).

**Fire and Emergency Services Fact #18** "Wall Time" is a term used to describe the time a vehicle and crew have to wait at a hospital emergency room (ER) until the patient is accepted by the hospital and is a problem faced nationwide by all emergency transporters.

- Dr. George Ralls, Orange County EMS Medical Director, said that "wall time" is a national problem. He opined that volume isn't the problem. According to Dr. Ralls, there is a tremendous need in this community for unscheduled care and walk-in ER patients shouldn't be blamed for the "wall time" problem, as these low acuity patients are seen quickly. The fixed costs related to these patients are there anyway. The problem of "wall time" is not primarily related to the number of patients coming to the emergency rooms for health care; but instead may be attributable to the amount of time it takes for a patient before he or she can be admitted to an ER bed, and, if necessary, eventually moved to an appropriate hospital ward. During certain times of the year hospitals are busier, but this may not justify adding beds only to accommodate this periodic influx of patients.

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- Dr. Todd Husty, EMS Director for Seminole County, Maitland, and Winter Park, has addressed the “wall time” problem by defining it as a hospital “internal disaster” (disaster defined as need outstripping supply) so that the hospital can take actions that usually it wouldn’t, and by setting a 15 minute goal for EMS personnel transferring a transported patient to emergency room (ER) care, and a 45 minute maximum rule. The approach has reduced instances of wall time to 2-4% of Seminole County transports.
- Of the 450,000 patients seen at Orange County emergency rooms in 2005, 76,000 were EMS transported, while the rest were walk-ins. Of the transported patients, 50% were admitted to a hospital. Twenty (20) % to 30% of the walk-ins were admitted. The 911-call volume for Orange County is substantially greater than that of Seminole County because Orange County has more residents and also 35,000,000 visitors per year. In addition, there is an increase in the number of patients treated because of the specialized types of hospital services provided in Orange County. *(Source: Dr. George Ralls, Orange County Medical Director).*
- Orange County Fire Rescue Communications monitors emergency room availability and patients are transported in accordance with established protocols. *(Source: Dr. George Ralls, Orange County Medical Director).*

**Fire/Emergency Fact #19** The National Fire Incident Reporting System (NFIRS) provides what data must be collected, stored and searchable and kept in fire communications system records. System records can be the most costly part of migrating to a new software application because the records in the present system must be moved to the new software. Migration of records from one software application to the other requires the building of intricate programming “scripts”. These scripts create a cross walk from one application to the other so that data contained in each report field are properly migrated from the old application to the new application. Such a crosswalk is also required for all occupancy data so even if you wanted to leave your incident data in the old application archive, you would still have to migrate huge stores of data from the occupancy files to the new software. All users of the software would have to be trained and become proficient so that incident or inspection data is accurately captured. The cost of purchasing a new software application is not large (less than \$500,000) but the cost of migration can be very expensive when the labor and scripting costs are added. A clear and compelling business benefit must be present in order to justify the decision to migrate from one application to another. *(Source: Kathy Miller, Deputy Chief, Orlando Fire Department).*

**Fire/Emergency Fact #20** Both the City of Orlando and Orange County are rated by the Insurance Services Organization (ISO), which is an independent protection rating organization that is used to set insurance rates nationally. The ISO does not conduct self-assessments/peer reviews. It only collects data on and analyzes the fire suppression service capability of a community. Their analysis is based on criteria such as: fire alarms (how well the agency receives alarms and dispatches its resources); the

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number of engine companies (distribution); and, water supply (whether the community has a sufficient water supply, etc.). The ISO rating is derived from a comprehensive study of a wide array of factors including deployment strategy, response times, staffing, training and infrastructure. The ratings are on a 1-10 scale with a rating of 1 being the best.

- The City of Orlando has an ISO rating of 2.
- Orange County's ISO rating is split 4/9. This score reflects the diverse urban, suburban, and rural service areas that the County Fire Department protects. Essentially, ISO only classifies a community's ability to fight fire; this service accounts for only about 2% of the County Fire Department's annual emergency responses. A comprehensive public fire protection program includes many aspects of which the ISO rating, a fire insurance rating tool, is but just one of those factors. The County Fire Department is satisfied with the 4/9 rating and realizes it is an appropriate balance between available funds and fire service delivery.
- The ISO has recently partnered with the Commission of Fire Service Accreditation International (CFAI) to enhance its ability to rate fire departments. The CFAI provides a comprehensive system of fire and emergency service evaluation that helps local governments determine their risks and fire safety needs, evaluate the performance of the organizations involved, and provide a method for continuous improvement. The self-assessment process covers 10 categories that address all aspects of fire service. Within these categories are performance indicators and core competencies to which the agency must show effectiveness. The County Fire Department is currently seeking accreditation and will file a formal application this year.

The Orlando Fire Department is also seeking Accreditation through this process. By obtaining accreditation, the Orlando Fire Department will have validated its business processes as well as its deployment strategy, via the ISO's public protection rating, and its performance, by meeting nationally accepted fire service performance standards found in Section 1710 of the National Fire Protection Association Code ("NFPA 1710"). The Orlando Fire Department is committed to providing high quality cost effective service through constant review of its business processes. (Source: Kathy Miller, Deputy Chief, Orlando Fire Department).

**Fire/Emergency Fact #21** The current City-County jurisdictional boundary is jagged. Islands and enclaves exist creating a fragmented service area, inefficient service delivery and increased response times. Cost inefficiencies are created because of overlapping response areas. (Source: City of Orlando GIS, Orange County Property Appraiser).

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**Fire/Emergency Fact #22** Economies of scale are already being realized through like purchasing contracts at the local and state level.

**Fire/Emergency Fact #23** Both the County Fire Department and the Orlando Fire Department have programs in place that have resulted in similar success in the hiring and promotion of minorities and women. There is not a statistically significant difference in the relevant percentages of minorities and women in their respective workforces. The Orlando Fire Department pointed out that their numbers went down somewhat as a result of the recent retirement of a number of minority and female employees, to include a number in supervisory positions.

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## **Conclusions**

Based upon testimony received by the Committee members during its various meetings, the Committee by a majority vote adopted the five conclusions that follow at their meeting held on March 21, 2006:

***Fire/Emergency Conclusion #1*** Both the Orange County Fire Rescue Department and the City of Orlando Fire Department are well run, professional organizations that handle very large volumes of emergency responses.

***Fire/Emergency Conclusion #2*** The County Fire Department and the City Fire Department have joint response, automatic aid and mutual aid agreements, and Memorandums of Understanding with each other.

***Fire/Emergency Conclusion #3*** “Wall time” is an issue for patient transporters within Orange County.

***Fire/Emergency Conclusion #4*** 911 Communication Centers redundancy is good policy.

***Fire/Emergency Conclusion #5*** The present fire and emergency services boundaries between Orange County and the City of Orlando cause inefficiencies such as the duplication of the delivery of emergency services, as well as both agencies responding to the same calls.

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## **Recommendations**

Consolidation of the Orange County Fire Rescue Department and City of Orlando Fire Department was studied for efficiencies in service delivery, economies of scale, opportunities for enhanced intergovernmental cooperation and other related issues. The Committee recommends that the Study Commission adopt the following recommendations for further consideration by both the County and the City:

### **Fire and Emergency Services Recommendation # 1**

That Orange County and the City of Orlando should develop a fire service boundary agreement that rounds off jurisdictional boundaries to clearly establish service delivery areas for both agencies.

### **Fire and Emergency Services Recommendation #2**

That the 911 Communications Centers of Orange County and the City of Orlando not be consolidated, but that Orange County and the City of Orlando acquire technology improvements to allow interoperability, thus speeding up emergency call response times and the availability of units and maintaining current redundancy.

### **Fire and Emergency Services Recommendation # 3**

That Orange County and the City of Orlando planning for land use, new developments, etc., should include fire and emergency services representatives and should include joint planning for emergency service provision, for example, planning future locations for fire stations, especially in areas that are underserved.

### **Fire and Emergency Services Recommendation # 4**

That the Fire Rescue Administrations from both Orange County and the City of Orlando address the potential of joint purchasing of fire and emergency vehicles and equipment, establishing common radio terminology, improving accountability practices, and coordinating emergency response resources and command procedures, based on the National Incident Management System and Section 1561 of the National Fire Protection Association Code (NFPA 1561) - Emergency Services Incident Management System.

### **Fire and Emergency Services Recommendation # 5**

That, because the Committee found that neither efficiencies in service delivery nor economies of scale would result from consolidation of services, and because bigger is not necessarily better, neither the Orange County and the City of Orlando Fire Departments nor their services be consolidated.

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## APPENDIX A, MEETING SCHEDULE AND PRESENTERS, to the Fire and Emergency Services Committee Report

FIRE AND EMERGENCY SERVICES COMMITTEE MEETING DATE	PRESENTER(S)	FORMAL PRESENTATION(S)
August 22, 2005	<b>Jim Fitzgerald</b> - Deputy Chief , Orange County Fire Rescue Department; <b>Thomas Lyon</b> – Division Chief, Orange County Fire Rescue Department; <b>Matt McGrew</b> – Acting Division Chief, Orange County Fire Rescue Department	Orange County Fire Rescue Presentation
September 9, 2005	<b>Barry Luke</b> - Division Chief, Orange County Fire Rescue Department;	Orange County Fire Rescue Communications Presentation
September 26, 2005	<b>Rudy Johnson</b> - Assistant Chief, Orlando Fire Department; <b>Laura Kinnear</b> - Fire Communications Manager, Orlando Fire Department; <b>Priscilla Mallory</b> - Orlando Fire Department	City of Orlando Fire Department Communications Overview
October 6, 2005	<b>Roger Duryea</b> - Rural Metro	Rural Metro Ambulance Presentation; City of Orlando Fire Department EMS 2004 Incidents; City of Orlando Fire Department Fire Incidents 2004; City of Orlando Fire Department Risk Assessment Presentation
October 27, 2005	<b>Jason Brown</b> - President of IAFF Local 2057; Orange County Fire Rescue Department, <b>Steve Clelland</b> - President of IAFF Local 1365, Orlando Fire Department; <b>Ron Glass</b> - Chairman of IAFF Local 1365 Pension Board, Orlando Fire Department	
November 2, 2005	<b>Robert Heffner</b> - Regional Chief, Rural Metro; <b>Pete Clarke</b> - Deputy Director, Orange County Health and Family Services (Primary Care Access Network	Primary Care Access Network (PCAN) Presentation
November 8, 2005	<b>Dana Loncar</b> – Director of Government Relations, Orlando Regional Health Care; <b>Joe Bob Pearce</b> – Manager of Trauma and Emergency Services, Orlando Regional Medical Center; <b>Bob Stein</b> - Director, emergency Department, Health Central	Health Central Emergency Department Presentation
December 8, 2005	Committee Discussion	
January 6, 2006	Committee Discussion	
January 23, 2006	<b>Dr. Todd Husty</b> – EMS Director for Seminole County, Maitland, and Winter Park; <b>Dr. George Ralls</b> , Orange County Medical Director	
February 7, 2006	Committee Discussion	
February 21, 2006	Committee Discussion	
March 9, 2006	Committee Discussion	
March 21, 2006	Committee Discussion	
April 6, 2006	Committee Discussion	

**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
<b><u>ORGANIZATION</u></b>	<b><u>ORGANIZATION</u></b>
<b>DEPARTMENT:</b> Orange County Fire Rescue Department (OCFRD)	<b>DEPARTMENT:</b> Orlando Fire Department (OFD)
<b>MANAGER:</b> Fire Chief Carl Plaughter	<b>MANAGER:</b> Fire Chief Robert Bowman
<b><u>2005 STAFF</u></b>	<b><u>2005 STAFF</u></b>
<b>TOTAL:</b> 1099	<b>TOTAL:</b> 510*
<ul style="list-style-type: none"> <li>• Professionals (certified): 940</li> <li>• Support staff: 159</li> <li>• Covered by Collective Bargaining: 1,011</li> <li>• Paramedics: 320</li> <li>• EMTs: 620)</li> </ul>	<ul style="list-style-type: none"> <li>• Professionals (certified): 446</li> <li>• Support staff: 64*</li> <li>• Covered by Collective Bargaining: 494</li> <li>• Paramedics: 236</li> <li>• EMTs: 210)</li> </ul> (* includes some fire academy personnel)
<b>AT THE END OF FY 2005, HOW MANY FTEs DID YOU HAVE IN THE FOLLOWING CATEGORIES?</b>	<b>AT THE END OF FY 2005, HOW MANY FTEs DID YOU HAVE IN THE FOLLOWING CATEGORIES?</b>
<b>TOTAL:</b> 1,099	<b>TOTAL:</b> 507
<ul style="list-style-type: none"> <li>• Fire Fighters: 879**</li> <li>• Supervisors and managers: 52</li> <li>• Information systems and/or technical support: 4</li> <li>• Clerical support: 28</li> <li>• Other: 136</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Fighters: 446</li> <li>• Supervisors and managers: 20</li> <li>• Information systems and/or technical support: 0</li> <li>• Clerical support: 5</li> <li>• Other: 36</li> </ul>
** This includes FF, engineers, lieutenants, captains, and recruits	
<b>MINIMAL STAFFING (REQUIRED PER UNIT):</b>	<b>MINIMAL STAFFING (REQUIRED PER UNIT):</b>
<ul style="list-style-type: none"> <li>• <b>Engines:</b> 1 Lieutenant, 1 Engineer, 2 Fire Fighters x 22 engines staffed at 4 personnel with the remaining 15 engines staffed at 1 Lieutenant, 1 Engineer and 1 Firefighter</li> <li>• <b>Tower/Ladder:</b> 1 Lieutenant, 1 Engineer, 1 Fire Fighter</li> <li>• <b>Heavy Rescue:</b> 1 Lieutenant, 1 Engineer, 2 Fire Fighters</li> <li>• <b>Rescue:</b> 1 Firefighter Paramedic, 1 Firefighter EMT</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Engines:</b> 1 Lieutenant, 1 Engineer, 2 Fire Fighters (except engines 2, 3, 7, 11, 12 with a staffing of 1 Fire Fighter but which often have 2 during non-peak vacation period)</li> <li>• <b>Tower/Ladder:</b> 1 Lieutenant, 1 Engineer, 2 Fire Fighters</li> <li>• <b>Heavy Rescue:</b> 1 Lieutenant, 1 Engineer, 3 Fire Fighters</li> <li>• <b>Rescue:</b> 1 Engineer, 1 Fire Fighter</li> </ul>
<b>FIRE DEPARTMENT WORK SCHEDULE:</b>	<b>FIRE DEPARTMENT WORK SCHEDULE:</b>
<ul style="list-style-type: none"> <li>• Fire fighters work a 24 hours-on-duty, 48 hours-off-duty shift schedule</li> <li>• There are three 24-hour shifts: A Shift, B Shift, and C Shift</li> </ul>	<ul style="list-style-type: none"> <li>• Fire fighters work a 24 hours on duty, 48 hours off duty shift schedule, with a Kelly Day every 8<sup>th</sup> shift</li> <li>• There are three 24-hour shifts: A Shift, B Shift, and C Shift</li> <li>• Schedule creates an average 48 hour work week and is FLSA compliant</li> <li>• No overtime is generated for an employee working a normal work week</li> </ul>
Each shift has managers, supervisors and firefighters	Each shift has managers, supervisors and firefighters

**Note:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

<b>ORANGE COUNTY FIRE RESCUE DEPARTMENT</b>	<b>ORLANDO FIRE DEPARTMENT</b>
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Firefighters			
Ethnic Group	Male	Female	Percentage
Caucasian	550	79	72.8%
African-American	87	6	10.7%
American Indian	7	1	0.9%
Asian-American	10	1	1.3%
Hispanic	106	13	13.7%
Other	3	0	0.3%
<b>TOTAL</b>	<b>763</b>	<b>100</b>	<b>100%</b>

  

Firefighter Age By Decade			
Birth Years	Male	Female	Total
1940-1949	11	0	11
1950-1959	199	12	211
1960-1969	266	44	310
1970-1979	226	35	261
>1980	61	9	70
<b>Average Age</b>	<b>39</b>	<b>37</b>	

  

WORKFORCE COVERED BY COLLECTIVE BARGAINING			
Section	Permanent Employees	Covered	Non-Covered
Fire Chief's Office	3	1	2
Logistics	75	48	27
Life Safety Education	10	8	2
Communications	57	52	5
Administration	31	3	28
Tng & Information Technology	25	17	8
Office of Emergency Management	8	0	8
Operations	890	882	8
<b>TOTAL:</b>	<b>1,099</b>	<b>1,011</b>	<b>88</b>

  

**FINANCIAL INFORMATION**

**FY 2004 ACTUALS FOR THE MSTU FUND:**  
\$101,477,000

**FY 2005 ACTUALS FOR THE MSTU FUND:**  
\$113,814,000

**PAY PLAN:**  
 Firefighter = \$33,726 - \$55,392  
 Engineer = \$43,771 - \$63,773  
 Lieutenant = \$48,005 - \$68,591  
 Captain = \$51,246 - \$71,774  
 (**Note:** All positions above are plus incentives (see benefits plan section).)

Firefighters			
Ethnic Group	# Male	# Female	Percentage
Caucasian	307	25	75.8%
African-American	39	1	9.2%
American Indian	0	0	0%
Asian-American	3	0	0.69%
Hispanic	50	3	12.2%
Other	3	0	0.69%
<b>TOTAL</b>	<b>404</b>	<b>29</b>	<b>100%</b>

  

Firefighter Age By Decade			
Birth Years	Male	Female	Total
1940-1949	2	0	2
1950-1959	38	2	40
1960-1969	180	10	190
1970-1979	167	17	184
>1980	17	0	17
<b>Average Age</b>	<b>Not known</b>	<b>Not known</b>	

  

WORKFORCE COVERED BY COLLECTIVE BARGAINING			
Section	Permanent Employees	Covered	Non-Covered
Fire Support Services	50	41	9
Fire Rescue	446	443	3
Fire Admin	14	10	4
<b>TOTAL:</b>	<b>510</b>	<b>494</b>	<b>16</b>

  

**FINANCIAL INFORMATION**

**FY 2003/2004 BUDGET:**  
\$51,026,000

**FY 2004/2005 BUDGET:**  
\$56,910,000

**PAY PLAN:**  
 Firefighter = \$38,716 - \$59,115  
 Engineer = \$50,267 - \$65,164  
 Lieutenant = \$55,123 - \$72,039  
 (**Note:** Does not include incentives or specialty pay)

**Note:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

<b>ORANGE COUNTY FIRE RESCUE DEPARTMENT</b>	<b>ORLANDO FIRE DEPARTMENT</b>
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**BENEFITS PLAN:**

Incentives = EMT - \$0.60 per/hour; paramedic - \$2.35 per/hour; paramedic II - \$2.57 per/hour  
 EMS supervisors = \$2.88 per/hour  
 Longevity = \$0.15 per/hour (5 years)  
 Longevity = \$0.30 per/hour (10 years)  
 Longevity = \$0.60 per/hour (15 years)  
 Longevity = \$0.90 per/hour (20 years)  
 Longevity = \$1.20 per/hour (25 years)  
 High risk = FRS @ 19.67% and FICA @ 7.65%, Total: 27.32%  
 Regular = FRS @ 8.22% and FICA @ 7.65%, Total: 15.87%  
 Average Health insurance per person = \$6,650

**OPERATING EXPENDITURES (FY 2005)**

**TOTAL: \$105,514,000**

- Employee salaries: \$57,473,000
- Overtime: \$2,870,000
- Benefits: \$21,440,000
- Training: \$255,000
- Equipment and maintenance (including systems and software support): \$3,563,000
- Facility use and maintenance: \$1,496,000\*\*
- Other: \$18,418,000
- Operating expenditure per staff member: \$96,000
- Average salary: \$52,296

\*\* This includes maintenance of buildings, building renovations, utilities, and leases

BUDGET AND PERSONNEL OVERVIEW				
Section	FY 04 Budget (Thousands)	FY 05 Budget (Thousands)	Perma- nent Employ- ment	FTEs
Fire Chief's Office	\$229	\$274	3	3
Logistics	\$10,175	\$15,862	75	75
Life Safety Education	\$655	\$621	10	10
Communi- cations	\$2,901	\$3,557	57	57
Administra- tion	\$13,092	\$13,832	31	31
Training & Information Technology	\$2,997	\$3,947	25	25
Office of Emergency Manage- ment	\$3,186 (General Fund)	\$1,069 (General Fund)	8	8
Operations	\$70,710	\$75,188	890	890
<b>TOTAL:</b>	<b>\$103,946</b>	<b>\$114,349</b>	<b>1099</b>	<b>1099</b>

**BENEFITS PLAN:**

36.10%

**OPERATING EXPENDITURES (FY 2005)**

**TOTAL: \$55,792,000**

- Employee salaries: \$31,512,000
- Overtime: \$907,000
- Benefits: \$15,841,000
- Training: \$61,000
- Equipment and maintenance (including systems and software support): \$4,937,000
- Facility use and maintenance: \$15,000
- Other: \$2,519,000
- Operating expenditure per staff member: \$109,000
- Average salary: \$61,788

BUDGET AND PERSONNEL OVERVIEW				
Section	FY 04 Budget (Thousands)	FY 05 Budget (Thousands)	Perma- nent Employ- ment	FTEs
Fire Support Services	\$4,558	\$4,684	50	50
Fire Rescue	\$44,908	\$48,502	446	446
Fire Admin	\$1,706	\$2,250	14	14
<b>TOTAL:</b>	<b>\$51,172</b>	<b>\$55,430</b>	<b>510</b>	<b>510</b>

**Note:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
<p><b>FUNDING SOURCE:</b>                      The Orange County Fire Rescue Department (OCFRD) is not funded by a general fund (as is the City of Orlando Fire Department). The OCFRD gets its funding from a Municipal Service Taxing Unit (MSTU). The MSTU derives its funds from properties located in unincorporated Orange County. Because OCFRD generates its own revenue within its own fund, it must pay for goods and services and operate solely within the limitations of the MSTU fund. That is not the case for a department that is funded from a general fund (as with the Orlando Fire Department [OFD]). Examples of things for which the OCFRD must pay include: paying for services provided by Orange County's General Fund Departments (indirect costs), and paying other County funds for services (internal service charges such as Risk and ISS), which in a General Fund Department like the OFD may not be the case.</p> <p><b>COST TO OUTFIT NEW FIRE FIGHTER:</b>                      \$6,100</p> <p style="text-align: center;"><b><u>EQUIPMENT</u></b></p> <ul style="list-style-type: none"> <li>• 37 Engines (includes 1 Compressed Air Foam Unit)</li> <li>• 27 Rescues</li> <li>• 1 Air and Light</li> <li>• 3 Heavy Rescues</li> <li>• 4 Aerial apparatus</li> <li>• 6 Tankers</li> <li>• 15 Woods</li> <li>• 6 Battalion chiefs</li> <li>• 10 Rescue boats</li> <li>• 1 Mobile helicopter</li> <li>• 1 Medical helicopter</li> <li>• 3 EMS Supervisors</li> <li>• 1 Safety officer</li> <li>• 1 Assistant chief</li> <li>• Reserves                             <ul style="list-style-type: none"> <li>○ 16 Engines</li> <li>○ 1 Aerial</li> </ul> </li> </ul>	<p><b>FUNDING SOURCE:</b>                      General revenues and 911 tax</p> <p><b>COST TO OUTFIT NEW FIRE FIGHTER:</b>                      \$6,020</p> <p style="text-align: center;"><b><u>EQUIPMENT</u></b></p> <ul style="list-style-type: none"> <li>• 15 Engines</li> <li>• 5 Tower/ladders</li> <li>• 8 Rescues</li> <li>• 1 Air/Light Truck</li> <li>• 1 Heavy Rescue</li> <li>• 1 HAZMAT Unit</li> <li>• 1 Dive Van</li> <li>• 2 Boats</li> <li>• 1 Crash Fire Rescue (Executive Airport)</li> <li>• 4 Woods Trucks</li> <li>• 5 District Chief Vehicles</li> <li>• 1 Division/Assistant Chief</li> <li>• 1 Mass Casualty Unit</li> <li>• 1 Disaster Emergency Response Trailer</li> <li>• 1 Arson Bomb Unit</li> <li>• 1 Bike Unit</li> <li>• 3 special operations support units</li> <li>• 1 foam truck</li> <li>• Reserves                             <ul style="list-style-type: none"> <li>○ 7 Engines</li> <li>○ 2 Towers/ladders</li> <li>○ 3 Rescues</li> </ul> </li> </ul>

**Note:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
<p style="text-align: center;"><b><u>TECHNOLOGY</u></b></p> <ul style="list-style-type: none"> <li>• Computer Aided Dispatch (CAD)</li>   <li>• MDTR</li> <li>• Automatic Vehicle Location (AVL)</li> <li>• Digital Mapping</li> <li>• 800 MHZ Radio System – Gold Elite Radio Consoles</li> <li>• Fire Station Alerting System</li> <li>• Firefighter Location Technology</li> <li>• Enhanced Mapping</li> <li>• Reverse 911</li> <li>• Emergency Medical Dispatch (EMD)</li>   <li>• TRP 1000 Multiple Agency Radio</li>   <li>• Records Management System (RMS)</li> <li>• Mobile Data Computer (MDC) System</li> <li>• Motobridge</li> <li>• Enhanced 911</li> <li>• 18 Mobile Field Repeaters</li> <li>• Incident Command System               <ul style="list-style-type: none"> <li>○ FEMA Compliant National Incident Management System</li> <li>○ In accordance with the National Fire Protection Association, which establishes industry standards, OCFRD requires one individual to assume the role of Incident Commander from the beginning of operations at the scene of each incident (NFPA 1561, 5.1.10)</li> </ul> </li> </ul>	<p style="text-align: center;"><b><u>TECHNOLOGY</u></b></p> <ul style="list-style-type: none"> <li>• Computer Aided Dispatch (CAD): Motorola Printrak (implemented in 2002, \$9 million cost)</li> <li>• MDTR</li> <li>• Automatic Vehicle Location (AVL)</li> <li>• Digital Mapping</li> <li>• 800 MHZ Radio System – Gold Elite Radio Consoles</li> <li>• Fire Station Alerting System</li> <li>• Firefighter Location Technology</li> <li>• Enhanced Mapping</li> <li>• Reverse 911 capable</li> <li>• Priority Dispatch Emergency Medical Dispatch (EMD) Pro-QA Software</li> <li>• TRP1000 Multiple Agency Radio Communications Interoperability System</li> <li>• Bio-Key RMS</li> <li>• Mobile computer terminals</li> <li>• Motobridge</li> <li>• Bell South Interact Telephone System</li> <li>• SmartZone capability – can work off of other agencies’ 800 MHZ radio sites</li> </ul>

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**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
<p style="text-align: center;"><b><u>OPERATIONAL DATA</u></b></p> <p><b>SERVICES:</b></p> <ul style="list-style-type: none"> <li>○ Firefighting</li> <li>○ Emergency Medical Services</li> <li>○ Hazardous Materials Mitigation</li> <li>○ Advanced Technical Rescue</li> <li>○ High Angle Rescue</li> <li>○ Confined Space Rescue</li> <li>○ Technical Rescue</li> <li>○ Wild land Fires</li> <li>○ USAR</li> <li>○ Air Medical Transport (Fire Star)</li> <li>○ Community Health Initiatives</li> <li>○ Fire Protection</li> <li>○ Public Education               <ul style="list-style-type: none"> <li>● CERT</li> <li>● BERT</li> <li>● Citizens Fire Academy</li> <li>● Immunizations</li> <li>● Health Fairs</li> <li>● Childrens Safety Village</li> </ul> </li> <li>○ Fire Safety Management (inspections)               <ul style="list-style-type: none"> <li>● Building inspections</li> <li>● After hours fire safety checks</li> </ul> </li> <li>○ Pre fire planning</li> </ul> <p><b>NUMBER OF EVENTS RESULTING IN THE DISPATCH OF FIRE/EMS UNITS in FY 2003:</b> 77,000</p> <p><b>NUMBER OF EVENTS RESULTING IN THE DISPATCH OF FIRE/EMS UNITS in FY 2004:</b> 86,000</p> <p><b>NUMBER OF EVENTS RESULTING IN THE DISPATCH OF FIRE/EMS UNITS in FY 2005:</b> 96,000</p> <p><b>NUMBER OF FIRE/EMS UNITS MANAGED:</b> 87 staffed units per shift. <b>Note:</b> Does not include reserve apparatus or peak activity units and support staff.</p>	<p style="text-align: center;"><b><u>OPERATIONAL DATA</u></b></p> <p><b>SERVICES:</b></p> <ul style="list-style-type: none"> <li>○ Firefighting</li> <li>○ Emergency Medical Services</li> <li>○ Hazardous Materials Mitigation</li> <li>○ Advanced Technical Rescue</li> <li>○ High Angle Rescue</li> <li>○ Confined Space Rescue</li> <li>○ Technical Rescue</li> <li>○ Wild land Fires</li> <li>○ USAR</li> <li>○ Community Health Initiatives</li> <li>○ Fire Protection</li> <li>○ Public Education               <ul style="list-style-type: none"> <li>● CERT</li> <li>● BERT</li> <li>● Citizens Fire Academy</li> <li>● Hispanic CERT (first in the nation)</li> <li>● Immunizations</li> <li>● Health Check</li> <li>● Firefit Kids</li> <li>● Neighborhood Emergency Training (NET)</li> </ul> </li> <li>○ Fire Safety Management (inspections)               <ul style="list-style-type: none"> <li>○ Company (fire personnel) inspections</li> <li>○ Hydrant servicing (fire personnel)</li> <li>○ Pre fire planning</li> </ul> </li> <li>○ Arson Bomb</li> <li>○ Accelerant Detection Dog (Arson Dog)</li> <li>○ Water Dive Rescue</li> </ul> <p><b>NUMBER OF EVENTS RESULTING IN THE DISPATCH OF FIRE/EMS UNITS in FY 2003:</b> 42,163 (alarms in CAD system created 47,315)</p> <p><b>NUMBER OF EVENTS RESULTING IN THE DISPATCH OF FIRE/EMS UNITS in FY 2004:</b> 45,661 (alarms created 51,842)</p> <p><b>NUMBER OF EVENTS RESULTING IN THE DISPATCH OF FIRE/EMS UNITS in FY 2005:</b> 48,347 (alarms created 54,228)</p> <p><b>NUMBER OF FIRE/EMS UNITS MANAGED:</b> 45, not counting administrative personnel, JR Units and Ambulance Company units</p>

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**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

<b>ORANGE COUNTY FIRE RESCUE DEPARTMENT</b>	<b>ORLANDO FIRE DEPARTMENT</b>
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PERFORMANCE MEASURES				NFPA 1710 COMPLIANCE			
Measure	Standard	FY 2004	FY 2005	Deployment/ performance description	Standard	FY 2004	FY 2005
5.2.2.1 Engine Company 4 personnel	NFPA 1710	53%	60%	5.2.2.1 Engine Company 4 personnel	NFPA 1710	60%	60%
5.2.2.2 Truck Companies	4 person 1/6	16%	16%	5.2.2.2 Truck Companies	NFPA 1710	100%	100%
5.2.2.3 Heavy rescue	4 person 3/3	100%	100%	5.2.2.3 Heavy rescue	NFPA 1710	100%	100%
5.2.1.2.5 Chief officer staff aides	1 person ICT	100%	100%	5.2.1.2.5 Chief officer staff aides	NFPA 1710	0%	0%
5.2.3.1.1 =< 8 minutes for arrival on scene of structural fire (15 fire fighters & 1 chief)	75% of time (OCFRD standard)	83%	83%	5.2.3.1.1 =< 8 minutes for arrival on scene of structural fire (15 fire fighters & 1 chief) 90% of time	NFPA 1710	53%	64%
5.2.3.1.2 rapid intervention team capable on first assignment	NFPA 1710	100%	100%	5.2.3.1.2 rapid intervention team capable on first assignment	NFPA 1710	100%	100%
5.2.3.3.2 Incident commander upgrades IRIC to full rapid intervention	NFPA 1710	100%	100%	5.2.3.3.2 Incident commander upgrades IRIC to full rapid intervention	NFPA 1710	100%	100%
5.2.3.3.3 Incident safety officer deployed	NFPA 1710	100%	100%	5.2.3.3.3 Incident safety officer deployed	NFPA 1710	100%	100%
5.3.1 EMS operations	=>940 EMT	100%	100%	5.3.1 EMS operations			
5.3.2.2 Minimal level of firefighter training is first responder/AED	=>940 EMT	100%	100%	5.3.2.2 Minimal level of firefighter training is first responder/AED	NFPA 1710	100%	100%
5.5 Airport Rescue and fire fighting services	N/A	N/A	N/A	5.5 Airport Rescue and fire fighting services	NFPA 1710	Yes	Yes
Call handling one minute 90% of time	NFPA 1710	100%	100%	Call handling one minute 90% of time	NFPA 1710	92%	93%
Turnout time	90 seconds	100%	100%	1 minute turnout time 90% of time	NFPA 1710	68%	67%
=/ < 240 seconds travel time for first engine on scene of structural fire	330 seconds 75% of time (OCFRD std)	64.8%	64.8%	=/ < 240 seconds travel time for first engine on scene of structural fire 90% of time	NFPA 1710	75%	77%
= < 240 seconds travel time for 1st responder or higher level capability on scene of medical emergency	330 seconds 75% of time** (OCFRD standard)	64.8%	64.8%	= < 240 seconds travel time for 1st responder or higher level capability on scene of medical emergency 90% of time	NFPA 1710	71%	72%
= < 8 minutes travel time for arrival of ALS unit on the scene of an emergency medical incident	75% of time (OCFRD standard)	45.9%	45.9%	= < 8 minutes or less travel time for arrival of ALS unit on the scene of an emergency medical incident 90% of time	(OFD standard is 4 minutes) NFPA 1710	98%	97%

**\*\* Fire Rescue Element**  
**Note:** Variations in response times are due largely in part to suburban and rural responses. Urban response times are consistent with City of Orlando.

**DISPATCH BREAKDOWN:**  
 77% EMS, 23% Fire

**OTHER FUNCTIONS AND RESPONSIBILITIES:**  
 Office of Emergency Management

**NUMBER OF SQUARE MILES COVERED:**  
 800

**AVERAGE SQUARE MILES PER STATION:**  
 21.1 square miles

**DISPATCH BREAKDOWN:**  
 61% EMS, 39% Fire

**OTHER FUNCTIONS AND RESPONSIBILITIES:**  
 N/A

**NUMBER OF SQUARE MILES COVERED:**  
 109.6

**AVERAGE SQUARE MILES PER STATION:**  
 6.6 square miles

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**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
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<p><b>NUMBER OF FIRE STATIONS: 37</b></p> <table border="1"> <thead> <tr> <th colspan="2">STATION COVERAGE AREA</th> </tr> <tr> <th>STATION</th> <th>AREA (Sq Miles)</th> </tr> </thead> <tbody> <tr><td>#20</td><td>46.4</td></tr> <tr><td>#27</td><td>11.1</td></tr> <tr><td>#28</td><td>42.7</td></tr> <tr><td>#29</td><td>29.4</td></tr> <tr><td>#30</td><td>7.9</td></tr> <tr><td>#31</td><td>15.3</td></tr> <tr><td>#33</td><td>8.7</td></tr> <tr><td>#34</td><td>38.7</td></tr> <tr><td>#35</td><td>15</td></tr> <tr><td>#36</td><td>21.7</td></tr> <tr><td>#37</td><td>13.6</td></tr> <tr><td>#40</td><td>10.6</td></tr> <tr><td>#41</td><td>6.2</td></tr> <tr><td>#42</td><td>6.2</td></tr> <tr><td>#43</td><td>7.2</td></tr> <tr><td>#50</td><td>4.6</td></tr> <tr><td>#51</td><td>6.5</td></tr> <tr><td>#52</td><td>5.9</td></tr> <tr><td>#53</td><td>6.5</td></tr> <tr><td>#54</td><td>10.9</td></tr> <tr><td>#55</td><td>15.3</td></tr> <tr><td>#56</td><td>9.5</td></tr> <tr><td>#58</td><td>13.9</td></tr> <tr><td>#63</td><td>8.7</td></tr> <tr><td>#65</td><td>8.3</td></tr> <tr><td>#66</td><td>5.7</td></tr> <tr><td>#70</td><td>7.5</td></tr> <tr><td>#71</td><td>8.1</td></tr> <tr><td>#72</td><td>7.2</td></tr> <tr><td>#73</td><td>4.8</td></tr> <tr><td>#76</td><td>69.4</td></tr> <tr><td>#80</td><td>10.7</td></tr> <tr><td>#81</td><td>11.2</td></tr> <tr><td>#82</td><td>48.6</td></tr> <tr><td>#83</td><td>23.7</td></tr> <tr><td>#84</td><td>196.2</td></tr> <tr><td>#85</td><td>23.6</td></tr> </tbody> </table>	STATION COVERAGE AREA		STATION	AREA (Sq Miles)	#20	46.4	#27	11.1	#28	42.7	#29	29.4	#30	7.9	#31	15.3	#33	8.7	#34	38.7	#35	15	#36	21.7	#37	13.6	#40	10.6	#41	6.2	#42	6.2	#43	7.2	#50	4.6	#51	6.5	#52	5.9	#53	6.5	#54	10.9	#55	15.3	#56	9.5	#58	13.9	#63	8.7	#65	8.3	#66	5.7	#70	7.5	#71	8.1	#72	7.2	#73	4.8	#76	69.4	#80	10.7	#81	11.2	#82	48.6	#83	23.7	#84	196.2	#85	23.6	<p><b>NUMBER OF FIRE STATIONS: 14</b></p> <table border="1"> <thead> <tr> <th colspan="2">STATION COVERAGE AREA</th> </tr> <tr> <th>STATION</th> <th>AREA (Sq Miles)</th> </tr> </thead> <tbody> <tr><td>#1</td><td>1.83</td></tr> <tr><td>#2</td><td>2.923</td></tr> <tr><td>#3</td><td>4.90</td></tr> <tr><td>#4</td><td>3.66</td></tr> <tr><td>#5</td><td>3.15</td></tr> <tr><td>#6</td><td>4.78</td></tr> <tr><td>#7</td><td>5.55</td></tr> <tr><td>#8</td><td>6.66</td></tr> <tr><td>#9</td><td>6.66</td></tr> <tr><td>#10</td><td>10.39</td></tr> <tr><td>#11</td><td>7.68</td></tr> <tr><td>#12</td><td>5.88</td></tr> <tr><td>#13</td><td>4.46</td></tr> <tr><td>#14</td><td>5.70</td></tr> </tbody> </table>	STATION COVERAGE AREA		STATION	AREA (Sq Miles)	#1	1.83	#2	2.923	#3	4.90	#4	3.66	#5	3.15	#6	4.78	#7	5.55	#8	6.66	#9	6.66	#10	10.39	#11	7.68	#12	5.88	#13	4.46	#14	5.70
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**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
<p><b>BATTALIONS:</b> 6 (Fire Stations: 37)</p> <p><u>Fire Battalion 1</u></p> <ul style="list-style-type: none"> <li>• Fire Station 20</li> <li>• Fire Station 27</li> <li>• Fire Station 28</li> <li>• Fire Station 29</li> <li>• Fire Station 40</li> <li>• Fire Station 41</li> </ul> <p><u>Fire Battalion 2</u></p> <ul style="list-style-type: none"> <li>• Fire Station 30</li> <li>• Fire Station 33</li> <li>• Fire Station 34</li> <li>• Fire Station 35</li> <li>• Fire Station 37</li> <li>• Fire Station 42</li> <li>• Fire Station 43</li> </ul> <p><u>Fire Battalion 3</u></p> <ul style="list-style-type: none"> <li>• Fire Station 31</li> <li>• Fire Station 36</li> <li>• Fire Station 52</li> <li>• Fire Station 54</li> <li>• Fire Station 56</li> <li>• Fire Station 58</li> </ul> <p><u>Fire Battalion 4</u></p> <ul style="list-style-type: none"> <li>• Fire Station 50</li> <li>• Fire Station 51</li> <li>• Fire Station 53</li> <li>• Fire Station 55</li> <li>• Fire Station 70</li> <li>• Fire Station 73</li> </ul> <p><u>Fire Battalion 5</u></p> <ul style="list-style-type: none"> <li>• Fire Station 63</li> <li>• Fire Station 66</li> <li>• Fire Station 71</li> <li>• Fire Station 72</li> <li>• Fire Station 76</li> <li>• Fire Station 81</li> </ul> <p><u>Fire Battalion 6</u></p> <ul style="list-style-type: none"> <li>• Fire Station 65</li> <li>• Fire Station 80</li> <li>• Fire Station 82</li> <li>• Fire Station 83</li> <li>• Fire Station 84</li> <li>• Fire Station 85</li> </ul>	<p><b>DISTRICTS:</b> 4 (Fire Stations: 14)</p> <p><u>District 1</u></p> <ul style="list-style-type: none"> <li>• Station 1</li> <li>• Station 2</li> <li>• Station 3</li> <li>• Station 5</li> </ul> <p><u>District 2</u></p> <ul style="list-style-type: none"> <li>• Station 7</li> <li>• Station 9</li> <li>• Station 10</li> <li>• Station 12</li> </ul> <p><u>District 3</u></p> <ul style="list-style-type: none"> <li>• Station 4</li> <li>• Station 6</li> <li>• Station 11</li> </ul> <p><u>District 4</u></p> <ul style="list-style-type: none"> <li>• Station 8</li> <li>• Station 13</li> <li>• Station 14</li> </ul>

**Note:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
<p><b>SPECIAL UNITS:</b></p> <ul style="list-style-type: none"> <li>• High Angle Rescue</li> <li>• Confined Space Rescue</li> <li>• Technical Rescue</li> <li>• HAZMAT</li> <li>• Bike Patrol</li> <li>• Mass Casualty Unit</li> <li>• Compressed Air Foam Unit</li> <li>• USAR</li> <li>• Air Trailer (SCBA)</li> <li>• Air and Light Unit</li> <li>• Bronto – 114 foot Articulating Aerial</li> <li>• Mobile Command Unit</li> <li>• Firestar helicopter</li> </ul> <p><b>NUMBER OF RESIDENTIAL POPULATION SERVED:</b> 677,185 (2005) [unincorporated Orange County]</p> <p><b>PAID FIRE AND EMERGENCY MEDICAL SERVICES (EMS) STAFFING PER 1,000 RESIDENTIAL POPULATION:</b> 1.62 (1099 [staff] divided by 677,185 [resident population] X 1,000)</p> <p><b>PAID FIRE AND EMERGENCY MEDICAL SERVICES (EMS) COST PER CAPITA FOR RESIDENTIAL POPULATION:</b> \$155.81 (\$105,514,000 [2005 operating expenditures] divided by 677,185 [unincorporated area population])</p> <p><b>NUMBER OF POPULATION SERVED (INCLUDE VISITORS):</b> 792,000 (2000 Census estimated daytime population [1,008,951] plus 100,000 visitors [source: Tim Malinovski] minus 317,000 (Orlando workday population) [Orlando Sentinel 10/22/05]) (1,008,951 is Orange County total resident population [896,344] plus total workers in area [551,930] minus total workers living in area [439,323])</p> <p><b>PAID FIRE AND EMERGENCY MEDICAL SERVICES (EMS) STAFFING PER 1,000 SERVICE POPULATION:</b> 1.39 (1099 [staff] divided by 792,000 [service population] X 1,000)</p> <p><b>PAID FIRE AND EMERGENCY SERVICES (EMS) COST PER CAPITA FOR SERVICE POPULATION:</b> \$133.22 (\$105,514,000 [2005 operating expenditures] divided by 792,000 [service population])</p> <p><b>OPERATING EXPENDITURES PER CALL:</b> \$1,370</p>	<p><b>SPECIAL UNITS:</b></p> <ul style="list-style-type: none"> <li>○ High Angle Rescue</li> <li>○ Confined Space Rescue</li> <li>○ Technical Rescue</li> <li>○ HAZMAT</li> <li>○ Bike Unit</li> <li>○ Mass Casualty Trailer</li> <li>○ Foam Trailer</li> <li>○ USAR</li> <li>○ Crash Fire Fighting Unit</li> <li>○ Air/Light</li> <li>○ Disaster Emergency Response Trailer (DERT)</li> <li>○ Arson Bomb</li> <li>○ Accelerant Detection Dog (Arson Dog)</li> <li>○ 3 special operations support units</li> <li>○ Water Dive Rescue</li> </ul> <p><b>NUMBER OF RESIDENTIAL POPULATION SERVED:</b> 217,327 (2005)</p> <p><b>PAID FIRE AND EMERGENCY MEDICAL SERVICES (EMS) STAFFING PER 1,000 RESIDENTIAL POPULATION:</b> 2.35 (510 [staff] divided by 217,327 [2005 resident population] X 1,000)</p> <p><b>PAID FIRE AND EMERGENCY MEDICAL SERVICES (EMS) COST PER CAPITA FOR RESIDENTIAL POPULATION:</b> \$256.72 (\$55,792,000 [2005 operating expenditures] divided by 217,327 [2005 resident population])</p> <p><b>NUMBER OF POPULATION SERVED (INCLUDE VISITORS):</b> 328,677</p> <p><b>PAID FIRE AND EMERGENCY MEDICAL SERVICES (EMS) STAFFING PER 1,000 SERVICE POPULATION:</b> 1.55 (510 [staff] divided by 328,677 [service population] X 1,000)</p> <p><b>PAID FIRE AND EMERGENCY SERVICES (EMS) COST PER CAPITA FOR SERVICE POPULATION:</b> \$169.75 (\$55,792,000 [2005 resident population] divided by 328,677 [service population])</p> <p><b>OPERATING EXPENDITURES PER CALL:</b> \$1,173</p>

**Note:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

<b>ORANGE COUNTY FIRE RESCUE DEPARTMENT</b>	<b>ORLANDO FIRE DEPARTMENT</b>
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NOTE: The Orange County Fire Rescue Department (OCFRD) is not funded by a general fund (as is the City of Orlando Fire Department). The OCFRD gets its funding from a Municipal Service Taxing Unit (MSTU). The MSTU derives its funds from properties located in unincorporated Orange County. Because OCFRD generates its own revenue within its own fund, it must pay for goods and services and operate solely within the limitations of the MSTU fund. That is not the case for a department that is funded from a general fund (as with the OFD). Examples of things for which the OCFRD must pay include: paying for services provided by Orange County's General Fund Departments (indirect costs), and paying other County funds for services (internal service charges such as Risk and ISS), which in a General Fund Department like Orlando Fire Department may not be the case.

**INSURANCE SERVICE OFFICE'S (ISO) RATING:**  
4-9

**CAPITAL IMPROVEMENT BUDGET:**  
\$10.1M (\$6M from impact fees, \$4.1M from MSTU)

**PARTNERSHIPS/AGREEMENTS**

Partnerships: Orange County Services Provided		
Municipality	Dispatch	Fire & EMS
Oakland	X	X
Edgewood	X	X
Bell Isle	X	X
Eatonville	X	X
Maitland	X	
Ocoee	X	
Winter Garden	X	
Windermere	X	

- OTHER PARTNERSHIPS:**
- USAR Teams (Orange County, City of Orlando, Seminole County)

Note: Orlando Fire Department (OFD) is funded out of the City of Orlando General Fund. As a department within the larger City budgeting structure, OFD is a costing center, rather than an enterprise fund. OFD must operate within the allocated budget approved by City Council. OFD is "charged" annually for shared administrative services such as fleet maintenance (vehicle depreciation and maintenance) and risk management, including vehicle insurance and deductibles. All supply, equipment and materials are expensed to OFD's budget. Salary and benefit expense is also expensed to OFD's budget. The City does not charge both ad valorem taxes and an MSTU for public safety funding.

**INSURANCE SERVICE OFFICE'S (ISO) RATING:**  
2

**CAPITAL IMPROVEMENT BUDGET:**  
Approved for FY 05/06 is \$557,000  
Extrication equipment  
Fire Hose  
Defibrillator replacements  
Firefighting gear  
Thermal imagers  
Fire station design work  
No impact fee for new construction

**PARTNERSHIPS/SUPPORT AGREEMENTS**

Partnerships: City of Orlando Services Provided		
Municipality	Dispatch	Fire & EMS
N/A		

- OTHER PARTNERSHIPS:**
- USAR Teams (Orange County, City of Orlando, Seminole County)

**Note:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
<p><b>INTEROPERABILITY (DEFINITION OF INTEROPERABILITY:</b> In real time, two or more centers are able to communicate and share information)</p> <p><b>INTEROPERABILTY POSSIBLE WITH THE FOLLOWING CENTER(S) LOCATED WITHIN ORANGE COUNTY:</b>                      Yes – multiple access methods (console patch, MOTOBRIDGE shared talk groups)</p> <p><b>HINDERENCES TO INTEROPERABILITY:</b></p> <ul style="list-style-type: none"> <li>○ Computer systems are different</li> <li>○ Time delay in making a phone call</li> </ul> <p><b>SUPPORT AGREEMENTS:</b></p> <ul style="list-style-type: none"> <li>○ Mutual Aid, Interlocal, and Automatic Aid</li> </ul> <p><b>COOPERATIVE EFFORTS:</b></p> <ul style="list-style-type: none"> <li>● Urban Search and Rescue</li> <li>● Joint Response</li> <li>● Mutual Aid</li> </ul> <p><b>AUTOMATIC AID/MUTUAL AID:</b></p> <ul style="list-style-type: none"> <li>● <b>Automatic Aid</b> <ul style="list-style-type: none"> <li>○ Formal agreement between agencies</li> <li>○ Involves approved geographic areas</li> <li>○ Involves designated equipment / apparatus</li> <li>○ A request for assistance is “pre-approved”</li> <li>○ Dispatch occurs quickly</li> <li>○ Automatic Aid between OCFRD and other agencies about 20 times a day</li> <li>○ There is a 2 to 3 minute delay in unit response due to time lost in calling the other agency by phone</li> </ul> </li> <li>● <b>Mutual Aid</b> <ul style="list-style-type: none"> <li>○ Emergency Backup between agencies</li> <li>○ Used in Catastrophic or highly unusual events</li> <li>○ Requires approval before units are assigned</li> </ul> </li> </ul>	<p><b>INTEROPERABILITY (DEFINITION OF INTEROPERABILITY:</b> In real time, two or more centers are able to communicate and share information)</p> <p><b>INTEROPERABILITY POSSIBLE WITH THE FOLLOWING CENTER(S) LOCATED WITHIN ORANGE COUNTY:</b>                      Yes - Motorola MOTOBRIDGE Interoperability computer, located in each of the local Communications Centers, allows for local interoperability when needed</p> <p><b>HINDERENCES TO INTEROPERABILITY:</b></p> <ul style="list-style-type: none"> <li>● MOTOBRIDGE is a state asset for which policies for use are being developed. The devise is currently not operable.</li> </ul> <p><b>SUPPORT AGREEMENTS:</b></p> <ul style="list-style-type: none"> <li>● Joint response Mutual Aid, Memorandum of Understanding with area jurisdictions.</li> <li>● State Mutual Aid Agreement</li> </ul> <p><b>COOPERATIVE EFFORTS:</b></p> <ul style="list-style-type: none"> <li>● Joint response</li> <li>● Mutual Aid</li> <li>● Urban Search and Rescue</li> <li>● Central Florida Fire Academy</li> </ul> <p><b>AUTOMATIC AID/MUTUAL AID:</b></p> <ul style="list-style-type: none"> <li>● <b>Automatic Aid</b> <ul style="list-style-type: none"> <li>○ Formal agreement between agencies</li> <li>○ Involves approved geographic areas</li> <li>○ Involves designated equipment / apparatus</li> <li>○ A request for assistance is “pre-approved”</li> <li>○ Dispatch occurs quickly</li> <li>○ Automatic Aid between OCFRD and other agencies about 20 times a day.</li> <li>○ There is a 2 to 3 minute delay in unit response due to time lost in calling the other agency by phone.</li> <li>○ Sometimes an engine or rescue that is physically closer will not be dispatched because a more distant unit can reach the scene first</li> </ul> </li> <li>● <b>Mutual Aid</b> <ul style="list-style-type: none"> <li>○ Emergency Backup between agencies</li> <li>○ Used in Catastrophic or highly unusual events</li> <li>○ Requires approval before units are assigned</li> </ul> </li> </ul>

**Note:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
<p><b>TRANSPORT SERVICE:</b> The ODFRD provides transport.</p> <ul style="list-style-type: none"> <li>• Employees: n/a</li> <li>• ALS Ambulances: 27</li> <li>• BLS Ambulances: 0</li> <li>• Bariatric Units: 10 (Bariatric Stretchers)</li> <li>• Uninsured patient collection rate: 3.9% (overall collection rate is approximately 70%)</li> <li>• Patients transported FY05: 17,977</li> <li>• Percentage arrived on scene within 10 minutes: 98.5% (75% within 8 minutes)</li> <li>• Average time to off-load a patient in emergency Department: 29 minutes</li> <li>• Average total time per transported patient (from dispatch to off-load): 68 minutes</li> <li>• Transport Fees: <ul style="list-style-type: none"> <li>○ BLS (base fee): \$359</li> <li>○ ALS I (base fee): \$462</li> <li>○ ALS II (base fee): \$565</li> <li>○ Plus \$7.00 per transport mile</li> <li>○ Fire Star Fee: \$4,450 base fee plus \$69 per loaded mile</li> </ul> </li> <li>• Medical Transports generate: \$4.3M</li> <li>• Rural Metro pays \$100 to Orange County every time anyone from OCFRD rides with them</li> </ul> <p><b>NUMBER OF TIMES IN FY 2005 THAT AMBULANCE PROVIDER COULD NOT RESPOND TO DISPATCH:</b> Total – 214, Rural Metro w/176, Health Central w/38</p>	<p><b>TRANSPORT SERVICE:</b> The OFD uses Rural Metro, a partner, to provide transport; the OFD does not transport. <u>Rural Metro Information</u></p> <ul style="list-style-type: none"> <li>• Employees: 250</li> <li>• ALS Ambulances: 41 type VII ambulances</li> <li>• BLS Ambulances: 5 Type VII ambulances</li> <li>• Bariatric Units: 1</li> <li>• Uninsured patient collection rate: 10%</li> <li>• Patients transported 7/1/04-6/30/05: 43,874</li> <li>• Percentage arrived on scene within 10 minutes: 95%</li> <li>• Average time to off-load a patient in emergency Department: 44 minutes</li> <li>• Average total time per transported patient (from dispatch to off-load): 74 minutes</li> <li>• Transport Fees: <ul style="list-style-type: none"> <li>○ BLS (base fee): \$350</li> <li>○ ALS I (base fee): \$425</li> <li>○ ALS II (base fee): \$425</li> <li>○ Approximately 50% of patients are covered by Medicare/Medicaid (same for any transporter); Rural Metro is paid according to allowables.</li> <li>○ Other 50% of patients are commercially insured or have no insurance: Rural metro collections from commercial insurers is proprietary information. Rural Metro collects approximately 9% on fees from the uninsured.</li> </ul> </li> <li>• Medical Transports generate: \$0 for OFD</li> <li>• Fees are dictated by the Health Care Financial Administration Ambulance Fee Schedule</li> </ul> <p>Percentage calls turned over to Fire Department for transport: 0.58% (258)</p> <p><b>NUMBER OF TIMES IN FY 2005 THAT AMBULANCE PROVIDER COULD NOT RESPOND TO DISPATCH:</b> 85 out of 22,000 times. (all providers) Rural Metro, for example, provided better than 99% reliability in service within the City limits. (Source: OFD CAD and RMS data)</p>

**Note:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

**APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
<p><b>MAJOR OPERATIONAL/STRUCTURAL DIFFERENCES BETWEEN THE CITY OF ORLANDO FIRE DEPARTMENT AND ORANGE COUNTY FIRE RESCUE:</b></p> <ul style="list-style-type: none"> <li>• Implemented the Firefighter Passport Accountability System (PAS) per NFPA 1500</li> <li>• Dedicated shift Safety Officers</li> <li>• Incident Command System               <ul style="list-style-type: none"> <li>○ Compliant with Federal Emergency Management Agency (FEMA) and National Incident Management System</li> <li>○ In accordance with the National fire Protection association, which establishes industry standards, OCFRD requires one individual to assume the role of Incident Commander from the beginning of operations at the scene of each incident (NFPA 1561, 5.1.10)</li> </ul> </li> </ul> <p><b>REASONS TO NOT CONSOLIDATE CENTERS:</b> None</p> <p><b>GENERAL UNION ISSUES THAT IMPACT CONSOLIDATION:</b></p> <ul style="list-style-type: none"> <li>• Orange County has 1099 employees with the majority covered under three different bargaining units. Each of these articles has 40 to 50 articles specific to promotion opportunities, wages, grievance and arbitration procedures, and work force reduction. Any changes in the working conditions or status of these collective bargaining agreements would require impact bargaining.</li> <li>• All of our employees are covered under the Florida Retirement System with approximately 950 that are covered under a special risk retirement program that allows for retirement after 25 years at any age. Any changes to their retirement programs would require impact bargaining.</li> </ul>	<p><b>MAJOR OPERATIONAL/STRUCTURAL DIFFERENCES BETWEEN ORANGE COUNTY FIRE RESCUE AND THE CITY OF ORLANDO FIRE DEPARTMENT:</b></p> <p>Communications Standing Operating Procedures (SOPs) vary because they are based on the operational procedures of the Fire Departments. The City of Orlando Fire Department (OFD) has detailed SOPs for firefighting, HAZMAT, mass casualty and other response types. These SOPs are written so on scene command and operations are compliant with relevant local, state and Federal regulations and standards (ISO, NFPA, OC medical protocols etc.). The City of Orlando is compliant with the Federal Emergency Management Agency (FEMA) and National Incident Management System</p> <p><b>REASONS TO NOT CONSOLIDATE CENTERS:</b></p> <ul style="list-style-type: none"> <li>○ Redundancy</li> <li>○ Operational Differences</li> <li>○ Union agreement differences</li> <li>○ Technology differences/Costs to integrate or change</li> </ul> <p><b>GENERAL UNION ISSUES THAT IMPACT CONSOLIDATION:</b></p> <ul style="list-style-type: none"> <li>• Employees in four bargaining units have benefits guaranteed by the agreement (three years in duration)</li> <li>• Each of the four units has some vested interest in retiree health care</li> <li>• Each of the agreements give permanent employees certain property rights in their jobs and discipline and appeals processes</li> <li>• Each has Reduction in Force rights</li> <li>• Consolidation would be subject to impact bargaining</li> </ul>

**Note:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

**APPENDIX C, FIRE AND EMERGENCY SERVICES 911 CENTERS SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

<b>ORANGE COUNTY FIRE RESCUE DEPARTMENT</b>	<b>ORLANDO FIRE DEPARTMENT</b>
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<u>ORGANIZATION</u>	<u>ORGANIZATION</u>																																
<p><b>DEPARTMENT:</b> Orange County Fire Rescue Department</p> <p><b>DIVISION:</b> Fire Communications</p> <p><b>MANAGER:</b> Chief Barry Luke</p> <p align="center"><b><u>2005 STAFF</u></b></p> <p><b>TOTAL:</b> 52</p> <ul style="list-style-type: none"> <li>• <b>Professionals:</b> 52</li> <li>• <b>Support staff:</b> n/a</li> <li>• <b>Covered by Collective Bargaining:</b> 52</li> </ul> <p><b>At the end of FY 2005, how many FTEs did your 911 Center have in the following categories?</b> <b>TOTAL:</b> 52</p> <ul style="list-style-type: none"> <li>• Operators and/or dispatchers: 47</li> <li>• Supervisors and managers: 5</li> <li>• Information systems and/or technical support: n/a</li> <li>• Clerical support: n/a</li> </ul> <p>Other: n/a</p> <table border="1"> <thead> <tr> <th colspan="4">WORKFORCE COVERED BY COLLECTIVE BARGAINING</th> </tr> <tr> <th>Section</th> <th>Permanent Employees</th> <th>Covered</th> <th>Non-Covered</th> </tr> </thead> <tbody> <tr> <td>Communications</td> <td align="center">52</td> <td align="center">52</td> <td align="center">0</td> </tr> <tr> <td><b>TOTAL:</b></td> <td align="center">52</td> <td align="center">52</td> <td align="center">0</td> </tr> </tbody> </table> <p align="center"><b><u>FINANCIAL INFORMATION</u></b></p> <p><b>FY 2004 Budget (actual):</b> \$3,084,000</p> <p><b>FY 2005 Budget (actual):</b> \$3,776,000</p> <p><b>Pay plan:</b> IAFF Contract Communications Manager = \$66,477 - \$104,915 Comm. Asst. Mgr (Battalion Chief) = \$57,865 - \$85,662 Dispatcher Supervisor = \$28,122 - \$51,958 plus incentives Dispatcher II = \$25,459 - \$47,008 plus incentives Dispatcher I = \$24,544 - \$43,638 plus incentives</p>	WORKFORCE COVERED BY COLLECTIVE BARGAINING				Section	Permanent Employees	Covered	Non-Covered	Communications	52	52	0	<b>TOTAL:</b>	52	52	0	<p><b>DEPARTMENT:</b> Orlando Fire Department</p> <p><b>DIVISION:</b> Communications</p> <p><b>MANAGER:</b> Assistant Chief Rudolph Johnson</p> <p align="center"><b><u>2005 STAFF</u></b></p> <p><b>TOTAL:</b> 29</p> <ul style="list-style-type: none"> <li>• <b>Professionals:</b> 3 (managers)</li> <li>• <b>Support staff:</b> 1 (part time Quality Assurance person)</li> <li>• <b>Covered by Collective Bargaining:</b> 25 (24 communications supervisors and operators, and 1 technician)</li> </ul> <p><b>At the end of FY 2005, how many FTEs did your 911 center have in the following categories?</b> <b>TOTAL:</b> 29</p> <ul style="list-style-type: none"> <li>• Operators and/or dispatchers: 21</li> <li>• Supervisors and managers: 6</li> <li>• Information systems and/or technical support: 1</li> <li>• Clerical support: 0</li> <li>• Other: 1</li> </ul> <table border="1"> <thead> <tr> <th colspan="4">WORKFORCE COVERED BY COLLECTIVE BARGAINING</th> </tr> <tr> <th>Section</th> <th>Permanent Employees</th> <th>Covered</th> <th>Non-Covered</th> </tr> </thead> <tbody> <tr> <td>Communications</td> <td align="center">29</td> <td align="center">25</td> <td align="center">4</td> </tr> <tr> <td><b>TOTAL:</b></td> <td align="center">29</td> <td align="center">25</td> <td align="center">4</td> </tr> </tbody> </table> <p align="center"><b><u>FINANCIAL INFORMATION</u></b></p> <p><b>FY 2004 Budget:</b> \$1,806,000</p> <p><b>FY 2005 Budget:</b> \$1,877,000</p> <p><b>Pay plan:</b> IAFF Contract Communications Manager: \$43,326.40 - \$72,186.80 Comm. Assistant Manager: \$39,561.60 - \$65,936.00 Comm. Technician: \$32,177.60 - \$48,318.40 Comm. Supervisor: \$30,076.80 - 45,136.00 Emergency Comm. Specialist III: \$29,078.40 - \$43,659.20 Emergency Comm. Specialist II: \$27,248.00 - \$40,809.60 Emergency Comm. Specialist I: \$25,417.60 Plus incentives</p>	WORKFORCE COVERED BY COLLECTIVE BARGAINING				Section	Permanent Employees	Covered	Non-Covered	Communications	29	25	4	<b>TOTAL:</b>	29	25	4
WORKFORCE COVERED BY COLLECTIVE BARGAINING																																	
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**NOTE:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

**APPENDIX C, FIRE AND EMERGENCY SERVICES 911 CENTERS SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

<b>ORANGE COUNTY FIRE RESCUE DEPARTMENT</b>	<b>ORLANDO FIRE DEPARTMENT</b>
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<p><b>Benefits plan:</b> IAFF Contract Incentives = EMT - \$0.12 p/hr, Paramedic - \$0.24 p/hr Battalion Chief – 27.32% Others – 15.87% Health insurance per person - \$6,650</p> <p><b>Operating Expenditures (FY 2004):</b> <b>TOTAL: \$2,705,000</b></p> <ul style="list-style-type: none"> <li>• Employee salary: \$1,849,000</li> <li>• Overtime: \$309,000</li> <li>• Benefits: \$547,000</li> <li>• Training: n/a</li> <li>• Allowances: n/a</li> <li>• Equipment and maintenance (including systems and software support): n/a</li> <li>• Facility use and maintenance: n/a</li> <li>• Other: n/a</li> </ul> <p><b>Operating Expenditures (FY 2005)</b> <b>TOTAL: \$2,850,000</b></p> <ul style="list-style-type: none"> <li>• Employee salary: \$1,939,000</li> <li>• Overtime: \$299,000</li> <li>• Benefits: \$612,000</li> <li>• Training: n/a</li> <li>• Allowances: n/a</li> <li>• Equipment and maintenance (including systems and software support): n/a</li> <li>• Facility use and maintenance: n/a</li> <li>• Other: n/a</li> </ul> <table border="1" style="width:100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th colspan="5" style="text-align: center;">BUDGET AND PERSONNEL OVERVIEW</th> </tr> <tr> <th style="width:15%;">Section</th> <th style="width:15%;">FY 04 Budget</th> <th style="width:15%;">FY 05 Budget</th> <th style="width:15%;">Permanent Employment</th> <th style="width:10%;">FTE</th> </tr> </thead> <tbody> <tr> <td>Communications</td> <td align="right">\$3,100,000</td> <td align="right">\$3,800,000</td> <td align="center">52</td> <td align="center">52</td> </tr> <tr> <td><b>TOTAL:</b></td> <td align="right"><b>\$3,100,000</b></td> <td align="right"><b>\$3,800,000</b></td> <td align="center"><b>52</b></td> <td align="center"><b>52</b></td> </tr> </tbody> </table> <p><b>Funding obtained from:</b> Municipal Service Taxing Unit (MSTU) and 911 tax</p> <p align="center"><b><u>OPERATIONAL DATA</u></b></p> <p><b>How many operators and/or dispatchers did you usually have on duty during the following shifts:</b></p> <ul style="list-style-type: none"> <li>• <b>Day shift:</b> 13 (10 usually on duty)</li> <li>• <b>Night shift:</b> 13 (10 usually on duty)</li> <li>• (4 squads rotate through 12 hour shifts)</li> </ul>	BUDGET AND PERSONNEL OVERVIEW					Section	FY 04 Budget	FY 05 Budget	Permanent Employment	FTE	Communications	\$3,100,000	\$3,800,000	52	52	<b>TOTAL:</b>	<b>\$3,100,000</b>	<b>\$3,800,000</b>	<b>52</b>	<b>52</b>	<p><b>Benefits plan:</b> 36.10%</p> <p><b>Operating Expenditures (FY 2004):</b> <b>TOTAL: \$1,680,000</b></p> <ul style="list-style-type: none"> <li>• Employee salary: \$1,143,000</li> <li>• Overtime: \$76,000</li> <li>• Benefits: \$365,000</li> <li>• Training: n/a</li> <li>• Allowances: n/a</li> <li>• Equipment and maintenance (including systems and software support): \$66,000</li> <li>• Facility use and maintenance: n/a</li> <li>• Other: \$30,000</li> </ul> <p><b>Operating Expenditures (FY 2005)</b> <b>TOTAL: \$1,810,000</b></p> <ul style="list-style-type: none"> <li>• Employee salary: \$1,162,000</li> <li>• Overtime: \$122,000</li> <li>• Benefits: \$376,000</li> <li>• Training: n/a</li> <li>• Allowances: n/a</li> <li>• Equipment and maintenance (including systems and software support): \$106,000</li> <li>• Facility use and maintenance: n/a</li> <li>• Other: \$44,000</li> </ul> <table border="1" style="width:100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th colspan="5" style="text-align: center;">BUDGET AND PERSONNEL OVERVIEW</th> </tr> <tr> <th style="width:15%;">Section</th> <th style="width:15%;">FY 04/05 Budget</th> <th style="width:15%;">FY 05/06 Budget</th> <th style="width:15%;">Permanent Employment</th> <th style="width:10%;">FTE</th> </tr> </thead> <tbody> <tr> <td>Communications</td> <td align="right">\$1,836,000</td> <td align="right">\$1,837,000</td> <td align="center">29</td> <td align="center">29</td> </tr> <tr> <td><b>TOTAL:</b></td> <td align="right"><b>\$1,836,000</b></td> <td align="right"><b>\$1,837,000</b></td> <td align="center"><b>29</b></td> <td align="center"><b>29</b></td> </tr> </tbody> </table> <p><b>Funding obtained from:</b> General Fund and 911 tax</p> <p align="center"><b><u>OPERATIONAL DATA</u></b></p> <p><b>How many operators and/or dispatchers did you usually have on duty during the following shifts:</b></p> <ul style="list-style-type: none"> <li>• <b>Day shift:</b> minimum 5, including supervisor</li> <li>• <b>Evening shift:</b> minimum 5, including supervisor</li> <li>• <b>Night shift:</b> minimum 4, including supervisor</li> </ul>	BUDGET AND PERSONNEL OVERVIEW					Section	FY 04/05 Budget	FY 05/06 Budget	Permanent Employment	FTE	Communications	\$1,836,000	\$1,837,000	29	29	<b>TOTAL:</b>	<b>\$1,836,000</b>	<b>\$1,837,000</b>	<b>29</b>	<b>29</b>
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**APPENDIX C, FIRE AND EMERGENCY SERVICES 911 CENTERS SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
<p><b>Approximately how many fire/EMS units did your operators and/or dispatchers usually dispatch during the following shifts:</b> 280 calls per day</p> <p>Note: includes Maitland, Ocoee, and Winter Garden</p> <p><b>Number of dispatch consoles:</b> 14</p> <p><b>Daily call volume:</b> 280 alarms</p> <p><b>Total number of 911 calls in FY 2003:</b> 81,485</p> <p><b>Average 911-answering time, FY 2003:</b> 5.1 seconds</p> <p><b>Total number of 911 calls in FY 2004:</b> 92,247</p> <p><b>Average 911-answering time, FY 2004:</b> 7.9 seconds</p> <p><b>Total number of 911 calls in FY 2005:</b> 94,069 (estimated)</p> <p><b>Average 911 answering time, FY 2005:</b> 5.4 seconds</p> <p><b>Number of events resulting in the dispatch of fire/EMS units in FY 2003:</b> 77,000</p> <p><b>Average call processing time, FY 2003:</b> 45 seconds</p> <p><b>Approximately what percentage of time were operators and/or dispatchers performing other duties during the following shifts:</b></p> <ul style="list-style-type: none"> <li>• Day shift: 0%</li> <li>• Night shift: 0%</li> </ul> <p><b>Approximately what was the percentage of calls transferred to another 911 center for their action:</b> Not tracked, &lt;1%</p> <p><b>Number of FY 2005 unit responses:</b> 184,000</p>	<p><b>Approximately how many fire/EMS units did your operators and/or dispatchers usually dispatch during the following shifts:</b> 126 calls per day</p> <p>Note: These averages do not include Rural Metro Ambulance (RMA) units and other support agencies</p> <p><b>Number of dispatch consoles:</b> 8, plus 2 training</p> <p><b>Daily call volume:</b> Average 145 alarms, 540 phone calls on average</p> <p><b>Total number of 911 calls in FY 2003:</b> 27,294</p> <p><b>Average 911-answering time, FY 2003:</b> 5 seconds</p> <p><b>Total number of 911 calls in FY 2004:</b> 30,581</p> <p><b>Average 911-answering time, FY 2004:</b> 5 seconds</p> <p><b>Total number of 911 calls in FY 2005:</b> 33,353 (200,000 total calls in Center, includes other than just 911)</p> <p><b>Average 911-answering time, FY 2005:</b> 4 seconds</p> <p><b>Number of events resulting in the dispatch of fire/EMS units in FY 2003:</b> 42,163 (alarms in CAD system created 47,315)</p> <p><b>Average call processing time, FY 2003:</b> 28 seconds</p> <p><b>Approximately what percentage of time were operators and/or dispatchers performing other duties during the following shifts:</b></p> <ul style="list-style-type: none"> <li>• Day shift: 4%</li> <li>• Evening shift: 4%</li> <li>• Night shift: 4%</li> </ul> <p><b>Approximately what was the percentage of calls transferred to another 911 center for their action:</b> 4%</p> <p><b>Number Of FY 2005 unit responses:</b> 83,000 (88,789 in 2004)</p>

**NOTE:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

**APPENDIX C, FIRE AND EMERGENCY SERVICES 911 CENTERS SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

ORANGE COUNTY FIRE RESCUE DEPARTMENT					ORLANDO FIRE DEPARTMENT				
PERFORMANCE MEASURES/ RESULTS					PERFORMANCE MEASURES				
Measure	Standard	FY 2003	FY 2004	FY 2005	Measure	Standard	FY 2003	FY 2004	FY 2005
Percentage of Day shift calls answered within standard	10 seconds	See below	See below	See below	Percentage of Day shift calls answered within standard	10 seconds	97%	98%	99%
Percentage of Night shift calls answered within standard	10 seconds	See below	See below	See below	Percentage of Evening shift calls answered within standard	10 seconds	98%	97%	99%
Average percentage of all shifts, calls answered within standard	10 seconds	92%	92%	92%	Percentage of Night shift calls answered within standard	10 seconds	96%	98%	98%
Percentage of Day Shift emergency calls dispatched within standard	<60 seconds	See below	See below	See below	Average percentage of all shifts, calls answered within standard	10 seconds	97%	97%	99%
Percentage of Night Shift emergency calls dispatched within standard	<60 seconds	See below	See below	See below	Percentage of Day Shift emergency calls dispatched within standard	<60 seconds	99%	99%	99%
Average percentage of all shifts emergency calls dispatched within standard	<60 seconds	90%	91%	91%	Percentage of Evening Shift emergency calls dispatched within standard	<60 seconds	99%	99%	99%
Total response time for first unit arriving on emergency scene	6 minutes or less 90% of time				Percentage of Night Shift emergency calls dispatched within standard	<60 seconds	99%	99%	99%
Water on the fire for 1 and 2 family dwelling fires	Within 3 minutes of arrival on scene, 90% of time				Average percentage of all shifts emergency calls dispatched within standard	<60 seconds	99%	99%	99%
Completion of primary search for 1 and 2 family dwelling fires	Within 4 minutes of arrival on scene				Total response time for first unit arriving on emergency scene	6 minutes or less 90% of time	99%	99%	99%
Containment of fire loss to 20% of structure for 1 and 2 family dwelling fires	?				Water on the fire for 1 and 2 family dwelling fires (measured from time unit arrives until unit announces water on fire)	Within 3 minutes of arrival on scene, 90% of time	66%	65%	64%
Value of property saved from fire	80% of insured value				Completion of primary search for 1 and 2 family dwelling fires (measured from time unit arrives until unit announces all clear)	Within 4 minutes of arrival on scene	56%	50%	55%
					Containment of fire loss to 20% of structure for 1 and 2 family dwelling fires (physical square footage of structure undamaged by fire, typically if fire is confined to room of origin)	Confined to room of origin	84%	80%	81%
					Value of property saved from fire (insured value versus loss)	80% of insured value	NA	98%	95%

**NOTE:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

**APPENDIX C, FIRE AND EMERGENCY SERVICES 911 CENTERS SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

<b>ORANGE COUNTY FIRE RESCUE DEPARTMENT</b>	<b>ORLANDO FIRE DEPARTMENT</b>
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<p><b>Number of events resulting in the dispatch of fire/EMS units in FY 2004:</b> 86,000</p> <p><b>Average call processing time, FY 2004:</b> 46 seconds</p> <p><b>Number of events resulting in the dispatch of fire/EMS units in FY 2005:</b> 96,000</p> <p><b>Average call processing time, FY 2005:</b> 46 seconds</p> <table border="1"> <thead> <tr> <th colspan="4">WORKLOAD DATA</th> </tr> <tr> <th>Measure</th> <th>FY 2003</th> <th>FY 2004</th> <th>FY 2005</th> </tr> </thead> <tbody> <tr> <td>911 Calls</td> <td align="center">73,500</td> <td align="center">86,700</td> <td align="center">82,400</td> </tr> <tr> <td>Alarms Dispatched</td> <td align="center">77,000</td> <td align="center">86,000</td> <td align="center">96,000</td> </tr> <tr> <td>Average Dispatch Time</td> <td align="center">45</td> <td align="center">44</td> <td align="center">46</td> </tr> </tbody> </table> <p><b>Dispatch breakdown:</b> 77% EMS, 23% Fire</p> <p><b>Number of FY 2005 radio calls:</b> Not tracked</p> <p><b>Costs per 911 call processed:</b> Not tracked</p> <p>(DEFINITION OF INTEROPERABILITY - In real time, two or more centers are able to communicate and share information) <b>Interoperability possible with center(s) located within Orange County:</b> Yes - multiple access methods (console patch, MOTOBRIDGE, and shared talk groups)</p> <p><b>Percentage of all FY 2005 emergency calls that are from wireless phones:</b> 45%</p> <p><b>Reasons to not consolidate centers:</b> None</p>	WORKLOAD DATA				Measure	FY 2003	FY 2004	FY 2005	911 Calls	73,500	86,700	82,400	Alarms Dispatched	77,000	86,000	96,000	Average Dispatch Time	45	44	46	<p><b>Number of events resulting in the dispatch of fire/EMS units in FY 2004:</b> 45,661 (alarms created 51,842)</p> <p><b>Average call processing time, FY 2004:</b> 31 seconds</p> <p><b>Number of events resulting in the dispatch of fire/EMS units in FY 2005:</b> 48,347 (alarms created 54,228)</p> <p><b>Average call processing time, FY 2005:</b> 28 seconds</p> <table border="1"> <thead> <tr> <th colspan="4">WORKLOAD DATA</th> </tr> <tr> <th>Measure</th> <th>FY 2003</th> <th>FY 2004</th> <th>FY 2005</th> </tr> </thead> <tbody> <tr> <td>Phone calls</td> <td align="center">251,756</td> <td align="center">232,153</td> <td align="center">212,719</td> </tr> <tr> <td>Alarms Dispatched</td> <td align="center">42,163</td> <td align="center">45,661</td> <td align="center">48,347</td> </tr> <tr> <td>Radio Transmissions</td> <td align="center">834,972</td> <td align="center">820,000</td> <td align="center">800,000</td> </tr> </tbody> </table> <p><b>Dispatch breakdown:</b> 61% EMS, 39% Fire</p> <p><b>Number of FY 2005 radio calls:</b> 800,000</p> <p><b>Costs per 911 call processed:</b> \$11.35 (4<sup>th</sup> quarter 2005) (determined by communications budget attributed to dispatch/number of calls processed) \$11.88 (2004-2005)(above cost per call averaged over two years) [salary and operations costs divided by number of alarms processed]</p> <p>(DEFINITION OF INTEROPERABILITY - In real time, two or more centers are able to communicate and share information) <b>Interoperability possible with center(s) located within Orange County:</b> Yes - Motorola MOTOBRIDGE Interoperability computer, located in each of the local Communications Centers, allows for local interoperability when needed</p> <p><b>Percentage of all FY 2005 emergency calls that are from wireless phones:</b> 37% of 911 calls 10% of all emergency calls (minus admin)</p> <p><b>Reasons to not consolidate centers:</b></p> <ul style="list-style-type: none"> <li>o Redundancy</li> <li>o Operational Differences</li> <li>o Union agreement differences</li> <li>o Technology differences/Costs to integrate or change</li> </ul>	WORKLOAD DATA				Measure	FY 2003	FY 2004	FY 2005	Phone calls	251,756	232,153	212,719	Alarms Dispatched	42,163	45,661	48,347	Radio Transmissions	834,972	820,000	800,000
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**APPENDIX C, FIRE AND EMERGENCY SERVICES 911 CENTERS SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report**

ORANGE COUNTY FIRE RESCUE DEPARTMENT			ORLANDO FIRE DEPARTMENT		
<b><u>PARTNERSHIPS/AGREEMENTS</u></b>			<b><u>PARTNERSHIPS/AGREEMENTS</u></b>		
<b>Partnerships: Orange County Services Provided</b>			<b>Partnerships: City of Orlando Services Provided</b>		
Municipality	Dispatch	Fire & EMS	Municipality	Dispatch	Fire & EMS
Oakland	X	X	N/A		
Edgewood	X	X			
Bell Isle	X	X			
Eatonville	X	X			
Maitland	X				
Ocoee	X				
Winter Garden	X				
Windermere	X				
<b>911 Centers/Dispatch Centers in Orange County:</b>					
<b>911 Centers:</b> <ul style="list-style-type: none"> <li>• Apopka (Apopka PD/FD, Eatonville PD, Maitland PD)</li> <li>• Winter Garden PD</li> <li>• Ocoee PD</li> <li>• Winter Park (FD/PD)</li> <li>• UCF PD</li> <li>• Orlando PD</li> <li>• Orlando FD</li> <li>• Greater Orlando Aviation Authority (PD/FD)</li> <li>• Reedy Creek</li> <li>• Florida Highway Patrol</li> </ul>					
<b>Private Ambulance Dispatch Centers</b>					
<ul style="list-style-type: none"> <li>• Rural Metro</li> <li>• Health Central Paramedics</li> </ul>					

**NOTE:** These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

# **Fire and Emergency Services Committee Report**

Orange County/City of Orlando Consolidation of Services Study Commission

## **APPENDIX D, Additional Material Submitted by Orange County Fire Rescue Department, to the Fire and Emergency Services Committee Report**

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  - D.2.1 Municipal Service Taxing Unit (MSTU)**
  - D.2.2 Grants**
- D.3 Fire Suppression**
- D.4 Emergency Medical Services (EMS)**
  - D.4.1 Fire-Based EMS Transport Services**
  - D.4.2 Collection Rate**
  - D.4.3 Fire Star**
- D.5 Communications**
- D.6 Special Operations**
- D.7 Fire Prevention/Public Education**
  - D.7.1 Inspections**
  - D.7.2 Public Education**
- D.8 Human Resources**
- D.9 Safety and Wellness**
- D.10 Training/IT**

# **Fire and Emergency Services Committee Report**

Orange County/City of Orlando Consolidation of Services Study Commission

## **D.1 General**

The Orange County Fire Rescue Department (OCFRD) has established itself as a modern and efficient provider of public safety services across a complex urban, suburban and rural area, which includes significant residential, industrial, military, tourism, and higher educational facilities. The agency responded to more than 88,095 emergency calls in 2005. With more than 1,100 employees and a \$146 million dollar MSTU budget, the agencies workforce and budget is larger than many cities in the region. Thirty-seven fire stations help protect more than a million residents and visitors in the metropolitan area.

The OCFRD's size, financial strength, and governance allows it to provide many sophisticated services beyond firefighting. In addition to EMS transport, fire inspections, and public education activities, the agency also operates a series of technical rescue teams, an aero-medical transport program, bicycle rescue teams and many other activities.

The OCFRD is proud of its commitment to customer service and places a high priority on its seven core values, which include customer service, internal and external accountability, communications, readiness, and safety and wellness.

The OCFRD is also a "neighborhood friendly" fire department that interacts with the community at many levels. These include blood pressure checks for residents who stop by the fire station, health and wellness checkups at community health fairs, and through neighborhood child safety seat inspection programs. The OCFRD also believes that the agency should reflect the community it serves, and has made a significant and successful commitment to bring women and minorities into the workplace.

The agency continually examines itself and makes improvements to better serve the citizens of Central Florida. The fire accreditation process is the most recent example of forward progress. The agency has also been praised for its proactive response to several recent disaster situations, including the 1998 Wild Fire Disaster and the 2004 Hurricane season.

The OCFRD is celebrating its 25<sup>th</sup> year anniversary this year in 2006. Since 1981, the Department has successfully integrated and consolidated the County's 14 independent fire and rescue districts. There are currently 37 stations providing fire suppression and emergency medical services to our growing residential and tourist populations. OCFRD is the fourth largest metro fire and rescue department in Florida (in terms of personnel) and provides high quality services to the Central Florida area through direct service delivery, contractual service delivery, joint response, and automatic aid agreements. OCFRD provides complete fire protection and EMS service for the cities of Belle Isle, Edgewood, Oakland and a portion of the City of Orlando, known as Lake Nona. The agency

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also operates a consolidated dispatch center, which has multi-year agreements with the cities of Maitland, Winter Garden, Ocoee and Eatonville. This successful program insures rapid and efficient use of fire and EMS resources.

Oversight for the Department is provided by the Director of Public Safety and County Administrator with County Commission concurrence. The department submits all budgets, including capital and operation to the Board of County Commissioners for their approval, and participates in the county's Biennial Budgeting and Capital Improvements Program, Comprehensive Policy Plan, and Continuity of Operations Plan. The organization is divided into six divisions for efficient management: Operations, Logistics, Administration, Training/IT, Emergency Management, and Fire Communications.

## D.2 Budget

**D.2.1 Municipal Taxing Service Unit (MSTU)** The OCFRD operating budget is a budget derived from the Municipal Service Taxing Unit (MSTU) created in 1981. This budget is unique because the OCFRD receives no funds from the Orange County general fund. All expenditures including personnel services, apparatus purchase, equipment, and other support expenses are spent from this fund. The organization currently maintains an 8% reserve and the budget allows for unused and unencumbered funds to be carried into the next fiscal year. The agency has an annual MSTU operating budget of \$117 million for 2006, and places a high priority on fiscal monitoring and budget forecasting. Capital improvement projects for new fire stations, fire equipment, and rehabilitation of some existing facilities are projected at more than \$8 million for this year. The Financial Services Bureau uses a five-year financial model that allows them to accurately project future costs. Long-range forecasting is part of the collective bargaining process as well as the annual budget preparation. The Fire Rescue MSTU millage rate has remained constant since FY99-00, showing the ability of the agency to live within the provided revenue stream. The Government Finance Officers Association (GFOA) has awarded a Certificate of Achievement of Excellence in Financial Reporting to Orange County for its Comprehensive Annual Financial Report for over 23 years along with the GFOA Certificate of Excellence in Budgeting since 1985.

**D.2.2 Grants** The Department actively seeks out grant funds and is currently managing two federal grants and one state grant. One grant is for twenty-seven Auto Pulse devices that automatically provide cardiopulmonary resuscitation when a person's heart stops. Another federal grant awarded OCFRD \$1,851,428 for the installation of Vehicle Preemption Traffic Signal systems at 300 Orange County intersections. The enhanced technology will automatically change traffic signals when an emergency vehicle approaches, helping cut down on response times to the scene of an incident. The agency also received a grant for fifteen

# **Fire and Emergency Services Committee Report**

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mobile radio repeaters, which will boost radio signals into large buildings and allow for uninterrupted communications between firefighters and paramedics.

### **D.3 Fire Suppression**

The OCFRD has 43 first response firefighting units strategically placed across a 780 square mile service area. This number includes 37 engine companies, four ladder trucks and two Heavy Rescue Squads (water equipped). Six tankers, 15 off road brush trucks, three heavy rescue squads that handle hazardous materials emergencies and technical rescue calls, six Battalion Chief's, three EMS field supervisors, one Safety Captain, and one Assistant Chief (who functions as the shift manager) complement this response capability. Twenty-two of the 37 engine companies are staffed at the four person minimum level in accordance with NFPA 1710. The OCFRD plans to increase this number in future years. The County is geographically divided into six battalions and 37 response districts. The OCFRD uses a three platoon, 24-hours on and 48-hours off schedule. Two hundred twenty-nine (229) dual certified (EMS/Fire) firefighters and supervisors staff the fire stations throughout the county each shift. The OCFRD uses an incident command system for incident management in compliance with the National Incident Management System (NIMS). Firefighter safety is paramount and OCFR institutes an aggressive firefighter accountability (firefighter tracking) system for all hazardous incidents in accordance with NFPA 1500.

### **D.4 Emergency Medical Services (EMS)**

The OCFRD has developed an EMS philosophy centered on providing the best pre-hospital patient care to the citizens and visitors to unincorporated Orange County. Seventy-seven percent (77%) of all calls are EMS related and all certified personnel are trained as Emergency Medical Technicians or Paramedics.

**D.4.1 Fire-Based EMS Transport Services** The growing demand for EMS from the community has led the department along with the City of Maitland, City of Winter Park, and The Seminole County Department of Public Safety to provide fire-based EMS transport services. Using this model patients are not only treated and stabilized by fire department first responders, they are also transported in fire department rescue units to the appropriate area hospitals. With a total of 320 Paramedics and 620 Emergency Medical Technicians, 28 licensed transport units and 22 full time Advanced Life Support engines, the OCFRD is the largest provider of pre-hospital emergency medical service in Central Florida. In addition, the department has 60 Automatic External Defibrillators (AED's) deployed in staff vehicles throughout the county.

# **Fire and Emergency Services Committee Report**

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**D.4.2 Collection Rate** In 2005, the OCFRD transported 17,977 patients to area hospitals. A collection rate of 65% equated to transport revenue of \$4.3 million. This is revenue that stays in the community and is invested back into the Fire/Rescue budget to continue to fund life saving services. The OCFRD supports fire based EMS transport because it provides continuity of care, revenue, and accountability. Transport services enhance service delivery by utilizing resources and personnel already in place.

**D.4.3 Fire Star** The OCFRD also operates the only fire-based scene response medical helicopter (Fire Star) in Central Florida. Fire Star is a public-private partnership, which operates on user fees and transports critically ill and injured patients from remote locations in and around Orange County to local trauma, stroke, and cardiac centers. Although the program is a public-private partnership, the OCFRD has complete management oversight of the program. The OCFRD is proud to have pioneered and now annually conducts a fully accredited In-house Paramedic program, and was recently selected by the United States Air Force to instruct elite Para Rescue Special Forces personnel.

## **D.5 Communications**

The Fire Communications Center operates as one of the 6 Divisions in the organization. All emergency communications issues are handled from a consolidated center that also serves Winter Garden, Maitland, and Ocoee. This contractual relationship has proven to be successful by providing the seamless dispatch and response of the closest units regardless of jurisdictional boundaries. Emergency 911 calls are received, units are dispatched, and emergency incidents are tracked. The Fire Communications Division complies with both state law and national consensus standards (ISO and NFPA) for alarm processing and handling. This is validated by internal performance measures and exemplary marks received from recent ISO inspections in the City of Ocoee. The Communications Center achieved 100% of the eligible points issued by ISO. The OCFRD runs an efficient communications center with emphasis on customer service, quality assurance, and performance. Using enhanced 911 Computer Aided Dispatch (CAD), Automatic Vehicle Location (AVL), digital GIS mapping, and an 800 MHZ interoperable radio system, Fire Communications is able to dispatch emergency calls in 46 seconds 90% of the time. This time is measured from the time the phone is answered until field units are notified of the need to respond. The use of technology, performance standards, and comprehensive training has allowed OCFRD Fire Communications to establish itself as one of the premier communication centers in the nation, and Fire Communications was recently awarded the Congressional 911 Center of the Year Award (2004).

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## **D.6 Special Operations**

The OCFRD has a well-established Special Operations Program encompassing all facets of technical rescue and hazardous material response. The OCFRD currently staffs three Heavy Rescue Hazardous Material units with a minimum of twelve Hazardous Material (HAZMAT) Technicians per shift per day. These Heavy Rescue units carry a vast array of specialized equipment to provide heavy vehicle/machine rescue, confined space rescue, elevated victim rescue, structural collapse rescue and hazardous material response services. The OCFRD also provides personnel and logistical support to the Central Florida Urban Search and Rescue Team, Florida Task Force 4. This is a cooperative effort between the OCFRD, The City of Orlando, and the Seminole County Department of Public Safety. This task force is both a local and state asset and was deployed in 2004 for Hurricanes Charlie, Ivan, Jeanne, and more recently to the Gulf Coast in support of search and rescue operations for Hurricane Katrina.

## **D.7 Fire Prevention / Public Education**

**D.7.1 Inspections** The Office of The Fire Marshal contributes to the reduction of fire loss and personal injuries that can result from structure fires. This bureau supports fire prevention through the implementation of building plan reviews, building inspections, and client education. Orange County currently has 29,827 properties to inspect spread over its 37 districts. Orange County separates properties in four priority levels for inspection. These priority levels range from a Priority IV considered low risk to Priority I considered high risk. The Office of the Fire Marshal (OFM) is staffed by thirty-four specialist dedicated to the prevention of fires.

**D.7.2 Public Education** To meet its goals to promote fire safety and basic health awareness in the community, the OCFRD has developed and implemented several educational programs to accomplish its mission: The Public Information Office handles all media relations including media advisories, press releases and public service announcements. Community Health provides medical services to areas in the community that are in need of some type of health screenings, mostly uninsured children and seniors. Additional value added services include Car Seat Inspections and Installations, Sharps Disposal Program, Public Access Defibrillation Program (PAD), Immunizations, Home for the Holidays, Community Resource Program, and CPR Training to the Community. Fire Safety programs are focused on fire prevention and fire safety: The Citizens Fire Academy, Fire Extinguisher & Safety Training, safety presentations to schools, Hug-A-Bear Program, FLAMES TV Show (Orange TV), Juvenile Fire Setters, Children's Safety Village, and Risk Watch Puppet Shows are used to create a fire safe community.

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## **D.8 Human Resources**

The OCFRD is a diverse organization and complies with all local, state, and federal regulations with regard to employment, hiring, and promotions. The diversity of the OCFRD is considered an organizational strength and the department is committed to maintaining a well-qualified and diverse workforce. This is demonstrated by its commitment in recruiting minorities during the past five years. Sixty-three percent (63%) of new hires have been minorities. Thirteen percent (13%) of all firefighters are female which represents one of the largest percentages in the nation. The OCFRD has 940 certified and 159 support positions authorized. Twenty-seven (27%) of the workforce is represented by minorities and the organization acknowledges the importance of a culturally diverse workforce to deliver service to a diverse community.

## **D.9 Safety and Wellness**

The OCFRD uses the International Association of Fire Fighter's Physical Ability Test (CPAT) for all entry-level employees. All Fire Rescue personnel have access to physical fitness equipment, peer fitness trainers, and the most up to date firefighter safety equipment available. All incumbent employees are encouraged to participate in physical fitness activities and receive a biannual physical fitness profile by peer fitness trainers in the mobile fitness unit and must complete the biannual Incumbent Physical Ability Test (IPAT). Employees are provided a comprehensive annual physical in accordance with NFPA 1582 and the Florida Firefighter Occupational Safety and Health Act. The safety program is managed by three shift Safety Officers and a department Health and Safety Officer. All accidents and injuries are investigated to prevent further similar mishaps and the safety program has contributed to a reduction in lost workdays and a reduction of workers compensation costs of \$500,000 during the past three years. The OCFRD has gained national notoriety for its wellness and safety initiatives, and, as a result, the International Association of Fire Chiefs and the Fire Department Safety Officer's Association selected Fire Chief Carl Plaughter as the Executive Safety Officer of the Year. The Department sponsors a Combat Challenge Team, which competes in state, regional, national, and world competition. This team recently finished first in the female tandem skills challenge world competition.

## **D.10 Training/IT**

The Training/IT Division is charged with employee development and training of the entire organization. The staff delivers training in several formats including in-service station training, online computer instruction, and structured multi-company training. Through a state-of-the-art incident command-training simulator, personnel are instructed in the proper use of the National Incident Management System. To provide consistent training opportunities, each

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battalion is assigned a designated training officer who provides instruction and continuing education to on duty personnel. The OCFRD has its own dedicated training facility and is capable of providing both classroom and hands on training. This training includes firefighting strategy and tactics, EMS skills, technical rescue, Hazardous Materials (HAZMAT), driver/operator, officer development, and individual firefighting skills. The Training Division provides thousands of hours of training each year.

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## **APPENDIX E, ADDITIONAL MATERIAL SUBMITTED BY ORLANDO FIRE DEPARTMENT, to the Fire and Emergency Services Committee Report**

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- E.1 General**
- E.2 Interoperability and Redundancy**
- E.3 Efficiencies**
- E.4 Infrastructure**
- E.5 Fire-EMS Operations**

# Fire and Emergency Services Committee Report

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## E.1 General

Orange County Fire Rescue and Orlando Fire Department Communications Centers are busy.

- a. Phone calls answered  
Orlando Fire - 212,719
  - Annual average phone call volume per dispatcher - 10,129
- b. Radio transmissions handled  
Orlando Fire – 800,000
  - Annual average radio transmissions per dispatcher - 38,095
- c. Alarms dispatched  
Orlando Fire – 48,347
  - Annual alarms per dispatcher - 2302

(Source: Orlando Fire Department CAD records calendar year 2005, Orange County Fire Rescue Side by Side service comparison dated 1/13/05)

Calls, Radio Transmissions and alarms dispatched are primarily (98.6%) mutually exclusive events (not mutual aid to each other)

(Source: Orlando Fire Department Printrac CAD database)

- d. Centers are operating at or near capacity

(Source: In 2001, a comprehensive national survey of municipal fire departments was conducted by Orlando Fire Department as part of a strategic planning process included a survey item on number of alarms per dispatcher per year. Of the agencies surveyed, the average number of alarms handled per dispatcher was 2012 alarms).

e. Reduction in number of personnel in consolidation of centers is not likely due to current workload. Workload must be balanced against the ability of the center to maintain compliance with performance goals. NFPA 1710 and APCO have performance goals of handling the call in 60 seconds or less 90% of the time.

f. No gain in efficiency or service would result from consolidation and could reduce the ability of dispatchers to meet their performance goals. Reduction in personnel will not create efficiencies and therefore no money would be saved.

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## **E.2 Interoperability and Redundancy**

Redundancy of communications capability is needed in case one center fails. Two such failures have occurred in the last 24 months.

- During hurricane Charlie, tornadic activity damaged the roof membrane of the Orlando Emergency Operations Center where the Orlando Police and Orlando Fire Communications Centers are located. The damage to roof created a significant water leak near the police communications area. The police communications personnel were relocated to the Orange County Sheriff's Communications location. Orlando Fire Communications continued uninterrupted.
- In October of 2005, the Orange County Fire Communications had an electrical problem that caused an interruption in their communications system. Calls were shifted from Orange County Fire Communications Center to the Orlando Communications Center automatically, and with out any interruption of service to the public.

Recommendations from the *911 Commission Report* include building redundant communications capability for public safety.

## **E.3 Efficiencies**

Efficiencies gained or lost at the result of consolidation of communications Centers:

- a. Cost of migration to single technology – Loss
  - Communications centers operate on different Computer aided dispatching software applications and interface with different incident records management applications.
  - Cost to migrate from ones system to the other could exceed 2 million dollars.
  - It is possible that neither system could handle current or future volume in current configuration and would require and upgrade or scraping in favor of a system built to handle this volume. Cost for a new CAD/RMS system could exceed 3 million dollars.
  - Such a consolidation would result in new money spent with no gain in efficiency or service.

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## b. Personnel - Loss

- OFD Dispatchers are covered by a labor agreement.
- OFD Dispatchers are part of a City Pension plan. Orange County Dispatchers are covered by the State Pension Plan.
  - To consolidate pension plans would have to be transitioned or bought out costing new money.
  - Labor agreements would have to be honored creating different terms and conditions of work within the consolidated center.
- OFD Dispatchers are incident partners. They have a described role in incident operations that bring an additional layer of functionality and safety to emergency incidents. They are trained on the OFD Standard Operating Procedures and partner with incident command operating on emergency scenes. (Source: OFD Standard Operating Procedures).
- Consolidation of communications centers would eliminate Orlando's ability to utilize dispatchers as partners in emergency scene operations. Training of more dispatchers would create additional training expense and if the consolidation were to occur under the county, OFD would lose the ability to mandate such training.
- Consolidation of communications centers would not result in the reduction of personnel and would result in a loss of functionality to the OFD. No increase in efficiency or service would result from consolidation. No money would be saved.

## **E.4 Infrastructure**

- a. Current and future workload would prohibit the reduction of staff or consoles.
- b. Current facilities would still be occupied and operating.
  - Both the City of Orlando and Orange County Communications Centers house fire communications, law enforcement communications and the emergency operations centers for the respective jurisdictions.
  - A study would have to be conducted to determine if space in either facility would allow consolidation, whether or not there is capacity in phone, data and fiber lines to accommodate the communications traffic in and out of the center. If capacity were not adequate the

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cost to build out the current center or a new center would need to be determined.

- No savings in operational cost would be realized by either jurisdiction, as both facilities would still be housing law enforcement communications and emergency operations.
- No gain in efficiency or service would result from consolidation.

## E.5 Fire-EMS Operations:

- a. OFD and OCFRD experience a high demand for service.
  - In 2005 OFD responded to 47,537 calls for service. 39% Fire and 61% Medical.
  - OCFRD responded to 86,000 23% Fire and 77% Medical. (Source: City of Orlando CAD, RMS system, Orange County Side by side comparison)
  - A survey conducted by OFD in 2001 revealed that OFD:
    - Is experiencing a greater than 6% increase in service demand annually.
    - Responds to more HAZMAT alarms than other cities surveyed.
    - Responds to 172 EMS calls per 10,000 population, more calls per 10,000 population than Ft. Lauderdale, Miami, or Las Vegas, Nevada.
    - When adjusted for population, OFD has a significantly higher call frequency per fire station than other cities surveyed.
  - Comparison with the ICMA Fire and EMS Data set reveals similar findings.
  - Because the service demand in both jurisdictions is high and because neither jurisdiction has excess capacity, consolidation of services would not result in a reduction of salary expense or operational expense.
  - Since the citizens in either jurisdiction would realize no benefit by consolidation of fire-EMS services, it makes little sense to consolidate.
  - Both agencies have signed joint response, automatic aide, mutual aide agreements, and memorandums of understanding with each other and with other neighboring agencies creating a regional

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response network, ensuring appropriate and timely response.  
(Source Public Records)

c. Each agency utilizes different standard operating procedures. These SOPs are different because they are based on specific needs of the community the agency serves. Considerations for the development and use of SOPs include: deployment strategies, response times, density of population operational/staffing environments, and distribution of call type (EMS vs fire). The service demand and deployment strategy in the county is different than in the more urban environment of the OFD service area.  
(Source: OFD SOP manual and Public Documents).

d. The current City-County jurisdictional boundary is jagged, islands and enclaves exist, creating fragmented service area, inefficient service delivery and increased response times. Cost inefficiencies are created because of overlapping response areas. (Source: City of Orlando GIS, Orange County Property Appraiser).

e. Both agencies are rated by the Insurance Services Organization, and assigned a Property Protection Rating based on that evaluation. Fire Insurance rates are based in part on a jurisdiction's Public Fire Protection Classification. Resident's and businesses located in jurisdictions with a lower (closer to 1) Public Fire Protection rating are likely to have lower insurance rates than residents or businesses located in jurisdictions located in jurisdictions with high (closer to 10) classifications. This rating is derived from a comprehensive study of a wide array of factors including, deployment strategy, response times, staffing, training and infrastructure such as water systems. The schedule measures the major elements of a [jurisdiction's] fire suppression system. These measurements are then developed into a Public Classification number on a relative scale from 1 to 10, with 10 representing less than the minimum recognized protection. The Schedule is a fire insurance rating tool, and is not intended to analyze all aspects of a comprehensive public fire protection program. It should not be used for purposes other than insurance rating. (Source ISO Fire Suppression Rating Schedule page 1)

- Orlando has a rating of 2, placing the City of Orlando in the top 1% nationally.
- Insurance costs increase an average of 10% from an ISO rating of 2 to a 4. (Source: actual insurance quotes from an independent insurer)
- Orange County has a split rating 4 / 9. (Source: Public Documents)

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- f. The City of Orlando strictly uses national standards to set performance goals and measures such as NFPA 1710 (deployment standard) and the ISO. Orlando also benchmarks against other like cities through participation in ICMA. *(Source: OFD records)*
- g. The OFD provides advanced life support from every frontline unit 24/7. *(Source: City of Orlando documents)*
- h. The OFD has transport capable rescues, however does not transport for many reasons some of which include; high call volume and impact on operational strategy. The OCFRD transports in parts of the county. Both agencies partner with private transport companies to insure transport is available to all residents.
- i. Economies of scale are already being realized through like purchasing contracts at the local and state level.
- j. Consolidation of the fire departments would result in a change of the City's ISO classification and likely result in an increase in insurance rates for City of Orlando residents and commercial property owners.
- k. Both agencies operate under different labor agreements and different pension plans. To combine the departments, pension plans would have to be transitioned from one plan to the other, or employees would have to be bought out of their existing plans, costing new-unfunded money. Labor agreements would have to be honored creating different terms and conditions of employment within one agency.
- l. Consolidation of 911 Communication Centers would not result in a cost savings or improved service to all of the citizens impacted by the consolidation.
- Calls, Radio Transmissions and alarms dispatched are primarily (98.6%) mutually exclusive of each other, (not mutual aid). *(Source: OFD Printrac CAD database)*
  - Each center is co-located with law enforcement for their jurisdiction. This provides enhanced operations across the public safety arena.
  - The City of Orlando also houses the control center for traffic engineering which allows them to better coordinate traffic flow in the area of emergencies.
  - Each center currently uses different computer aided dispatch systems, mapping systems, and record management systems. This would make consolidation of these centers very costly, new Computer Aided

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Dispatch and Records management systems could cost in excess of three Million dollars.

- The entire region works on 800 MHZ radio systems, are all interoperable.
- Current Joint response and mutual aide works well. Both centers could benefit from enhanced interconnectivity to speed information transfers and call processing times for joint response and automatic aid calls.
- Both centers are intricately involved with the daily tactical operations of their respective departments. These operations are much different based on deployment strategies that include response times, type of units dispatched based on the nature of the call, and population density.

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**APPENDIX F, ORANGE COUNTY 2005 FIRE/RESCUE SERVICES IMPACT FEE UPDATE STUDY, to the Fire and Emergency Services Committee Report**

*(Received from Donna Easton, Administrative Assistant to Deputy Chief Fitzgerald, Orange County Fire Rescue Department, 2:13 p.m. March 10, 2006, in an e-mail, Subject: Fire Rescue Impact Fees)*

**ORANGE COUNTY**  
**2005 FIRE/RESCUE SERVICES IMPACT FEE**  
**UPDATE STUDY**



**Prepared for:**  
**Orange County**

**Tindale-Oliver & Associates, Inc.**



**September 9, 2005**  
36301.04

**ORANGE COUNTY  
FIRE/RESCUE SERVICES IMPACT FEE**

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**ORANGE COUNTY  
2005 FIRE/RESCUE SERVICES IMPACT FEE UPDATE STUDY**

**I. INTRODUCTION**

Orange County currently has a Fire/Rescue Services Impact Fee based on a technical study that was last updated in 1999. Given the changes in the inventory and various cost components, the County retained Tindale-Oliver & Associates (TOA) to update the study.

Fire-rescue impact fees are used to fund land acquisition, the construction and expansion of fire-rescue service-related facilities and the purchase of capital equipment required to address the additional fire-rescue service demands created by new growth. This report summarizes the County's 2005 Fire/Rescue Services Impact Fee Update Study and will serve as the technical document in updating the Ordinance.

There are several major elements associated with the development of the fire-rescue impact fee. These include:

- Inventory of Existing Facilities, Standards and Level of Service
- Baseline Conditions and Demand Component
- Cost Component
- Credit Component
- Net Fire-Rescue Impact Cost
- Proposed Fire-Rescue Impact Fee Schedule
- Comparison of Current and Proposed Impact Fee Schedules

These items are all discussed in subsequent sections of this document. In addition, a cost index is also provided.

**II. SERVICE AREA**

Orange County Fire/Rescue Department provides fire/rescue services primarily to the unincorporated county. In addition, it provides fire, dispatch and/or rescue services to the following municipalities:

<b>Municipality</b>	<b>Type of Agreement</b>
City of Belle Isle	Fire Protection and Rescue Services
City of Eatonville	Fire, Dispatch, and Rescue Services
City of Edgewood	Fire Protection and Rescue Services
City of Maitland	Dispatch Services
City of Mount Dora	Fire Protection and Rescue Services
City of Oakland	Fire Protection and Rescue Services
	Joint Fire Station
City of Ocoee	Fire and Rescue Dispatch Services
City of Orlando (Lake Nona)	Fire and Rescue Services
City of Winter Garden	Fire and Rescue Dispatch Services
City of Winter Park	Fire and Rescue Services

The County receives a payment from each municipality for these services. According to the Orange County Fire/Rescue Department representatives, revenues received from the municipalities for these services are used toward operations or capital replacement in almost all cases. There are two agreements that are set up differently. One is the joint fire station being built in the City of Oakland, where the County will use impact fee revenues to fund a portion of this new station.

The other is with the City of Winter Park where the County transferred the ownership of a fire station that was located in unincorporated county when the City annexed this area. With this transfer, the City became responsible for providing fire and rescue services within the Contract Area, which includes a part of the unincorporated county. The County returned to the City impact fees collected in the Contract Area for the City to use for capital expenditures related to the Station.

Based on these agreements, it appears that the County's primary responsibility is to provide fire and rescue services within the unincorporated County and build facilities according to the needs of the unincorporated County. Although the County provides limited services to some of the municipalities, revenues received from these services are used toward operational or capital replacement expenditures instead of capital expansion costs. Given all this, it is appropriate to use the unincorporated county as the service area.

### III. INVENTORY

The Orange County Fire and Rescue Department has a total 36 stations and responded to 72,115 alarms in 2003. Table 1 provides a summary of fire/rescue alarms the County received over the past nine years. As presented in the Table, between 1995 and 2003, the number of alarms increased continuously except from 1999 to 2000. According to the Orange County Fire and Rescue Department representatives, this anomaly resulted from higher call volumes in 1998 and 1999 which were directly attributed to the two devastating brush fire seasons that Orange County and all of Central Florida experienced during this same time period. In 2000, the County's call volume leveled out and returned to average number of calls.

**Table 1**  
**Orange County Fire/Rescue Alarms**

<b>Year</b>	<b>Alarms</b>	<b>Annual Change</b>	<b>Percent Change</b>
1995	54,990		
1996	55,837	847	1.5%
1997	60,437	4,600	8.2%
1998	66,438	6,001	9.9%
1999	69,783	3,345	5.0%
2000	66,438	-3,345	-4.8%
2001	69,343	2,905	4.4%
2002	71,026	1,683	2.4%
2003	72,115	1,089	1.5%

Source: Orange County Fire and Rescue Department

Table 2 provides a summary of Orange County fire stations. As presented, the County's inventory includes almost 319,000 square feet of building space on a total of 81 acres of land that is owned by the County. The replacement value of the buildings and the assessed value of the land amount to \$49 million.

**Table 2  
Inventory of Buildings and Land**

NAME OF BUILDING	ADDRESS	CITY	YEAR BUILT	OCC TYPE	SQUARE FOOTAGE	ADJUSTED COST OF REPLACEMENT 4/1/04-4/105 <sup>(8)</sup>	ACRES	ASSESSED LAND VALUE
FIRE STATION #20 (1)	3200 WASHINGTON ST	ZELLWOOD	1962	FIRE STATION	6,175	\$655,350	1 est.	\$9,013
FIRE STATION #27	598 WEIKVA SPRINGS RD.	APOPKA	1998	FIRE STATION	1,216	\$111,885	N/A	N/A
FIRE STATION #28	3250 CLARCONA ROAD	APOPKA	1995	FIRE STATION	2,000	\$117,569	12.00	\$72,000
FIRE STATION #29	225 E KELLY PARK ROAD	APOPKA	1995	FIRE STATION	2,000	\$117,569	4.78	\$23,900
FIRE STATION #30	34 SOUTH HASTINGS STREET	ORLO VISTA	1992	FIRE STATION	12,567	\$1,794,568	2.07	\$31,050
FIRE STATION #31 (2)	6116 S. APOPKA VINELAND RD	ORLANDO	1978	FIRE STATION	11,885	\$1,697,178	N/A	N/A
FIRE STATION #33	1700 APOPKA VINELAND RD	ORLANDO	2001	FIRE STATION	6,500	\$928,200	1.99	\$104,475
FIRE STATION #34	4001 SR 535	WINTER GARDEN	1986	FIRE STATION	5,378	\$767,978	1.49	\$17,135
FIRE STATION #36	12252 STATE ROAD 535	GRAND CYPRESS	1986	FIRE STATION	8,736	\$1,247,501	1.37	\$27,400
FIRE STATION #37 (3)	540 E. OAKLAND AVE	OAKLAND	2004	FIRE STATION	6,000	\$1,300,000	N/A	N/A
FIRE STATION #40	5570 BEGGS ROAD	ORLANDO	1979	FIRE STATION	6,561	\$936,911	3.45	\$172,921
FIRE STATION #41	4418 FAIRVIEW AVE	ORLANDO	1990	FIRE STATION	10,228	\$1,460,558	0.49	\$63,900
FIRE STATION #42	5420 SILVER STAR RD.	ORLANDO	1974	FIRE STATION	9,184	\$1,311,475	3.47	\$74,700
FIRE STATION #43	7875 W. SILVER STAR RD	ORLANDO	2001	FIRE STATION	6,500	\$928,200	1.5 to 2. Est.	\$435,000
FIRE STATION #50	1415 WEST 29TH STREET	ORLANDO	1980	FIRE STATION	7,770	\$1,109,556	2 est.	\$35,100
FIRE STATION #51 (4)	1700 WEST OAKRIDGE ROAD	ORLANDO	1965	FIRE STATION	11,650	\$1,663,620	1.48	\$387,000
FIRE STATION #52	4765 SAND LAKE ROAD	ORLANDO	1980	FIRE STATION	5,000	\$714,000	1.74	\$283,931
FIRE STATION #53	1270 LAQUINTA DR	ORLANDO	1977	FIRE STATION	3,432	\$490,090	1.06	\$149,899
FIRE STATION #54	6500 CENTRAL FLORIDA PKWY	ORLANDO	1992	FIRE STATION	13,700	\$1,956,360	5 est.	\$1,138,306
FIRE STATION #55	11442 INTERMODAL WAY	ORLANDO	2004	FIRE STATION	1,306	\$120,000	N/A	N/A
FIRE STATION #56 (5)	1303 INTERNATIONAL DRIVE	ORLANDO	2004	FIRE STATION	7,431	\$1,995,046	1.67	\$375,750
FIRE STATION #58	2900 DEERFIELD BLVD.	ORLANDO	1999	FIRE STATION	6,000	\$856,800	1.84	\$360,351
FIRE STATION #63	2450 GOLDENROD ROAD	ORLANDO	1965	FIRE STATION	6,500	\$928,200	2.24 (7)	\$26,520
FIRE STATION #65 (6)	4999 N. ORION BLVD.	ORLANDO	1999	FIRE STATION	6,000	\$856,800	N/A	N/A
FIRE STATION #66	996 N. SEMORAN BLVD	ORLANDO	1970	FIRE STATION	5,280	\$753,984	0.64	\$160,914
FIRE STATION #70	1027 E. WALLACE STREET	ORLANDO	1950	FIRE STATION	6,500	\$928,200	2.00	\$174,316
FIRE STATION #71	4405 S. GOLDENROD ROAD	ORLANDO	1970	FIRE STATION	8,667	\$1,237,648	1.79	\$14,320
FIRE STATION #72	3705 S. CONWAY ROAD	ORLANDO	1994	FIRE STATION	6,500	\$928,200	3.18	\$95,400
FIRE STATION #73	811 FIRST STREET	ORLANDO	1955	FIRE STATION	2,484	\$354,715	1 est.	\$18,000
FIRE STATION #76	11361 S NARCOOSSE ROAD	ORLANDO	1972	FIRE STATION	4,992	\$712,858	1.26	\$22,680
FIRE STATION #80	1841 BONNEVILLE RD	ORLANDO	1973	FIRE STATION	12,430	\$1,775,004	2 est.	\$180,000
FIRE STATION #81	1382 NORTH CHICKASAW TR	ORLANDO	1970	FIRE STATION	3,016	\$430,685	1 est.	\$35,849
FIRE STATION #82	500 STORY PARTIN ROAD	BITHLO	1991	FIRE STATION	10,000	\$1,428,000	1.79	\$10,740
FIRE STATION #83	11950 LAKE UNDERHILL ROAD	ORLANDO	1989	FIRE STATION	11,000	\$1,570,800	2.00	\$87,000
FIRE STATION #84 (Relocation)	1221 N. FT CHRISTMAS RD	ORLANDO	1995	FIRE STATION	1,792	\$117,569	4.50	\$19,350
FIRE STATION #85	13801 TOWNSEND DRIVE	ORLANDO	2004	FIRE STATION	7,431	\$1,640,000	1.23	\$241,101
FIRE FLEET OPS/WAREHOUSE COMPLEX	400 S. GASTON FOSTER RD	ORLANDO	1960	WAREHOUSE	14,056	\$885,080	1.52	\$91,200
FIRE ADMINISTRATION COMPLEX	6590 AMORY COURT	WINTER PARK	1994	OFFICE	60,845	\$6,473,187	6.5	\$776,160
<b>TOTAL</b>					<b>318,712</b>	<b>\$43,301,344</b>	<b>81.3</b>	<b>\$5,715,381</b>

(1) Includes portable transmitter building.

(2) The land is not owned by the County. It is leased from Dr. Phillips, Inc.

(3) The land and building are owned by the City of Oakland. The County paid for and occupies 6,000 sf of it.

(4) Includes the storage building to keep the self-contained breathing apparatus.

(5) Recently opened. Preliminary cost information is provided.

(6) The County does not own the land. The Station is on the University of Central Florida grounds and the land is owned by the State.

(7) Other land consists of wetlands and are not developable.

(8) Replacement costs are based on annual increase estimates provided by the Risk Management Division.

Source: Orange County Fire and Rescue Department

During the last impact fee update study, the Department had 32 stations. Of these, one station (Station 64) was lost due to annexation. Since the last update, seven new stations were built. Of these, two were to replace temporary/low quality structures (Stations 37 and 58) with permanent stations. The addition of five new stations along with the loss of one station due to annexation increased the current number of station to 36.

In addition to the buildings and land, the Fire Rescue Department also owns \$37.6 million worth of equipment. A detailed listing of this equipment is included in Appendix A. As presented in Table 3, the total capital cost per station is \$2.4 million.

**Table 3  
Capital Cost per Station**

	<b>Cost</b>	<b>Percent of Total</b>	
Building Replacement Value (1)	\$43,301,344	50%	
Assessed Land Value (2)	\$5,715,381	7%	
Equipment Cost (3)	\$37,606,952	43%	
<b>Total</b>	<b>\$86,623,677</b>	<b>100%</b>	
Number of Stations (4)			36
<b>Total Capital Cost per Station (5)</b>			<b>\$2,406,213</b>

(1), (2) and (4) Source: Table 2

(3) Source: Appendix A

(5) Total cost divided by the number of stations.

Source: Orange County Fire Rescue Department

#### **IV. SERVICE DELIVERY**

The Fire Rescue Element of the Comprehensive Plan defines the level of service in terms of the maximum response time of eight minutes for 75 percent of the calls. However, the previous technical study used calls per station as the standard. In 1998, the County was handling 1,833 calls per station. Based on 2003 call information, the current level of service is 2,185 calls per station (72,115 calls from Table 1 divided by 33 stations from Table 2, which excludes the three new stations that are built in 2004). This increase in the number of calls per station could partially be attributed to improved technology, which allows stations to handle more calls.

**V. COST COMPONENT**

As presented in Table 4, the inventory cost per alarm is \$1,092. Because the data available for alarms is through 2003, the inventory excludes the buildings and equipment built or acquired in 2004.

**Table 4  
Capital Cost per Alarm**

	<b>Cost</b>	
Building Replacement Value (1)	\$38,246,297	
Assessed Land Value (2)	\$5,098,530	
Equipment Cost (3)	\$35,422,020	
Total	\$78,766,847	
Number of Alarms -- 2003 (4)		72,115
Total Capital Cost per Alarm (5)		\$1,092

(1), (2) Source: Table 2 (excludes the cost of stations built in 2004)

(3) Source: Appendix A (excludes the cost of equipment purchased in 2004)

(4) Source: Table 1

(5) Total cost divided by the number of alarms.

Source: Orange County Fire Rescue Department

**VI. CREDIT COMPONENT**

In order to avoid overcharging for the fire/rescue facilities impact fee, a review of the capital financing program for these facilities was completed. The purpose of this review was to determine any potential revenue credits that should be considered for revenues generated by new development that could be used for capital facility, land, and equipment expansion of fire/rescue facilities.

Based on the evaluation of past and future expenditures and funding sources, it is our understanding that all capital expansion expenditures (buildings, land and equipment) are funded with impact fees.

However, to accommodate the possibility of using non-impact fee funding sources toward fire/rescue facilities expansion expenditures, a credit is given.

For this, credit for future payments made by new development for fire/rescue facilities is taken into consideration. The question posed here is the extent to which new development will contribute to the overall general revenue base over the next 20 years, which is considered an acceptable planning period. Table 5 illustrates that, based on growth rates obtained from the Bureau of Economic and Business

Research (BEBR) for the 2004 – 2025 period, new development’s share of total development will be 18.19 percent. Given that historically fire-rescue buildings and equipment are built/purchased using impact fees only, the total impact cost per alarm will be reduced by 50 percent of this factor, or by 9.10 percent, to account for new revenue generated by new development that may flow into the general fund (such as grants, MSTU, ad valorem taxes, etc.) and be used to help finance fire/rescue facilities.

**Table 5**  
**New Development’s Share of Total Development**

Year	Unincorporated County Population <sup>(1)</sup>
2004	662,530
2005	675,291
2006	688,297
2007	701,554
2008	715,066
2009	728,839
2010	742,877
2011	756,908
2012	771,204
2013	785,771
2014	800,612
2015	815,734
2016	831,141
2017	846,839
2018	862,834
2019	879,131
2020	889,766
2021	903,674
2022	917,799
2023	932,145
2024	946,715
2025	961,512
Existing Development's Share (2025) <sup>(2)</sup>	81.81%
New Development's Share (2025) <sup>(3)</sup>	<b>18.19%</b>
Percent Credit at 50 percent	<b>9.10%</b>

(1) Calculated based on future population projections provided by the University of Florida, Bureau of Economic and Business Research.

(2) Existing development's share is calculated as:

$$\frac{2004 \text{ population } (662,530) \times \text{number of years}}{\text{Sum of the actual population of the same years}}$$

For example, the existing development's share in 2025 = (662,530 x 22) /

17,816,239 (sum of projected population for all the years) = 81.81%

(3) 100% less the percentage of existing development's share (Item 2).

## VII. NET IMPACT COST

Table 6 presents the net impact cost per alarm. The total impact cost of \$1,092 is reduced by 9.1 percent to reflect the new development's share of the future non-impact fee revenues that may be used toward fire/rescue services capital expansion expenditures.

**Table 6**  
**Net Impact Cost**

<b>Element</b>	<b>Figure</b>
Cost per Alarm (1)	\$1,092
New Development's Share (2)	9.1%
Credit Amount (3)	\$99
Net Cost per Alarm (4)	\$993

(1) Source: Table 4

(2) Source: Table 5

(3) Item (1) multiplied by item (2)

(4) Item (1) less item (3)

## VIII. DISTRIBUTION OF CALLS FOR SERVICE

In determining the revised impact fee for each land use, it is necessary to distribute calls among land uses. Of the 72,115 calls received in 2003, 48,851 were assigned to a land use. Of the remaining calls, 18,315 were related to traffic incidents or other outside activities; 2,593 were classified as "residential other" and were redistributed among residential uses; and 1,127 were from schools. Since public schools are not charged an impact fee, these calls were also redistributed among other land uses. Finally, approximately 229 calls were not classified due to lack of data. In order to assign all calls to the appropriate land uses, the percentage calculated for each land use based on the assigned calls is used to distribute unassigned calls, which is presented in Table 7. Based on these calculations, single family homes have the highest call rate, followed by multi-family residential and commercial retail land uses.

A final step in this process involves the calculation of calls per units of development, which is also presented in Table 7. In this calculation, of the residential land uses, single-family, multi-family, and mobile home uses are measured by dwelling units and the information for these land uses are obtained from the Census 2000 data and building permit information from 2001 to 2003. Hotel/motel is measured by rooms. To determine the total number of rooms, the Property Appraiser's database was utilized, and in cases where the number of rooms was not provided, this figure was calculated based on the living area square footage and an average of 752 square feet per room. The average square footage per room (752) is

calculated based on those hotel/motel properties for which both the square footage and the number of rooms were available in the Property Appraiser's database. Non-residential uses are measured by building square footage of living area based on the Property Appraiser's database.

**Table 7  
Land Use Distribution of Calls**

Land Use	2003 Calls (1)	Percent Distribution (Assigned Residential Uses) (2)	Percent Distribution (All Assigned Uses) (3)	Distribution of Unassigned Calls (4)	Total Calls (5)	Revised Percentage (6)	Units of Development (7)	Calls per Unit (8)
<b>Calls Assigned to a Land Use:</b>								
<b>Residential:</b>								
Single Family/Mobile Home	26,210	70.9%	52.6%	12,180	38,390	53.2%	189,791	0.20227
Multi Family	7,455	20.2%	15.0%	3,464	10,919	15.1%	61,599	0.17727
Hotel/Motel	3,322	9.0%	6.7%	1,544	4,866	6.7%	29,687	0.16390
<b>Non-Residential:</b>								
Office/Institutional	5,473		11.0%	2,160	7,633	10.6%	41,447	0.18416
Industrial	491		1.0%	194	685	0.9%	17,275	0.03964
Storage	1,214		2.4%	479	1,693	2.3%	35,514	0.04767
Commercial Retail	5,686		11.4%	2,244	7,930	11.0%	35,257	0.22491
	49,851		100.0%	22,264	72,115	100.0%		
<b>Calls Not Assigned to a Land Use:</b>								
Residential Other	2,593							
Schools	1,127							
Traffic Related	9,888							
Other Outside	8,427							
Unclassified	229							
Total Calls	72,115							
Total Unassigned Calls (9)	19,671							

(1) Source: Orange County Fire Rescue Department

(2) Percent of assigned residential calls for each residential land use.

(3) Percent of all assigned calls (49,851) for each land use

(4) Item (2) multiplied by "residential other" calls plus item (3) multiplied by item (9)

(5) Item (1) plus item (4)

(6) Percent of total calls (72,115) for each land use

(7) Residential Uses: Sources for SF, MF and Mobile Home are 2000 Census Data and Building Permit Information Received from Orange County through 2003. Source for remaining land uses is the Property Appraiser Database, August 2004.

(8) Item (5) divided by item (7)

(9) Sum of schools, traffic related, other outside, and unclassified calls. Excludes residential other since the distribution of these calls are based on percentage of residential uses only (see item (2)). Overall total, including residential other, would be 22,264.

## IX. PROPOSED IMPACT FEE SCHEDULE

Based on the net impact cost and the distribution of the calls among land uses, a revised impact fee schedule is prepared. As presented in Table 8, the fees range from \$163 per room for hotel/motels to \$201 per unit for single family/mobile homes for residential uses and \$39 per 1,000 square feet of industrial to \$223 per 1,000 square feet of commercial retail land use for non-residential land uses.

**Table 8**  
**Proposed Impact Fee Schedule**

Land Use	Unit	Calls per Unit (1)	Proposed Impact Fee (2)
<b>Residential:</b>			
Single Family/Mobile Home	du	0.20227	\$200.85
Multi Family	du	0.17727	\$176.03
Hotel/Motel	room	0.16390	\$162.75
<b>Non-Residential:</b>			
Office/Institutional	1,000 sf	0.18416	\$182.87
Industrial	1,000 sf	0.03964	\$39.36
Storage	1,000 sf	0.04767	\$47.34
Commercial Retail/Assembly	1,000 sf	0.22491	\$223.34
Net Impact Cost per Alarm (3)		\$993	

(1) Source: Table 7

(2) Item (1) times item (3)

(3) Source: Table 6

## X. COMPARISON OF EXISTING AND PROPOSED IMPACT FEE SCHEDULES

Table 9 presents a comparison of the existing and proposed impact fee schedules. It should be noted that the land uses included in the office/institutional and commercial retail categories are different than those included in the 1999 study. The difference results from the distribution of assembly land uses among office/institutional, commercial retail and, to a lesser degree, industrial categories instead of including all of them in the office/institutional category. Based on discussions with County representatives, this revision was found necessary for a more equitable fee schedule.

As presented, the largest increase is in the storage land use followed by multi-family. The large increase in storage could be due to 1999 study using a sample of calls while this update having a full-year worth of call data and increased development in the County. For example, in the case of storage, the number of calls increased by 74 percent from 1999 to 2003 while the number of billing units increased by 27 percent, leading to an increase of 37 percent in calls per unit. This together with a cost increase of the 39 percent resulted in an overall fee increase of 112 percent.

**Table 9**  
**Comparison of Impact Fee Schedules**

Land Use	Unit	Existing Impact Fee (1)	Proposed Impact Fee (2)	Percent Change
<b>Residential:</b>				
Single Family/Mobile Home	du	\$148.69	\$200.85	35%
Multi Family	du	\$127.17	\$176.03	38%
Hotel/Motel	room	\$172.13	\$162.75	-5%
<b>Non-Residential:</b>				
Office/Institutional	1,000 sf	\$229.87	\$182.87	-20%
Industrial	1,000 sf	\$43.30	\$39.36	-9%
Storage	1,000 sf	\$22.38	\$47.34	112%
Commercial Retail/Assembly	1,000 sf	\$178.02	\$223.34	25%

(1) Source: Orange County Planning Division

(2) Source: Table 8

## **XI. INDEXING**

In many cases, impact fees are reviewed periodically (every three to five years, etc.) instead of on an annual basis with no adjustment to the fee schedule during this period. This creates a situation where major adjustments become likely to be required during updates due to the time between the adjustments. In recent years, the most volatile component of the total cost has been the land value. This factor creates the potential for major changes in the fee schedule if several years are allowed to pass before the fee schedule is updated. These significant adjustments also create major concerns in the development community.

It is recommended that the fire/rescue facilities impact fees are adjusted for building, land and equipment costs on an annual basis.

### ***Building Costs***

The cost of building fire/rescue buildings should be indexed in a fixed amount each year based on the national building cost index provided by the Engineering News-Record. As presented in Table 10, between 2001 and 2004, the average increase in building cost has been approximately 3.7 percent.

**Table 10**  
**Building Cost Index**  
**(National Average)**

<b>Year</b>	<b>Annual Avg</b>	<b>Percent Change</b>
2001	3574	
2002	3623	1.4%
2003	3693	1.9%
2004	3984	7.9%
<b>Average</b>		<b>3.7%</b>

Source: Engineering News-Record, Building Cost Index History (1915-2003)

### ***Land Costs***

Just property values in the unincorporated Orange County increased by an annual average of 10.9 percent between 2001 and 2004 based on information provided by the Orange County Property Appraiser's Office, which is presented in Table 11.

**Table 11**  
**Just Property Value Index**

<b>Year</b>	<b>Unincorporated County Just Land Values</b>	<b>Percent Increase</b>
2001	\$10,407,532,685	
2002	\$11,038,670,634	6.1%
2003	\$12,683,995,046	14.9%
2004	\$14,149,970,646	11.6%
<b>Average</b>		<b>10.9%</b>

Source: Orange County Property Appraiser

***Equipment Costs***

For equipment costs, it is recommended that Consumer Price Index (CPI) be used for indexing purposes. Table 12 presents the annual cost increase over the past four years, which averages to an annual increase of 2 percent.

**Table 12**  
**Equipment Cost Index**  
**(South Region)**

<b>Year</b>	<b>Annual Index</b>	<b>Percent Change</b>
2001	109.6	
2002	110.8	1.1%
2003	113.1	2.1%
2004	116.2	2.7%
<b>Average</b>		<b>2.0%</b>

Source: US Dept of Labor, Bureau of  
Labor Statistics (www.bls.gov)

## *Application*

It may be useful to illustrate how these indices can be applied. The calculation of the combined index is presented in Table 13. The first column of this table includes average annual increases for the three cost components. The second column presents the distribution of the inventory. As presented in Table 3, of the \$86.6 million of total inventory cost, 50 percent is for the buildings (\$43.2 million), seven percent is for the land (\$5.7 million) and 43 percent is for equipment (\$37.6 million). Applying these percentages to the average cost increases presented previously would provide a combined index of 3.5 percent, which then can be applied to all fees presented in Table 8.

**Table 13**  
**Indexing Application -- Combined Index**

<b>Cost Component</b>	<b>Annual Increase<sup>(1)</sup></b>	<b>Percent of Total<sup>(2)</sup></b>	<b>Index<sup>(3)</sup></b>
Building Cost	3.7%	50%	1.9%
Land Cost	10.9%	7%	0.8%
Equipment Cost	2.0%	43%	0.9%
<b>Total</b>			<b>3.5%</b>

(1) Source: Tables 10 through 12

(2) Source: Table 3

(3) Annual increase (Item 1) multiplied by percent of total (Item 2)

Table 14 presents the indexed fee schedule for the four years following the adoption of the revised fee. With indexing, the fire impact fee for the single family residential land uses increases from \$201 to \$230 at the end of the first four years.

**Table 14**  
**Indexed Fees**

Land Use	Year 1 Proposed Impact Fee (1)	Year 2 (2)	Year 3 (3)	Year 4 (4)	Year 5 (5)
<b>Residential:</b>					
Single Family/Mobile Home	\$200.85	\$207.88	\$215.16	\$222.69	\$230.48
Multi Family	\$176.03	\$182.19	\$188.57	\$195.17	\$202.00
Hotel/Motel	\$162.75	\$168.45	\$174.35	\$180.45	\$186.77
<b>Non-Residential:</b>					
Office/Institutional	\$182.87	\$189.27	\$195.89	\$202.75	\$209.85
Industrial	\$39.36	\$40.74	\$42.17	\$43.65	\$45.18
Storage	\$47.34	\$49.00	\$50.72	\$52.50	\$54.34
Commercial Retail/Assembly	\$223.34	\$231.16	\$239.25	\$247.62	\$256.29
Annual Index (6)		3.5%			

(1) Source: Table 8

(2) Year 1 figures (Item 1) multiplied by (1+0.035), annual index (Item 5)

(3) Year 2 figures (Item 2) multiplied by (1+0.035), annual index (Item 5)

(4) Year 3 figures (Item 3) multiplied by (1+0.035), annual index (Item 5)

(5) Year 4 figures (Item 4) multiplied by (1+0.035), annual index (Item 5)

(6) Source: Table 13

# **APPENDIX A**

# **Fire and Emergency Services Committee Report**

Orange County/City of Orlando Consolidation of Services Study Commission

## **APPENDIX G, RESCUE TRANSPORT COSTS to the Fire and Emergency Services Committee Report**

### **Table of Contents**

- G.1 Orange County Fire Rescue Department (OCFRD)**
  - G.1.1 Average Cost for a Rescue Transport (November 2005)**
  - G.1.2 Rescue Transport Costs**
  - G.1.3 Medical Supplies Cost**
- G.2 Orlando Fire Department (OFD)**
  - G.2.1 City of Orlando Reasoning For Not Transporting**
  - G.2.2 Average Cost For an EMS Call Answered by a Rescue Truck**

# Fire and Emergency Services Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

## G.1 Orange County Fire Rescue Department (OCFRD)

### G.1.1 Average Cost for a Rescue Transport (November 2005)

*(Received from Deputy Chief Jim Fitzgerald, OCFRD, 4:39 p.m., November 28, 2005, in an e-mail, Subject: Hourly Cost for a Transport)*

- Average annual transport time (All OCFRD transports) = 15 minutes
- Average annual hospital turn around time (All OCFRD transports) = 29 minutes
- Average annual EMS call duration in OCFRD Transport Areas = 1 hour, 8 minutes
  - \* Using the transport rescue vehicle times until they are available for next call.
- Average annual EMS call duration in OCFRD Non-Transport Areas = 24 minutes
- Average cost of a rescue vehicle \$141,000 (amortized over 8 years)
- $\$141,000 / 8 = \$17,625$  per year
- $\$17,625 / 365 = \$ 48.29$  per day
- $\$48.00 / 24 = \$ 2.01$  per hour
- Average cost of rescue equipment \$ 65,000 (amortized over 8 years)
- $\$65,000.00 / 8 = \$8,125$  per year
- $\$8,125 / 365 = \$22.26$  per day
- $\$22.26 / 24 = \$ 0.93$  per hour
- Average cost estimate of supplies used on a typical EMS transport by OCFRD
- $\$25.00 = \$25.00$  per call duration (1 hour, 8 min)
- Average annual maintenance costs for a rescue? \$ 6,339
- $\$6,339 / 365 = \$17.37$  per day
- $\$17.37 / 24 = \$ 0.72$  per hour
- Average annual fuel costs for a rescue? \$ 2,750
- \*At 15,684 miles per year / 11 miles per gallon / Diesel costs \$ 1.93 per gallon
- $\$2,750 / 365 = \$ 7.53$  per day
- $\$ 7.53 / 24 = \$ 0.31$  per hour
- Average hourly rate (including benefits) for a Firefighter/Paramedic

# **Fire and Emergency Services Committee Report**

Orange County/City of Orlando Consolidation of Services Study Commission

FF/PM = **\$26.08** per hour

- Average hourly rate (including benefits) for a Firefighter/EMT  
FF/EMT = **\$23.71** per hour

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**Total Rescue Costs = \$78.76\* per hour**

\* Does not include any Administrative Costs (i.e., Risk Charges, Support Personnel, etc.)

# Fire and Emergency Services Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

## G.1.2 Rescue Transport Costs

*(Received from James M. Fitzgerald, Deputy Chief, OCFRD, January, 23, 2006, in hard copy and an e-mail, Subject: Information Request)*

TO: Dennis O'Neil, Executive Director

FROM:

RE: Information Request

In response to your request for information concerning additional EMS transport questions that were raised, I have provided the attached data. I hope this information is helpful.

If you require further assistance, please contact me at 407 836-9115.

JF/de  
Attachment

### Fire Consolidation Committee

Orange County Fire Rescue Department response to questions regarding the number of OCFRD EMS Transports, the amount we have collected since inception and our collection rates.

In 1996, Orange County Fire Rescue was able to formalize our procedures and boundaries for EMS transport, even though at the time, EMS transport wasn't new to Orange County. Prior to consolidation in 1981 and even up to our formal entry as an EMS transport provider in 1996; we had been transporting patients to area hospitals.

EMS transport allows for complete control of resources and more importantly excellent patient treatment by providing an uninterrupted continuity of care. Fire based EMS transport service has become the logical solution to effectively provide emergency transport services both on a local and national basis. Below you will find a listing of some of the local Fire Departments that provide transports in Central Florida and around the State.

# Fire and Emergency Services Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

The decision to provide full time transport services and collect fees did result in some key corporate decisions that have saved us money. First, we decided to go outside to a billing company rather than having to train and employ additional staff to handle this task. Secondly, we decided; with the input of our field personnel and fleet maintenance to move to a larger more durable rescue vehicle that was diesel powered, that was built on a commercial truck chassis and could remain serviceable for 5-10 years if needed.

The EMS transport service we provide has created a viable revenue source back to the department to help us continue this life saving service. The transport revenue received by Orange County Fire Rescue since its inception, in October 1996 through November 2005, has mounted to \$22.8 million dollars with an average collection rate for the past five years of 66%\*.

This decision has produced a long-standing program that fits within the mission and core values of our organization and provides the best pre-hospital patient care to the citizens and visitors to unincorporated Orange County.

\*This percentage is from our net billable amount, meaning what we are legally able to collect. For example, when a Medicare or Medicaid patient is transported, we must accept assignment and the amount paid becomes what we are able to bill, so the difference is considered an adjustment. This adjustment amount is reduced from our gross billing figure, thus giving a net billing amount.

See attached Data

The amount of money the department has taken in for emergency transport during the past five years and most recent 2005 data.

FY00-01=\$2.4M	
FY01-02=\$2.8M	
FY02-03=\$2.7M	
FY03-04=\$3.3M	
FY04-05=\$4.1M	
FY05-06 = \$0.7M (through November 2005)	Total = \$16M

# Fire and Emergency Services Committee Report

## Orange County/City of Orlando Consolidation of Services Study Commission

The number of transports during the past five years and most recent 2005 data.

FY00-01=12,287	
FY01-02=12,393	
FY02-03=13,872	
FY03-04=15,652	
FY04-05=17,977	
FY05-06 = 2,647(through November 2005)	Total = 74,828

The collection rate during the past five years and most recent 2005 data.

\*The percentages below reflect funds received from July 1999 through November 2005. The financial report which tracks the percentage of collection allocates the emergency transport money back to the fiscal year the transport occurred, which may not necessarily be the fiscal year the funds were collected. In most instances there is a lag time between when the transport occurred and when the fees for that transport are collected. Therefore, the percentages below may increase monthly for all years, with the most significant increases reflected in the most recent years.

FY99-00=71.4%  
 FY00-01=71.7%  
 FY01-02=72.5%  
 FY02-03=68.8%  
 FY03-04=63.8%  
 FY04-05=47.9%

**Central Florida Fire/Based Agencies providing EMS Transport:**

City of Apopka Fire Dept.	City of Sanford Fire Dept.	City of Maitland Fire Dept.
City of Casselberry Fire Dept.	Seminole County Fire Rescue	Reedy Creek Fire Dept.
City of Cocoa Beach Fire Dept.	City of St. Cloud Fire Dept.	City of Longwood Fire Dept.
City of Kissimmee Fire Dept.	City of Winter Park Fire Dept.	City of Oviedo Fire Dept.
City of Lake Mary Fire Dept.	City of Winter Springs Fire Dept.	Orange County Fire Rescue
Brevard County Fire Dept.		

**Other Fire/Based Agencies providing EMS Transport around the State:**

City of Boca Raton Fire Dept.	City of Margate Fire Dept.	Charlotte County Fire/EMS
City of Coral Springs Fire Dept.	City of Miami Beach Fire Dept.	Riviera Beach Fire Dept.
City of Dania Beach Fire Dept.	City of Miami-Dade Fire Rescue	Monroe County Fire Dept.
City of Deerfield Beach Fire Dept.	City of North Port Fire Dept.	Okaloosa County Fire Dept.
City of Ft. Lauderdale Fire Dept.	City of Plantation Fire Dept.	Palm Beach County Fire Dept.
City of Hallandale Beach Fire Dpt.	City of Pompano Beach Fire Dept.	Sarasota County Fire Dept.
City of Hialeah Fire Dept.	Miami-Dade County Fire Dept.	Town of Davie Fire Dept.
City of Jacksonville Fire Rescue	Tamarac Fire Dept. (Broward)	City of Lauderhill Fire Dept.
City of Lighthouse Pt. Fire Dept.	City of Lauderdale Lakes Fire Dpt	

# Fire and Emergency Services Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

### G.1.3 Medical Supplies Costs

*(Received from Matt McGrew, OCFRD, 4:31 p.m., December 12, 2005 in an e-mail, Subject: EMS Supplies used on average medical call OCFRD)*

Mr. Dennis O'Neil

In determining the average costs of running an EMS call we used and typical call that would fall into the mid-range (ALS-1) irregardless of transport. These include tasks and associate medical supplies used that would normally be required in the first 10 minutes of patient contact. This assumes there will be a Paramedic assessment and the use of the following standard consumable items:

- Disposable gloves
- EKG electrodes set (12 lead)
- Glucose check strip
- Oxygen delivery device with co2 detection capability
- Oxygen used/consumed
- Tourniquet
- 4x4 gauze
- IV needle/catheter
- IV tubing/set up
- IV solution/bag
- IV site bandage
- Medication delivered/consumed

Keeping in mind that disposable medical supplies are relatively inexpensive, I would still submit that a \$25.00 average medical supplies usage is a very reasonable figure.

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## G.2 Orlando Fire Department (OFD)

**G.2.1 The City of Orlando Reasoning For Not Transporting.** The Orange County Fire Rescue Department (OCFRD) provides medical transportation for designated areas. It believes that this continuity of care provides a higher level of emergency medical services. Additionally, as a result of providing medical transportation services, the OCFRD has generated revenue over the past 5 years in excess of \$16 million with an average collection rate of 66% of net billable. All of the collected revenues are utilized to continually improve pre-hospital emergency care service. Both Orange County and the City of Orlando use private transport companies to ensure transport is available to all residents. The Orange County Department of Emergency Services contracts with Rural Metro to provide transport services throughout Orange County regardless of jurisdiction. The City of Orlando uses Rural Metro to provide transport service for the City. When Rural Metro cannot transport, the Orlando Fire Department (OFD) provides the service.

The City of Orlando studied the issue of transporting EMS patients for a fee in 1999. The analysis considered the costs and benefits associated with starting a new service to transport EMS patients for a fee. Costs were analyzed from both an incremental costing approach and a full cost accounting approach. Because the implementation of transport services would place the OFD in competition with private providers currently under contract with Orange County, the transport study team opted to utilize a full cost accounting approach so that the cost comparisons to the private provider would be an apples-to-apples comparison. The City of Orlando and the OFD were in agreement that it would not be good public policy to drive private providers out of business in order to generate revenue for government unless government could provide the same service at a lower cost.

The analysis followed a transport- costing template (*Fire Service EMS Costing Template*) developed by Lazar, Jensen and Goebel, a Pre-hospital Systems Consulting firm for the International Association of Fire Chiefs to ensure all aspects of the transport business were considered. Upon completion of the transport program analysis, Mr. Goebel was contracted to review the study and confirm its findings.

The City of Orlando Administration and OFD Administration were in agreement that in order for the OFD to provide transport for a fee, several conditions must be met:

- The cost of the new service would have to be cost neutral to the City. In other words the revenue generated must cover 100% of the cost of the service.

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- Cost neutrality must be perpetual. In other words, the new service must always pay for it self. This required a hard look at the labor costs, medical supply costs, variables concerning the ability of the City to set fees and national average collections on billing. These conditions also required the project team to forecast population growth, service population growth as well as growth of the City boundaries. The revenue generated from transport services must be able to keep up in real time with the demand, in other words enough revenue had to be generated to put additional transport units in service when demand required additional resources.
- The implementation of this new service could not cause a degradation of first response unit compliance with response time goals, or interfere with core service delivery (first response fire, medical, and special operations alarms) responses.
- The fees charged by the fire department could not exceed the fees charged by the private provider.
- The benefit to the citizen must be clearly discernable, i.e. increased service for the same or less cost.
- The service must be implemented citywide; all residents must be provided the same set of services.

The analysis of transport for a fee determined that the fire department would not be able to cover the costs of implementing the new service unless collection rates were maintained above 50% of billable. The national average for transport fee collections is less than 50%. To guarantee cost neutrality to the City, the fire department would have to charge more than the private provider charged. Even utilizing an incremental costing approach, the predicted revenue would not completely cover the cost of transport. In 2005, approximately 22,000 (source: CAD transport code – includes both Rural Metro and Health Central transports from within the City limits) patients were transported to area hospitals from the City limits. In order to maintain response time goals, 4 additional rescues would need to be purchased and staffed. Two of these units would be full time units; bringing the total number of full time OFD full time transport units to 10, and 2 of the new units would be peak load units operating half time. Staffing for these units would result in an additional salary expense of \$2,089,359, an additional equipment expense of \$189,812 (excluding the capital cost of vehicle purchase), as well as additional supplies and pharmaceutical cost. This is an estimated \$2.2 million in new money just to start transporting. This estimated cost excludes the allocated cost of that portion of time each of our existing rescues would spend on transport (2000 hours per year, per unit, or an additional 3.56 hours per day each rescue would be out of service and unavailable for response to subsequent emergencies). The amount of money that it would cost to initiate and maintain

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transport services would also staff a 4- person engine company and an additional first response rescue in a developing area of the City.

The quality of pre-hospital care is not defined by patient transport alone. The OFD provides outstanding Emergency Medical Service. All of the OFD emergency response units (engines, rescues and towers) are advanced life support units. All are staffed with paramedics and equipped with appropriate life saving medicines and devices. The patients who receive care from the OFD enjoy the highest level of care from the moment the firefighters arrive at the patient's side. There is no transfer of care from basic life support responders to advanced life support providers. Patients do not have to wait extra minutes for advanced life support interventions. In 77% of all requests for medical assistance, the highest level of pre-hospital care is on the scene in 4 minutes or less, meeting the National Fire Protection Association (NFPA) standard 1710 performance goals for first unit of any type on the scene and exceeding the NPFA 1710 performance goal for ALS arrival on scene. The OCFRD reports ALS arrives on scene in 5 minutes 30 seconds in only 64.5% of responses, which is not compliant with any nationally recognized response goal. Arrival on the scene of any emergency within 4 minutes of dispatch is a core competency for the OFD.

The ability of the department to comply with nationally recognized benchmarks for service is a major consideration whenever new services are added. Transport would tie up OFD rescue units an additional 3.56 hours per day over first response only. This would have a negative domino effect on first response performance citywide. *(Source: Kathy Miller, Deputy chief, OFD)*

Continuity of care is a phrase that has also been used frequently to describe the benefits of a transport program. Patient care is extremely important and whenever a patient that OFD initiates care for is unstable, the paramedic who initiates care accompanies the patient to the hospital with the private transport provider, so there is absolute continuity of care in cases where it matters the most. Continuity of care applies both in the individual patient-provider relationship as well as across the service area. In the case of OCFRD, where transport is provided only in certain areas of the county but not others, there is not systemic continuity of service. Even worse is the practice of drawing ALS capable rescue units from the west side of the county to transport patients on the east side and potentially leaving the west side of the county with out timely ALS first response. This creates inequitable service delivery across the county, even though all citizens pay the same MSTU for first response. Consistent revenue generation from transport services is not guaranteed. There are many variables that impact the ability of an agency to consistently collect on billing. The majority of those variables are not within the control of the transport agency.

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There is currently a reliable private provider to transport patients from an emergency scene within the City of Orlando. The private provider can transport patients at less expense to the patient and can make up the difference in revenue by providing scheduled transport services in the community. Depth of service is also created in a two-tiered system. In times of extremely busy patient load or catastrophic events, there are more transport capable units in the system with both OFD first response and private transport, than there would be with the OFD transport alone.

The City of Orlando carefully and thoughtfully weighed all of the benefits of transports against the contraindications. There is no clear or compelling reason for the OFD to transport for a fee and so the City of Orlando opted not to transport because across the whole of the fire department's mission, implementing transport would not have improved the service delivery or reduced costs for service to the citizen. *(Source: Kathy Miller, Deputy chief, OFD)*

Transport cost information for the OCFRD is in Appendix V.1.B.1.1 and for the OFD is in Appendix V.1.B.2.2 to this Committee Report.

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## G.2.2 Average Cost for an EMS Call Answered by a Rescue Truck

*(Received from Linda Rhinesmith, Economic Development Manager, City of Orlando, 1:34 p.m., December 1, 2005, in an e-mail, Subject: Rescue Unit Costs)*

Average annual transport time - OFD does not transport; however, Orange County EMS data reveals that transport adds, on average, an additional 37 minutes to the out of service time for the rescue responding to and transporting a patient. (Lancet Reporting System, Orange County DES)

Average annual Hospital turn around time – OFD does not transport

Average annual out of service time per EMS call – 21 minutes

Average purchase cost of a rescue vehicle \$175,000 (depreciated over 10 years)

Average cost of rescue equipment \$ 85,754 (depreciated over 10 years)

\$85,754/ 10 = \$8,575.00 per year

\$ 8,574/365 = \$24.00 per day

\$ 858/24 = \$0.99 per hour

Average annual cost of supplies per rescue = \$7,931

\$7,931/365 =\$ 21.73 per day

\$ 21.73/24 =\$ 0.90 per hour

Average annual fuel, insurance, depreciation and maintenance cost per rescue

= \$47,453.00

\$47,453/365 =\$130.00 per day

\$ 130/24 =\$5.42 per hour

Average annual personnel cost (includes salary, benefits, incentive, uniforms, PPE, and other issued equipment) = \$ 696,459.00

\$696,459.00/365 = \$1908.10 per day

\$ 1,908.10/24 = \$79.50 per hour

Total hourly rescue costs = \$86.81

Hourly costs for operation of apparatus is less informative than per call costs or per capita costs. While units are available 24 hours a day, they are not engaged in patient care or other emergency response 24 hours a day. By analyzing the cost per call, the entire service is considered against the total demand providing a more accurate cost for service picture.