



ST. LUCIE COUNTY FIRE DISTRICT 1954



ST. LUCIE COUNTY FIRE DISTRICT 2015

St. Lucie County Fire District

Community Risk and Standards of Cover

A global evaluation that captures St. Lucie County Fire District's past, present, and future.

St. Lucie County Fire District

Community Risk and Standards of Cover

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March 2017

Introduction

The following report serves as the St. Lucie County Fire District's "Integrated Risk Management Plan: "Standards of Cover" document. The CFAI process defines the process, known as "deployment analysis," as written procedures which determines the distribution and concentration of fixed and mobile resources of the organization. Used in conjunction with the St. Lucie County Fire District's five-year strategic plan, this Standard of Cover / Community Risk Assessment will provide elected officials, citizens, and employees an overview of information about our operations and continual efforts to provide a safe and effective response force for the suppression, emergency medical services, and specialty response situations in addition to homeland security issues.

As communities continue to grow, fire service leaders are determined to define appropriate levels of fire/ems/hazmat services. In order to protect the communities they serve, agencies must first adequately define their level of service, and secondly measure their performance. A critical element in the assessment of service delivery is the ability to provide adequate resources for an effective fire response and for medical emergency occurrences. Adequate staffing levels continue to plague the fire service due to attrition and economic constraints. Fire service leaders are implementing creative ways to help meet the short-fall of personnel reductions. One of the biggest challenges facing fire professionals is matching arrival of an effective fire response with a specific point of fire development or medical problem. Therefore, creating an appropriate level of service requires making decisions regarding the distribution and concentration of resources in relation to the potential demand placed upon fire/ems/hazmat agencies by the level of risk in their communities.

Each emergency agency requires a certain amount of flexibility with respect to staffing and resources to be effective, and a "one size fits all" model does not apply. Properly trained, equipped and staffed fire companies must arrive, deploy, and aggressively attack a fire within specific time frames. If any of these elements are missing, the success of the fire ground strategies and tactical objectives will not be met leading to critical tasks not being successfully accomplished. In the concept of emergency responses, this same thought process hold true for rescue operations, major medical emergencies, and any other situation that will require varying level of resources. For example, more resources are required for the rescue of people trapped within a high-risk building with a high-occupancy load, than for a low-risk structure with a low-occupancy load.

If resources arrive too late or lack sufficient capabilities, the emergency will continue to escalate. This escalation will become a magnet as it continues to draw in more needed resources to bring the emergency under control. This leaves areas elsewhere in the community unprotected and vulnerable due to resource depletion should another emergency occur simultaneously. In order to control an emergency event before it has reached its maximum intensity thus saving lives and limiting property damage, sufficient resources are required to arrive at the emergency within a short amount of time. In addition, cost-effective clustering of service delivery points coupled with the dispersal of technical assets can provide maximum effectiveness against the different types of risks facing the community.

For example, a fire in a large, heavily loaded structure requires more resources than a fire in a small building with limited contents. Basically stated here is the higher the risk, the more resources needed.

In summary, the level of service is the method by which the fire service evaluates their ability to provide adequate resources to mitigate events. This delivery system needs to be defined in terms that can be measured. The following report will begin with an overview of both the community and the agency. Following this overview, the agency will discuss areas such as risk assessment, critical task analysis, agency service level objectives, and distribution and concentration measures. The St. Lucie County Fire District will provide documentation of reliability studies and historical performance through charts and graphs. This report will conclude with policy recommendations.

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Executive Summary:

The St. Lucie County Fire District (SLCFD) is continuously working to not only achieve, but maintain the highest level of efficiency and effectiveness in the delivery of our services. The SLCFD, with help of the Center for Public Safety Excellence (CPSE), completed its first ever “Community-Driven Strategic Plan” in 2014. Eight “initiatives” were identified and one of those eight was the pursuit of Accreditation through the Commission on Fire Accreditation International (CFAI).

The SLCFD is actually the most unique fire district in the State of Florida. The SLCFD is responsible for providing fire protection, emergency medical services (EMS) and its own support services for citizens in St. Lucie County including the cities of Fort Pierce and Port St. Lucie, and the Villages of St. Lucie. Twenty-four hours a day, 365 days a year, services are provided from seventeen fire stations, an air-rescue facility, and an administrative complex. The SLCFD currently employs 386 firefighters and 60 civilian support personnel.

The accreditation process challenges the Fire District to take an extensive look at current practices. Through a self-assessment manual, the development of a strategic plan, and the completion of this Community Risk Assessment and Standards of Cover document (CRA/SOC), the process drives the Fire District to assess internal strengths and weaknesses and observe external opportunities and threats. The CRA/SOC document plays an integral role in the process as it provides an assessment of risk as well as sets baseline and benchmark performance goals for the Fire District. The CRA/SOC will be utilized by the SLCFD to achieve Fire District goals and objectives. This will be a continuous and ongoing process for the Fire District. The information gathered during the external stakeholders meeting and Strategic Plan has been used to direct the SLCFD during the accreditation process and the creation of the CRA/SOC.

The Development of a CRA was a “first ever” for the SLCFD, and the CRA consists of four primary steps:

- Identify the risks (area characteristics and planning zones)
- Assess the risks (probability and consequences)
- Categorizing the risks (low, moderate, high, and maximum)
- Classifying the risks (hazard type and event threat)

Within the risk assessment, the continued theme of “first ever” continues with critical tasking analysis and effective response forces (ERF). Critical tasking analysis determines how many personnel, and what apparatus/equipment, are necessary to mitigate a variety of emergency situations. The SLCFD has worked towards industry best practices found within NFPA 1710: Standard for the organization and deployment of fire suppression operations, emergency medical operations and special operations to the public by career fire departments and with the American Heart Association. By completing our own critical tasking analysis, the SLCFD was able to tailor a specific and unique tasking that meets the expectations of the communities we serve.

Our next evaluation looked into our current deployment and past performances. The SLCFD followed both the CRA/SOC 6th edition as well as Fire and Emergency Service Self-Assessment Manual

(FESSAM) 9th edition requirements of three years data review. Analysis on deployment has been evaluated formally before, by the Insurance Services Organization. In 2011, the SLCFD was able to lower its Public Protection Class (PPC) rating from a split 3/9, to a single rating of 3 for the entire service area. The CRA/SOC and FESSAM processes went far deeper into the analysis of our deployment, performance, and operations than any other previous evaluations. The performance analysis for years 2014-2016 were evaluated from the following categories: alarm handling, turnout time 1st unit, travel time first unit distribution, travel time Emergency Response Force (ERF) concentration; total response time 1st unit on scene distribution and total response time ERF concentration at the 90th percentile.

After scrutinizing the baseline performance as compared to benchmarks, two significant areas were noted which the Fire District will focus upon in the near future—call processing time and turnout time. Previously, travel time was the primary method the SLCFD measured its performance. Travel time analysis were completed by the SLCFD’s Geographical Information Systems (GIS) analyst, a newly created position in 2015. It was recognized early how important GIS would be in the development of the FESSAM and CRA/SOC and the addition has proved tremendously successful. However, because travel time evaluations have many variables outside of the SLCFD’s control, an emphasis has been placed upon two areas we have strong control over: alarm processing and turnout times. The SLCFD has updated policies specifically dealing with processing and turnout times, as well as increased internal stakeholder utilization through committee usage and participation to improve these key areas. The SLCFD is committed to reducing the total response times in both first unit distribution and ERF concentration. Recent software purchases of StatsFD and upgrades to report writing and records management software with Zoll RMS will allow for improved system scrutiny and analysis that again is truly a “first” for the SLCFD. Our previous software platforms have grown inefficient and do not allow for effective data analysis.

Through the completion of both the CRA/SOC and FESSAM, the SLCFD has developed plans and policies that allow for the maintenance and improvement of response capabilities. In addition to monthly meetings with the Board of Fire Commissioners, annual budget developments, and annual reporting, the SLCFD has instituted annual program appraisals at each of its core service programs. These appraisals focus on the “core competencies” in the applicable service program and provide for a level of analysis not previously offered until the completion of the CRA/SOC and FESSAM. An “accreditation team” made up from internal stakeholders throughout the organization will oversee the maintenance of annual compliance reporting and methods to maintain performance as well as identifying mechanisms to improve performance. To meet the requirements of the CRA/SOC and FESSAM processes, the “accreditation team” will meet on a quarterly basis to review baseline data and other processes with the Accreditation Manager. Ultimately, the Accreditation Manager will be responsible for reporting annually to the Fire Chief and submitting annual compliance reports to the Center for Public Safety Excellence (CPSE). To continue with the theme and success of our “Community-Driven Strategic Plan,” the annual reports as well as quarterly reports will be available to our internal membership to allow for continued communication as well as increased member participation.

The SLCFD, through the process and pursuit of Accreditation and the development of a CRA/SOC, has identified area characteristics, assessed risks, developed response strategies based off of risk, analyzed deployment and performance to new heights, and developed plans and policies for maintaining and improving its response capabilities. The SLCFD will utilize the CRA/SOC as a mechanism to identify future station needs, staffing levels, apparatus deployment, as well as measure unit utilization and workloads. The SLCFD is committed to its community and membership to meet the recommendations identified in the CRA/SOC and will use it to measure delivery, as well as planning and budgeting considerations.

A. Community Served:

Legal Basis

The St. Lucie County Fire District (SLCFD) is governed by the SLCFD Board of Fire Commissioners. The commission is a seven member elected body, with two representatives from the City Commission of Fort Pierce, two representatives from the City Council of Port St. Lucie, two representatives from the County Commission of St. Lucie County, and one member appointed by the Governor of Florida. Our codified charter, Chapter 2004-407, Laws of Florida as well as Chapter 191, Independent Special Fire Control Districts, Florida Statutes are the enabling legislation for the SLCFD. The following individuals represent the current SLCFD Board of Fire Commissioners as well as three contract members reporting to the Board of Fire Commissioners.

Gregory J. Oravec - Chairman

Chris Dzadoovsky- Vice Chair

Tod Mowery- Commissioner

Mark Gotz- Commissioner

Rufus Alexander- Commissioner

Shannon Martin- Commissioner

Tom Perona- Commissioner

Buddy Emerson- Fire Chief

Ken Crooks- Fire District Attorney

Karen Russell- Clerk Treasurer

The Fire Chief is the Chief Executive Officer, the Clerk Treasurer the Chief Financial Officer, and the District Attorney handles all legal matters as well as negotiations for the Board of Fire Commissioners.

History of the SLCFD

In 1901, St. Lucie County was established, with Fort Pierce serving as its county seat. The fire department formed in 1906 during a public meeting (Ft. Pierce Council) at the “Paxton” building to discuss the lowering of fire insurance rates (Ft. Pierce Fire Department). During this meeting other historical accomplishments took place as well. W.E. Tylander was appointed as the first Fire Chief. It was said that Tylander was more of a figure head and politician than a true Fire Chief. R.E. Mims, once thought of as the first Fire Chief, was appointed the first foreman (Officer) of the new engine company also during this meeting. The first budget was set at around \$1,000.00. The first fire engine

(A Howe #38) was ordered, which cost roughly around \$2, 000.00 made through payments of unknown description. The first fire station was ordered, which was basically a large shed. Its location was thought to have been by the 2nd street power plant, but that has not been confirmed. The newly formed organization consisted of 33 volunteers (16 assigned to the engine company and the remaining on the two hose companies {reels}). The firefighters were notified through a steam whistle located on the city power plant.

- 1910, the fire department was undergoing some setbacks and a reorganization meeting was held, where once again W.E. Tylander was appointed Fire Chief. At this meeting, a second engine was approved for purchase.
- 1913, R.E. Mims was appointed Chief. During this time, he stored some fire equipment in his workshop in the area of Orange Ave and the railroad tracks.
- 1924, the first Central station was built at Ave A and US1.
- 1939, Chief R.E. Mims was killed in an accident on his way to a convention in Georgia. He apparently had a relative on the department who was appointed to Assistant Chief in the wake of his death. H.V. Hubbard was appointed to Fire Chief.
- 1954, the second Central station was built at Ave D and 7th Street.
- 1959, an act of Florida Legislature created the St. Lucie County/Ft. Pierce Fire District.
- Late 1960's, the Fire District began providing medical care in the streets. A shop was constructed to hold some very basic first aid equipment.
- 1972, the than St. Lucie County/Ft. Pierce Fire District began providing EMS care and transport.
- 1984, the third Central station was built at 2400 Rhode Island Ave.
- 1996, the current name of St. Lucie County Fire District was adopted.
- 2004, the current charter for the Fire District was adopted by the Florida Legislature, under Chapter 2004-407 Laws of Florida.

The Fire District is governed under the policy-making direction of a seven member elected Board of Fire Commissioners. Two representatives from the City Commission of Ft. Pierce, 2 representatives from the County Commission of St. Lucie County, 2 representatives from the City Council of Pt. St. Lucie and one member appointed by the Governor of Florida. We are the sole provider of fire and emergency medical services in St. Lucie County which encompasses 572 square miles and includes the cities of Ft. Pierce, Port Saint Lucie and St. Lucie Village.

The organizational structure consists of a traditional paramilitary ranking system. The Fire Chief serves as Chief Executive Officer and utilizes the support of a command staff consisting of 1 Deputy Chief and two Division Chiefs. Each of the three shifts are led by a District Chief (shift Commander) and two Battalion Chiefs. These Chief Officers support the Fire Chief both administratively and operationally and supervise the primary functions of our organization: Operations, Training, Fire Prevention, and Administration. The command staff is supported by three administrative assistants and by an executive aide. Financial matters are handled by the Clerk Treasurer, while legal matters and contract management fall under the responsibility of the Fire District Attorney. Again, the SLCFD is a

unique fire rescue agency in the State of Florida. We are the only independent special taxing district that is responsible for servicing an entire county as well as two cities within the St. Lucie County boundaries. Since we are a special taxing district, the SLCFD is responsible for all of its own support functions: Communications, Public Information, Human Resources, Information Technology (including MIS and GIS functions), Fleet Maintenance, Logistics, Building and Grounds, and Finance (payroll, budgeting, public records requests, and ambulance billing). 60 civilian support personnel carry out these essential support services and functions.

The largest division and the most visible is the Operations Division. In 2016, the SLCFD Operations Division responded to over 51,935 emergency requests and transported over 33,526 patients to emergency rooms. The SLCFD has been experiencing annual response increases at rates over 6.8%. The SLCFD provides fire, EMS, hazardous materials, technical rescue, aircraft firefighting, and air-rescue services from seventeen stations and one air-rescue facility. Shifts operate on a 24-hour on, 48-hour off schedule and have a daily minimum staffing level of 93 personnel. Currently, the management of the Operations Division is jointly managed by the three District Chiefs (shift commanders). In 2016, the SLCFD re-organized and shifted the Deputy Chief of Operations roles and responsibilities to the three District Chiefs when the incumbent Chief Officer retired. The position is being evaluated for permanent replacement in March 2017.

Service Milestones

2000

Chief Jay Sizemore Interim Fire Chief

Responded to over 27,000 emergency incidents from 15 fire stations. Advance Life Support (ALS) treatment and care is available from rescues (ambulances) at all 15 fire stations

1 Field Training Officer (FTO) position added to each shift. Their main functions are training of personnel, supervision of Fire and EMS activities and emergency scene safety.

2001

Chief Jay Sizemore 9th Fire Chief of the SLCFD

100th Anniversary of Fire Services in St. Lucie County, Florida

Partnership with the St. Lucie County Sheriff's Office in joint purchase of an Augusta A-119 helicopter for Air-Rescue Operations

Purchased 105 new Interpsiro Self Contained Breathing Apparatus (SCBA), allowed for individual masks for each firefighter as well as "buddy breathing" abilities

Thermal Imaging Camera's (TIC's) purchased for each frontline suppression unit

2nd FTO position added to each shift (1 North County/1 South County). Also, FTO's carry paralytic medications for advanced airway procedures

2002

Emergency Medical Dispatching (EMD) implemented

Construction began on replacement of Fire Station #13

Establishment for Cost Recovery for hazardous materials incidents

2003

Pilot program initiated for two ALS fire engines

First ever Capital Improvement Plan initiated by the SLCFD

Finished construction on Fire Station 13

Implementation of Automatic Vehicle Location (AVL) for closest unit dispatching

2004

30,000 incident response threshold broken, a first in SLCFD history

Hurricanes Frances and Jeanne significantly affected operations and two stations were temporarily closed due to damage

Pierce Enforcer Special Operations Unit in service at Fire Station 14, significant upgrade over retrofitted ambulance for technical rescue incidents

2005

Purchased 115 new SCBA units, SCBA's now on rescues (ambulances) and Battalion Chief units

Began construction of Administrative Complex, as well as plans for replacements for Fire Station's 2 and 6

Five members of the Fire Prevention Bureau awarded Florida Fire Marshals and Inspectors Association 2005 Investigators of the Year

New color capable TIC's placed on all frontline apparatus

2006

Rebuilds continue on Stations 2 and 6, Fire Station 4 also approved for replacement

Permitting completed for Fire Stations 16 and 17, increasing services and response capabilities from current level of 15 locations

Aircraft Rescue Firefighting (ARFF) vehicle, a first for the SLCFD, placed in service at Fire Station 4

Pierce Enforcer unit for Hazardous Materials placed in service at Fire Station 10, replacing outdated unit

65 firefighters hired allowing for 5 personnel across each of the three shifts at each of the 15 fire stations

Remodeled Fire Stations 8, 9, 10, 11, and 12 main bathrooms into two separate complete full baths, improving accommodations for privacy for all personnel

2007

Ron Parrish 10th Fire Chief of the SLCFD

Officially moved into new Administrative Complex

Information Technology implemented a new AVL and 800 Mhz. radio system

3rd FTO added to shift operations

National Incident Management System (NIMS) compliance for all sworn personnel

Three months and over 6,000 hours of hands on training at decommissioned Holiday Inn Hotel

2008

Opened Fire Stations 16 and 17, and opened newly built Fire Station's 2, 4, and 6

New Public-Private partnership with Omniflight Inc. for Air-Rescue program

First ever SLCFD historical yearbook initiated and completed

100 ft. Pierce Aerial Platform in service at Fire Station 14

District Chief position implemented for oversight of respective shift and Battalion Chiefs

2009

St. Lucie County has its own Level II capable Trauma Center at Lawnwood Regional Medical Center

Portable radios and lapel microphones available at each station for all firefighters. Previously only one portable radio was assigned per response apparatus

ALS engine/quint program expanded to include 10 of 17 frontline suppression apparatus

Zoll AutoPulse CPR machines placed in service on FTO units

2010

Fire Station 3 relocated after original station built in 1964 become obsolete

Home Inspection Program initiative launched, Safety Inspection Checklist and Smoke Detector Installations started

All firefighters trained in accordance with Florida Statute 633.027 and Florida Administrative Code 69A-60.0081 Light-Frame Truss-Type Construction signage

New 4,500 gallon water tender, “Tender 11” placed in service in effort to lower ISO PPC Ratings

2011

SLCFD lowered ISO rating countywide from split 3/9 to a 3

Zoll AutoPulse CPR machines redistributed to four stations that respond to most cardiac arrests

Grant funding allows for four new TNT extrication cutters. Cutters are placed on FTO units and have over 320,000 pounds of force, versus 63,000 pounds from current Holmatro cutters

Air Methods-Inc., takes over air-rescue program as Omniflight is bought out

2012

40,000 emergency incident response threshold broken, a first in SLCFD history

Yellow Dot program and medical information public service announcements initiated in coordination with American Red Cross and local hospitals

Standardization of fire hose loads updated in accordance with ISO recommendations

Awarded Assistance to Firefighters Grant (AFG) grant funding to replace 147 portable radios

2013

SLCFD participates with Safe Kids and National Child Passenger Safety Program, SLCFD members become trained and certified car seat technicians

Tradition Medical Center opens, adding transport and admission capabilities to a total of three facilities in St. Lucie County

New Interspiro S-7 SCBA’s purchased via grant funding, new SCBA’s are NFPA 1981 compliant

2014

SLCFD participated with CPSE in the development of a first ever “Community-Driven Strategic Plan”

Mass casualty incident (MCI) bags are placed in service on all frontline apparatus

Fire Chief and other members of command staff retiring in 2014. Deputy Chief Buddy Emerson selected as 11th Fire Chief of the SLCFD.

2015

Fire Chief Buddy Emerson reorganizes the SLCFD Command Staff to reflect the primary functions of the organization: Operations, Training, Administration, and Fire Prevention

Division Chiefs Derek Foxx and Martha Newport promoted. First ever African-American and female members of the command staff

Two “Bravo” (2nd out) rescues implemented at Fire Stations 1 and 3

Special Operations 14 moved to Fire Station 6. SLCFD has two-piece Special Operations team and this provides better coverage

2016

50,000 emergency incident response threshold broken, a first in SLCFD history

Communications Coordinator position created, 40-hour work-week to improve communication and efficiency across four dispatch shifts

Deployment of quint apparatus is evaluated and modified for better aerial response coverage

Turnout time policies developed and updated to reflect NFPA 1710 standards and CPSE benchmarks

Internal Communication Policy implemented to improve communication throughout the organization and reducing filters and confusion

Financial Basis

Revenues

The Fire District has two main sources of revenue with which to fund operations. They are Ad Valorem Taxes and ambulance fees. Fire District revenue and reserves do not belong to a particular department or division, unlike ambulance billing fees. They are budgeted and recorded in the General Department ‘0000.’

The largest funding source for Fire District operations comes from Ad Valorem Taxes. Before the economic downturn, Ad Valorem Taxes covered personnel expenses, the largest class of expenditures in the budget, as well as a portion of operating expenses. Even though property values have improved, staff projects Ad Valorem Tax revenue will cover only 86% of personnel expenses.

The second largest source of revenue for the District is ambulance billing Fees. This source generates approximately \$15,800,000 in billing fees before write-offs for Medicare, Medicaid and uncollectible accounts.

Reserves

To maintain a balanced budget, staff estimates encumbrances and budgets an item titled ‘Reserved for Encumbrances.’ When the encumbrances are rolled, forward staff initiates a line item transfer from this account into the accounts where the items are encumbered. This serves two purposes. It keeps the budget in balance and adjusts the accounts upward to fund the encumbrance. For example, if a department request for a \$100 item was approved but there was a \$50 encumbrance that rolled forward, the department would only have \$50 remaining in the account. By transferring the additional \$50 into the account to cover the encumbrance, the budgeted amount will increase to \$150.

The Fire District also budgets a small amount in ‘Reserves’ to cover unanticipated expenses. Use of these reserves requires Board of Fire Commissioners approval.

Per Chapter 2004-407, Laws of Florida, the SLCFD codified charter the SLCFD can levy a maximum of 3.00 mils.

Table 1 Financial Chart

Financial Chart		
Fiscal Year October 1, 2015 to September 30, 2016		
Revenue		
Ad Valorem	\$47,960,554	79.01%
Ambulance Fees	\$10,609,184	17.48%
Other Fees and Revenues	\$2,130,612	3.51%
Total Revenue	\$60,700,350	
Expenditures		
Salaries and Benefits	\$55,987,671	90.60%
Operations	\$5,685,806	9.20%
Capital Expenditures	\$120,310	0.19%
Total Expenditures	\$61,793,787	

Figure 1 Revenues

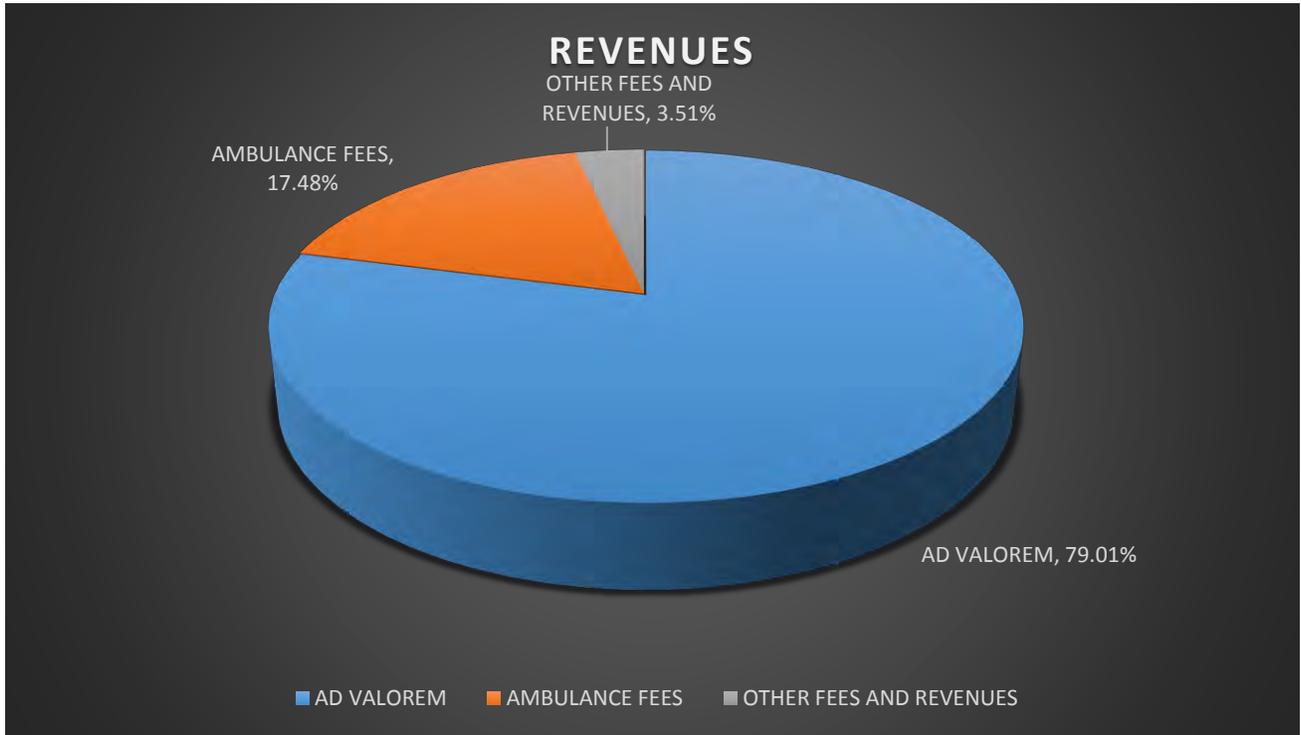
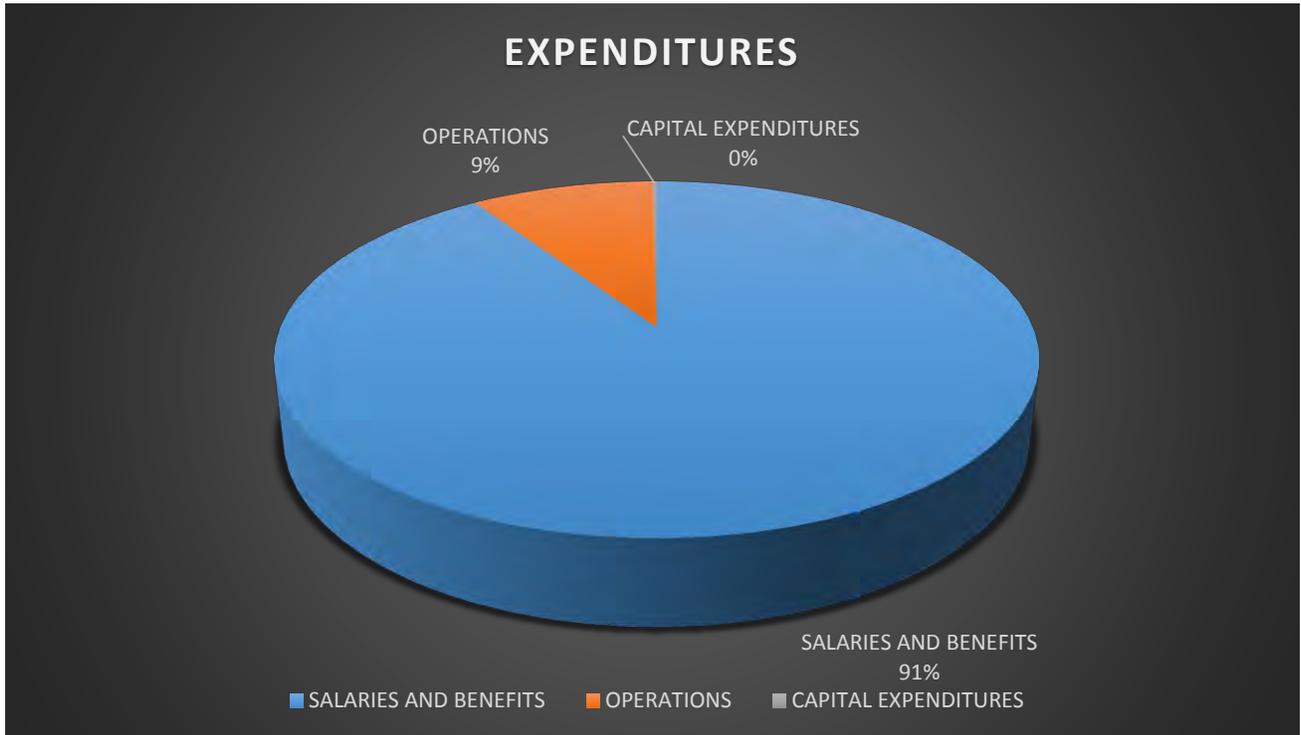


Figure 2 Expenditures



Area Description

Organizational Background

In 1821, there were two counties that formed Florida: Escambia to the west and St. Johns to the east. In 1824, the area to the south of St. Johns County became Mosquito County, after the name the Spanish had given the entire coast: "Los Mosquitos." In 1854, part of Mosquito County became Brevard County. The initial boundaries of the new county also incorporated all of what is now referred to as St. Lucie County.



In 1905, St. Lucie County was established, with Fort Pierce serving as its county seat. At the time, what is now Indian River, Okeechobee, and northern Martin counties were all part of St. Lucie County. St. Lucie County is home to the cities of Fort Pierce (county seat), Port St. Lucie, and the Village of St. Lucie. St. Lucie County borders the Atlantic Ocean and has over 21 miles of coastline. St. Lucie County and the City of Fort Pierce are popular sites for both in-shore and off-shore fishing. There are many boat ramps and marinas used for both industry and sport.

Between the years 2000-2010, St. Lucie County was one of the fastest growing counties in the U.S. Our current population is just under 300,000 citizens. St. Lucie County is included in the Port St. Lucie, FL Metropolitan Statistical Area, which includes Miami-Fort Lauderdale-Port St. Lucie, FL Combined Statistical Area.

St. Lucie County Quick Facts:

- Florida Power and Light (FP&L) two-unit nuclear power plant on a barrier island
- Interstate I-95 and Florida's Turnpike both have multiple exits within St. Lucie County
- Home to multiple colleges and university's including Indian River State College and Florida Atlantic University's Harbor Branch Oceanographic Institute
- National Navy UDT-SEAL Museum (Fort Pierce was original home to Navy SEALs)
- St. Lucie County International Airport
- Spring Training home of the New York Mets, home to St. Lucie Mets at First Data Field

Figure 3 St. Lucie County Future Land Use

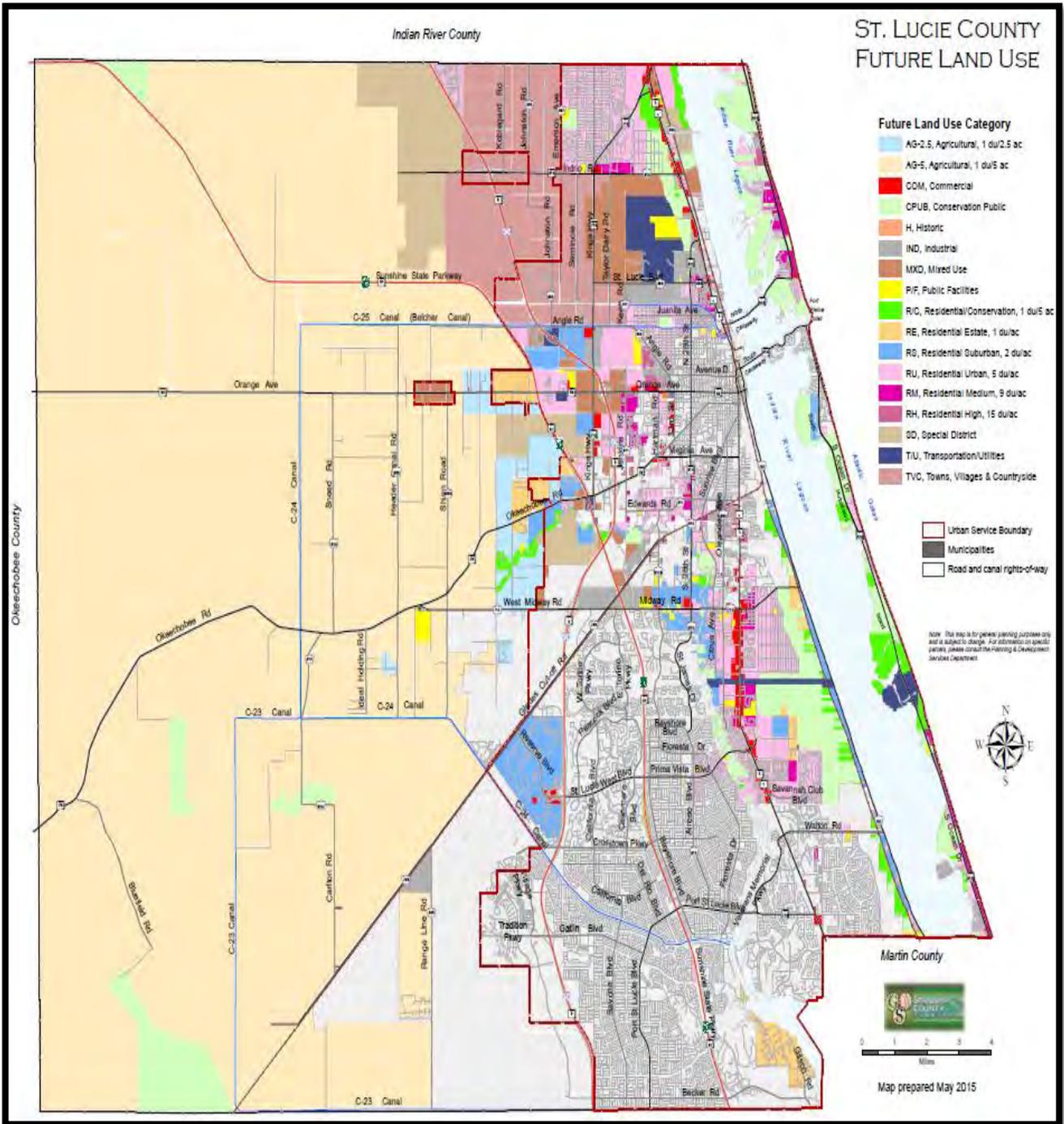


Figure 5 City of Fort Pierce Future Land Use

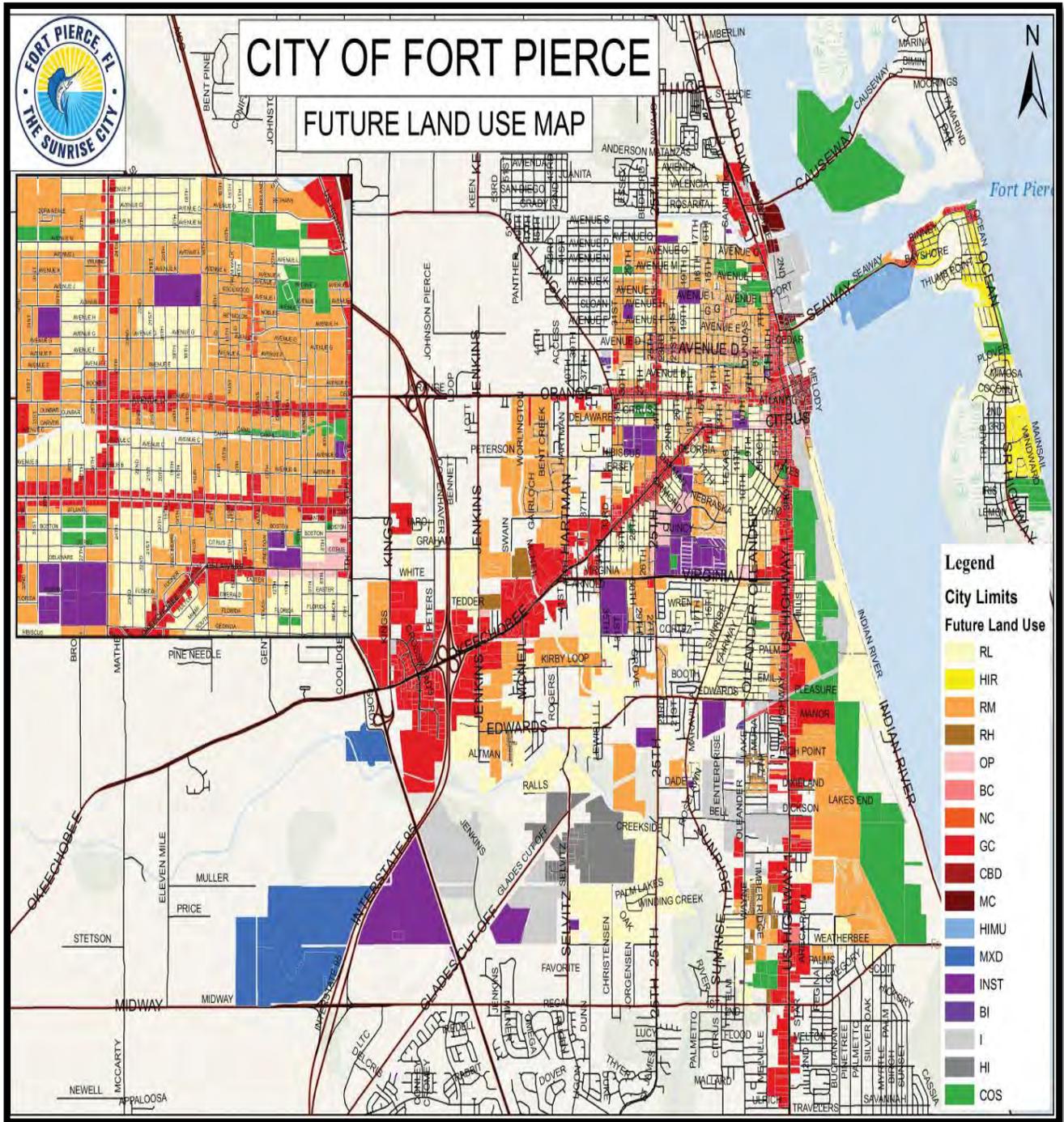
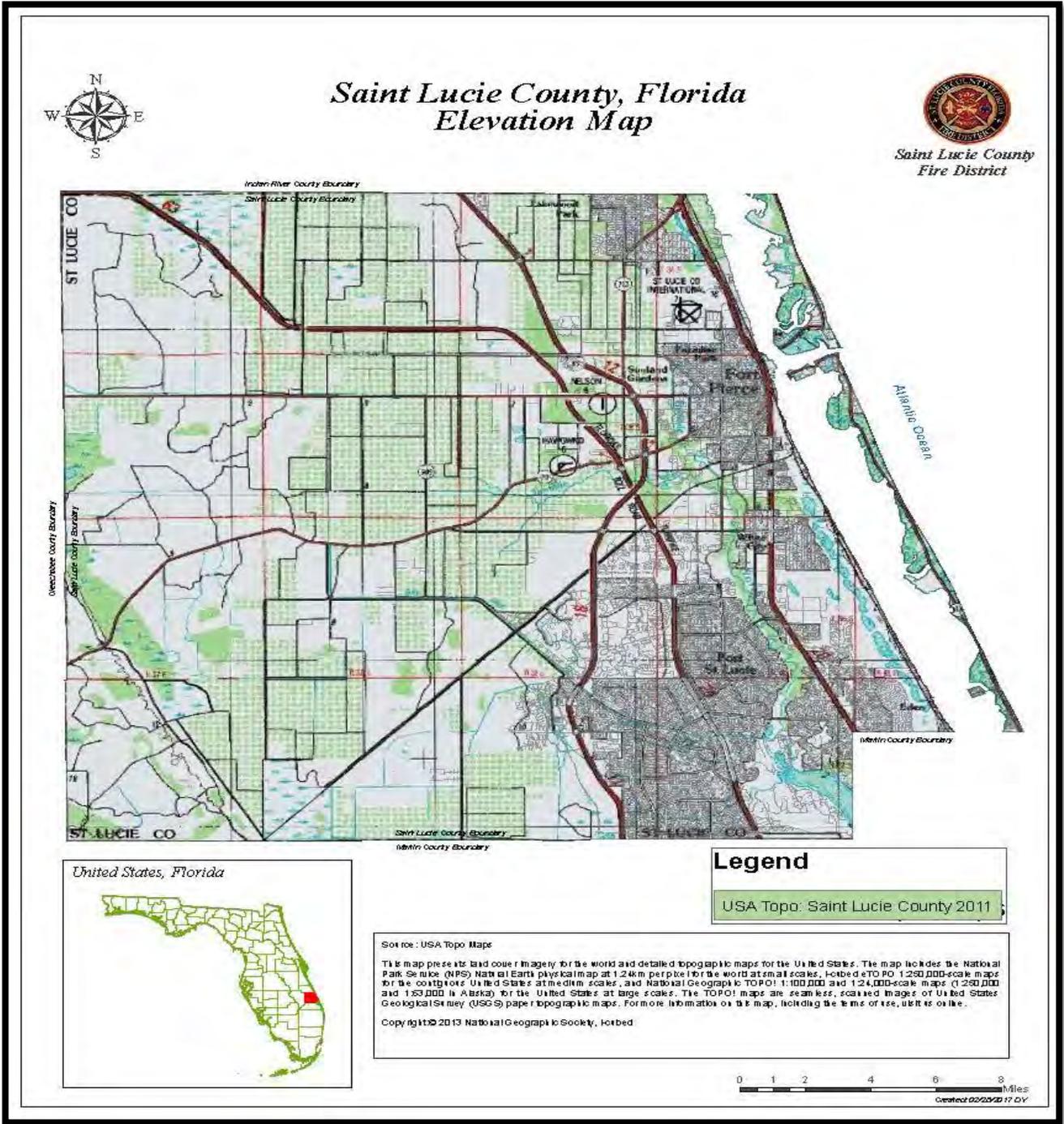
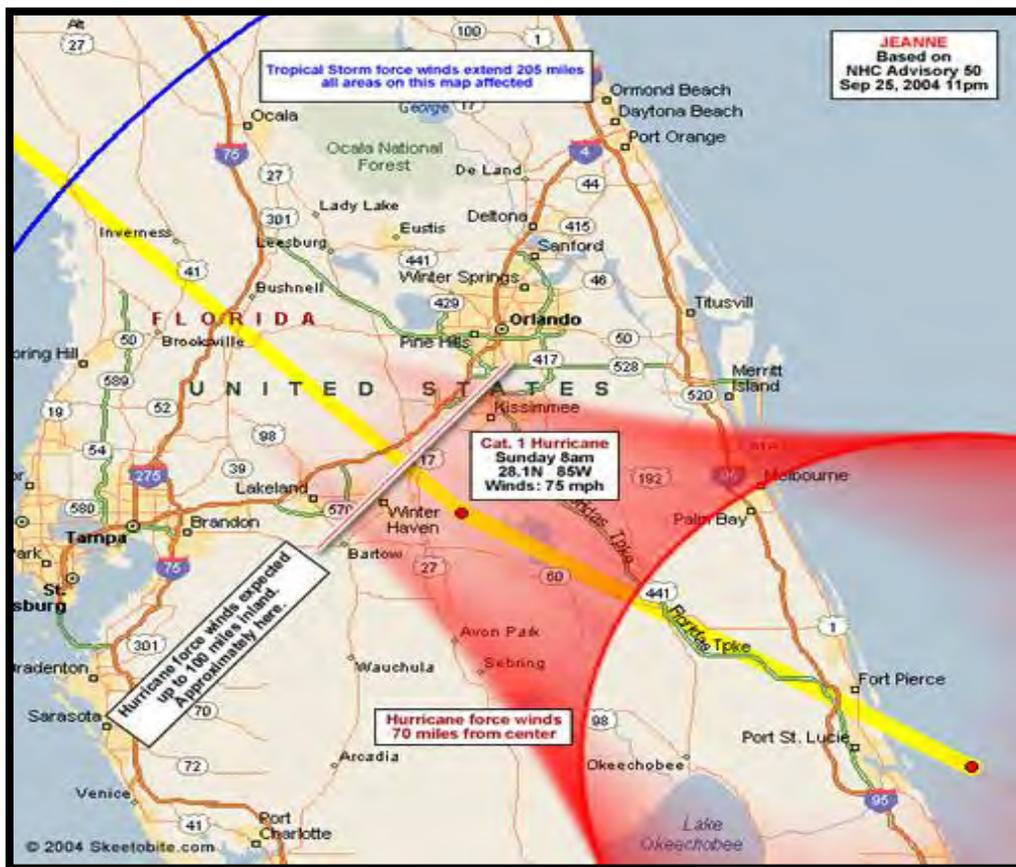


Figure 6 Elevation Map



Climate

St. Lucie County experiences a tropical rainforest climate with minor variations in temperature. The area's climate has an average temperature range of 63 to 83 degrees and the primary wet season is May thru October. The Atlantic Hurricane season begins on June 1st and extends until the end of November which also falls in line with our wet season. St. Lucie County experienced significant effects from both Hurricanes Frances and Jeanne in 2004. Hurricane Matthew in October 2016 was expected by many models to make landfall in St. Lucie County. Weather, winds, and waves shifted the hurricane from making a direct hit, but the service area was significantly impacted from high winds. The SLCFD as well as the other governmental agencies in St. Lucie County and surrounding areas plan for hurricanes, as they are annual anticipated threats. Florida is known as the "lightning capital of the United States," according to Accuweather.com, making our area prone to frequent lightning strikes, especially in our summer months.



Population

The United States Census (V2015) places the population of St. Lucie County at 298,563. The population density is 485.7 people per square mile. The census report indicates our population is 59% White, 20.3% African American, 17.9% Hispanic, 1.9% Asian, .01% Native American, and 2.2% two or more races. Population distribution by sex is, 48.8% male and 51.2% is female. The cities of Fort Pierce has a population of 44,484 and Port St. Lucie has a population of 179,413.

St. Lucie County 2015 Census Quick Facts

Housing Units- 138,071

Households, 2011-2015- 107,898

Median Household Income- \$43,459

Persons under 5 years- 5.1%

Persons 65 years and over- 19.9%

High School Graduates- 85.4%

Bachelor's Degrees or higher- 19.9%

***Two maps below illustrate both the population density of St. Lucie County and the density of the 65 year and older population.*

Figure 7 Population Hot Spot Map

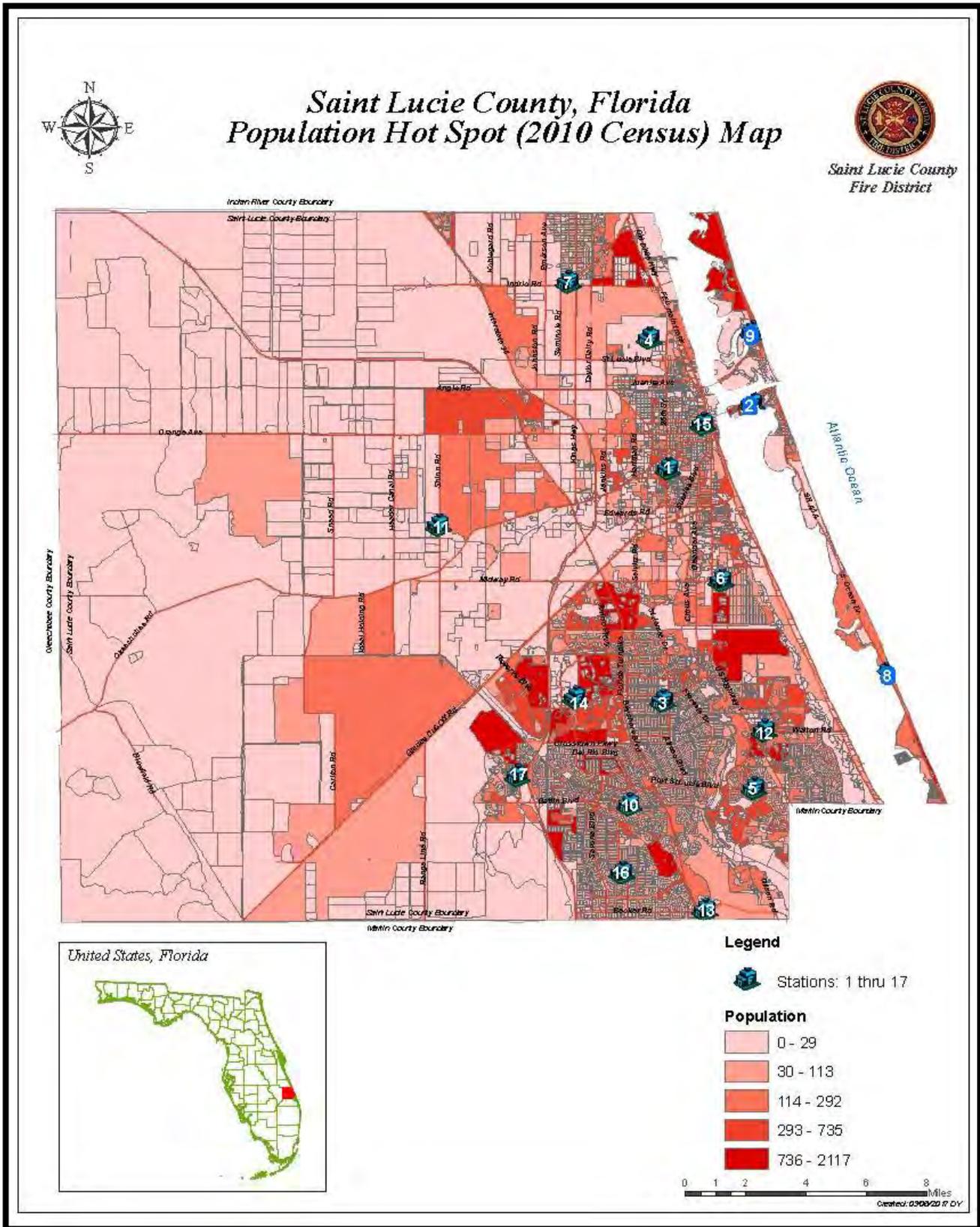
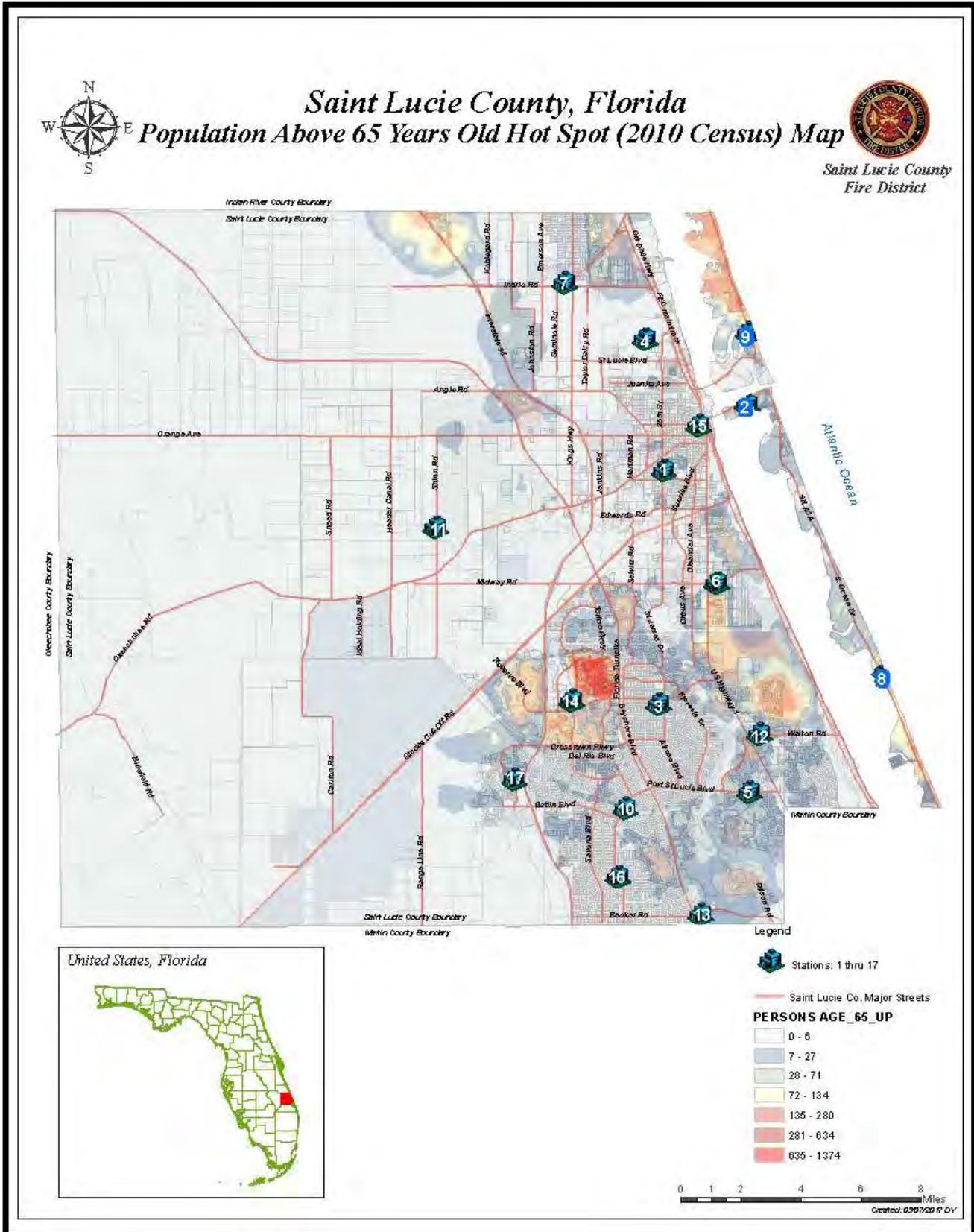


Figure 8 Population Hot Spot Over 65 Years



B. Fire and Emergency Programs and Services Provided:

The SLCFD has over one hundred years of history in providing the highest level of services to the citizenry of St. Lucie County. The SLCFD has grown from humble beginnings and providing only fire services to an all-hazards comprehensive provider of fire suppression, fire prevention (inspections and investigations) emergency medical services (EMS), hazardous materials, technical rescue, aircraft rescue firefighting (ARFF), and air-rescue services. Since the SLCFD is an independent special taxing district, all of our support functions in the organization are filled with civilian employees hired by the Fire District to fill key positions in the following areas: communications (dispatching), finance (ambulance billing and payroll), information technology (IT), human resources (HR), fleet maintenance, logistical support, and building and grounds (maintenance). Below you will find a summary of not only the emergency services and core programs provided by the SLCFD, but also information on the behind the scenes support required to sustain operations of one of the most unique special districts in the State of Florida.

Service Delivery Programs:

Fire Suppression

The St. Lucie County Fire District (SLCFD) operates an adequate, effective, and efficient fire suppression program from seventeen fire stations distributed across three battalions. Each shift is supervised by a shift Commander (District Chief) and they are supported by two Battalion Chiefs. 370 assigned shift personnel, with a 93 minimum shift staffing level operate engines, quints, brush units, and a ladder, all which are in compliance with both NFPA 1710 and Insurance Services Office (ISO) Section 500 requirements. The SLCFD ISO PPC rating is a 3 countywide. All SLCFD sworn personnel are State of Florida certified firefighters in compliance of Florida Statute 633.

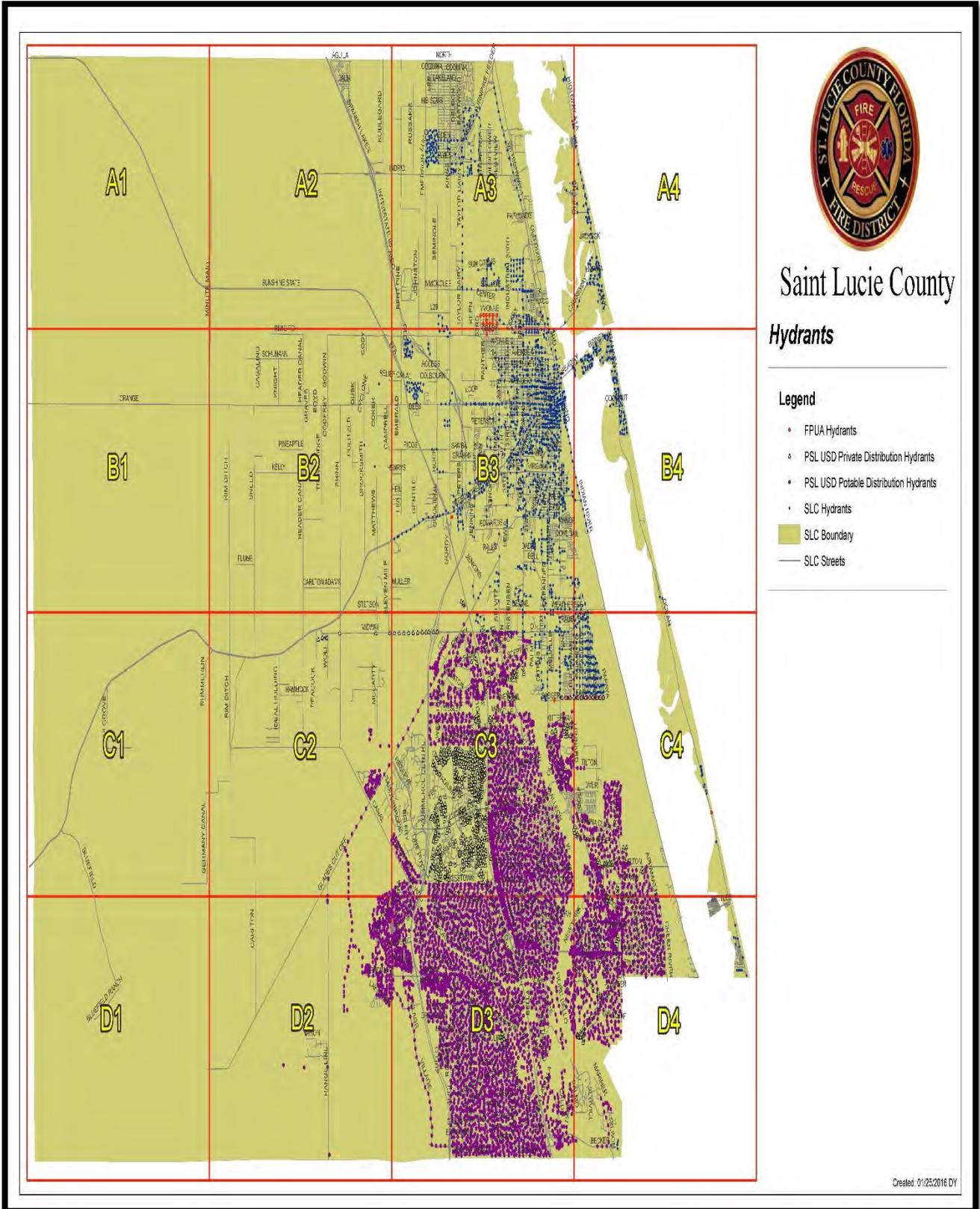
	Engines	Quints	Ladder
Number of Units	19	7	1
Pump Capacity in gpm	1250	1500	2000
Water Tank Capacity	750	500	300
Supply Hose	1500	1200	1200
Staffing Levels	3	3	3*

Number of units includes frontline and reserve apparatus

**Ladder 14, is cross staffed with Engine 14's personnel depending on call type*



Figure 9 Hydrant Mapping



Emergency Medical Service (EMS)

The St. Lucie County Fire District (SLCFD) operates an EMS program designed to meet the needs of our community. The SLCFD provides Advanced Life Support (ALS) from seventeen fire stations. All sworn personnel are certified State of Florida firefighters and at a minimum an Emergency Medical Technician (EMT), while most are Paramedics. The SLCFD operates 19 frontline ALS transport units, 10 ALS non-transport engines/quints, 7 Basic Life Support (BLS) non-transport engines/quints, and 4 EMS supervisors daily. All of the SLCFD units have standardized inventories and carry equipment and medications approved by the SLCFD Medical Director. The SLCFD also partners with Air Methods, Inc. by providing 1 paramedic daily in the joint-staffing partnership of an ALS helicopter. Initial training, recertification's, apparatus, and equipment mandates all fall under Florida Administrative Code 64-J.

	Rescues	Engines/Quints	FTO's
BLS Capable	N/A	7	N/A
ALS Capable	26	10	4
Transport Unit	YES	NO	NO
Staffing Levels	2	3	1



Technical Rescue

The St. Lucie County Fire District's (SLCFD) technical rescue program, is directed towards rescuing trapped or endangered persons from life-endangering causes (e.g., structural collapse, vehicle accidents, confined space, trench collapses, and fire). The SLCFD operates a Florida Urban Search and Rescue (FLUSAR) rated Type II Light Technical Rescue Team (TRT). The SLCFD has two "squad" units housed at Fire Stations 6 and 17 due to the fact our current response team is cross trained for hazardous materials in addition to their TRT training and responsibilities. To meet our response capabilities as identified in the Standards of Cover, a minimum shift staffing of six "technicians" is required on duty. 35 personnel are assigned as "technicians" and meet both NFPA 1006 and 1670 requirements and have minimum training to the operational level. Our Light TRT classification means we are primarily a local area response cache. However, if needed through the Florida Fire Chief's Association (FFCA) and the Statewide Emergency Response Plan (SERP), the SLCFD team can deploy throughout the state.



Hazardous Materials

The St. Lucie County Fire District (SLCFD) operates a hazardous materials program directed toward protecting the community from hazards associated with the uncontrolled releases of hazardous and toxic materials. The SLCFD is classified as a Type III Team in accordance the State Emergency Response Commission (SERC) and Florida Fire Chief's Association (FFCA). The Type III Team typing is for a local response. However, by participating in both the SERC and FFCA, the hazmat team could be deployed for mutual aid, if requested. The SLCFD has a total of 35 personnel assigned as "technicians", and a minimum shift staffing of six "technicians" required on duty. The SLCFD utilizes an adaptive response with two "squad" units housed at both Fire Stations Station 6 and 17. The 35 technicians are trained for hazardous materials and technical rescue incidents. All assigned technicians are medically evaluated once assigned to the team and annually thereafter per OSHA standards.



Aviation Rescue Firefighting (ARFF)

Aviation Rescue Firefighting (ARFF) services are provided to the Treasure Coast International Airport and Business Park at all times. Services are provided by units on site from Station 4 and by surrounding stations. Station 4 houses an engine, rescue/ambulance, brush truck, ARFF 216, and a Field Training Officer (FTO)/EMS supervisor. These units, in addition to ARFF 216, provide coverage to the airport as well as the surrounding areas. The minimum staffing is one driver-engineer on ARFF 216 at all times, thus ensuring there is always an immediate response to the airport. The Treasure Coast International Airport is not an indexed airport as described by the Federal Aviation Administration (FAA) within the Federal Aviation Regulations, Part 139. The ARFF program is a collaborative effort between the administration of the SLCFD and airport management. Our partnership has allowed for a service delivery model that is above the level required for an airport of this size.

Fire Prevention Bureau

The Bureau of Fire Prevention is led by one Division Chief (Fire Marshal), two Captains, one Lieutenant, one Plans Reviewer, three Inspectors/Investigators, one Public Educator, and one Administrative Assistant, all of which are assigned to 40 hour staff roles. Two personnel are assigned to a shift as “shift inspectors” and work in conjunction performing annual inspections in their

designated “zones.” All members are certified Florida Fire Inspectors and the Public Educator is a Florida Certified Fire and Life Safety Educator. In regards to the investigations of fires and hazardous conditions personnel follow the SLCFD Fire Prevention Code and applicable standard operating guidelines. Operational personnel responding to the scenes of fires, explosions, and other emergency situations are to perform the initial origin and cause determination. When specific criteria are met, the SLCFD Fire Marshal’s Office will respond for origin and cause determination. If required, additional assistance is provided by the State of Florida Fire Marshal’s Division of Fire Investigation.

Air Rescue

The St. Lucie County Fire District offers high quality aeromedical transportation services through a partnership with Air Methods Corporation. The partnership, known as “Air Rescue,” is a crew of three personnel: a pilot provided by Air Methods, a critical care nurse provided by Air Methods, and a flight-paramedic provided by the SLCFD, transport both the sick and injured from not only St. Lucie County, but from surrounding areas as well. As per SLCFD Standard Operating Guidelines (SOGs), both the critical care nurse and flight-paramedic will meet the requirements of the SLCFD’s Medical Director and State of Florida air-medical crew requirements.

Air Rescue operates out of the Treasure Coast International Airport and Business Park. Fire Station 4 is also located on the grounds of the airport, but both facilities are not currently co-located together. Plans to locate both facilities are being developed. Air Rescue utilizes an Airbus Eurocopter 135 P2+ model aircraft. The Eurocopter 135 is a high endurance and high range capable aircraft. This is an upgraded aircraft over the previous Augusta 119 Koala, due to increased payload capabilities and range distances over other twin engine aircrafts. In 2016, the Air Rescue program completed 407 flights which encompass both inter-facility transfers and emergency scene flights.





Communications Division

St. Lucie County Public Safety and Communications, Division of 911, is located at the Douglas M. Anderson Emergency Operations Center. The primary Public Safety Answering Point (PSAP) for all of St. Lucie County is located within this building. All 911 calls are received through the primary PSAP for the entire county. Call takers assess the incoming calls to determine if Law Enforcement or Fire/Rescue is needed. If Fire/Rescue is needed, the caller is transferred “in house” to SLCFD Tele-Communicators. The Communications Division plays an important role in the Fire District, accomplishing its mission by providing the most effective emergency communications possible. It is the nerve center of the Fire District’s operations and is the first point of contact for the public. It is where calls for service are received, information is obtained and transmitted to the appropriate units or stations, and where pre-arrival instructions are given through the Emergency Medical Dispatching (EMD) process making the Tele-Communicators the first of the first responders. It is where the emergency incident starts and ends. The SLCFD Communications Division is supervised by one Division Chief, one Communications Coordinator, four Tele-Communicator Supervisors, and 16 Tele-Communicators. Shift staffing is in 12 hour rotations with minimum staffing consisting of 1:4 supervisor to Tele-Communicators for AM shifts, and 1:3 supervisor to Tele-Communicators for PM shifts.

All Tele-Communicators are required to maintain the Association of Public-Safety Communications

Officials (APCO) Emergency Medical Dispatch (EMD) certifications throughout their employment. Furthermore, all Tele-Communicators have a minimum of nine certifications and are also CPR and NIMS certified. The SLCFD Communications Division is co-located at the St. Lucie County Emergency Operations Center with other public safety agencies. The 800 MHz radio, emergency and non-emergent phones, and Computer Aided Dispatch (CAD) systems are all interoperable with the other public safety agencies. In 2016, the SLCFD Communications Division dispatched 51,935 incidents.

SLCFD Support Functions

Finance

The Finance Department is led by the SLCFD Clerk-Treasurer, Karen Russell. The Clerk-Treasurer is one of two positions within the St. Lucie County Fire District specifically authorized in Chapter 2004-407, Laws of Florida, the enabling legislation for the Fire District. The Clerk-Treasurer is responsible for directing the activities of the Finance, Ambulance Billing, Payroll, Budgeting, and Public Records. The Clerk-Treasurer reports directly to the Board of Fire Commissioners for the SLCFD.

Human Resources

The Human Resources Department provides a balance between the organization's goals and objectives and the needs and welfare of our employees. The services we provide encompass multiple areas and foster a customer service driven relationship for Fire District employees. Some of the major responsibilities of Human Resources are:

Recruitment, vetting, and new employee orientation

Manage compensation programs and payroll processing

Labor law compliance

Worker's Compensation management

Risk Management

Work place safety

Administer employee benefits

Maintain job descriptions and seniority lists

Coordinate promotional exams, maintain promotional lists

Performance evaluations

Assist the Fire District and employees with their respective Collective Bargaining compliance issues

Assist the Training and Safety Division with certification, exposure, and vaccination management

Administer Family Medical Leave Act (FMLA), military leave and attendance

Fleet Maintenance

The Fleet Maintenance Division or the “Shop” is responsible for maintenance and repair of all Fire District vehicles and equipment throughout the year. The shop maintains in excess of 130 vehicles for the Fire District, ranging from the smaller vehicles for special events “gators” to the large Airport Rescue and Firefighting Vehicle (ARFF) with its 1,500-gallon water capacity and 210 gallon foam capacity. Some of the major responsibilities of the Shop:

Responsible for repairs on all small equipment at 17 fire stations such as generators, lawnmowers and grass trimmers.

Heavily evolved in the “spec writing” process in the ordering and purchasing of new apparatus.

A few of the type of repairs commonly made include: engine, pump, and transmission overhauls, brakes, air conditioning, electrical, and technical diagnostics of all Fire District owned vehicles and small equipment.

Information Technology

The Information Technology Department’s mission is to utilize technology to accomplish the District’s goals effectively. We continue to purchase used hardware when possible, and have been very successful doing so. In 2015, the SCLFD added both a Management Information Systems (MIS) Coordinator and Geographical Information Systems (GIS) analyst positions. Some of the major responsibilities of Information Technology are:

24x7 support on all systems, with highest priority on systems at communications, CAD, and AVL.

Maintain servers, network switches, towers, radios, all PCs, phones, printers, pagers, tablets, data backups, and data infrastructure.

Administer social media, website, email, smartphone, and any other forms of communication.

Maintain microwave infrastructure supporting CAD alerting, Automatic Vehicle Locators (AVL), VOIP and data links to EOC and all stations county wide.

Provide Microsoft Active Directory service for controlling access to files, printers, and computer usage policies.

Update and provide support on all software packages.

Assist user’s day to day usage of software and any technology related problems. Provide timely and friendly support over the phone, or in person.

Install and maintain mobile data equipment, computers, and radios in vehicles.

Utilize remote desktop software to manage computers to reduce travel time and expenses.

In house repair of any electronic devices (washing machines, gate openers, AC controllers, audio equipment etc.) when reasonable.

Logistics

The Logistics Division started in 1976 in a 6 ft. x 9 ft. room. Thirty-seven years later we have grown to a 6,000 sq. ft. warehouse. Our job however remains the same — buy what we need at the lowest possible cost and get it to the fire stations, divisions, and departments when they need it. Some of the major responsibilities of Logistics are:

Maintain an adequate and accurate inventory

Deliver supplies to the other facilities within the Fire District

Purchase capital items as needed

Maintain an inventory of all fixed assets

Dispose of fixed assets

Create purchase orders for supply requests

Write and publish Request for Proposal (RFP's), Invitation to Bid (ITB's) and Request for Qualification (RFQ's)

Maintain records for controlled substances

Assemble shipments for UPS, FEDX

Issue uniforms and bunker gear and other personal protective equipment

Research new products requested by the Fire District

Building and Grounds

The Building and Grounds Division was originally called the Maintenance Division. The division was composed of a single employee that was assigned to the Vehicle Maintenance Division. The division at the time was limited in the scope of duties due to limited personnel. The present day Buildings and Grounds Division was officially born with the hiring of the current supervisor in 1997. Over the course of time, the division has grown in staff and responsibilities. Today's division consists of Building and Grounds and the Self Contained Breathing Apparatus (SCBA) Support Unit. Included with their SCBA responsibilities, they the Building and Grounds Division operates the Air Cascade

Unit. The Air Cascade Unit refills SCBA bottles on emergency scenes. Some of the responsibilities of this Division included:

General maintenance of all 20 Fire District properties

Perform equipment maintenance and repair

Building maintenance and repair

Landscape maintenance of all 20 Fire District facilities

Housekeeping services for the Administrative Complex.

The division is also

Intricately involved in the construction management of new fire stations.

Current Deployment

The SLCFD response areas encompasses 572 sq. miles and includes all property within St. Lucie County. The SLCFD minimum shift staffing is 93 personnel on duty per day and those personnel respond from 17 fixed locations.

Fire Station 1 2400 Rhode Island Avenue, Fort Pierce

Fire Station 2 855 Seaway Drive, Fort Pierce

Fire Station 3 480 Ravenswood Lane, Port St. Lucie

Fire Station 4 3601 Industrial 33 Street, Fort Pierce

Fire Station 5 1616 SE Port St. Lucie Boulevard, Port St. Lucie

Fire Station 6 350 East Midway Road, Fort Pierce

Fire Station 7 4900 Fort Pierce Boulevard, Fort Pierce

Fire Station 8 7583 South Ocean Drive, Jensen Beach

Fire Station 9 3395 North A1A, Fort Pierce

Fire Station 10 777 Southwest Dalton Circle, Port St. Lucie

Fire Station 11 3501 Shinn Road, Fort Pierce

Fire Station 12 1850 Southeast Village Green Drive, Port St. Lucie

Fire Station 13 201 Southeast Becker Road, Port St. Lucie

Fire Station 14 300 Northwest California Boulevard, Port St. Lucie

Fire Station 15 721 Avenue D, Fort Pierce

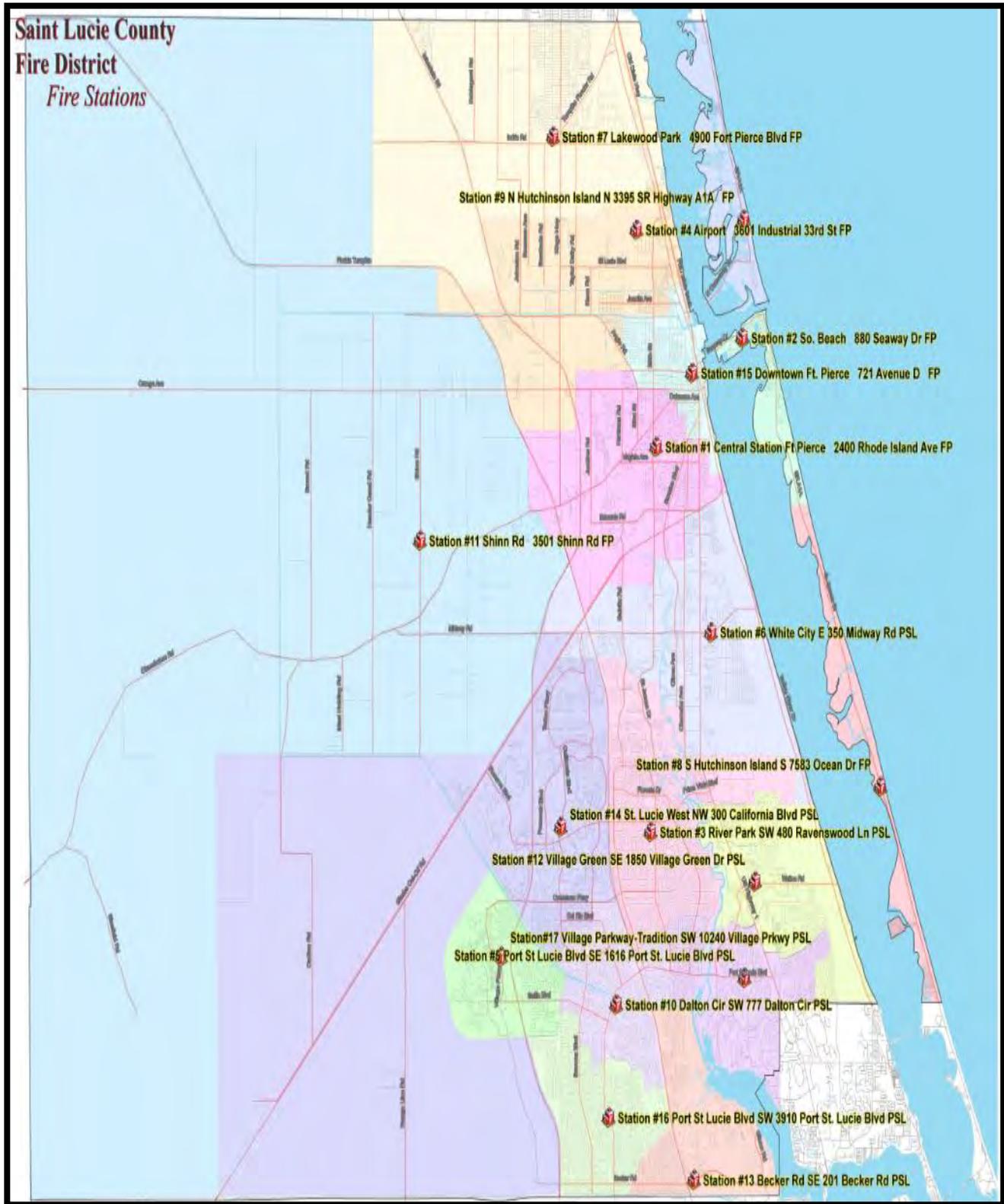
Fire Station 16 3910 Southwest Port St. Lucie Boulevard, Port St. Lucie

Fire Station 17 10240 Southwest Village Parkway, Port St. Lucie

Air Rescue 3105 Airman's Drive, Fort Pierce

SLCFD Administrative Complex, 5160 Northwest Milner Road, Port St. Lucie

Figure 10 Zone Maps



Fire Stations

Fire Station 1 - 2400 Rhode Island Avenue, Fort Pierce



Constructed in 1983 and formerly noted as the flagship of the St. Lucie County Fire District, Fire Station 1 now operates as one of seventeen substations throughout the county. The station is the only two story fire station in the county that has a slide pole for personnel to utilize for rapid response from the second floor down to the first. Located in Battalion 1, this station has an eight door apparatus bay that houses Engine 1, Rescue 1, Rescue 25, Brush 1, and District Chief 1. *This Bravo unit is to help with the increased demands for*

service. Rescue 25 was one of the first Bravo units placed into service. Above the apparatus bay is the living quarters for station personnel. Attached on the West side of the building is a three bay garage that was utilized by the Fire District's Vehicle Maintenance Division but now is occupied by the Fire District's Building and Grounds Department. On the East side of the station is the area that was formerly occupied by the Fire Chief, Assistant Chief, Deputy Chiefs, staff personnel, the Billing Department, the Training and Safety Division and the Fire Prevention Bureau. These office areas are now leased to a commercial land survey company, solar power company, and a medical laboratory. "Central" as it is informally referenced, was the third headquarters for the SLCFD.

Response Area Profile

While many of the calls responded to are to single family residences, there is a very heavy volume of commercial facilities in Station 1's zone. Immediately to the east of the station is Lawnwood Regional Medical Center (LRMC). LRMC is a five story 341 bed Level Two Trauma Center hospital surrounded by several multistory professional buildings. Within four blocks of the station are several dialysis clinics. Located a few blocks to the West of the Station is Indian River State College. Inside a two mile radius of the station are seven large nursing facilities and one psychiatric hospital. To the West are six high rise hotels and several smaller motels with a total room count exceeding 500. There are also two industrial parks located to the West, four major truck stops and the St. Lucie County jail.

Fire Station 1 response zone includes North and South US Highway 1 as well as approximately 58 miles of Florida's Turnpike and Interstate-95.

Apparatus

District Chief 1:

2014 Ford F-150

Seating Capacity: 5

Engine 1

2015 Pierce Impel

Pumping Capacity: 1250 GPMs

Water Capacity: 750 gallons

Seating Capacity: 6

Advanced Life Support

Rescue 1

2015 Braun

Seating Capacity: 2

Advanced Life Support

Rescue 25:

2014 Braun

Seating Capacity: 2

Advanced Life Support

Brush 1

2005 F-550

Water Capacity: 500 gallons

Seating Capacity: 2

Fire Station 2 - 855 Seaway Drive, Fort Pierce

The original Fire Station 2 was built in 1967 at a cost of \$81,389 and was the first Fire Station on South Hutchinson Island. In the 1970's, Station 2 became one of the first Fire Stations to house an Advance Life Support (ALS) ambulance. Fire Station 2 is the current home of the Pump Operator's Training Program Course. This program trains and refreshes Fire District employees in fire ground pump operations and the proper operation of fire apparatus. To meet the needs of the Fire District, in 2007 Station 2 was relocated approximately ¼ mile



southeast of the original site. The original Station is still utilized for training purposes, the Fire District's Explorer program, various drills and exercises. The new Fire Station 2 cost \$2,209,160 to construct and continues to house an ALS ambulance and a 75' Quint apparatus, which provides service for high rise emergencies. Station 2 is located in Battalion 1.

Response Area Profile

The primary response area is residential and commercial use that encompasses: Port of Ft. Pierce, Intracoastal Waterway including the Inlet, Atlantic Ocean, high/mid-rise residential buildings from 2 to 21 stories, Ocean Village development, Harbour Isle development, Pelican Yacht Club and an array of small apartment complexes, hotels, motels and restaurants. The United States Coast Guard has a station within close proximity of Fire Station 2. To ensure effective and efficient responses the SLCFD and Coast Guard have standing agreements developed and authorized. The St. Lucie County Historical Museum and Aquarium are located in Fire Station 2's response area. A number of high volume boat ramps and marinas are located in Fire Station 2's response area as well. Fire Station 2 also covers the Ft. Pierce Utility Authority Sewer Treatment Plant located on the Intracoastal and is second due to respond to the Ft. Pierce and Harbor Town Marinas as well as Florida Power & Light's (FP&L) Nuclear Power Plant on A1A. Responses to both North and South US Highway 1 are included in Fire Station 2's second due area. Historically, the majority of Fire Station 2's calls were off the barrier island backing up bordering zones. However, over the past few years there has been an increase in the number of emergency incidents that originate on the island due to the increase in dining and outdoor activity around the Jetty Park.

Apparatus

Quint 2:

2015 Pierce Impel

Pumping Capacity: 1,500 GPM

Water Capacity: 500 gallons

Ladder Height: 75 feet

Seating Capacity: 6

Rescue 2:

2005 MedicMaster

Seating Capacity: 2

Advanced Life Support

Fire Station 3 - 480 Ravenswood Lane, Port St. Lucie



On March 23, 2010, Fire Station 3 was relocated from its original location on Prima Vista Blvd, where it had been located since 1964, to the Ravenswood Community Complex. The newly constructed Fire Station 3 was built at a cost of \$1,484,800 and was designed to be very energy efficient as well as eco- friendly. It is the first building in St. Lucie County to utilize LED lighting on the entire exterior of the structure and all landscaping is native to Florida for more efficient maintenance. Fire Station 3 is located in Battalion 3 and

houses Battalion Chief 3, Engine 3, Rescue, 3, Rescue 26, and Brush 3. *Rescue 26 is a "Bravo" unit. This Bravo unit is to help with the increased demands for service.*

Response Area Profile

The primary response area of Fire Station 3 is residential with commercial corridors. Included in the response zone is the Prineville Water Treatment Facility for the City of Port St. Lucie, four elementary schools and one middle school with a combined enrollment of over 2,200 students on a normal school day. The area also includes 5 multifamily apartment complexes and the developed communities of St. James Country Club and River Place. In addition, Fire Station 3 provides service for a large assisted care facility as well as 16 smaller assisted care facilities that are based out of converted single family homes. With the exception of the Publix Plazas on US 1 and St. James Dr., the commercial occupancies are primarily small businesses located along the commercial corridors of Prima Vista and Bayshore Boulevards. Zone 3 also covers a light to medium use industrial park located along S.W. Macedo and S.W. Biltmore Drives. Along S.W. Biltmore and the Florida Turnpike, Florida City Gas services a natural gas pumping station to over 100,000 commercial and residential customers. The types of businesses in this area include building supply, landscaping supplies, restaurants, and auto body repair.

Apparatus

Battalion Chief 3:

2014 Ford F-150

Seating Capacity: 5

Engine 3:

2007 Pierce Enforcer

Pumping Capacity: 1250 GPM

Water Capacity: 750 gallons

Seating Capacity: 6

Advanced Life Support

Rescue 3:

2015 Braun

Seating Capacity: 2

Advanced Life Support

Rescue 26:

204 Braun

Seating Capacity: 2

Advanced Life Support

Brush 3:

2004 Ford F550

Water Capacity: 500 gallons

Seating Capacity: 2

Fire Station 4 – 3601 Industrial 33 Street, Fort Pierce

Fire Station 4 was built in March 2008 in partnership with the Florida Department of Transportation (FDOT). The new station was built because the original station was over 40 years old and could no longer house the personnel and the newer equipment needed to serve the community. The Treasure Coast International Airport is also growing each year with Flight School traffic. This facility houses ARFF 216 (crash truck for aircraft), Engine 4, Rescue 4, and Brush 4, and Field Training Officer 1 (FTO1) and is located in Battalion 1. This station was designed to house 6-8 personnel for each 24 hour shift.



Response Area Profile

Fire Station 4’s response area includes residential, commercial, industrial, and the Treasure Coast International Airport. There are over 150,000 take off and landings at the Treasure Coast International Airport annually. Our commercial structures include small strip malls on US Highway 1, convenience stores, boat dealerships, storage facilities, small motels and various restaurants. There are over 100 industrial businesses in the zone making it the largest in the county, and also one of the most hazardous for potential fire and hazardous material threats. There are three large boat manufacturing plants, a large automotive parts distributor with over 70,000 square ft. of product, and three large freight companies that ship and receive daily. One of the natural gas pumping stations that serves much of the East Coast of Florida is part of the response zone as well. The Florida East Coast Railroad passes through the area two to three times a day with various hazardous products.

Apparatus

Engine 4

2006 Pierce Enforcer

Pumping Capacity: 1250 GPM

Water Capacity: 750 gallons

Seating Capacity: 6

Advanced Life Support

Rescue 4:

2006 MedicMaster

Seating Capacity: 2

Advanced Life Support

Brush 4:

2000 Ford-550

Water Capacity: 450

Seating Capacity: 2

ARFF 216:

2006 Oshkosh Stryker 1500

Water Capacity: 1500 gallons

Foam Capacity: 210 gallons

Purple K (Dry Chemical) Capacity: 500 lbs.

Field Training Officer 1:

2014 Ford F-150

Seating Capacity: 5

Fire Station 5 – 1616 Southeast Port St. Lucie Boulevard, Port St Lucie



Fire Station 5 was built in 1975 and is located at 1616 S.E. Port St. Lucie Blvd. This station serves south east Port St. Lucie and houses Engine 5, Rescue 5, and Field Training Officer 3 (FTO3). Fire Station 5 is located in Battalion 3. Fire Station 5’s response zone is a large established area with minimal room for growth. However, the call volume of Fire Station 5 has increased steadily over the years and is now amongst the busiest stations within the St. Lucie County Fire District.

Response Area Profile

Fire Station 5’s zone is predominantly comprised of single family residences, with commercial occupancies along US Highway 1 and Port St. Lucie Blvd. Zone 5 has several high occupant facilities: Call centers, Club Med Resort, a hotel, several restaurants, Wal-Mart Super Center, Sam’s Club, several nursing homes and academic schools. Club Med Resort employs approximately 250 people and has an average capacity of 600 guests per day during their peak season and 200-300 guests per day during off peak. Wal-Mart Super Center employs approximately 347 people and serves roughly 6,500 customers per day. Sam’s Club employs approximately 144 people with an average customer count of 1,500 per day. Harbor Place, an independent and assisted living facility houses around 230 residents with approximately 50 employees.

Apparatus

Engine 5:

2007 Pierce Enforcer

Pumping Capacity: 1250 GPM

Water Capacity: 750 gallons

Seating Capacity: 6

Advanced Life Support

Rescue 5:

2007 MedicMaster

Seating Capacity: 2

Advanced Life Support

Field Training Officer 3:

2014 Ford F-150

Seating Capacity: 5

Fire Station 6 – 350 East Midway Road, Fort Pierce

The original Fire Station 6 was established in 1975 under the command of Fire Chief RM “Push” Register. The responsibility of its crew was to protect the residents of White City, Collins Park and Indian River Estates. From the time it was built in the late seventies there were only nine personnel assigned to Station 6. Over the past fifteen years the run volume and geographical area that the station responds to has expanded dramatically. In 2008, the Fire District decided to build a more modern fire station to house



more personnel and equipment to handle the increased responsibilities. The original fire station was demolished after the new Station 6 was constructed directly behind the old one. The improved station cost \$1.8 million. Half of the SLCFD Special Operations Team moved to Fire Station 6 in 2015. Station 6 is located in Battalion 3 and houses Engine 6, Rescue 6, Squad 6, Brush 6, Tanker 6, and the Field Training Captain (FTC).

Response Area Profile

Fire Station 6 response zone is a mix of residential and commercial use. The response zone has an abundance of high hazard facilities including fertilizer plants, LP gas distribution, the new Treasure Coast Energy Center, PVC manufacturing, as well as the Wal-Mart distribution center and Tropicana. The response zone also includes nursing homes, assisted living facilities, and drug rehabilitation centers. There are five academic schools in the area as well, which includes approximately 4,200 students and their related medical emergencies. Fire Station 6 responds to both North and South US Highway 1, the Florida’s Turnpike, and Interstate 95.

Apparatus

Engine 6:

2015 Pierce Impel
Pumping Capacity: 1500 GPM
Water Capacity: 750 Gallons
Seating Capacity: 6
Advanced Life Support

Rescue 6:

2015 Braun
Seating Capacity: 2
Advanced Life Support

Field Training Captain:

2007 Ford F-150
Seating Capacity: 5

Squad 6 (formerly Special Ops 14)

2004 Pierce Enforcer
Seating Capacity: 6

Brush 6:

2005 F-550
Water Capacity: 500 Gallons
Seating Capacity: 2

Tanker 6:

1999 Freightliner Tank Truck
Water Capacity: 2000 Gallons
Seating Capacity: 2

Fire Station 7 – 4900 Fort Pierce Boulevard, Fort Pierce



Fire Station 7 was constructed in 1977 to serve the growing community of Lakewood Park in the Northern edge of the county. In the years that followed, development of other areas included the Spanish Lakes Communities, Holiday Pines, and Portofino Shores. The Fire Station originally saw a large difference in seasonal call volume. In recent years more of the seasonal population has become year-round residents. As the needs of the community have grown Fire Station 7 was involved in the initial Advance Life Support Engine pilot program. Fire Station 7 houses

Rescue 7, Brush 7, and Tanker 7 and is located in Battalion 1.

Response Area Profile

The response area includes residential, mixed commercial and wild land. Included in the zone of Fire Station 7 are Florida Atlantic University Harbor Branch Oceanographic Institute Foundation, Lakewood Park Elementary school, multiple churches, commercial buildings, a railway, water exposures, and several small assisted living facilities. There are two large manufactured home communities within Fire Station 7's response zone. The boundaries of the Fire Station include the county line to the north, Old Dixie Hwy. to the east (including some portions of St. Lucie Village area), the St. Lucie County International Airport lies in the southern portion of the Zone, and Interstate I-95 to the west. The area covers North and South US Highway 1 from the Indian River/St. Lucie County line to the 4,500 Block of North US1. The response zone also covers Interstate 95 from the county line south to approximately the 133 mile marker.

Apparatus

Engine 7:

2006 Pierce Enforcer

Pumping Capacity: 1250 GPM

Water Capacity: 750 gallons

Seating Capacity: 6

Advanced Life Support

Rescue 7:

2008 MedicMaster

Seating Capacity: 2

Advanced Life Support

Brush 7:

2006 Ford F-550

Water Capacity: 500 gallons

Seating Capacity: 2

Tanker 7:

2002 Pierce Kenworth

Water Capacity: 2000 gallons

AFFF Foam Tank Capacity: 70 gallons

Seating Capacity: 2

Fire Station 8 – 7583 South Ocean Drive, Jensen Beach

Fire Station 8 was built in 1983. Before 1983 this area of the county was covered either by the fire department from Martin County or from Fire Station 2 on Seaway Drive in Ft. Pierce. To reach the southern end of the barrier island from Station 2 would take 25 minutes or longer. The late 1970's and early 1980's saw an increase in the number of condominiums built on South Hutchinson Island. Unit 1 of the St. Lucie County Nuclear Power Plant was operational in 1976 and



Unit 2 became operational in 1983. The increase in population, structures, and possible power plant emergencies warranted a station on South Hutchinson Island. Fire Station 8 is located in Battalion 3 and houses Quint 8, Rescue 8, and one of the two Field Inspectors assigned to the Fire Prevention Bureau. Fire Station 8 houses an ATV for beach access and the use of the ATV's are in partnership with the St. Lucie County Sheriff's Department.

Response Area Profile

Within Zone 8 there are 40 residential high-rise condominiums ranging from 3 to 22 floors high and two large manufactured home communities. The Nettles Island Resort has 1,578 units. During the season there are over 3,000 people residing in the resort. The other manufactured home community is Holiday Out/Venture Three, with 560 units in Holiday Out and 350 units in Venture Three. During the season there can be as many as 2,000 or more people residing in this communities. Residents are slowly replacing their old mobile homes and manufactured homes with regularly constructed homes built out of wood and concrete block. These zero lot lined homes are usually 2 stories high thus doubling and tripling the current fire load potential. There are 8 other smaller developments within Zone 8 consisting of homes, townhomes and duplexes. New construction is slowly starting to occur again in zone 8, including homes, townhouses and a midrise condominium. Zone 8 has the St. Lucie County/FP&L Nuclear Power Plant within its boundaries. The plant adds 1,800 people to the barrier island during normal operations and has upwards to 3,800 or more people during refueling periods.

There is also a water treatment plant next to the station. Zone 8 has four small strip plazas, five restaurants, a few stand-alone businesses, and a golf course with country club. This zone has fourteen miles of coast line with 9 public beach accesses facilitate marine type emergencies such as drowning, bites/stings, and hazardous materials which wash up on shore.

Apparatus

Quint 8:

2005 Pierce Enforcer

Ladder Height: 75 feet

Pumping Capacity: 1500 GPMs

Water Capacity: 500 gallons

Seating Capacity: 6

Rescue 8:

2004 MedicMaster

Seating Capacity: 2

Advanced Life Support

Fire Station 9 – 3395 N A1A, Fort Pierce



Fire Station 9 was built in 1984 and dedicated in 1985. It was the ninth station built out of 17 stations and continues to be a well received and respected influence on the residents of North Hutchinson Island. Though many of its residents are seasonal, there are approximately 5,000 year round residents. The main office and the kitchen have recently been remodeled and the interior has been painted. There also has been extensive landscape improvements completed. In the aftermath of the

2004 hurricane season, the Station has received extensive hurricane reinforcement measures. Fire Station 9 is located in Battalion 1 and houses Engine 9, Rescue 9, and one of the two Field Inspectors assigned to the Fire Prevention Bureau. Also, Fire Station 9 houses one ATV for beach access. The use of the ATV's are in partnership with the St. Lucie County Sheriff's Department and St. Lucie County Public Safety Department.

Response Area Profile

Fire Station 9 protects 42 multistory structures, several townhouse developments, along with a host of single family dwellings, and a small number of commercial occupancies, including a sewage treatment plant. Twelve of the high rise buildings have no sprinkler protection. The National Navy UDT-SEAL Museum is also located in Station 9's response area. We also serve a large mobile home park with two hydrants on A1A and none in the park itself. Since 2006, Zone 9 has performed high-rise training for all personnel and continues to do so. Fire Station 9 also covers coast line and inter-coastal shore line, responding to marine type emergencies such as drowning and bites/stings. There are many highly trafficked state parks, boat ramps, and marinas within Fire Station 9's response zone.

Apparatus

Engine 9:

2007 Pierce Enforcer

Pumping Capacity: 1250 GPM

Water Capacity: 750 gallons

Mileage: 76,840

Original Cost \$320,406

Rescue 9:

2004 MedicMaster

Seating Capacity: 2

Advanced Life Support

Fire Station 10 – 777 Southwest Dalton Circle, Port St. Lucie

Fire Station 10 was built in 1985 at a cost of \$221,842. Chief Russell E. Rogers was the Fire Chief and the station was dedicated in memory of Assistant Chief R. L. “Bunk” Barton, who served the District from 1933 to 1960. Station 10 originally opened with a staffing level of three (3) personnel, a 1250 gallon per minute (GPM) engine, a Basic Life Support (BLS) rescue vehicle and a brush truck with a capacity of 500 gallons. In 1987, the rescue vehicle was upgraded to an Advance Life Support (ALS) with a Paramedic. In



1991 the Fire District purchased a Hazardous Material (HAZ MAT) vehicle and established a HAZ MAT Team. Fire Station 10 functioned as one-half of the Special Operations team along with Station 14, until 2009 when the team members from Station 10 were moved to Station 17 in the Tradition area. Station 10 is located in Battalion 2 and houses an ALS Quint 10, Rescue 10, Brush 10, and Tanker 10.

Response Area Profile

The area is economically and culturally diverse. The initial response area is mostly residential with an emerging mixture of commercial and industrial properties. There are three academic schools within a three mile radius of Station 10; Oak Hammock Middle School K-8 with an 2014 enrollment of 1,600 students, Treasure Coast High School with an enrollment of 2,600, and Windmill Point Elementary with an enrollment of 820 students. Fire Station 10’s zone also includes several shopping plazas and light industrial business. All of these commercial/ light industrial plazas present individual characteristics, such as access issues, unknown hazardous materials, highly flammable liquids, and evacuation concerns. The response zone also includes Port St. Lucie City Hall and the City of Port St. Lucie Public Works Department consisting of vehicle and machinery storage, mechanic’s shop and fuel depot. Finally, Fire Station 10 responds to the Florida’s Turnpike as well as providing back-up for Interstate 95.

Apparatus

Quint 10:

2007 Pierce Enforcer

Ladder Height: 75 feet

Pumping Capacity: 1500 GPMs

Water Capacity: 500 gallons

Seating Capacity: 6

Advanced Life Support

Rescue 10:

2012 AEV/ETR:

Remounted Box and New Chassis

Seating Capacity: 2

Advanced Life Support

Tanker 10:

1999 Freightliner

Water Capacity: 2000 gallons

Seating Capacity: 2

Brush 10:

2004 Ford F-550

Seating Capacity: 2

Fire Station 11 – 3501 Shinn Road, Fort Pierce



Fire Station 11 was constructed in 1986 to meet the growing demand for emergency services in the western portion of St. Lucie County. The Fire District's administration was ahead of the curve and built the station on a centrally located property that can easily access arterial roads throughout the zone. This station was needed to minimize the economic impact to the agricultural areas due to brush fires. It also serves to provide emergency ambulance service to an area of the county with the longest response and

transport times. Two small airports are located within Fire Station 11's zone. Fire Station 11 is also tasked with several other duties not typical to other Fire Station in the county. Fire Station 11, working closely with the Florida Forest Service, it is the primary training station for brush fire tactics and strategies. Fire Station 11 is in charge of the Fire District's fire-hose inventory and repair. This hose repair facility saves the Fire District thousands of dollars annually. Fire Station 11 currently houses a water tender capable of carrying over four thousand gallons of water, which is used on large fire incidents where fire hydrants are not located. Fire Station 11 is located only a few miles from the St. Lucie County Emergency Operations Center and the County's Fairgrounds. During the St. Lucie County Fair each year, the station crew is involved in an interactive area to meet the public. This past year water dump tanks were set up and children were able to shoot water out of a fire hose at cones in the dump tanks. The station is also involved in many other events held at the Fairgrounds. Though not in their zone, Fire Station 11 is a backup station for many incidents on I-95 and the Florida Turnpike. Fire Station 11 is located in Battalion 2 and houses Engine 11, Rescue 11 and Tender 11.

Response Area Profile

Zone 11 is a mostly rural and agricultural area. Adams Ranch is located in zone 11. Adams Ranch is a top producer of cattle throughout the United States. Other farms, groves, and nursery's help round out the diverse industry within zone 11.

Apparatus

Engine 11:

2003 Pierce Enforcer

Pumping Capacity: 1250 GPM

Water Capacity: 750 gallons

Seating Capacity: 6

Rescue 11:

2008 MedicMaster

Seating Capacity: 2

Advanced Life Support

Brush 11:

2005 Ford F 550

Water Capacity: 500 gallons

Mileage: 17,028

Seating Capacity:

Tender 11:

1990 Oshkosh A/S 32 R11

Water Capacity: 4,500 gallons

Seating Capacity: 2

Original Cost: \$0

Cost to paint and retro fix \$15,000 Price if had to purchase \$200,000 Savings to the District
\$185,000

Fire Station 12 – 1850 Southeast Village Green Drive, Port St. Lucie

Fire Station 12 was built in 1988 to manage the Fire/Rescue needs of southeastern Port St. Lucie. This area was in the growing stages and had not yet developed the population density it has today. The emergency call volume of Fire Station 12 has increased steadily throughout the years and is the second busiest fire station in the St. Lucie County Fire District. Fire Station 12 is located in Battalion 3 and houses Quint 12, Rescue 12, Rescue 22, and Brush 12. *Rescue 22 is a newly implemented “Bravo” unit. This is the 3rd Bravo unit now in service countywide.*



Response Area Profile

Fire Station 12’s zone has several different areas that present fire and rescue concerns which crews need to be prepared to mitigate. Some of the larger buildings protected within the zone include the St. Lucie Medical Center, Port St. Lucie City Center, two St. Lucie County Schools, professional medical buildings, nursing home facilities and a mix of commercial buildings. Station 12 also responds to densely populated single family residential areas within the zone. In addition, Station 12 serves six retirement communities that are comprised of manufactured housing, which develops a very dense population. Fire Station 12’s zone also incorporates 2,500 acres of the Savannas State Preserve that has approximately 5 miles of Florida East Coast (FEC) railway running through the eastern side of the preserve. Indian River Drive presents special concerns that require service. Motor vehicle collisions that go down the embankment of the Indian River are particularly challenging. Fire Station 12’s crews serve the Village Green Drive commercial area which includes auto body shops, auto repair, metal fabrication and manufacturing. Fire Station 12 also covers a large section of North and South US Highway 1.

Apparatus

Quint 12:

2014 Pierce Impel

Ladder Height: 75 feet

Pumping Capacity: 1500 GPMs

Water Capacity: 500 gallons

Seating Capacity: 6

Rescue 12:

2015 Braun

Seating Capacity: 2

Advanced Life Support

Rescue 22:

2008 MedicMaster

Seating Capacity: 4

Advanced Life Support

Brush 12:

2000 Ford F-550

Water Capacity: 500 gallons

Seating Capacity: 2

Fire Station 13 – 201 Southeast Becker Road, Port St. Lucie



Fire Station 13 was built in 2003, for approximately \$1,200,000. The Station was placed into service on September 26, 2003. The original Station 13, located at 273 S.W. Becker Rd., was a prefabricated building in a temporary location until this new station could be built. Fire Station 13 has a permanent, lighted helicopter landing pad for aero-medical transports to local trauma centers. Fire Station 13 is located in Battalion 3 and houses Engine 13, Rescue 13, and Brush 13.

Response Area Profile

Fire Station 13's initial response zone is comprised of 25 square miles. It includes a combination of residential dwellings, assisted living facilities, limited commercial areas and a recreational city park. The residential areas in the zone consist of several waterfront gated developments. The Tesoro Club is a 1,400 acre private luxury golf community with 991 home sites and a three story 100,000 square foot club house. Harbor Ridge Country Club and Marina is a gated 885 acre waterfront community of 695 homes and condominiums and a two story 45,000 square foot club house that is situated on the North Fork of the St. Lucie River. Directly across from Fire Station 13 is the 94,000 square foot Shoppes of Veranda Falls. This commercial shopping area is anchored by Publix and includes a mix of shops, restaurants, banks and services. Fire Station 13 is located next to the Florida's Turnpike Becker Road exit to allow for quick response to incidents that occur on Florida's Turnpike.

Apparatus

Engine 13:

2005 Pierce Enforcer

Pumping Capacity: 1250 GPM

Water Capacity: 750 gallons

Seating Capacity: 6

Advanced Life Support

Rescue 13:

2015 Braun

Seating Capacity: 2

Advanced Life Support

Brush 13:

2002 Ford F550

Water Capacity: 500 gallons

Seating Capacity: 2

Fire Station 14 – 300 Northwest California Boulevard, Port St. Lucie

Anticipating substantial growth of the St. Lucie West area, the St. Lucie County Fire District opened Fire Station 14 on February 24, 1999. At that time, the area was sparsely populated, and had minimal commercial or industrial areas.

Through the years, the area experienced an exponential growth of people, business, and enterprise. In August of 2000, the Fire District organized a Technical Rescue Team that specialized in High Angle Rescue and Confined Space Rescue. With these new responsibilities, the Hazardous Materials vehicle and team, currently assigned to Fire



Station 14, were moved to a different station to make room for the technical rescue vehicles. Today, Zone 14 is filled with residential areas and brimming with commercial retail and business complexes. The area also boasts considerable light industrial enterprise. Fire Station 14 is located in Battalion 2 and houses Engine 14, Ladder 14, Rescue 14, Brush 14, and Bariatric Rescue 23.

Response Area Profile:

Fire Station 14 services one of the Fire District’s largest geographic response areas. Zone 14 includes the areas of St. Lucie West, PGA, and Torino. The zone extends east to Cashmere Blvd, west to Glades Cut-Off Rd, north to Midway Rd, and south to Del Rio Blvd. Within the response area, there are numerous large business/industrial occupancies and large retail buildings and plazas. There are several medical facilities, eight (8) large apartment complexes, (7) seven churches, ten (10) academic schools, one (1) university campus, eight (8) hotels, and a professional sports stadium. The response area is divided by Interstate I-95 and is diversely interspersed with undeveloped land.

Apparatus

Engine 14:

2007 Pierce Enforcer
Pumping Capacity: 1,250 GPM
Water Capacity: 750 gallons
Seating Capacity: 6
Advanced Life Support

Ladder 14:

2008 Pierce Velocity
Ladder Height: 100 ft.
Pumping Capacity: 2,000 GPM
Water Capacity: 300 gallons
Seating Capacity: 6

Rescue 14:

2012 AEV/ETR
Remounted Box and New Chassis
Seating Capacity: 2
Advanced Life Support

Bariatric 23:

2001 Wheeled Coach
Seating Capacity: 2
Advanced Life Support

Brush 14:

2008 Ford F-550
Water Capacity: 500 gallons
Seating Capacity: 2

Fire Station – 721 Avenue D, Fort Pierce



The Fire District’s oldest Fire Station and response zone was established in 1924 at US Highway 1 and Avenue A, the station was relocated to Avenue D and North 7th Street. The “Old” Central Fire Station was relocated to Rhode Island Avenue in 1983. The new Fire Station 15 was opened in 1997 at 721 Avenue D behind the original “Old” Central Fire Station. Fire Station 15 is dedicated to retired Lieutenant Robert who was the first African-American firefighter to work for the

SLCFD. Fire Station 15 continues to respond to a very large amount of emergency incidents in what is known as a historic zone that was first established by the St. Lucie County Fire District back in 1924. Fire Station 15 is located in Battalion 1 and houses Engine 15, Rescue 15 and Brush 15.

Response Area Profile

Zone 15 covers the entire Commercial Historic Downtown District, four marinas with both dry and wet storage, the cargo ship terminal, and several fruit packing warehouses. The St Lucie County Court House and the Federal Court House are also covered by this zone. Fire Station 15 covers the majority of the northwest residential section of Fort Pierce. There are many Historical residential and commercial properties along with two libraries and several academic schools from elementary through high school. Indian River State College has its northwest campus in this zone. Since this response covers downtown Fort Pierce, there are many historical sites, the Sunrise Theater, A.E. Backus Gallery and Museum, the House of Seven Gables Visitor Center, and the Zora Neal Hurston House.

Apparatus

Engine 15:

2006 Pierce Enforcer

Pumping Capacity: 1250 GPM

Water Capacity: 750 gallons

Seating Capacity: 6

Rescue 15:

2015 Braun

Seating Capacity: 2

Advanced Life Support

Brush 15:

2006 Ford F-550

Water Tank Capacity: 500 gallons

Seating Capacity: 2

Fire Station – 3910 Southwest Port St. Lucie Boulevard, Port St. Lucie

Fire Station 16 is one of the latest stations to be constructed in St. Lucie County. It was completed in December 2008 and is located at 3910 SW Port St. Lucie Boulevard. Fire Station 16 serves southwest Port St. Lucie and is part of Battalion 2. The station's response area experienced rapid growth of single family residential dwellings just before the station was built. There are still an abundance of single-family home sites available for future growth as well. Since its construction, Fire Station 16's calls



for service has increased every year. Located in Battalion 2, Fire Station 16 houses Engine 16, Rescue 16, Brush 16, and Field Training Officer 2 (FTO2).

Response Area Profile

Fire Station 16's zone is composed predominantly with single family homes with light commercial use as well. There are numerous high occupancy buildings such as Treasure Coast High School, NAU Imagine Charter School, Windmill Point Elementary School, and Villa Seton, which is an assisted living facility that houses up to 50 people. In 2009, zone 16 was expanded to cover the southernmost part of Interstate I-95 in St. Lucie County due to the new interchange at Becker Road. The C-23 canal is the southern border of the Station 16's response area.

Apparatus

Engine 16:

2006 Pierce Enforcer

Pumping Capacity: 1250 GPM

Water Capacity: 750 gallons

Seating Capacity: 6

Advanced Life Support

Rescue 16:

2008 MedicMaster

Seating Capacity: 4

Advanced Life Support

Brush 16:

2000 Ford F-550

Water Capacity: 500 gallons

Seating Capacity: 2

Field Training Officer 2:

2014 Ford F-150

Seating Capacity: 5

Fire Station 17 – 10240 Southwest Village Parkway, Port St. Lucie



The Station was built in 2008 at a cost of \$1,829,474 and was placed into service on December 4, 2008. Fire Station 17 is located in the Town of Tradition, a master-planned community. Station 17 also houses Squad 17, one of two Special Operations teams, which provide services throughout St. Lucie County. Fire Station 17 is located in Battalion 2 and houses Engine 17, Squad 17, Rescue 17, Brush 17, and Battalion 2.

Response Area Profile

Fire Station 17's zone responds north to St. Lucie West Blvd, East to California Blvd, south to St Lucie-Martin County line and West to Range Line Road. The area is a mix of residential and commercial use. The area includes multiple residential communities including the Tradition development, several large shopping centers with large box stores, academic schools, including the Renaissance Charter school K-8 (with plans for a charter high school to open in near future), banks, multiple gas stations, restaurants, a large commercial, warehouse district, hotels, a large senior living community and the new Tradition Medical Center Hospital. The Station also serves the Florida Center of Innovation which includes Torrey Pines Institute for Molecular Studies and the Vaccine and Gene Therapy Institute; The Mann Research Center has also opened in conjunction with Tradition Medical Center. Medical offices are under construction in Tradition Square. Zone 17 is home to the future Veterans Administration Hospital, as well as other Veteran targeted medical offices. Fire Station 17 also serves a large agricultural area including farms and groves. Construction continues in the area with a multi-million dollars recreation center to be constructed in the Vitalia Development, and a 1,000 unit Town house development under construction across from Fire Station 17 at this time.

Apparatus

Battalion Chief 2:

2015 Ford F-150

Seating Capacity: 5

Engine 17:

2007 Pierce Enforcer

Pumping Capacity: 1250 GPM

Water Capacity: 750 gallons

Seating Capacity: 6

Rescue 17:

2008 MedicMaster

Seating Capacity: 4

Advanced Life Support

Squad 17 (formerly Special Ops 17):

2006 Pierce Enforcer

Seating Capacity: 6

Brush 17:

2008 Madison Ford F-550

Water Capacity: 500 gallons

Seating Capacity: 2

Air Rescue – 3105 Airman’s Drive, Fort Pierce



The St. Lucie County Air Rescue Program has recently transferred into a new aircraft; an Airbus *Eurocopter* 135 P2+ model. This is a twin engine aircraft with a 4 blade bearing-less main rotor system and an enclosed tail rotor. The EC135’s high endurance and extended range enables this helicopter to perform a full range of EMS missions, while carrying more payload over longer distances than any twin-engine aircraft in its class. Incorporating a

modern cockpit, avionics, and the latest in medical equipment – the EC135 is recognized for its high performance, outstanding maneuverability, and overall enhanced safety systems. This Air Rescue Program is a joint partnership with the St. Lucie County Fire District and Air Methods, Inc.

The St. Lucie County Air Rescue Program finished out the year with over 400 patient flights making it the leading community based flight program in Region 12 which consist of Florida, Georgia, and South Carolina.

Administrative Complex – 5160 Northwest Milner Road, Port St. Lucie

**All administrative and support functions are housed at this location.*



Community Response History

SLCFD evaluated its response data for the past three years of service and trend for increasing service delivery is steadfast. The SLCFD over a 20 year period has averaged response increases at a rate of 4.8% annually. Over the past four years however, the pace has been much faster, over 6.8% annually. The largest category of responses fall under the EMS type of incident. EMS service levels are both Basic Life Support (BLS) and Advanced Life Support (ALS).

Figure 11 2012-2016 Emergency Responses

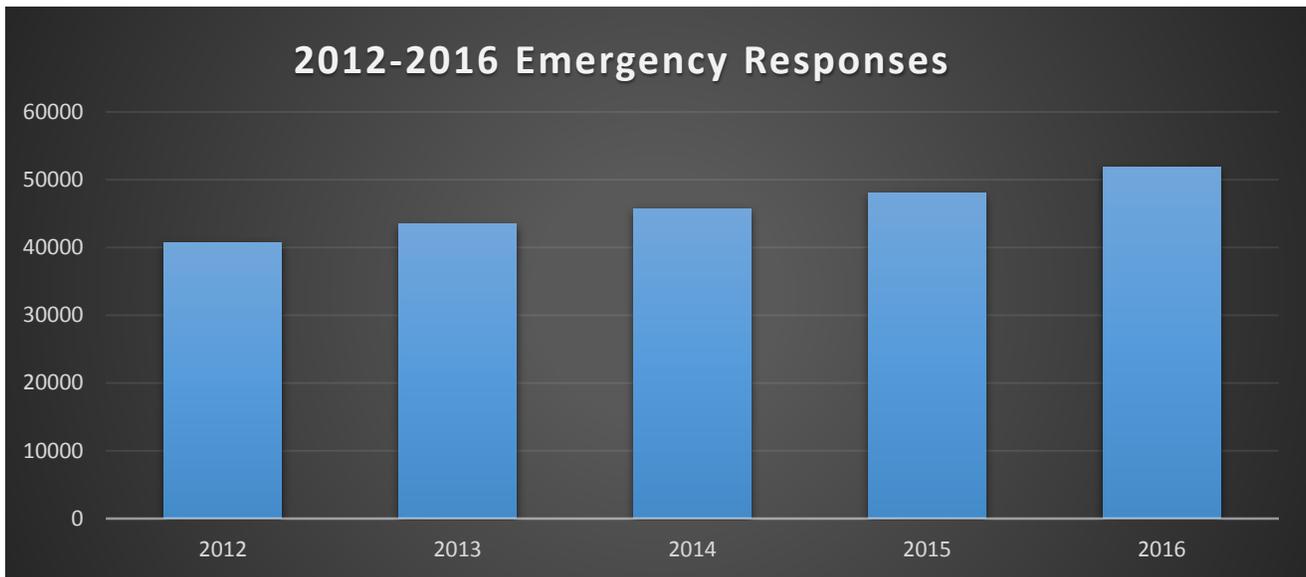
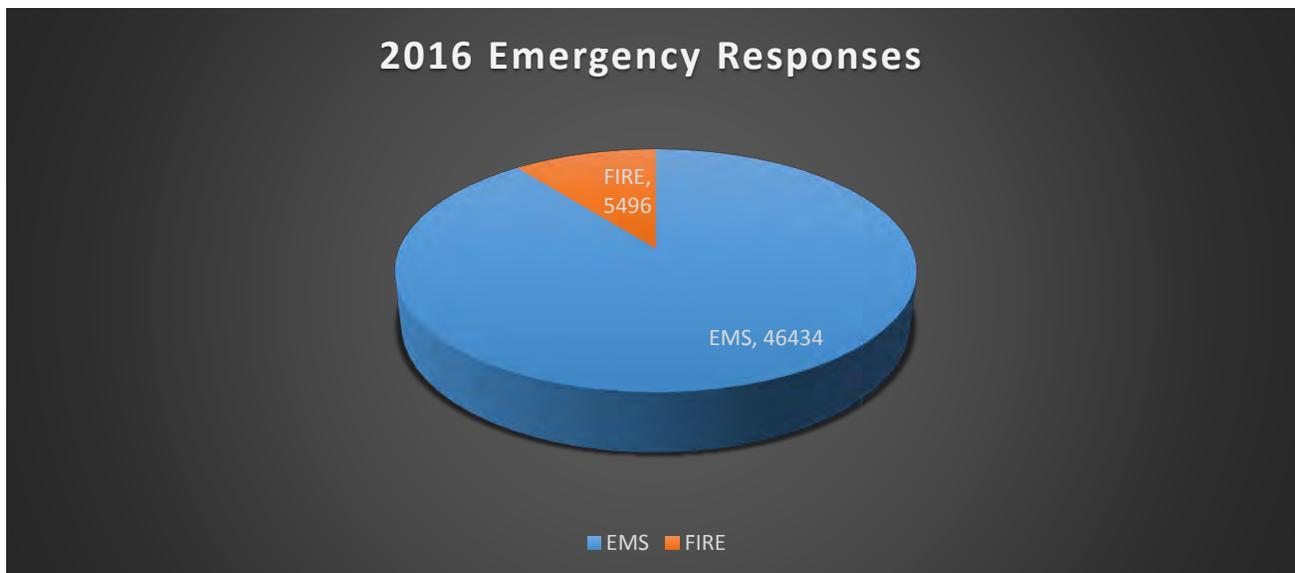


Figure 12 2016 Emergency Responses



C. Community Priorities and Agency Purpose:

The SLCFD utilized the CPSE’s Technical Advisor Program (TAP) in 2014 to create our first ever *Community-Driven Strategic Plan*. In the Strategic Plan 2014-2019, community priorities were defined, as well as an analysis on the mission, vision, and motto of the Fire District. Eight initiatives were identified to guide the SLCFD in accomplishing its goals and objectives.

Community Expectations

Table 2 Community Expectations

1. Quick response to incident location. Quick response to fire and/or EMS call.
2. Proper training. Highly trained staff.
3. Professional full-time staff. Professionalism: conducting themselves appropriately at all times including when they are off duty (i.e. fire department employee getting drunk publicly).
4. Adequate equipment. Reliable equipment.
5. Enforcement of codes and standards.
6. Adequate staffing.
7. Community presence and education especially in low-income homes with high risk factors.
8. Fiscal responsibility, inclusive of: responsible compensation strategy, too many employees hold same position but continue to have compensation increased. Increases should come with increase responsibility.
9. Fire prevention through effective education and inspection programs.
10. Provide quality EMS and fire services to the citizens of St. Lucie County.
11. Work cooperatively with law enforcement.
12. Have open communications with community and corporations.
13. Provide basic and advanced rescue services by highly trained professional service minded personnel.
14. Quick response by 911.
15. A great safety record for both the public and staff.
16. The ability to extinguish a fire anywhere anytime in our community.
17. Safe schools and community centers.
18. Preparedness, inclusive of: comprehensive training to react to the multitude of emergency situations; response times; well equipped.
19. Be there when called.
20. Keeping up their standards.

21. Place customer service as number one priority.
22. Integrity.
23. Always be there in time of need.
24. Increase community awareness for fire (sprinklers) for residents - make it an enforcement, not option "save lives" not "save \$\$"
25. To be familiar with access codes, keys, etc. to all high-rise condo associations, the building layout and equipment. Know/require a list of those residents who need assistance to evacuate.
26. Cut down vehicles used per call, if possible.
27. Effective fire suppression to prevent the spread of residential and brush fires.
28. The ability to respond to emergency situations to our community.
29. Efficient operation.
30. Accessible.
31. Accurate information.
32. Provide services at the best value possible.
33. Continue the excellent support when questions are asked to obtain a better understanding of regulations.
34. Dedicated first responders.
35. The ability to educate our community in ways to be safe - avoid fires, hurricanes, other disasters.
36. Helpful dispatchers.
37. Pensions should require mandatory contributions from employee. Mandatory retirement upon attaining a certain age or number of years of service.
38. Advanced medical equipment.
39. Be responsive to needs of corporations.
40. Excellence in patient outcomes.
41. Have a support system back up, i.e. police - EMTs to direct activity as a scene.
42. Teamwork: they work well together and with other public safety departments such as the police department.
43. Work towards saving taxpayers and property owners money through maintaining a quality of service that keeps insurance rates low.
44. Monthly tours of buildings to familiarize department with properties, equipment, etc.
45. Partner with other public safety organizations to address public safety concerns.
46. Knowledgeable first responders.

47. Public training on items like CPR, basic first aid.
48. Preparedness for multi-agency disasters and emergencies.
49. Leader in prevention and safety.
50. Educational programs for public, especially elderly.
51. Expect increase in the firefighters' pay, because they risk their lives and their families, especially 9/11 World Trade Center.
52. That they provide service equally across the entire county - no favoritism.
53. Personnel retention (public \$ investment) in training.
54. Keep continued education courses readily available for the fire district staff.
55. Diversity of services.
56. Operate safely for FD staff and public.
57. Local hired employees.
58. Get right-sized.
59. Be aggressive in incident response.
60. Should ask for public feedback regularly.
61. Follow up after any event.
62. Seeks community feedback.
63. Assure that the strategic plan contains and includes an all hazard response for every possible scenario.
64. Routine inspections.
65. Follow up: after a situation that proper procedures are followed and if follow up is required, that it takes place.
66. Continue to be an intimate partner with community efforts and organizations.
67. That they adequately plan for the future to maximize of fund efficiency.
68. Keeping costs stabilized to effect lower tax millage as property values reform.
69. Continued participation in community oriented planning.
70. More jobs/volunteer opportunities.

Community Priorities

In order to dedicate time, energy, and resources on services most desired by its community, the SLCFD must understand what the customers consider to be their priorities. The external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

Table 3 Community Priorities

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	277
Fire Suppression	2	230
Rescue - Basic and Technical	3	229
Emergency Communications	4	179
Air Rescue	5	147
Hazardous Materials Mitigation	6	144
Fire Prevention / Life Safety	7	111
Domestic Preparedness Planning and Response	8	102
Fire Investigation	9	84
Public Fire/EMS Safety Education	10	72

The balance of input received from external stakeholders is included later in this document of the SLCFD Strategic Plan 2014-2019.

Who We Are

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the agency’s approach to Community-Driven Strategic Planning, with focus on the SLCFD’s Mission, Values, Motto, Core Programs and Support Services, as well as the agency’s perceived Strengths, Weaknesses, Opportunities, and Threats. This information has been obtained from the SLCFD Strategic Plan 2014-2019.

Mission

It is the mission of the St. Lucie County Fire District to preserve life and property by providing safe, efficient and professional emergency services, fire prevention and public education; together with community services for our residents and visitors now and into the future.

Our mission answers the questions:

- *Who we are?*
- *Why do we exist?*
- *What do we do?*
- *Why do we do it?*
- *For whom?*

Vision

The vision, developed and presented by CPSE in consideration of community and internal stakeholders input, provides a target of excellence that the SLCFD will strive toward and provide a basis for its goals and objectives.

We, the members of the St. Lucie County Fire District envision an agency that is widely known as a customer-oriented provider that exhibits integrity and pride in the delivery of emergency and community services. We will show excellence as an internationally accredited Fire District through safe and progressive improvement initiatives.

As the Fire District evolves over time, our focus will continue with progressive community relations and compassionate service delivery that reflects our pride for those we serve. We will be more financially sustainable, while remaining fiscally responsible as we practice proper stewardship of the trust conferred on us.

Our investment in our great asset, our human resources, will be supported by a well-developed and executed succession plan, along with a greater view of leadership to meet the ever-changing dynamics of the Fire District. Our focus on a diverse workforce will ensure greater representation of our community by the Fire District. Comprehensive internal communications initiatives and processes, ensuring continuity of quality information throughout our entire team, will support all of these investments in our members.

Through teamwork and respect, individual and Fire District professionalism will be realized as we hold one another accountable for fulfilling our mission, living our values, accomplishing our goals, and ensuring this vision becomes reality.

Motto

The purpose of the Motto is to formally summarize the general motivation or intention of the organization. A work group of the SLCFD’s internal stakeholders met to review the existing Motto and collectively agreed to the following.

“Our family serving yours”

Values

Establishing values and associated statements embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. The SLCFD internal stakeholders agreed to the following revised values terms and supporting statements.

Table 4 Values

Public Service
● Our family serving yours.
Professionalism
● Displaying the utmost personal and ethical character.
Safety
● Ensuring the welfare of ourselves and those we serve.
Integrity
● Establishing trust through honesty and transparency.
Community Pride
● Taking ownership in our diverse community, who we are, and what we do.
Excellence
● Exceeding expectations in leadership, training, community involvement and service.
Progressive
● Providing quality services through innovation.

Respect
<ul style="list-style-type: none"> • Protecting human dignity under any condition.
Compassionate
<ul style="list-style-type: none"> • Empathy for others.
Teamwork
<ul style="list-style-type: none"> • United with purpose, pride and passion.

Strategic Initiatives

Having reviewed the agency’s critical issues and service gaps, the following eight strategic initiatives were identified to guide the agency in establishing the goals and objectives.

Table 5 Strategic Initiatives

Internal Communications	Community Relations
Succession Planning	Financial Sustainability
Service Delivery	Leadership
Diversity	Accreditation

D. Community Risk Assessment and Risk Levels:

Risk Methodology and Risk Identification

The SLCFD now has a formal process to identify risk within our community and response area. Our risk assessment methodology has four primary steps:

- Identify the risks (area characteristics and planning zones)
- Assess the risks (probability and consequences)
- Categorizing the risks (low, moderate, high, and maximum)
- Classifying the risks (hazard type and event threat)

As described in the CRA/SOC 6th Edition, the assessment, identification, and documentation of risks and the final classification of those risks should be done by utilizing a planning zone concept. Planning zones provide for deeper analysis of deployment and response demand. Again, prior to starting the process of seeking Accreditation, the SLCFD never had a formal methodology for assessing community risk and establishing risk levels. Now, planning zones have been identified by utilizing Public Land Survey Systems (PLSS) Township and Range designations. Utilizing the PLSS designations allows our Geographical Information Systems (GIS) analyst and command staff to focus onto much smaller target areas and ensure that our risk assessment is not only appropriate, but that we can respond and effectively mitigate an incident in that designation. Previously, we only had the ability to focus on one of the 17 response zones. Again, now we can target specific areas that we previously were not able to do.

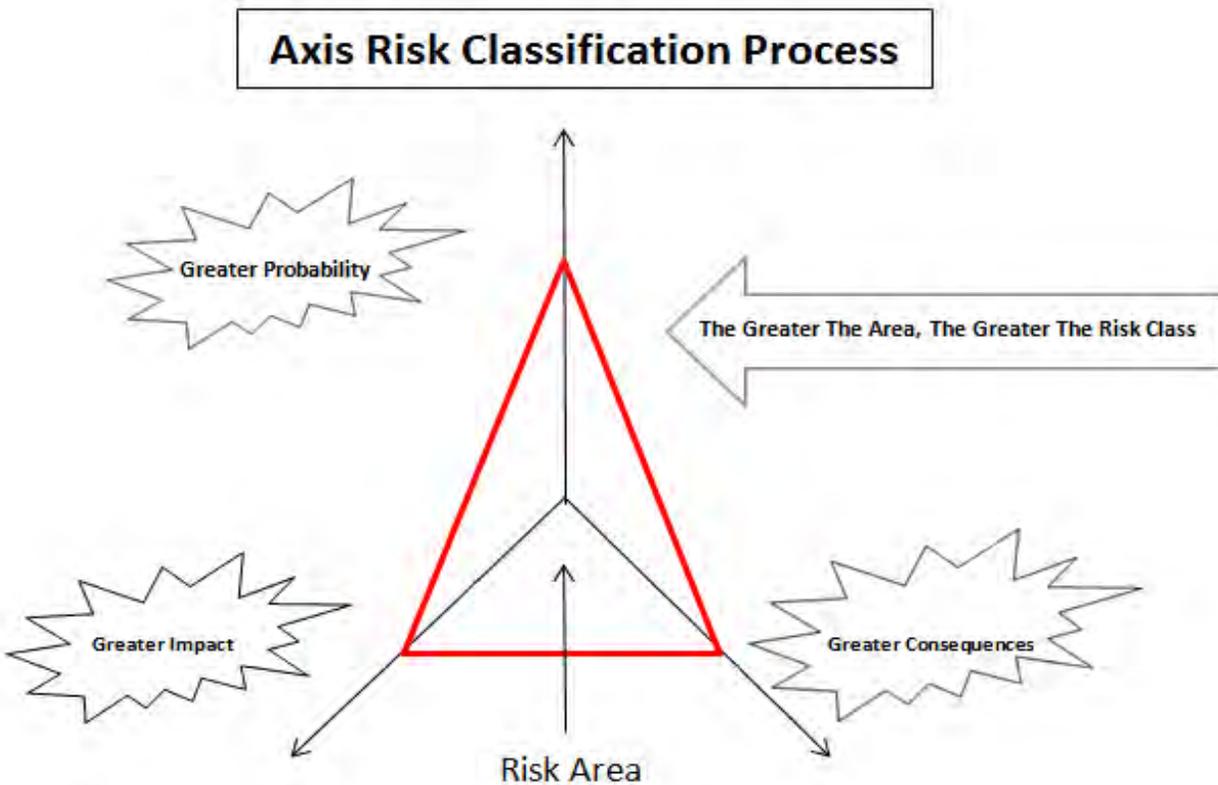
Risk Assessment and Categorization

Assessing risk boils down to two components: probability and consequence. Probability is the likelihood of an incident occurring and consequence is the effect from the incident. The SLCFD found that adding one additional component, impact to the organization, was necessary to assess risk. Utilizing the three axis model and the incorporation of agency impact is the best method for the SLCFD to move forward in the development of its CRA/SOC. By utilizing agency impact as our third variable, we can better determine the overall effect that an incident will have on our ability to provide responses to the rest of our service area. As the 6th Edition states, “impact involves the studying of human resources, apparatus, and equipment demands placed upon the agency from the result of the incident.” Other considerations include: the numbers and types of resources needed to control and terminate the incident, the drawn-down on the community’s coverage system resources, and the capacity to service other planning areas and incidents. Also, considerations can extend to such items as the amount of time those resources can be expected to remain committed to that incident. The SLCFD has adopted the risk level categorizations in the CRA/SOC 6th Edition: low, moderate, high,

and maximum. Since this process is still relatively new to the organization, numeric values aren't able to be applied when utilizing Heron's formula. Instead, the SLCFD command staff has agreed to use qualified data, to describe values for probability, consequence, and impact on each of the three axis.

Figure 13 Risk Classification

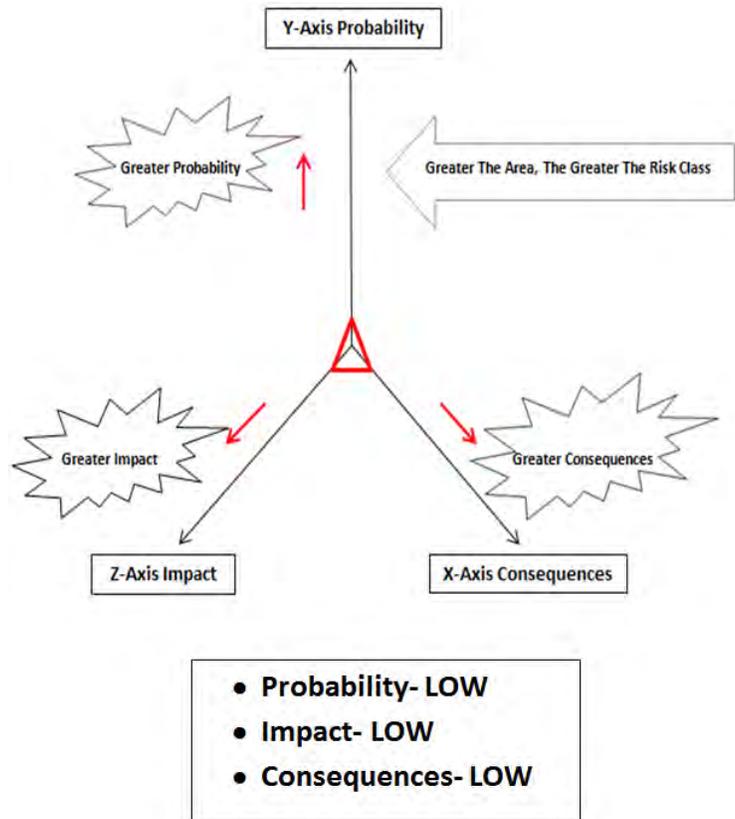
$$Risk = \sqrt{\frac{(pc)^2}{2} + \frac{(ci)^2}{2} + \frac{(ip)^2}{2}}$$



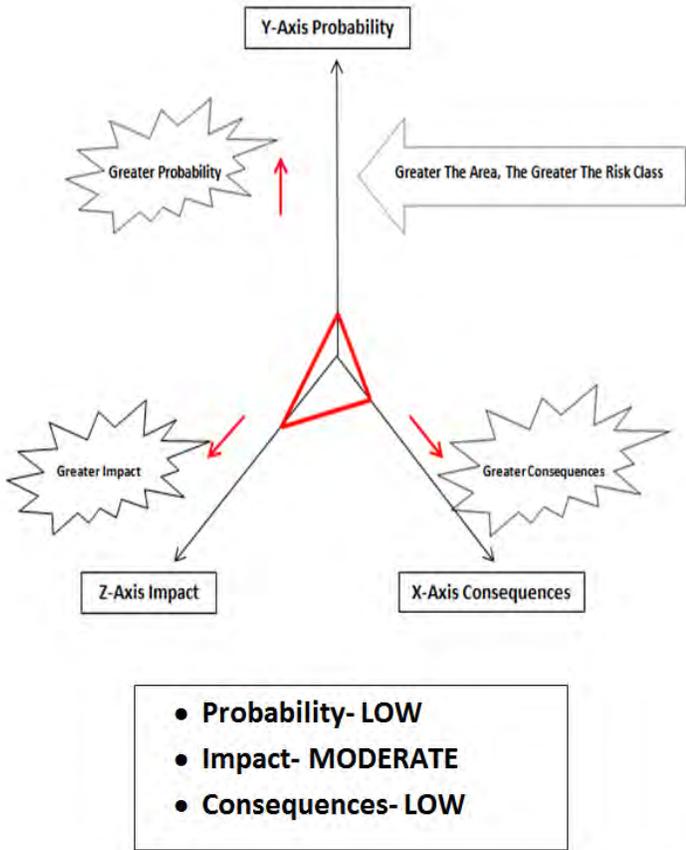
Classifying the Risks for Fire Suppression

The fire risk analysis takes into account fire potential (probability), life hazards, economic impact, occupancy use, construction features, fire protection systems, fire flow requirements, and community risk factors (consequences). The third and final component is the direct agency (impact) on being able to control and not only terminate the incident, but respond and service the rest of the response area as well.

Low Risk: The SLCFD responds one (1) suppression unit to fire-related incidents with low risk levels. Examples of such incidences types include automatic alarms and confined trash fires. Car fires and boat fires have an added unit (rescue) and increased staffing needs. If additional information is obtained by the Communications Division or the Incident Commander, at their discretion, they can increase the number of resources and personnel at the scene.



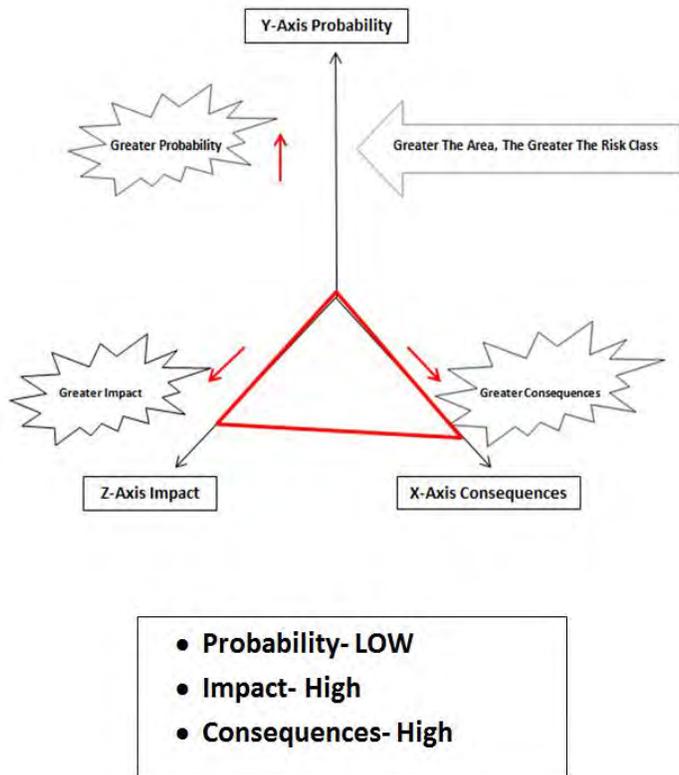
Moderate Risk:



The SLCFD categorizes moderate risk fires to include single-family residences and marine vessels (in water). The SLCFD has a goal of placing 16 personnel on these fires with a dedicated Incident Commander and a dedicated Safety Officer. The probabilities and consequences are low, but impact is increased in this level.

High Risk:

The SLCFD currently responds with the same amount of resources to high/maximum risk fires as moderate risk fires. These emergency incidents include high rises and commercial structures. They also have the ability for large losses of life and can negatively impact the organization. The incident objectives of life safety, incident stabilization, property conservation, and environmental protection remain the same. The Incident Commander, at their discretion, can increase the number of resources and personnel at the scene.

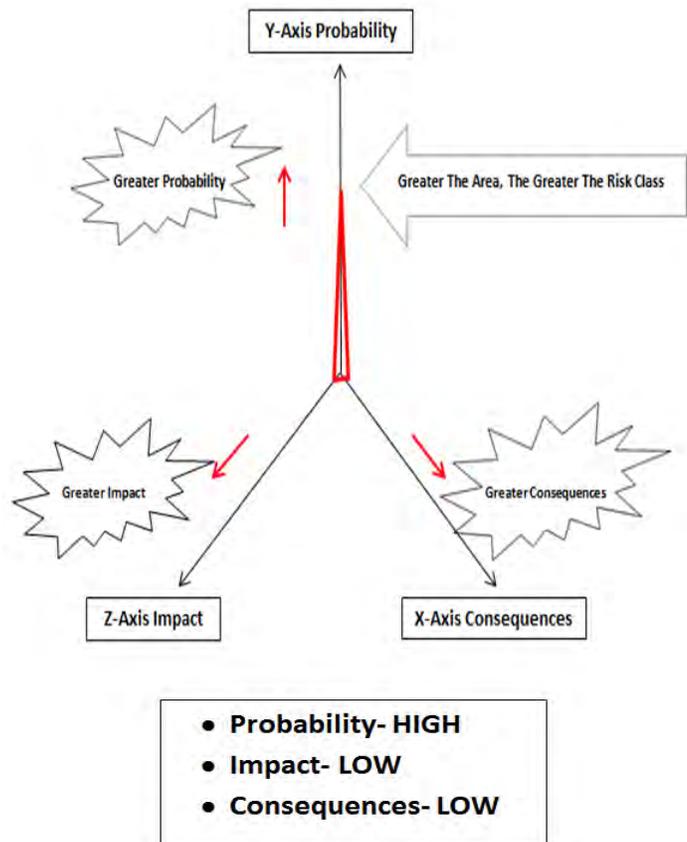


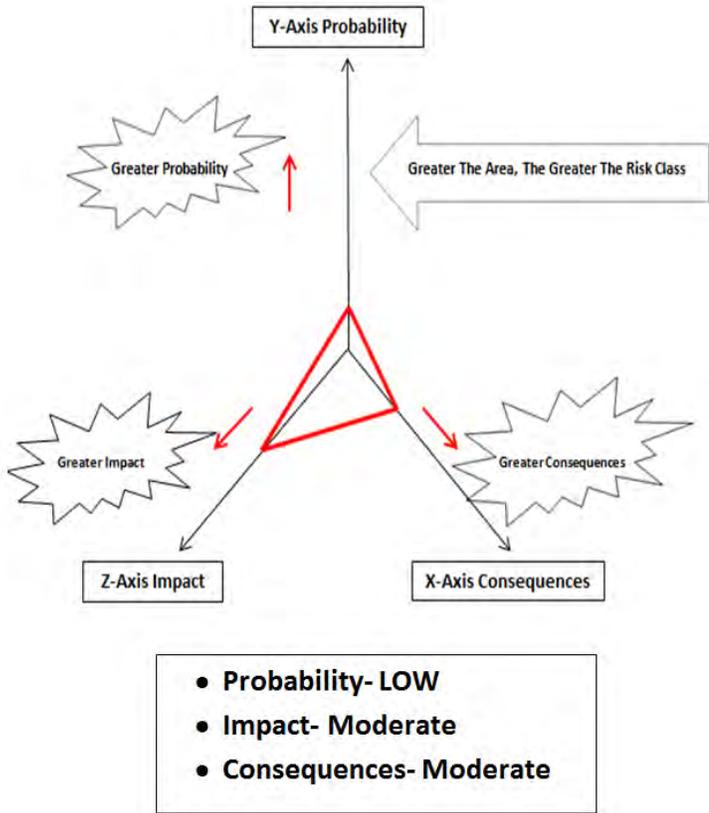
Classifying the Risks for Emergency Medical Services (EMS)

The SLCFD responded in 2016 to 51,935 emergency responses. EMS responses or “rescue runs” are the overwhelming majority of responses. The SLCFD provides both Basic Life Support (BLS) and Advanced Life Support (ALS) care from each of its 17 fire stations. Each fire station has at a minimum one (1) rescue/ambulance, and either a BLS or ALS engine or quint. The SLCFD uses Emergency Medical Dispatching (EMD) criteria and has established level of call categorization and priority dispatching. Now, with the added element of the 6th Edition’s risk categorization, the SLCFD can further analyze and scrutinize its EMS program.

Low Risk:

Responses to low level risks for EMS incorporate the majority of EMS Basic Life Support (BLS) and Advanced Life Support (ALS) calls and have very little impact on the community as a whole and little to no chance of escalation. In regards to impact low risk incidents have little to no agency impact. At a minimum the SLCFD responds one (1) rescue/ambulance and based off of EMD adds an engine or quint. *Depending on information from the Communications Division Low Risk EMS Incidents may have 2 or up to 5 Firefighters responding based on patient complaint.



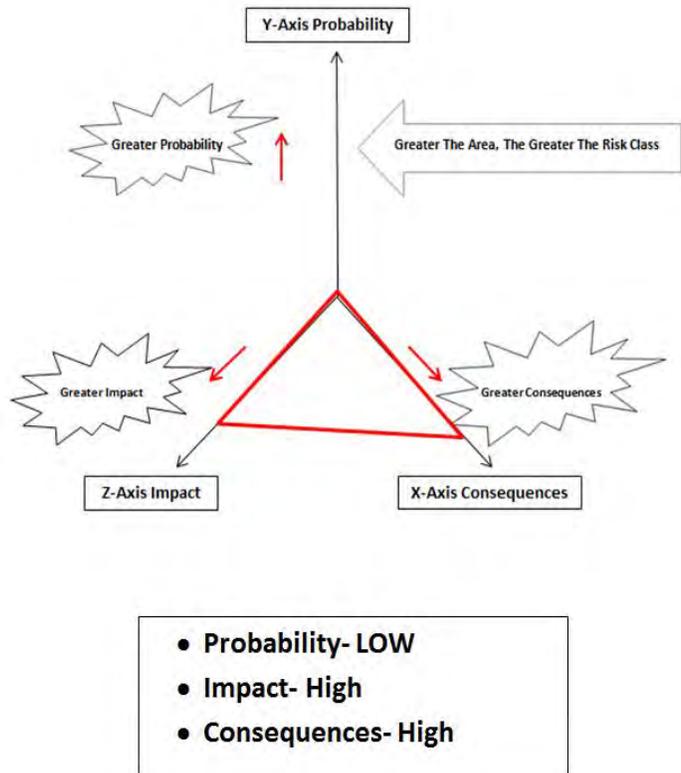


the organization, but the community as well. These types of emergency calls for service would be Mass Casualty Incident's (MCI's) of ten (10) or more patients. These incidents would also significantly affect the local hospitals service delivery as well.

Moderate Risk: Moderate risk calls involve special circumstances and patients meeting either Trauma Alert Criteria or patients that need advanced medical procedures. The SLCFD adds at a minimum an EMS Supervisor (FTO), who is authorized to use advanced techniques and administer paralytic medications. These calls depending on mechanism or nature, these calls for service can warrant a District Chief/Battalion Chief and Air Rescue response.

High Risk:

High/Maximum Risk incidents affect not only

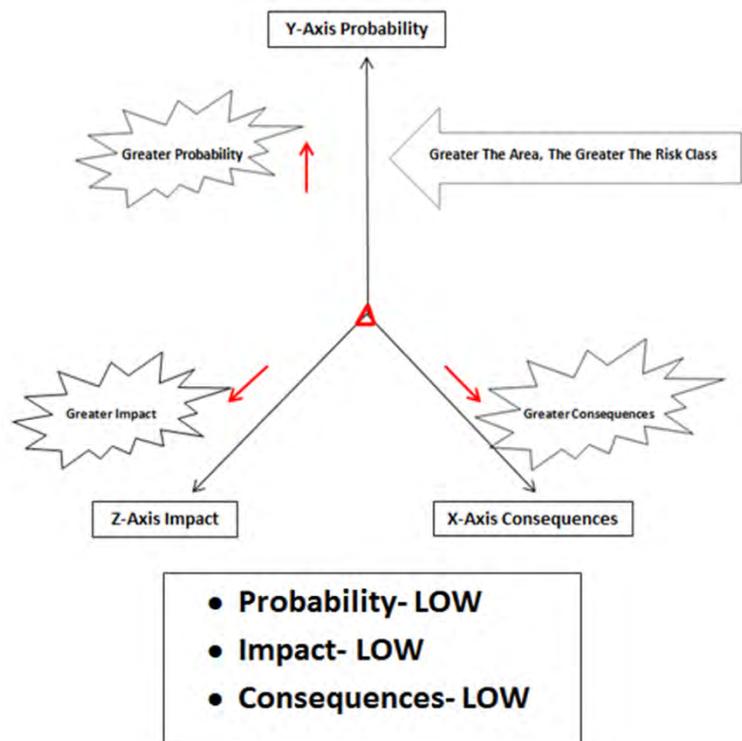


Classifying Risks for Special Operations Incidents

The SLCFD combined both Hazardous Materials and Technical Rescue responses into a joint Special Operations Response. The SLCFD Special Operations Team responds jointly from two (2) Fire Stations (#6 and #17) throughout the county. The Hazardous Materials component is classified as a Type III Team in accordance with the State Emergency Response Commission (SERC) and Florida Fire Chief’s Association (FFCA). The Type III Team typing is for a local response. However, by participating in both the SERC and FFCA, the Hazmat Team could be deployed for mutual aid if requested. For Technical Rescue, the SLCFD operates a Florida Urban Search and Rescue (FLUSAR) rated Type II Light Technical Rescue Team (TRT). However, if needed through the Florida Fire Chief’s Association (FFCA) and the Statewide Emergency Response Plan (SERP), the SLCFD team can deploy throughout the state.

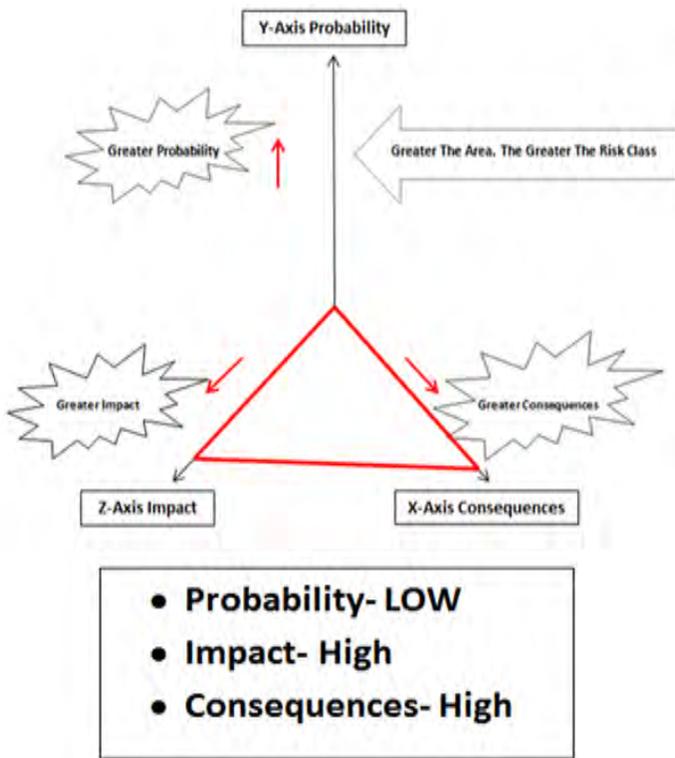
The SLCFD has a total of 35 personnel assigned as technicians and a minimum shift staffing of six technicians required on duty. The SLCFD utilizes an adaptive response with two “squad” units housed at Fire Stations 6 and 17. The 35 technicians trained for hazardous materials and technical rescue incidents. All assigned technicians are medically evaluated once assigned and annually thereafter per Occupational Safety and Health Association (OSHA) standards.

Low Risk: Responses to low level risks involving special operations are those that pose little potential harm to people or the environment. The SLCFD responds one (1) suppression unit to fire-related incidents with low risk levels. These types of incidents include small fuel spills onto the ground reports or smells of fuel or gas in an area outside a building or residence. For TRT incidents, specifically (vehicle machinery and rescue), these emergency calls for service depend on mechanism or nature can warrant a District Chief/Battalion Chief and Air Rescue response. The Incident Commander, at their discretion, can increase the number of resources and personnel at the scene.



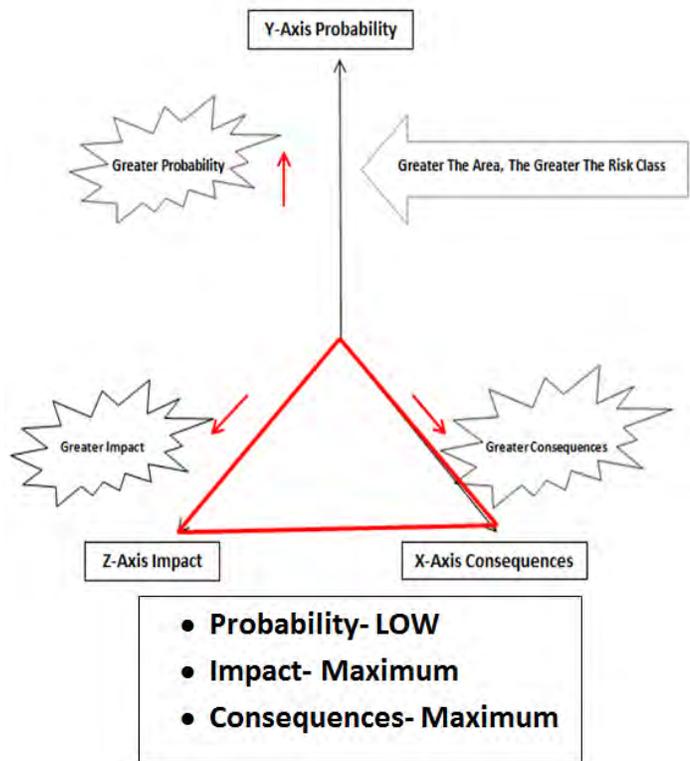
High Risk:

These are low probability, high level consequences that pose the greatest potential of danger to life safety and the environment, and are the most challenging and complicated emergency incidents to mitigate. Examples include gas line disruptions, fuel tanker incidents, marine vessel leaks or fires, building instability, and even collapse scenarios. These emergency incidents would warrant responses of the Special Operations Team and potentially a recall of off duty technician personnel.



Maximum Risk:

Responses to maximum risk levels would have the same level of response as found in high risk responses, but would not only require a recall of off duty technician personnel, but may require a recall of Fire District personnel. This would be in addition to utilizing mutual aid partners and activating the State Emergency Response Plan and utilization of the Emergency Manager at the Emergency Operations Center. These incidents would involve radiological, chemical, and biological releases, or would involve structural stability issues that affect large amounts of life and property.

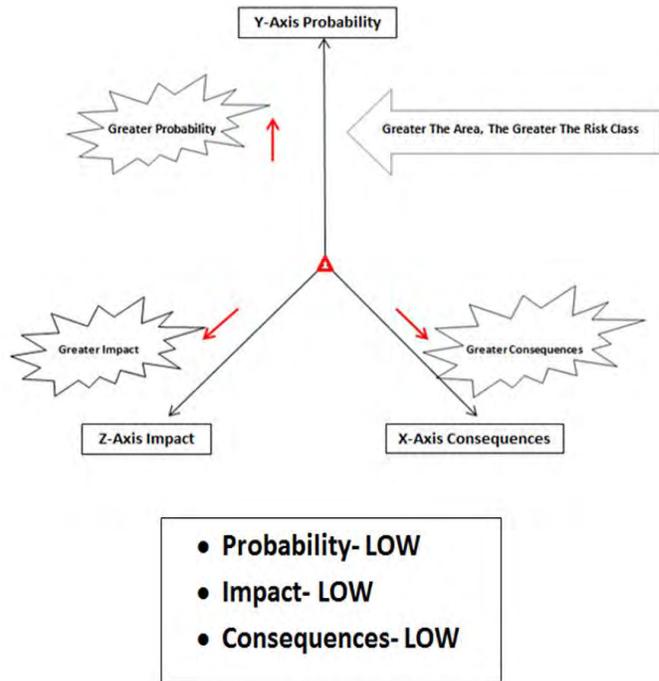


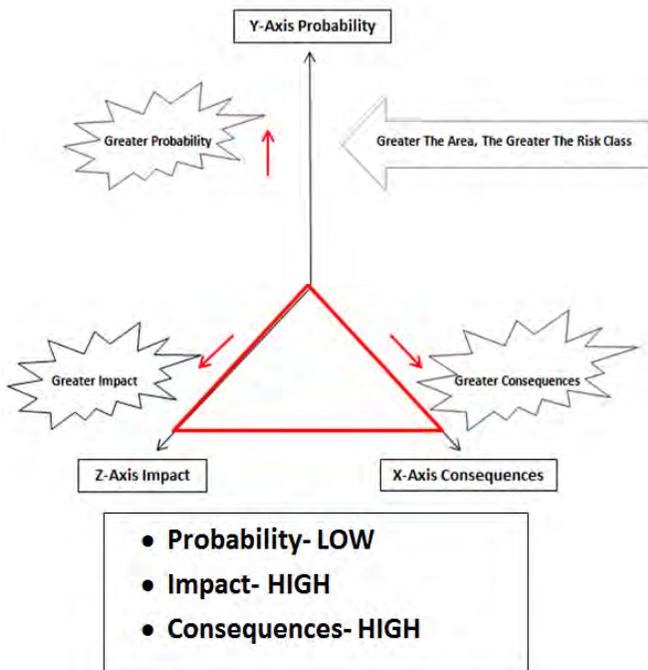
Classifying Risks for Aviation Rescue Firefighting (ARFF)

Aviation Rescue Firefighting (ARFF) services are provided to the Treasure Coast International Airport and Business Park at all times. Emergency services are provided by units on site from Fire Station 4 and by surrounding stations. Fire Station 4 houses an engine, rescue/ambulance, brush truck, ARFF 216, and a Field Training Officer/EMS supervisor. These units in addition to ARFF 216 provide coverage to the airport as well as the surrounding areas. The minimum staffing is one driver-engineer on ARFF 216 at all times, thus ensuring there is always an immediate response to the airport. The Treasure Coast International Airport is not an indexed airport as described by the Federal Aviation Administration (FAA) within the Federal Aviation Regulations, Part 139. The ARFF Program is a collaborative effort between the Administration of the SLCFD and Airport Management. Our partnership has allowed for a service delivery model that is above the level required for an airport of this size.

Low Risk:

Low risk emergency incidents involving ARFF 216 would be Alert 1 incidents only. Alert 1 incidents are local standby's involving minor difficulty such as feathered props, overheated engines, and oil leaks. ARFF 216 stages at Fire Station 4 and at their discretion, can increase the number of resources and personnel at the scene.





High Risk:

These types of emergency incidents range from Alert 2's (major difficulties such as faulty landing gear), Alert 3's (plane crashes), and Alert 4's (special operations and bomb incidents). All of these emergency incidents are at the Treasure Coast International Airport and Business Park. These different Alert types all have low probability, but can significantly impact the organization and can result in high consequences. *Offsite plane crashes have the same alarm assignment emergency response as an Alert 3, minus ARFF 216.

Critical Tasking Analysis

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

The agency responds to structure fires with 4 Engines / Aerials (1 Aerial minimum), 2 Rescues, 1 Tanker, 1 FTO and 1 Battalion Chief/District Chief. High Risk events can present a much greater workload than the identified initial level of response. The assigned Incident Commander may, at their discretion, call for any additional units needed to bring more personnel and resources to the scene. The specific response assignments are loaded into the CAD system, which is designed to deliver a response recommendation for each emergency based upon the information entered. A particular call type demands a particular assignment of resources. Tasks are assigned to both individuals and crews and based on the knowledge, skills, abilities and resources of that particular unit. Examples of these task assignments may include:

Critical Task Assignments for Moderate and High Risk Fire Suppression Responses:

- Establishment of correct response assignment
- Establishment of Incident Command
- Establishment of Safety Officer/Rehab
- Determination of fire attack type and location

- Establishment of attack lines / water supply / back-up and exposure lines
- Performing a primary and secondary search of the structure
- Providing for 2 in 2 out crew for interior attack
- Providing for Rapid Intervention Team (RIT) on any IDLH
- Providing for proper ventilation of structure

Assigning personnel to each of these tasks allows the agency to deploy the proper amount of personnel within a period of time to effect change. With the assigned sixteen (16) personnel to structural fires the agency offers the following critical task guide:

Table 6 Fire Critical Tasking

Structure Fire Critical Tasking			
Minimum Personnel Needed Based On Level Of Risk			
Critical Task	High Risk	Mod. Risk	Low Risk
Command	1	1	-
Safety/Rehabilitation	1	1	-
Pump Operator	1	1	1
Attack Line	2	2	2
Search and Rescue	2	2	-
Forcible Entry and Utilities	2	2	-
Back Up Line	2	2	-
Rapid Intervention	3	3	-
Ventilation	2	2	-
Additional Resources as determined by Command	**	-	-
Total	16	16	3

**Depending on information, the Communications Division or the Incident Commander can increase the number of resources and personnel at the scene.*

EMS Critical Tasking Analysis – Effective Response Force (ERF)

The SLCFD is the primary responder for all emergency medical incidents in St. Lucie County per its Certificate of Public Convenience and Necessity (COPCN). The SLCFD Communications Division personnel trained in Emergency Medical Dispatching (EMD) provide medical pre-arrival instructions. The agency does not code medical calls through this system, rather it uses medical typing through predetermined call types in the Computer Aided Dispatching (CAD) system. The CAD recommends a number of resources based on the call type entered by the Tele-Communicator.

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

Critical Task Assignments for Low, Moderate, and High Risk Emergency Medical Responses:

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

With the assigned personnel to EMS incidents the agency offers the following critical task guide:

Table 7 EMS Critical Tasking

E.M.S. Critical Tasking			
Minimum Personnel Needed Based On Level Of Risk			
Critical Task	High Risk	Mod. Risk	Low Risk**
Patient Assessment	1	1	1
BLS or ALS Interventions	1-2	1	1
Airway	1	1	1
Report Writing	1	1	1
Command	1	1	1
Medical Group	1	-	-

Safety / EMS Supervisor	1	1	-
Triage Group	3	-	-
Treatment Group	3	-	-
Transport Group	3	-	-
Support Group	3	-	-
Additional Resources as determined by Commander	**	-	-
Total	19	6	2 or 5*

**Depending on information, the Communications Division or the Incident Commander increase the number of resources and personnel at the scene.*

Special Operations Critical Tasking Analysis – Effective Response Force (ERF)

The Special Operations Team will respond with both Squads 6 and 17 to ensure that a minimum of six (6) technicians are on scene. Low risk calls will require one (1) suppression unit to respond. High Risk and Maximum Risk Incidents will have a full 1st Alarm Assignment and well as the Special Operations Team. Maximum Risk’s however will more than likely result in additional personnel required in all of the below mentioned roles. Furthermore, Maximum Risk incidents are calls that will require the assistance of not only local surrounding agencies, but agencies throughout the region and State.

Critical Task Assignments for Low, High, and Maximum Risk Special Operations Responses:

- Establishment of correct response assignment
- Establishment of Incident Command
- Establishment of Safety Officer
- Identification of Hazards and Performing Recon
- Establishment of Control Zones
- Providing for 2 in 2 out
- Providing for Rapid Intervention Team (RIT) on any IDLH
- Establishment of treatment modality for applicable patients
- Providing personal protective equipment, policies and procedures to minimize risk and reduce exposure

With the assigned personnel to Special Operations incidents (Hazmat/TRT) the agency offers the following critical task guide:

Table 8 Hazmat Critical Tasking

Hazardous Materials Critical Tasking			
Minimum Personnel Needed Based On Level Of Risk			
Critical Task	Maximum Risk*	High Risk	Low Risk
Command	1	1	1
Safety / EMS Supervisor	1	1	-
Entry / Investigation	2*	2	2
Back Up Team	2 *	2	-
Medical Group	2*	2	-
RIT Team	2*	2	
Rehabilitation	2*	2	-
Treatment Group	2*	2	-
Decontamination	2*	2*	-
Special Operations Team	6*	6	-
Additional Resources as determined by Command	**	**	-
Total	22*	22	3

Table 9 TRT Critical Tasking

Technical Rescue Critical Tasking			
Minimum Personnel Needed Based On Level Of Risk			
Critical Task	Maximum Risk*	High Risk	Low Risk
Command	1	1	1
Safety / Rehab	1	1	1
Patient Assessment	2*	2	1
BLS or ALS Interventions	2 *	1-2	1-2
Extrication Team	2-3*	2-3	2-3
Special Operations Team	6*	6	-

Specials Operations Support	7*		
Additional Resources as determined by Command	**	**	-
Total	22*	13	7

Depending on information, the Communications Division or the Incident Commander can increase the number of resources and personnel at the scene. Maximum risk Hazmat and TRT incidents have the potential to require recall of off duty technician personnel as well as other Fire District members. Also, these types of incidents would require additional resources and units from outside the agency (mutual aid from local, regional, and state agencies).

ARFF Critical Tasking Analysis – Effective Response Force (ERF)

ARFF 216 is housed at Fire Station 4 which is located at the Treasure Coast International Airport and Business Park. Fire Station 4 also houses an engine, rescue/ambulance, brush unit, and a Field Training Officer/EMS supervisor. The minimum staffing is one driver-engineer on ARFF 216 at all times, thus ensuring there is always an immediate response to the airport. Alert’s 1 are for minor difficulties (low risk) and Alert’s 2, 3, and 4 are all categorized under high risks.

Critical Task Assignments for Low and High Risk ARFF Responses:

- Establishment of correct response assignment
- Establishment of Incident Command
- Establishment of Safety Officer/Rehab
- Determination of fire attack type and location
- Establishment of attack lines / water supply / back-up and exposure lines
- Identification of Hazards and Performing Recon
- Establishment of Control Zones
- Providing for 2 in 2 out
- Providing for Rapid Intervention Team (RIT) on any IDLH
- Establishment of treatment modality for applicable patients
- Providing personal protective equipment, policies and procedures to minimize risk and reduce exposure

With the assigned personnel to ARFF incidents the agency offers the following critical task guide:

Table 10 ARFF Critical Tasking

Airport ARFF Rescue Critical Tasking		
Minimum Personnel Needed Based On Level Of Risk		
Critical Task	High Risk	Low Risk 1
ARFF Response	1	1
Command	1	-
Command Support /OPS Chief	1	-
Safety/Rehab	1	-
Attack Line	3	-
Back Up Line	3	-
Search/Evacuation	2	-
BLS or ALS Interventions	4	-
Water Supply	2	-
Total	18	1

**Depending on information, the Communication Division or the Incident Commander increase the number of resources and personnel at the scene.*

E. Deployment and Performance:

Distribution

Distribution describes the placement of first-due resources for immediate intervention. The resources are usually measured from fixed response points, (fire stations). The SLCFD responds to emergencies from 17 fire stations and one aeromedical base. Prior to the pursuit of Accreditation, planning areas were predominantly looked at in terms of station zones. Now, by utilizing Public Land Survey Systems (PLSS) Township and Range designations, the SLCFD can breakdown the 17 zones much deeper allowing for far better data analysis. The SLCFD has identified areas for future fire station sites and has purchased and obtained property through agreements with land developers. Fire Stations 16 and 17 were both opened in 2008, since then there have been no additional fire stations constructed. The primary factor behind that is the significant decrease in the primary revenue source, Ad Valorem taxes. Since fire stations have not been opened, but calls for service continue to increase steadily, the SLCFD has implemented additional units at fire station locations in order to handle the increased call volume.

Figure 14 PLSS Map

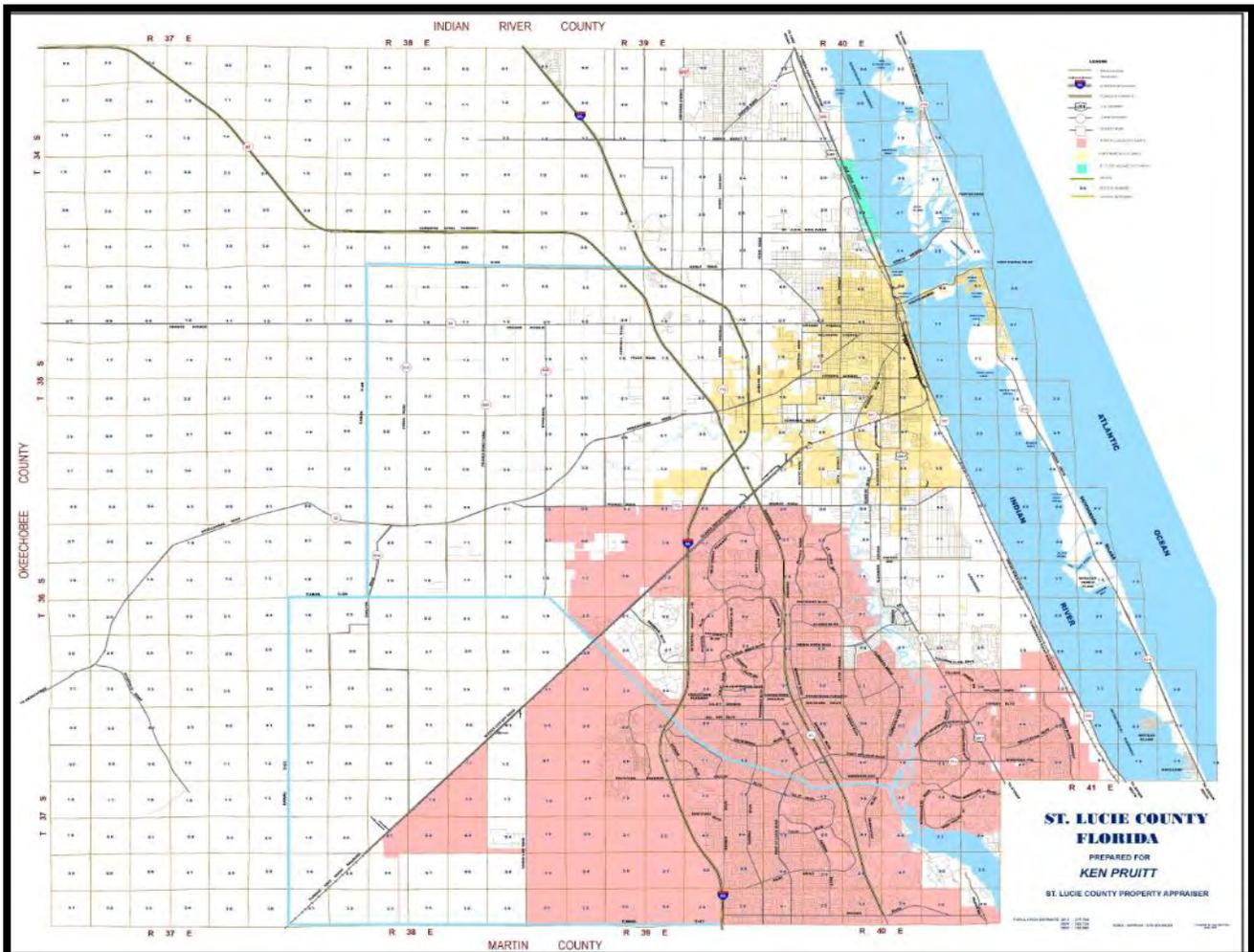


Figure 15 (3) Story Structures

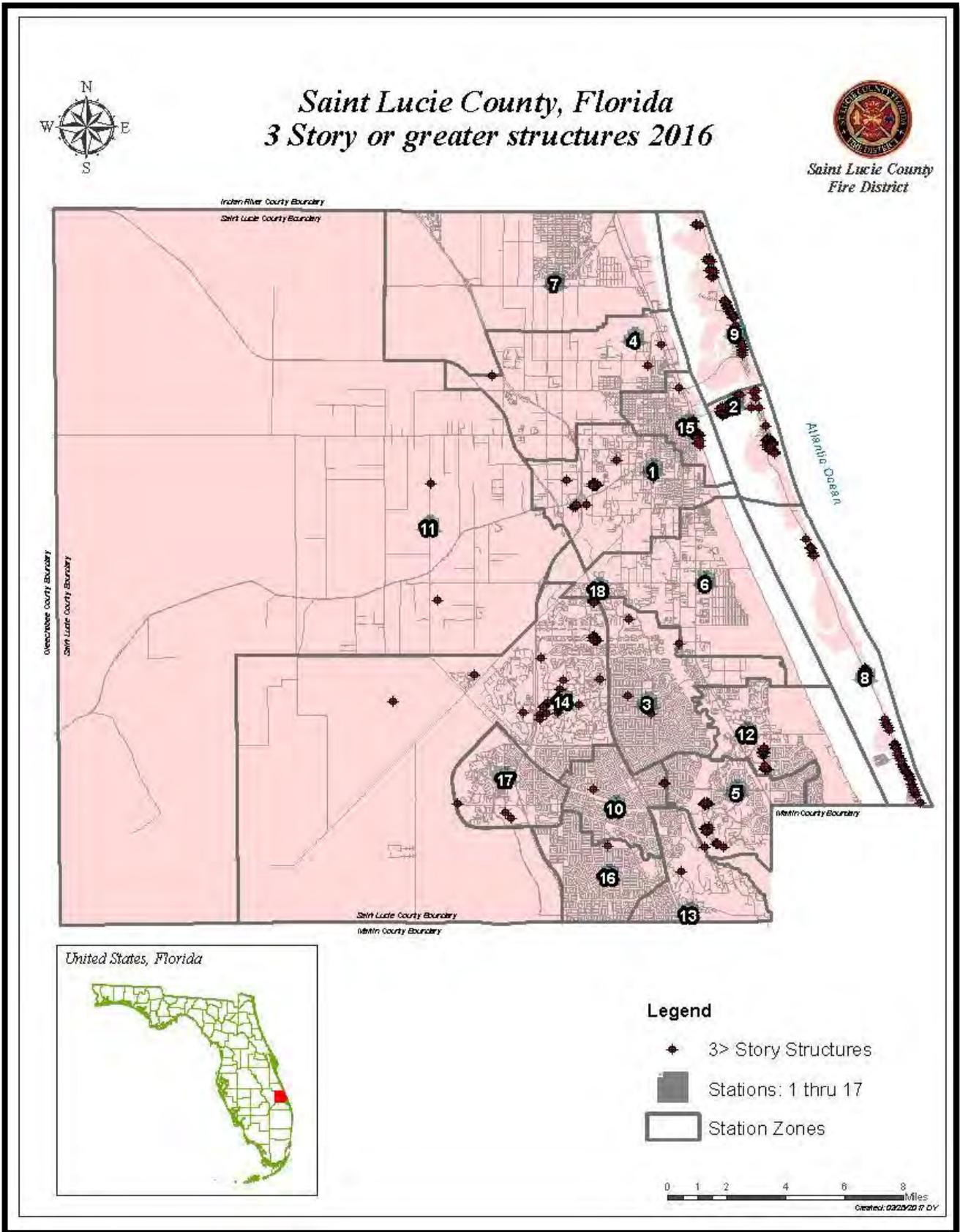


Figure 16 Countywide Response Time Map

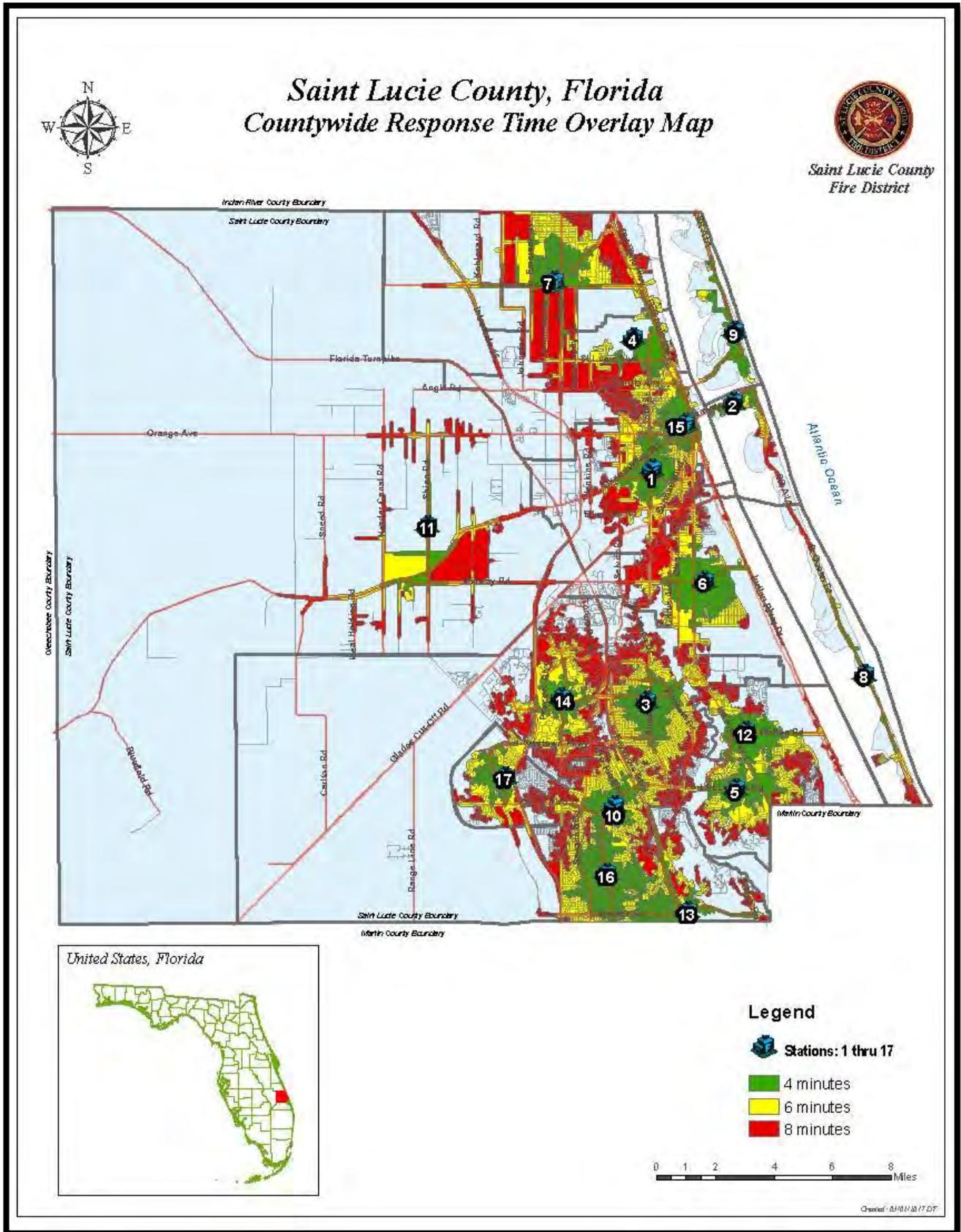
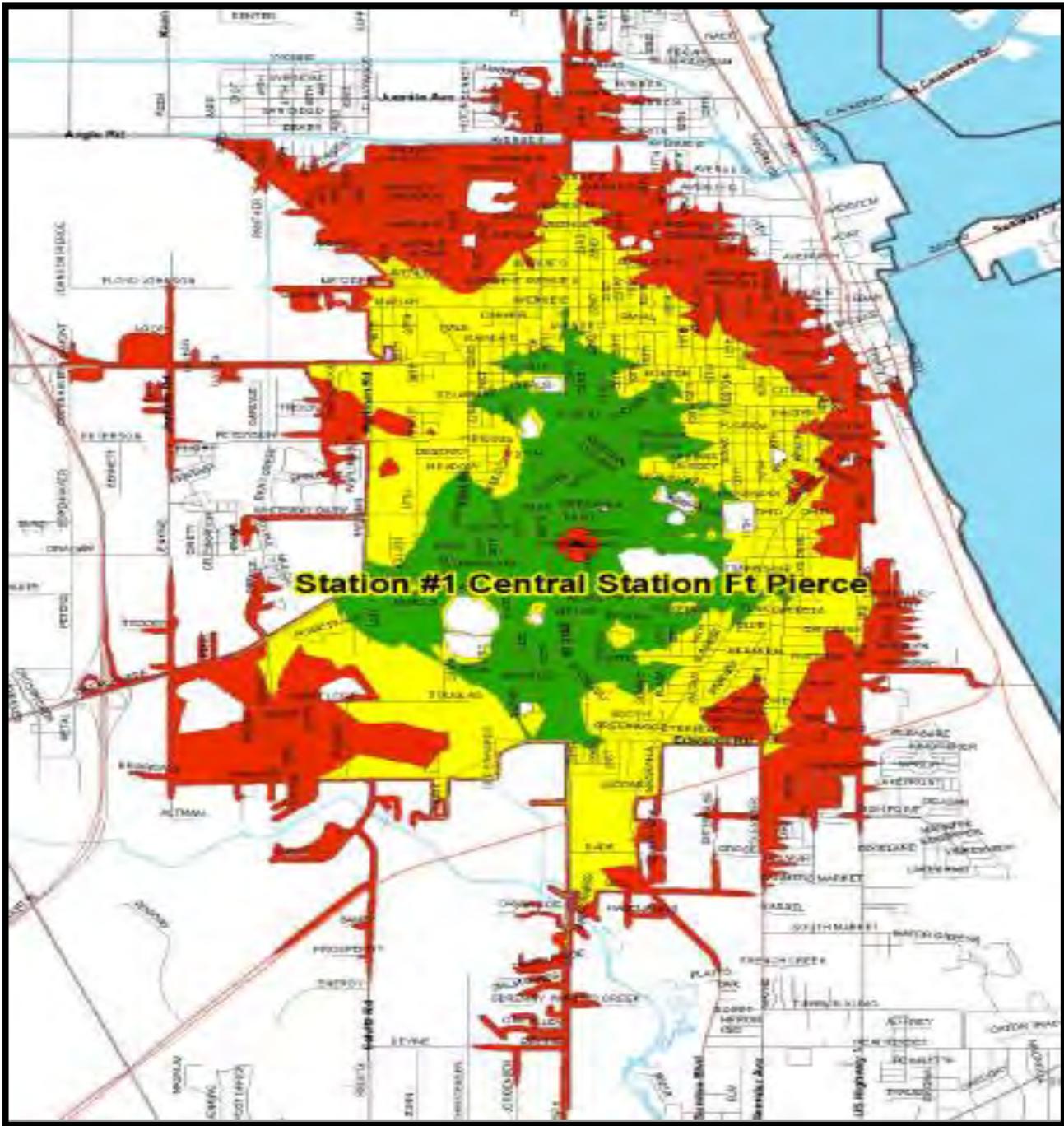


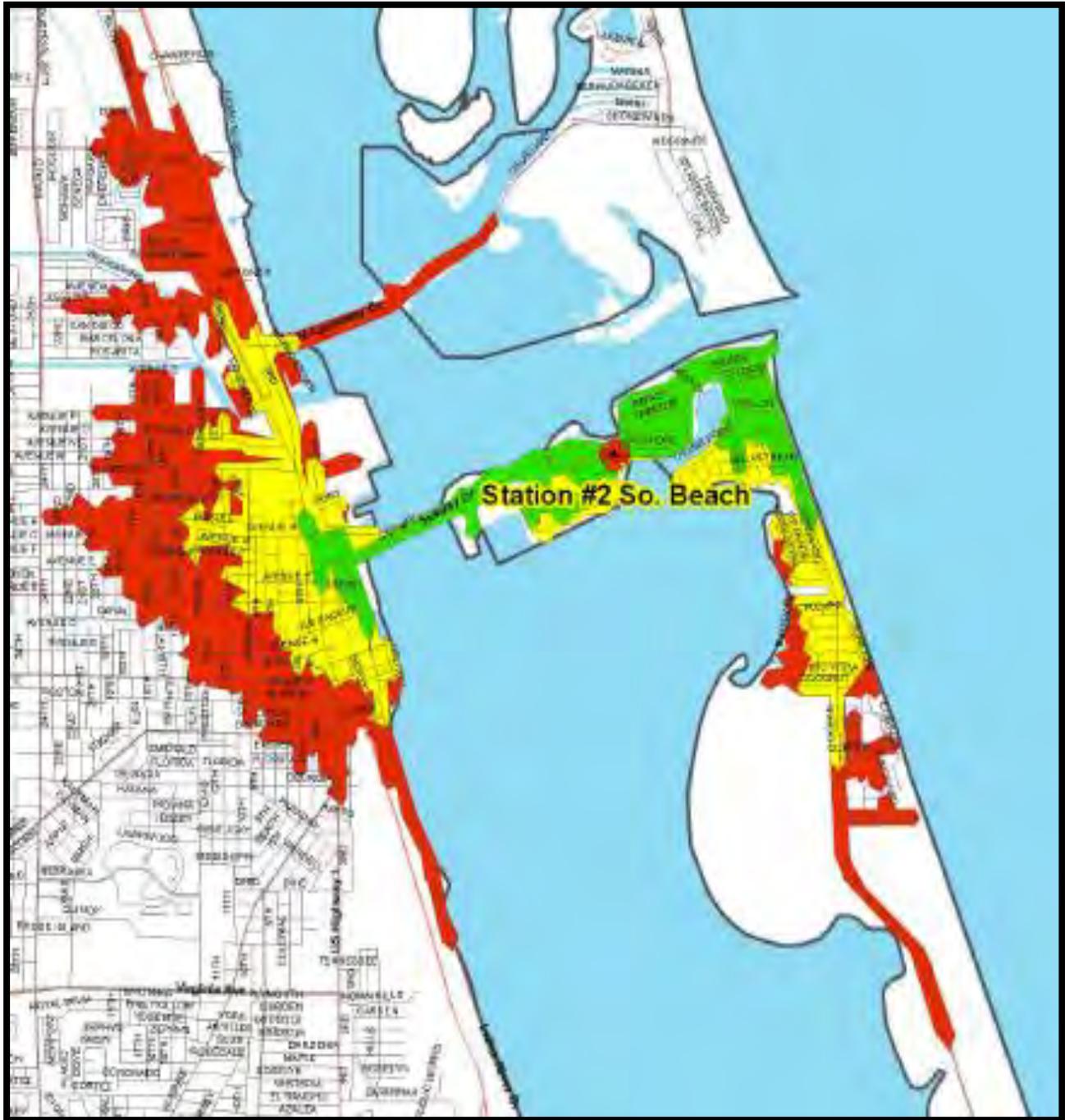
Figure 17 Station 1 Map and Responses



Legend	
	Station 01
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes

Unit	Responses
E01	4296
R01	5044
R25	3386
DC1	993
Staff Hours	14409

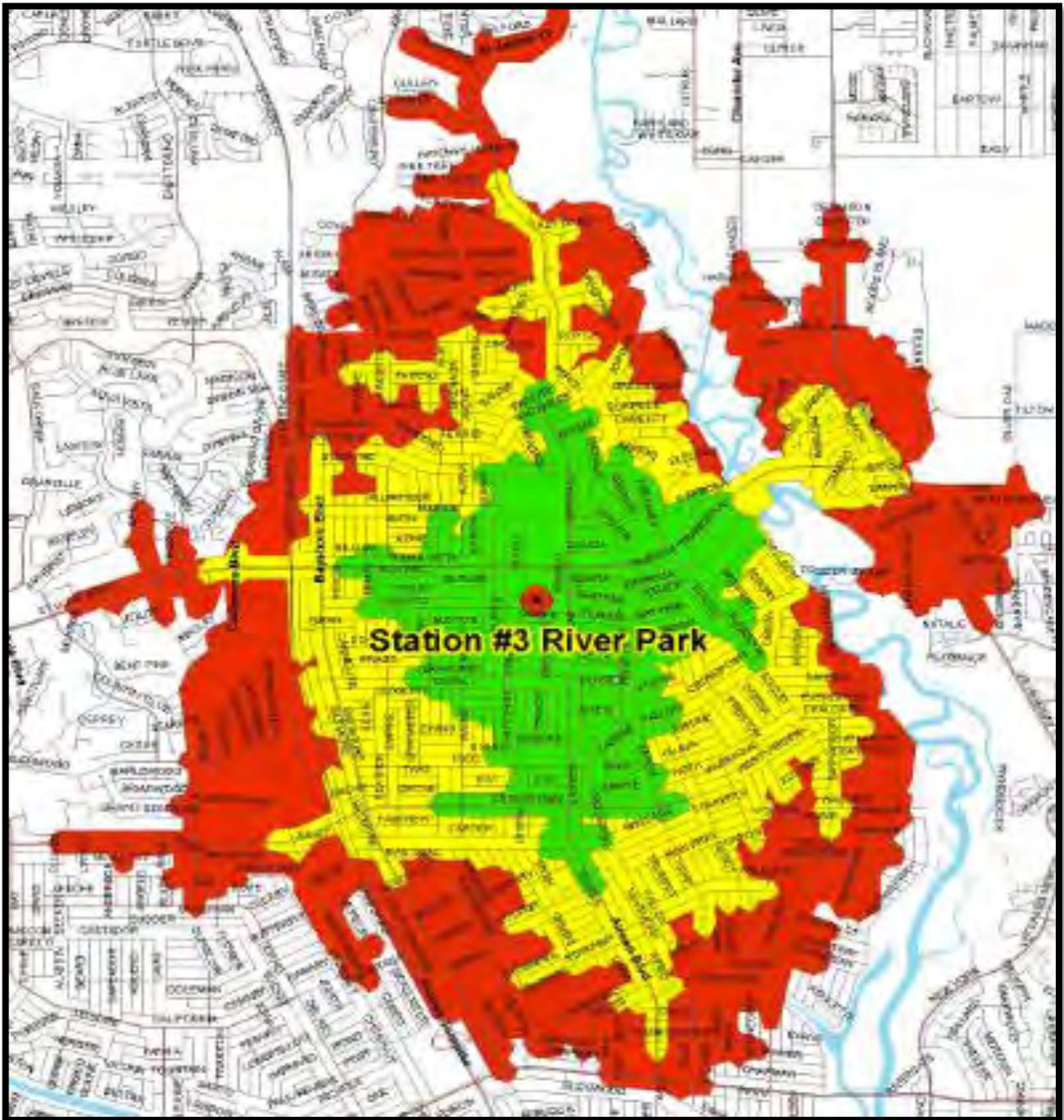
Figure 18 Station 2 Map and Responses



Legend	
	Station 02
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes

Unit	Responses
Q02	1111
R02	1794
Staff Hours	1292

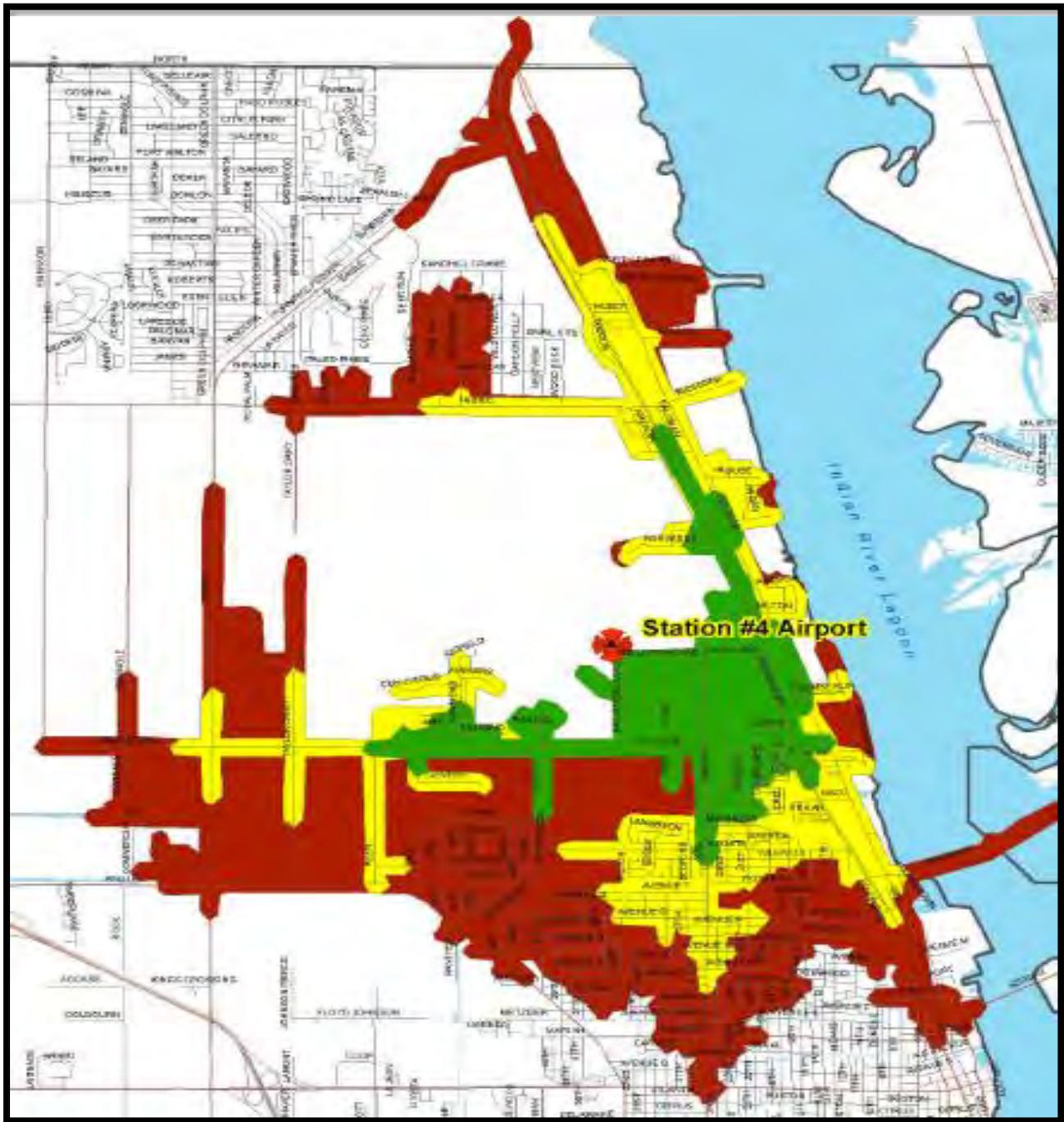
Figure 19 Station 3 Map and Responses



Legend	
●	Station 03
—	St. Lucie County Streets
Name	
■	4 minutes
■	6 minutes
■	8 minutes

Unit	Responses
E03	3556
R03	4448
R26	2341
BC3	778
Staff Hours	11579

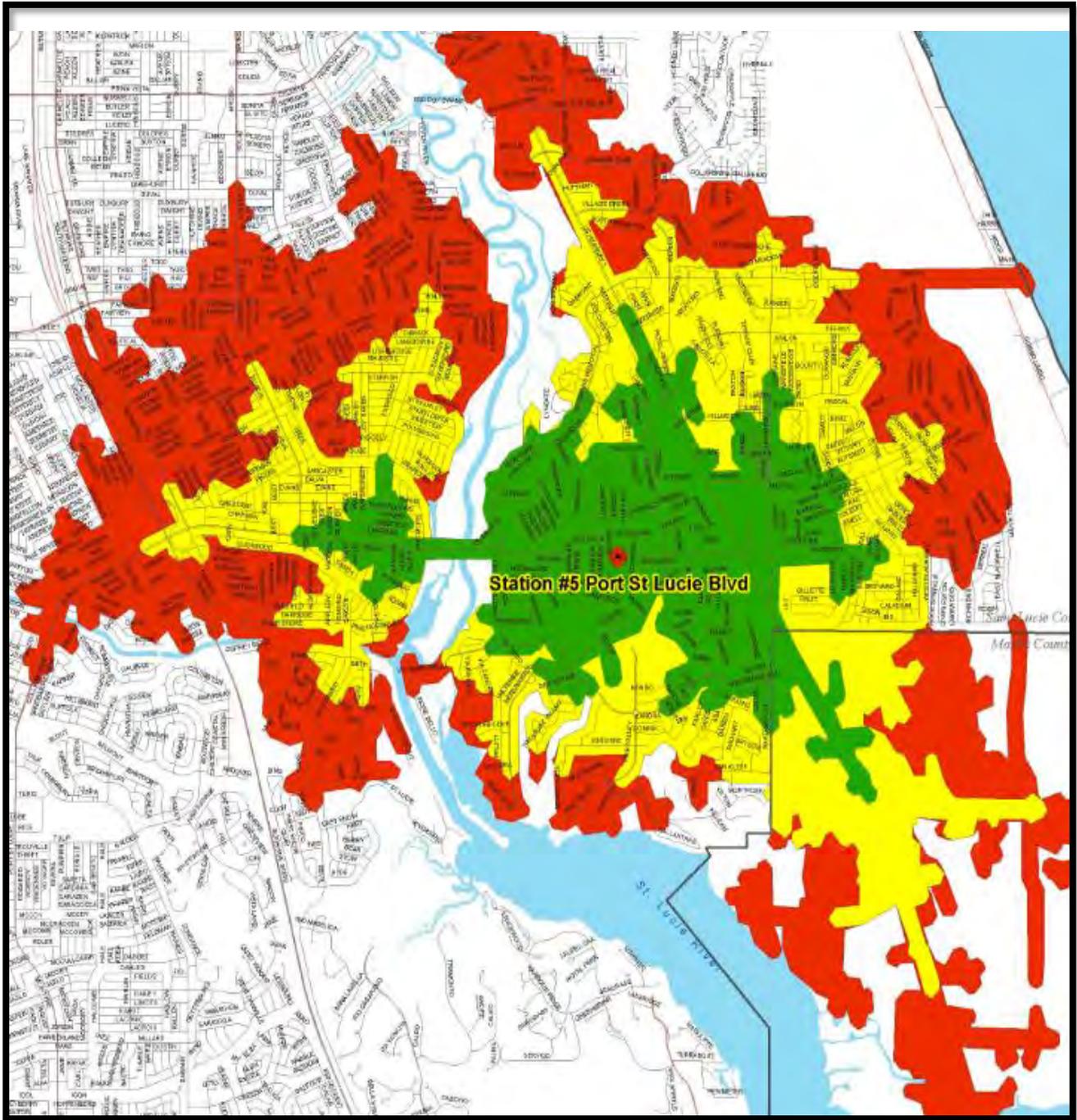
Figure 20 Station 4 Map and Responses



Legend	
	Station 04
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes

Unit	Responses
E04	
R04	2045
FTO1	1259
ARFF216	14
Staff Hours	4337

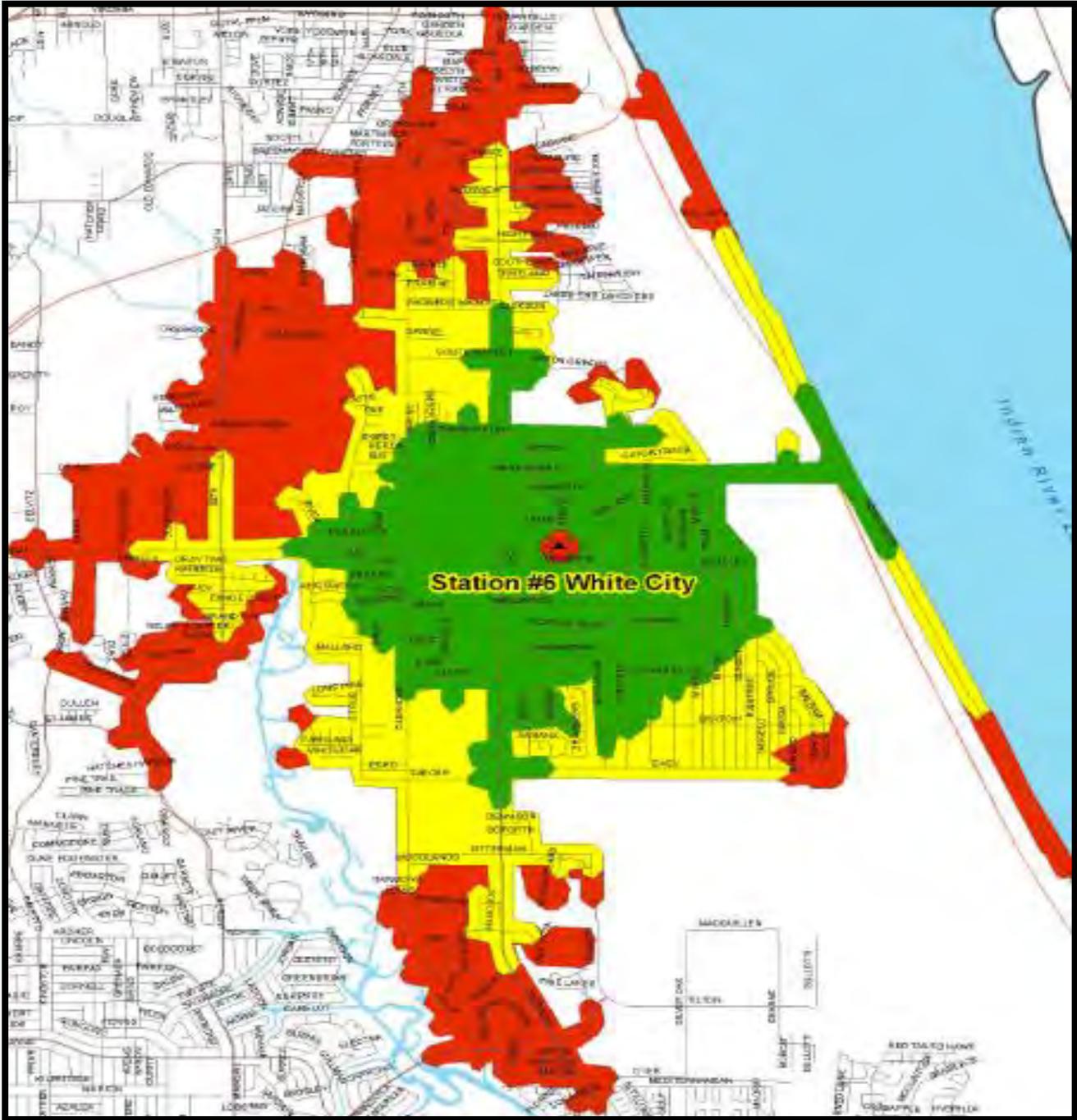
Figure 21 Station 5 Map and Responses



Legend	
	Station 05
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes
	SLC streets

Unit	Responses
E05	2549
R05	3527
FT03	845
Staff Hours	5905

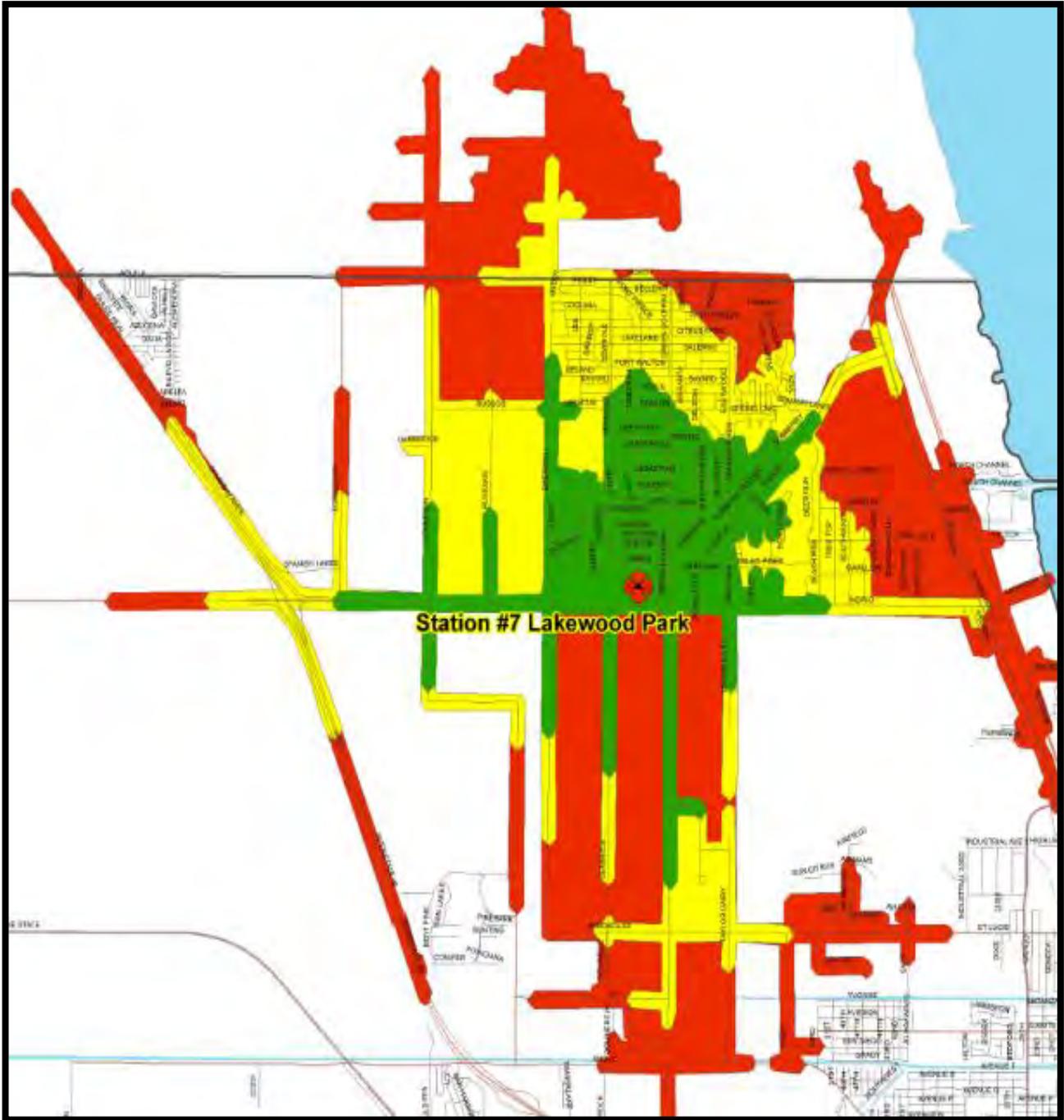
Figure 22 Station 6 Map and Responses



Legend	
	Station 06
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes

Unit	Responses
E06	2688
R06	3380
SQD06	113
TK06	348
FTC	641
Staff Hours	8863

Figure 23 Station 7 Map and Responses



Legend	
	Station 07
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes

Unit	Responses
E07	1667
R07	2138
TK07	152
Staff Hours	6383

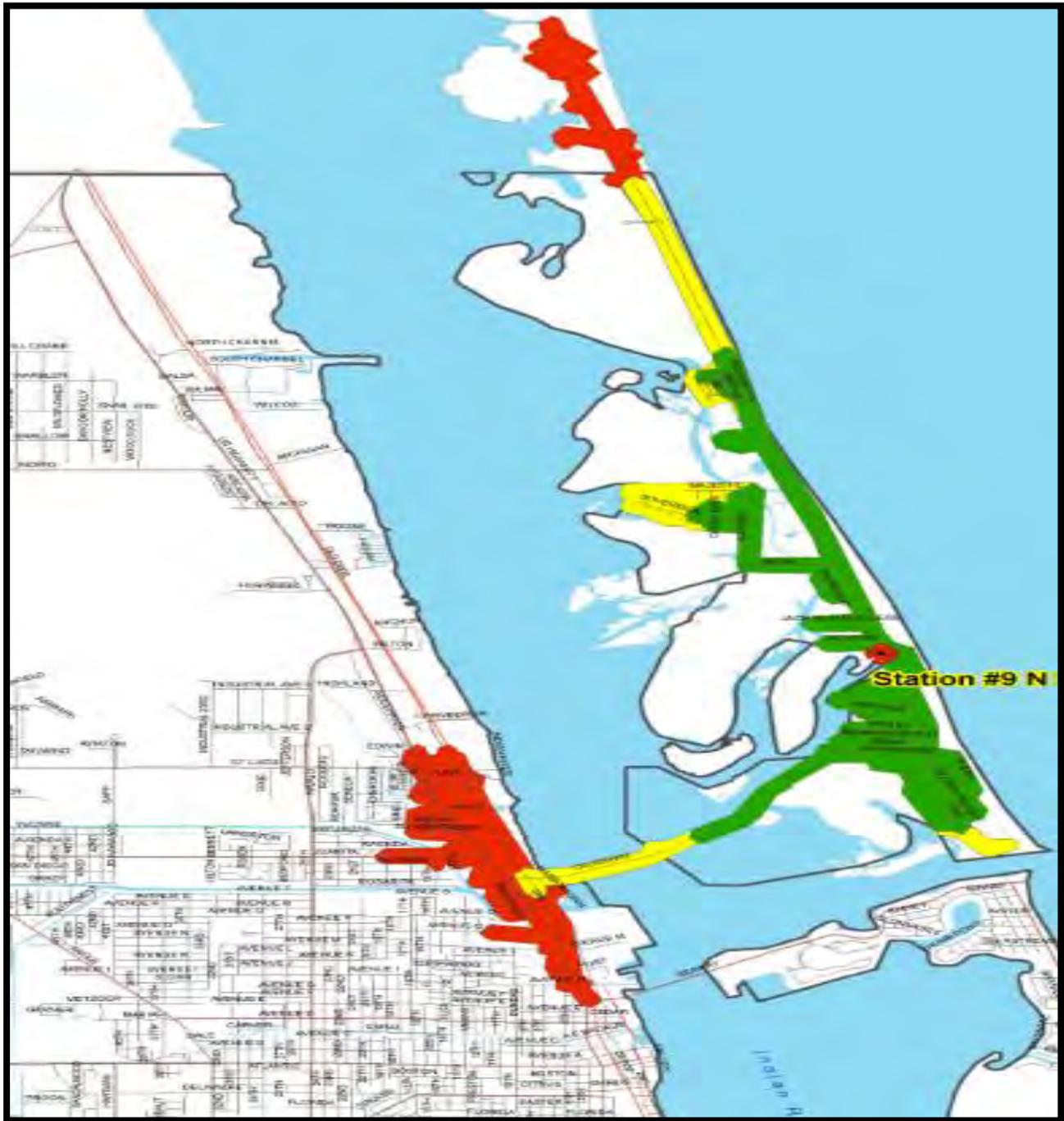
Figure 24 Station 8 Map and Responses



Legend	
	Station 08
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes
	SLC streets

Unit	Responses
Q08	486
R08	689
Staff Hours	1888

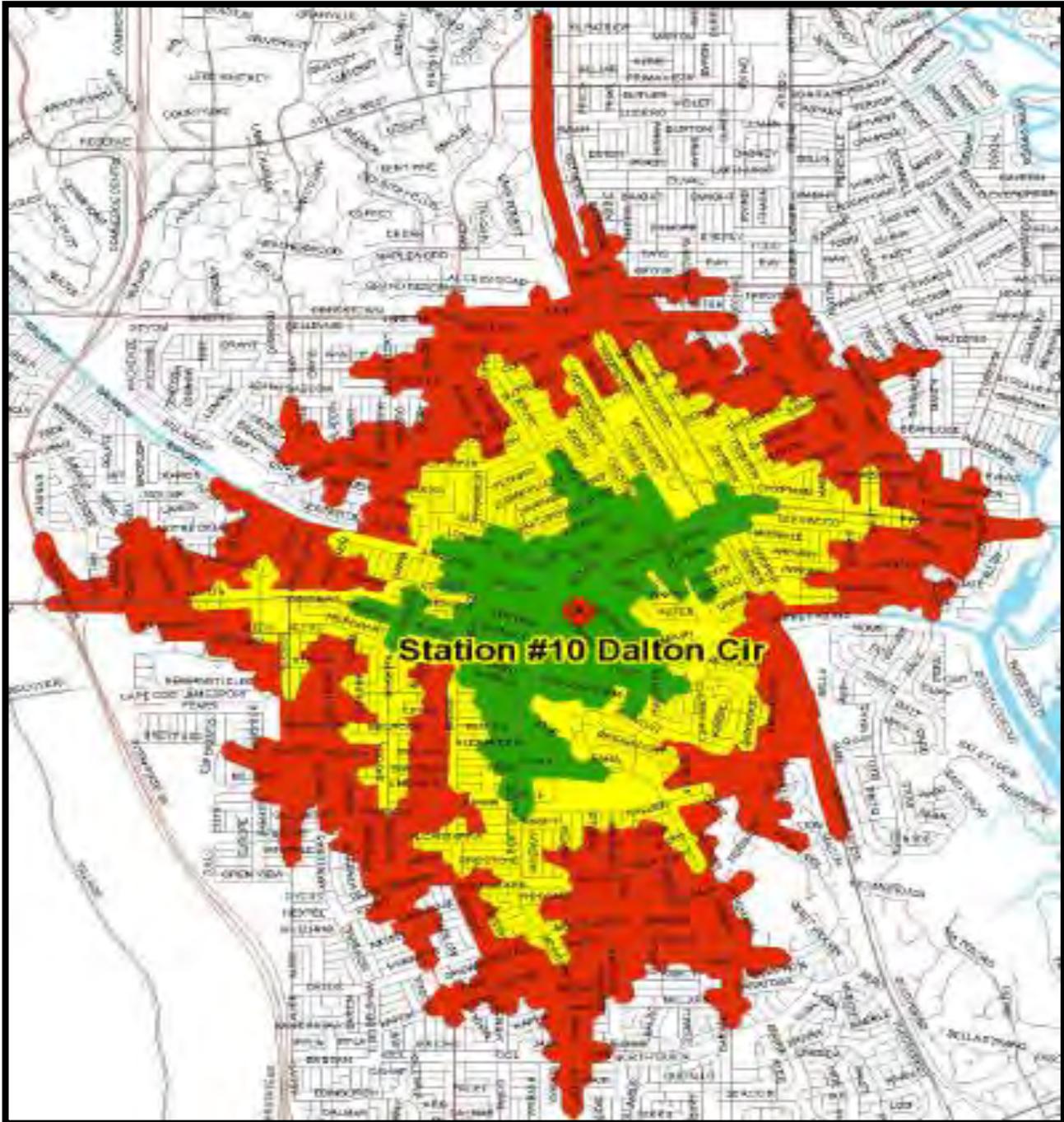
Figure 25 Station 9 Map and Responses



Legend	
	Station 09
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes

Unit	Responses
E09	457
R09	611
Staff Hours	1277

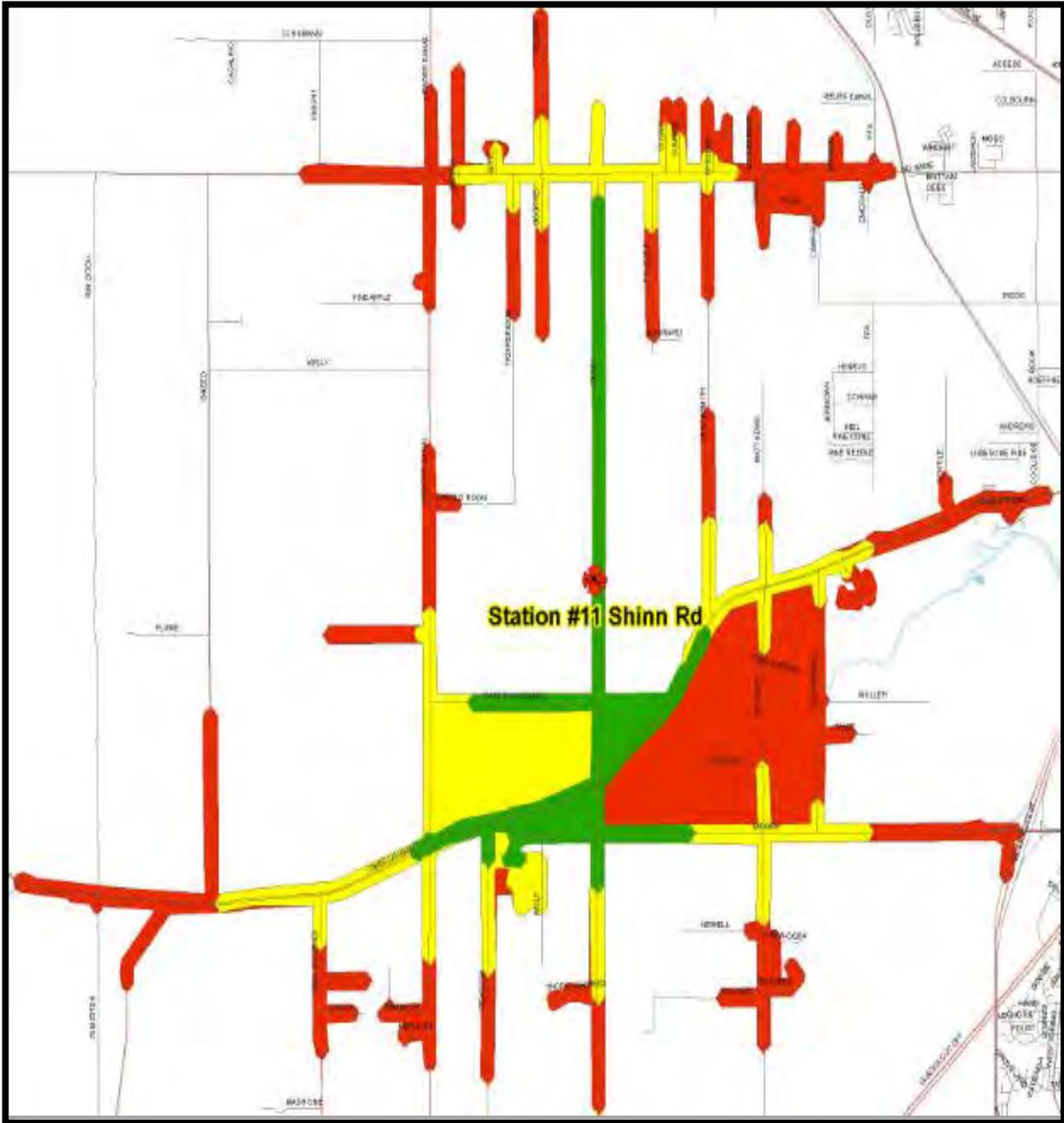
Figure 26 Station 10 Map and Responses



Legend	
	Station 10
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes

Unit	Responses
Q10	2471
R10	3315
TK10	237
Staff Hours	6135

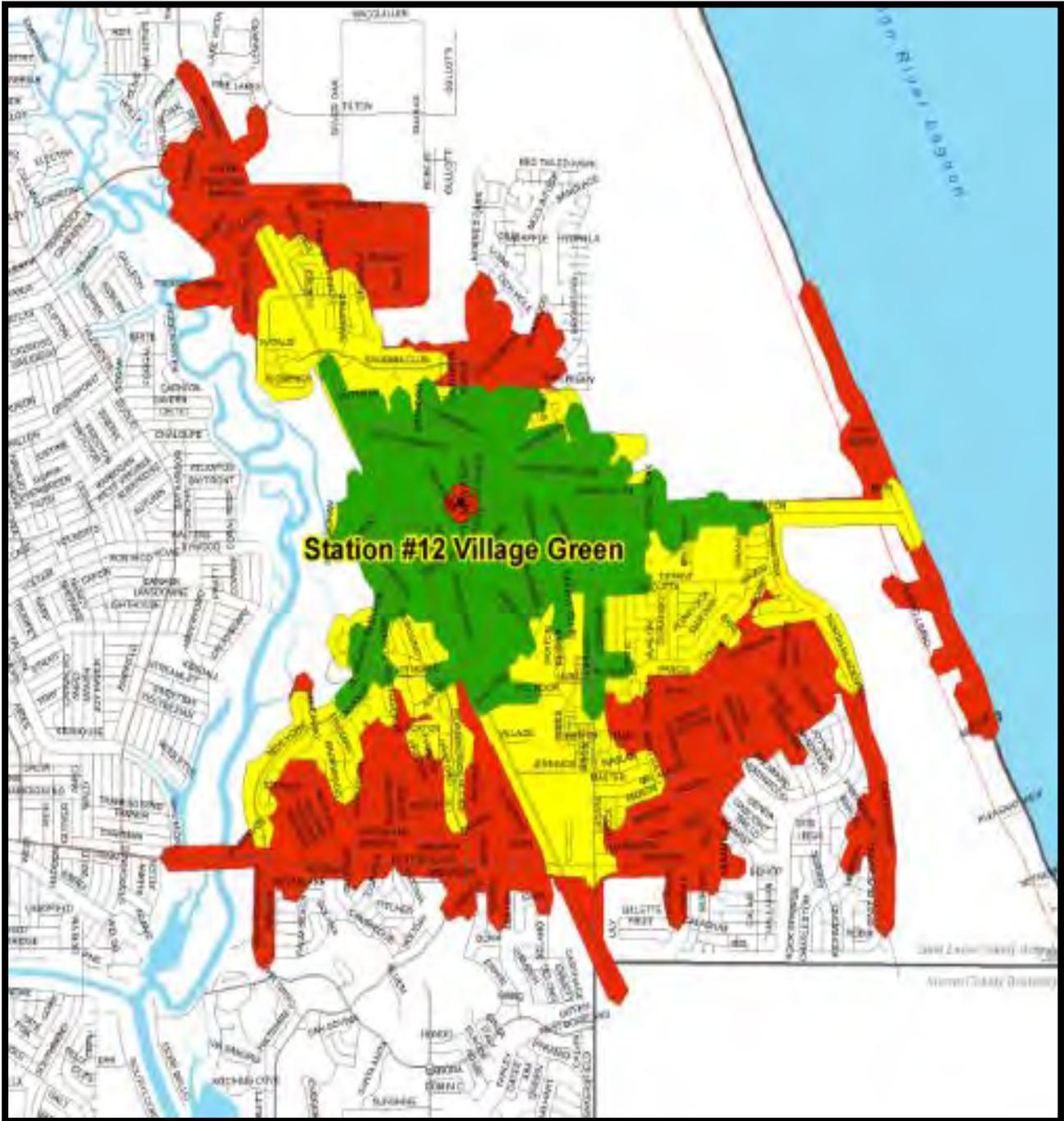
Figure 27 Station 11 Map and Responses



Legend	
	Station 11
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes

Unit	Responses
E11	417
R11	583
Staff Hours	1579

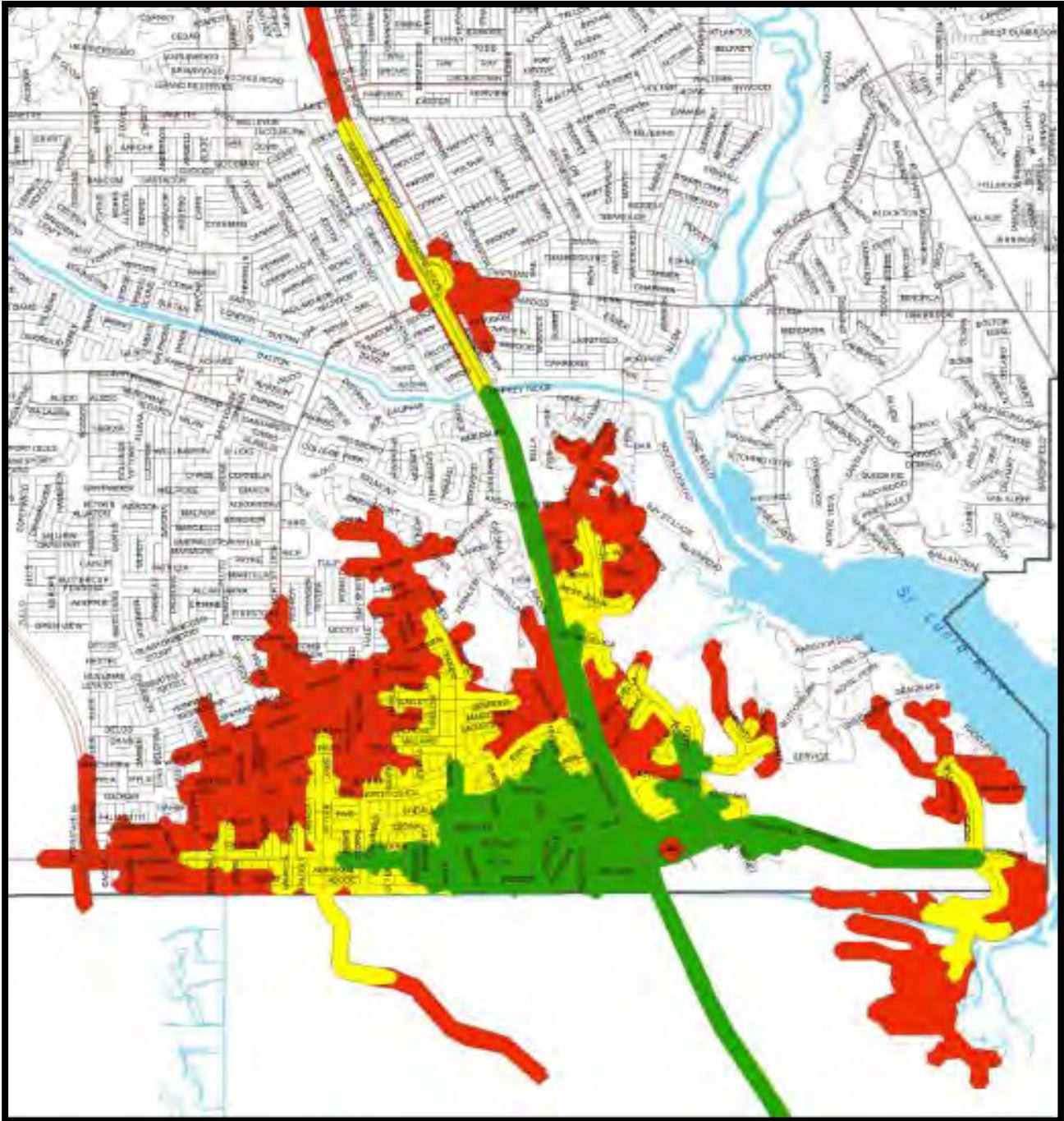
Figure 28 Station 12 Map and Responses



Legend	
	Station 12
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes

Unit	Responses
Q12	3226
R12	4225
Staff Hours	11626

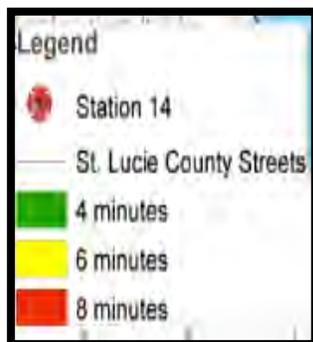
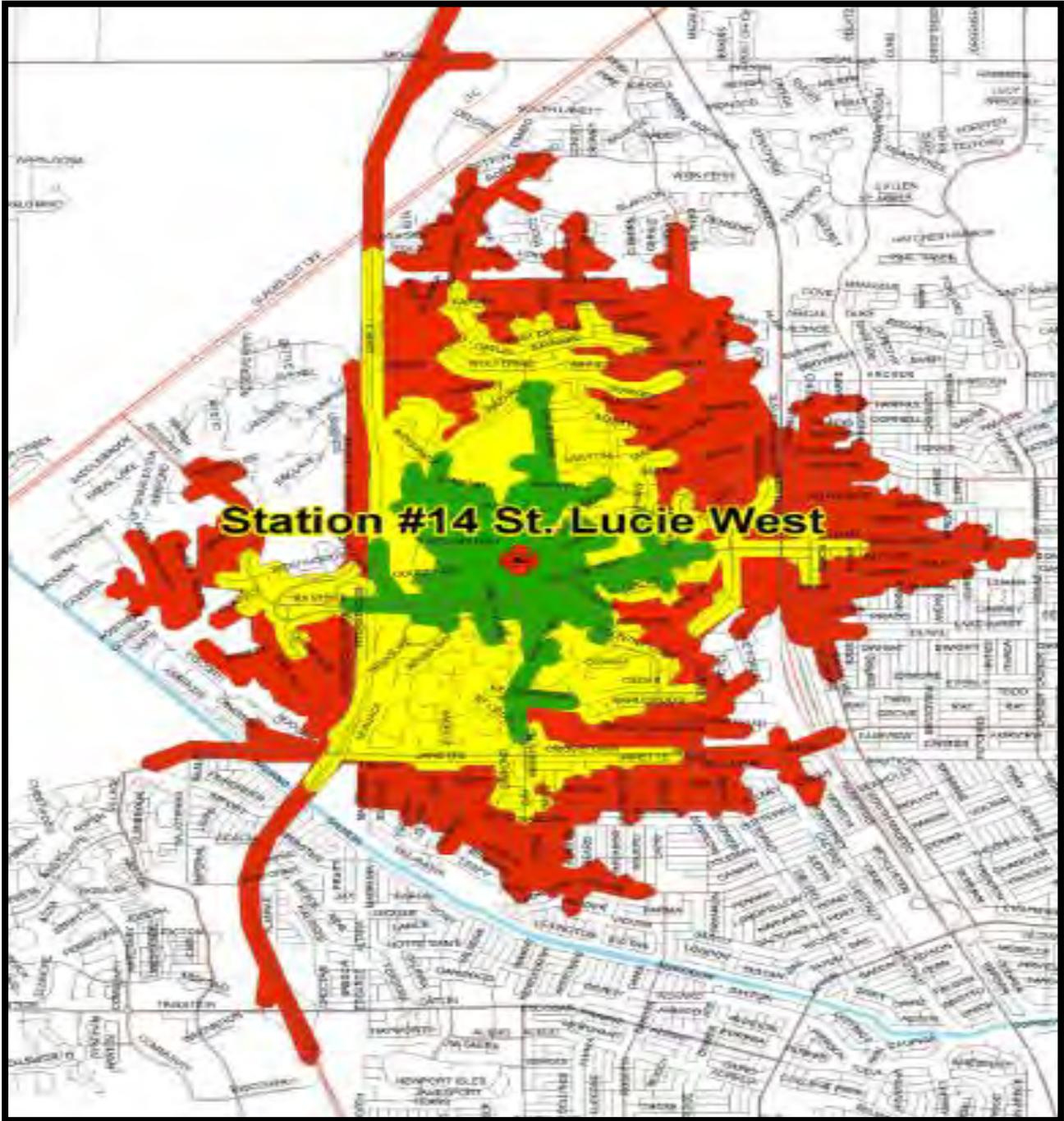
Figure 29 Station 13 Map and Responses



Legend	
	Station 13
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes

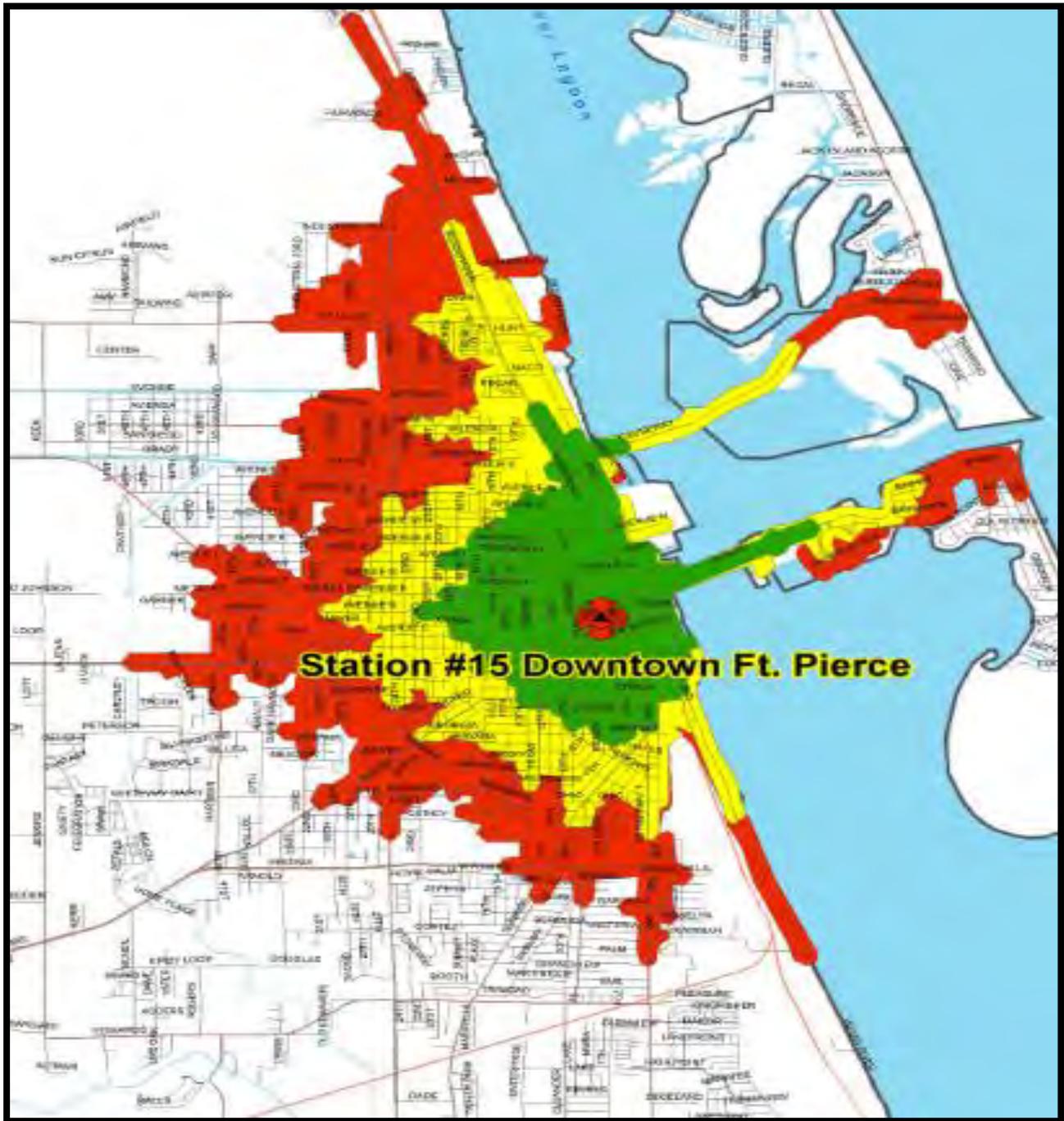
Unit	Responses
E13	713
R13	1419
Staff Hours	1992

Figure 30 Station 14 Map and Responses



Unit	Responses
E14	2815
R14	3310
L14	38
Staff Hours	10239

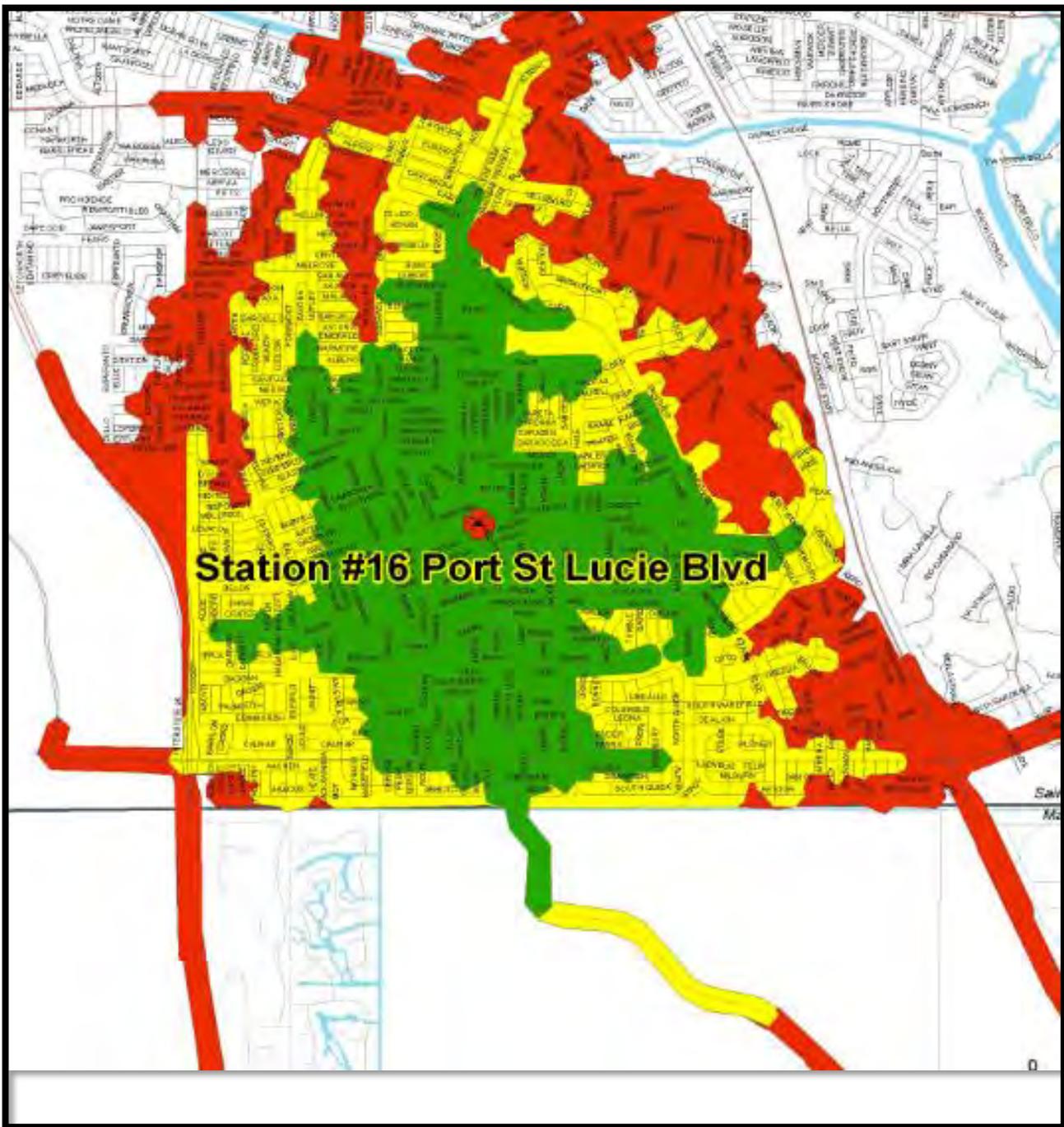
Figure 31 Station 15 Map and Responses



Legend	
	Station 15
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes

Unit	Responses
E15	4053
R15	4865
Staff Hours	10617

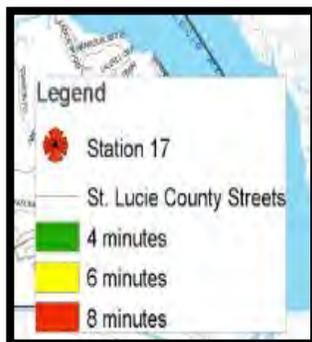
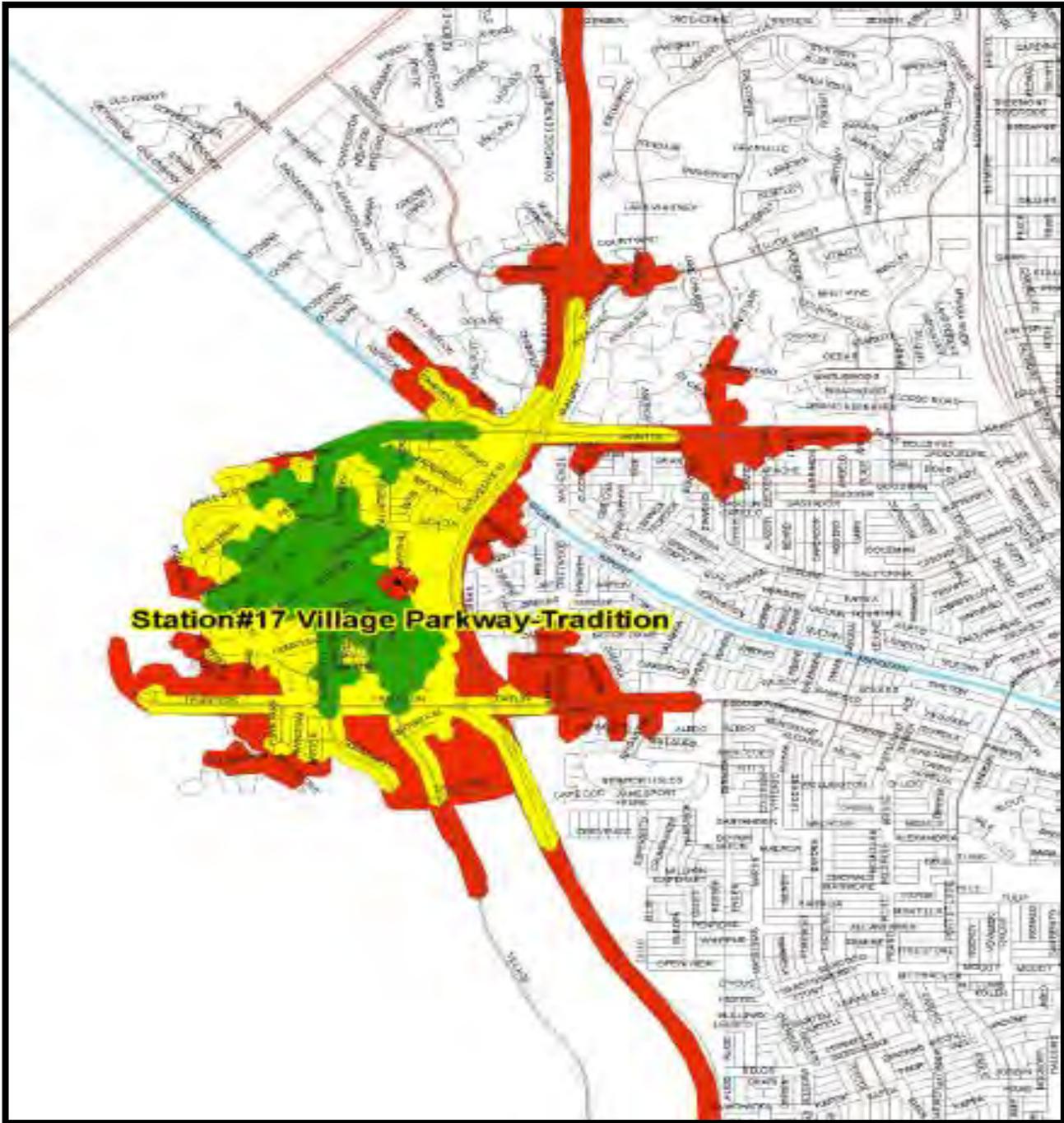
Figure 32 Station 16 Map and Responses



Legend	
	Station 16
	St. Lucie County Streets
	4 minutes
	6 minutes
	8 minutes

Unit	Responses
E16	1540
R16	2247
FT02	1093
Staff Hours	4400

Figure 33 Station 17 Map and Responses



Unit	Responses
E17	1131
R17	1909
SQD17	74
BC2	445
Staff Hours	3411

Concentration

Concentration of resources is defined as the arrangement so an effective response force (ERF) can arrive on scene to mitigate an emergency within an adopted time. The goal in concentration is to get the right amount of staff, units, and equipment arriving in a timeframe that allows personnel the ability to be affective in mitigating the emergency. Each SLCFD ERF is applicable to the level and type of each incident. Again, the goals of providing the initial ERF are to stabilize the incident, regardless of the level of risk and call type.

The concentration of each SLCFD unit is directly related to demands for service. Fire and EMS services are available from all 17 fire stations and each station has at a minimum of one (1) transport capable ALS rescue/ambulance.

Comparability

The SLCFD compares itself against several industry standards to ensure we are following best industry practices. Since the completion of our Strategic Plan in 2014, this is our first attempt at achieving accreditation. In addition to Accreditation, the Fire District is currently in the process of undergoing another ISO evaluation, our first since we were awarded a 3 PPC Rating in 2011. Our previous PPC Rating was a spilt 3/9. However, numerous improvements to our ability to provide a sufficient water supply as well as improvements to our overall operations resulted in a countywide rating of 3. The SLCFD continues to seek methods and avenues for improvement in our service delivery and overall administration of the organization. By incorporating NFPA Standards, utilizing the ISO fire suppression rating schedule, and pursuing the Commission on Fire Accreditation International (CFAI) Accreditation, the SLCFD can ensure we are not only providing the best possible services, but that we are continuously evaluating and improving our services when identified and financially feasible to do so.

Reliability

Figure 34 2016 Simultaneous Responses #1

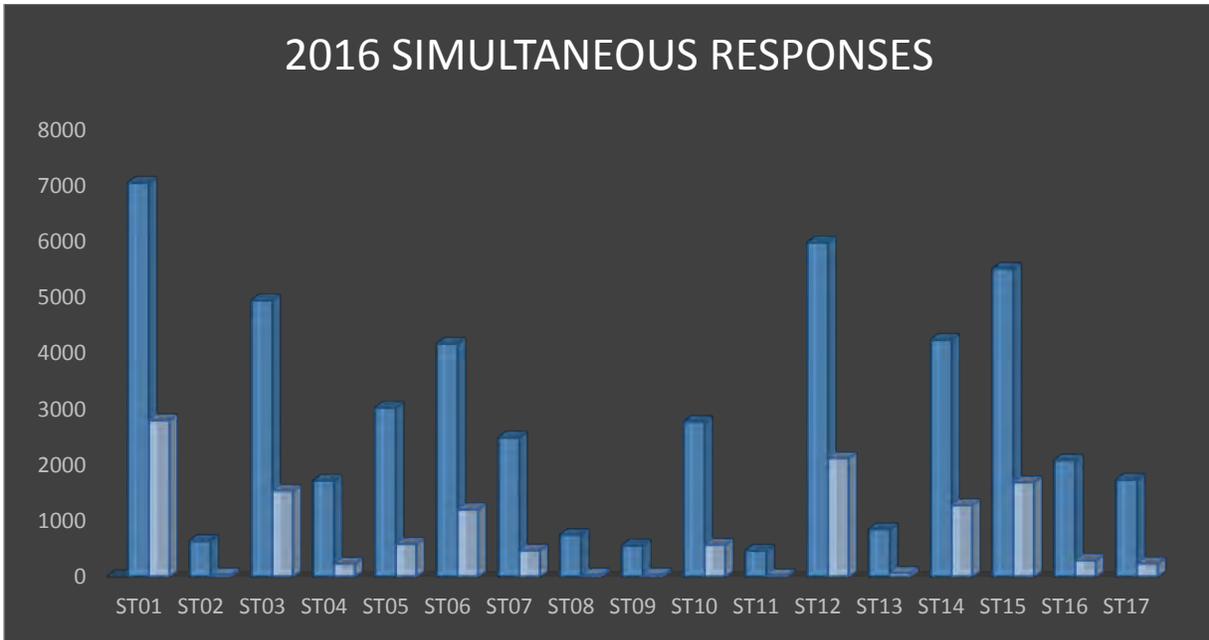


Figure 35 2016 Simultaneous Responses #2

Station	Responses	Simultaneous
ST01	7,021	2,796
ST02	635	33
ST03	4,930	1,532
ST04	1,713	226
ST05	3,015	578
ST06	4,158	1,197
ST07	2,485	462
ST08	743	32
ST09	549	32
ST10	2,766	565
ST11	460	20
ST12	5,961	2,116
ST13	844	61
ST14	4,225	1,275
ST15	5,494	1,683
ST16	2,077	288
ST17	1,732	231

Figure 36 2016 Daily Utilization

Station	ST01	ST12	ST15	ST03	ST14	ST06	ST05	ST10	ST07	ST16	ST17	ST04	ST13	ST08	ST02	ST09	ST11
0:00	21.40%	25.84%	20.47%	18.42%	16.89%	15.70%	9.54%	12.24%	10.91%	6.87%	7.63%	7.50%	2.75%	3.54%	3.35%	0.68%	1.55%
1:00	29.15%	22.45%	27.34%	15.41%	13.31%	13.07%	8.63%	16.69%	9.30%	11.00%	7.53%	6.01%	1.60%	2.72%	2.38%	1.68%	1.81%
2:00	18.33%	22.07%	16.54%	16.67%	12.40%	11.77%	6.70%	8.50%	8.43%	7.43%	9.25%	5.76%	2.46%	2.29%	2.95%	1.04%	1.76%
3:00	15.88%	19.01%	14.67%	17.04%	11.28%	10.72%	5.57%	6.45%	9.45%	7.11%	6.69%	5.81%	2.64%	3.34%	2.07%	0.76%	1.22%
4:00	17.61%	16.28%	15.19%	13.29%	9.94%	10.46%	5.23%	7.96%	7.52%	5.47%	6.09%	5.72%	1.81%	4.23%	2.09%	1.90%	1.71%
5:00	18.23%	23.41%	16.00%	14.47%	14.95%	10.31%	7.48%	9.90%	7.73%	6.81%	7.61%	8.36%	2.31%	2.72%	2.35%	1.12%	2.02%
6:00	28.98%	19.06%	19.21%	18.22%	15.40%	14.46%	7.33%	7.46%	12.21%	8.12%	7.65%	8.87%	4.35%	2.92%	3.79%	2.68%	2.85%
7:00	35.87%	30.76%	23.71%	24.62%	26.37%	18.64%	13.50%	13.74%	16.46%	11.88%	9.73%	12.17%	5.14%	6.35%	4.84%	4.13%	1.71%
8:00	43.97%	39.15%	29.44%	34.85%	28.38%	25.06%	19.75%	18.50%	20.22%	14.89%	13.30%	11.65%	5.12%	6.51%	5.17%	4.10%	1.56%
9:00	56.29%	48.12%	35.54%	42.48%	37.65%	29.71%	22.26%	18.48%	18.92%	18.03%	16.12%	17.12%	8.29%	10.93%	4.32%	5.80%	3.25%
10:00	65.20%	46.42%	44.16%	42.58%	38.05%	36.19%	22.47%	21.25%	24.85%	14.02%	14.99%	14.95%	6.85%	9.23%	5.17%	6.52%	2.08%
11:00	68.56%	55.44%	35.43%	50.10%	46.52%	42.91%	25.25%	23.95%	26.84%	20.89%	15.05%	16.03%	13.11%	9.62%	3.85%	7.45%	2.41%
12:00	62.75%	44.97%	38.36%	42.06%	38.57%	37.06%	21.54%	22.42%	23.06%	15.99%	13.58%	17.85%	9.36%	9.02%	4.68%	5.15%	4.95%
13:00	60.28%	50.20%	41.33%	39.29%	36.19%	35.00%	22.53%	23.83%	24.46%	15.18%	18.14%	10.96%	7.37%	3.68%	5.70%	2.83%	3.57%
14:00	59.43%	55.31%	42.83%	38.36%	40.36%	37.97%	24.98%	21.93%	18.64%	15.18%	18.40%	15.71%	3.93%	8.72%	6.20%	4.23%	4.09%
15:00	63.17%	57.01%	35.54%	44.38%	40.65%	36.46%	19.33%	21.28%	22.03%	18.02%	16.58%	17.03%	5.80%	6.75%	4.26%	3.58%	3.90%
16:00	54.01%	52.91%	34.62%	39.68%	37.13%	31.99%	23.43%	29.11%	22.84%	13.92%	15.27%	11.05%	4.97%	5.22%	5.64%	2.92%	3.11%
17:00	54.58%	47.93%	37.51%	39.58%	31.30%	31.60%	21.07%	20.07%	20.31%	14.95%	12.06%	15.23%	5.02%	4.53%	2.82%	3.37%	3.69%
18:00	47.70%	49.64%	38.05%	36.49%	32.66%	31.74%	18.50%	22.24%	19.24%	18.74%	15.08%	12.50%	6.61%	7.13%	4.49%	3.80%	2.84%
19:00	42.27%	43.02%	37.72%	32.03%	31.27%	28.09%	16.18%	19.83%	17.56%	15.77%	15.61%	8.69%	6.43%	5.15%	3.16%	6.09%	4.35%
20:00	33.27%	40.75%	33.95%	32.67%	25.66%	32.13%	13.54%	18.37%	19.59%	18.38%	11.66%	13.93%	5.56%	3.66%	4.51%	2.74%	3.11%
21:00	39.14%	41.96%	30.46%	30.83%	24.75%	24.42%	13.91%	17.24%	17.08%	14.01%	12.29%	11.33%	5.51%	3.95%	2.84%	3.54%	2.99%
22:00	31.88%	31.45%	28.88%	27.72%	16.37%	23.32%	12.90%	19.50%	15.13%	9.83%	11.23%	9.73%	2.90%	3.30%	3.46%	2.19%	2.11%
23:00	29.78%	29.74%	25.19%	23.18%	19.86%	18.78%	8.98%	13.87%	9.77%	7.36%	8.62%	8.31%	4.34%	4.55%	2.20%	2.40%	3.07%
Overall	41.57%	38.04%	30.09%	30.60%	26.91%	25.31%	15.44%	17.28%	16.77%	12.91%	12.09%	11.35%	5.18%	5.42%	3.85%	3.36%	2.74%
Runs	7,021	5,961	5,494	4,930	4,225	4,158	3,015	2,766	2,485	2,077	1,732	1,713	844	743	635	549	460

Figure 37 2016 Station Responses

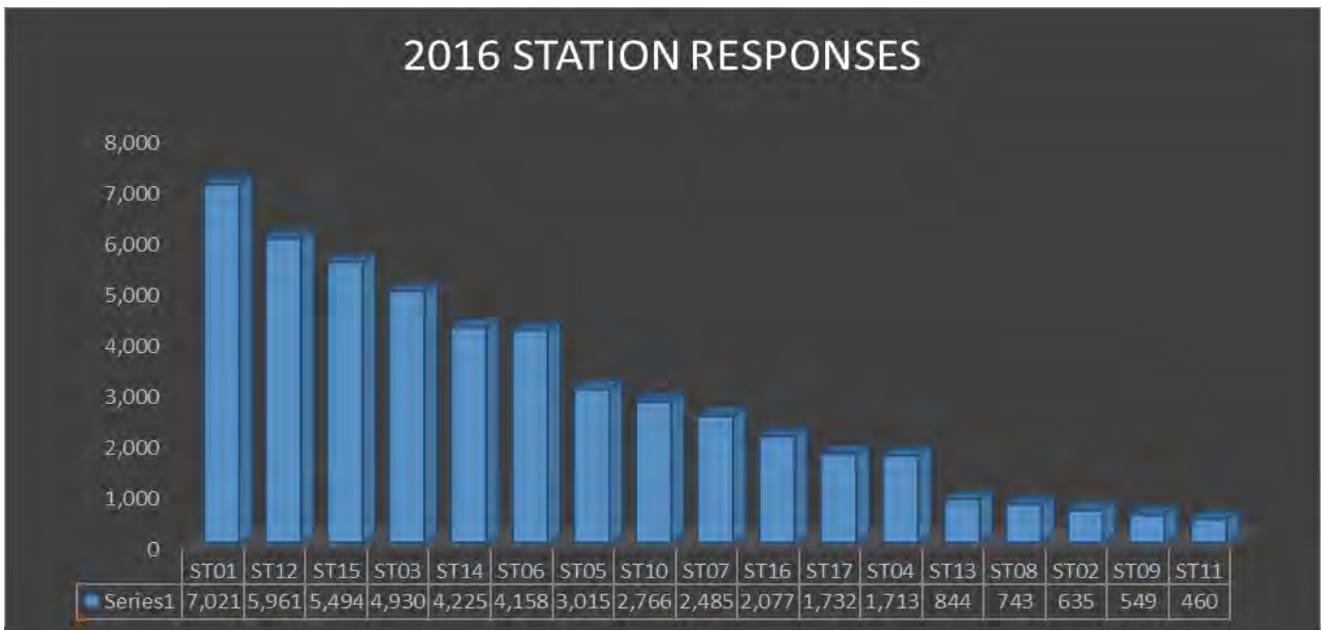


Figure 38 Responses Per Day #1

	1 Mon	2 Tue	3 Wed	4 Thu	5 Fri	6 Sat	7 Sun	Total
00:00-00:5	363	291	274	290	321	375	413	2,327
01:00-01:5	250	295	285	270	273	349	324	2,046
02:00-02:5	269	255	191	222	292	346	284	1,859
03:00-03:5	209	214	187	235	200	286	241	1,572
04:00-04:5	248	207	192	205	193	282	268	1,595
05:00-05:5	273	226	252	256	219	270	252	1,748
06:00-06:5	349	358	368	374	294	261	268	2,272
07:00-07:5	471	531	419	508	549	435	395	3,308
08:00-08:5	602	673	711	614	643	515	478	4,236
09:00-09:5	852	749	785	776	720	676	524	5,082
10:00-10:5	794	875	739	830	783	774	679	5,474
11:00-11:5	809	838	901	868	952	725	682	5,775
12:00-12:5	717	756	878	838	812	751	661	5,413
13:00-13:5	849	787	771	839	907	763	635	5,551
14:00-14:5	801	818	775	891	900	843	755	5,783
15:00-15:5	797	839	862	820	817	760	724	5,619
16:00-16:5	805	747	778	777	859	740	648	5,354
17:00-17:5	738	812	777	785	869	790	669	5,440
18:00-18:5	771	877	714	783	761	728	658	5,292
19:00-19:5	687	716	627	630	704	712	711	4,787
20:00-20:5	559	579	587	564	725	700	605	4,319
21:00-21:5	606	537	590	619	618	594	574	4,138
22:00-22:5	496	472	414	476	552	553	508	3,471
23:00-23:5	401	361	333	462	427	473	450	2,907
Total	13,716	13,813	13,410	13,932	14,390	13,701	12,406	95,368

Figure 39 Responses Per Day #2

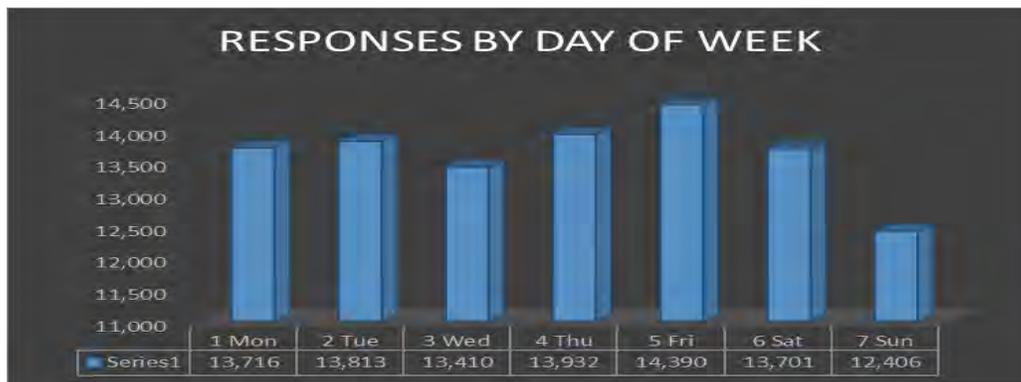
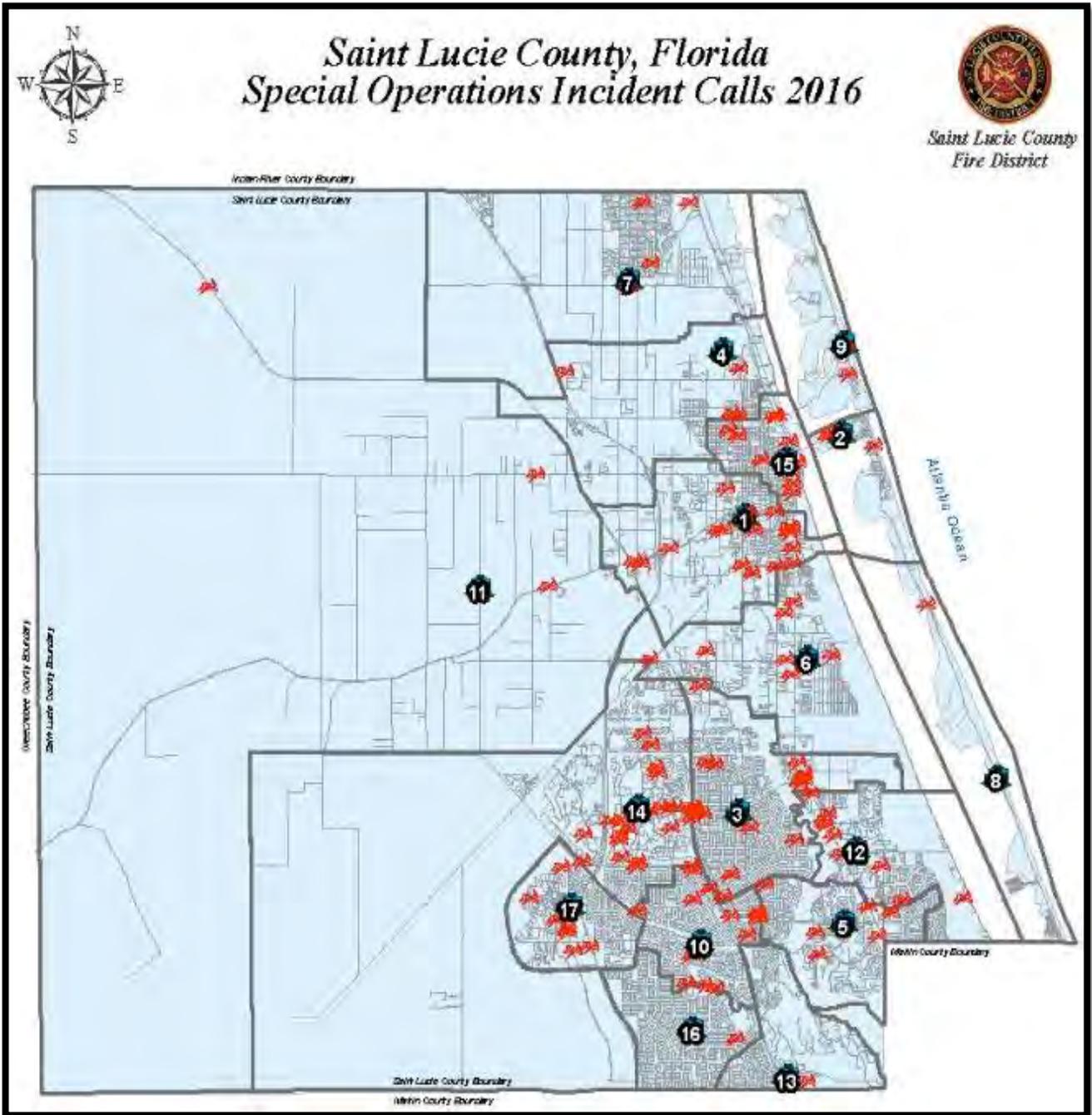


Figure 40 Unit Utilization

Vehicle	0:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	Overall	Runs
R01	20.06%	21.11%	18.64%	14.86%	14.17%	15.45%	23.08%	26.42%	31.51%	37.49%	34.90%	39.33%	39.93%	38.86%	40.09%	38.36%	37.17%	33.19%	33.57%	29.94%	32.66%	36.02%	29.64%	26.95%	29.73%	5,044
R15	24.95%	29.31%	19.26%	17.11%	16.36%	18.20%	24.59%	24.88%	31.86%	33.58%	38.87%	34.02%	39.71%	41.07%	40.59%	37.30%	35.84%	38.23%	34.87%	34.74%	34.89%	30.09%	33.15%	27.52%	30.87%	4,865
R03	19.67%	14.60%	16.30%	16.47%	14.07%	13.71%	19.87%	25.68%	28.00%	36.51%	34.21%	39.29%	34.67%	31.01%	36.42%	37.47%	33.49%	30.77%	32.52%	32.61%	30.96%	34.56%	28.78%	24.37%	27.75%	4,448
E01	12.11%	9.94%	5.69%	7.84%	7.82%	7.86%	11.84%	12.72%	17.08%	15.89%	17.35%	20.89%	20.11%	19.92%	19.86%	22.94%	19.47%	20.06%	18.26%	18.02%	16.35%	15.50%	13.40%	14.05%	15.21%	4,296
R12	18.26%	16.41%	13.39%	13.61%	13.34%	19.02%	14.30%	25.52%	29.49%	34.34%	35.97%	41.44%	32.15%	36.08%	38.64%	35.08%	35.55%	35.33%	35.35%	27.59%	28.56%	28.49%	24.62%	19.61%	27.17%	4,225
E15	12.23%	14.51%	7.34%	5.58%	6.81%	5.31%	6.44%	8.13%	14.22%	11.50%	17.26%	19.45%	17.24%	18.31%	18.30%	18.82%	14.57%	16.54%	17.54%	17.96%	14.29%	12.37%	14.38%	11.62%	13.36%	4,053
E03	9.13%	6.78%	7.43%	6.93%	5.65%	5.59%	6.09%	9.33%	11.99%	15.32%	14.77%	14.80%	15.88%	13.86%	16.80%	17.07%	15.90%	16.06%	15.27%	13.37%	17.75%	17.01%	10.84%	10.36%	12.25%	3,556
R05	13.13%	12.29%	11.89%	8.27%	7.59%	13.45%	10.52%	17.93%	28.97%	31.02%	30.20%	32.51%	31.94%	30.87%	33.34%	28.47%	30.62%	27.32%	27.18%	24.33%	21.87%	25.08%	20.28%	13.50%	22.19%	3,527
R25	6.33%	6.77%	3.78%	5.33%	5.54%	4.60%	6.41%	17.49%	25.56%	31.77%	36.04%	38.36%	35.87%	37.71%	35.72%	36.86%	33.60%	34.13%	35.03%	27.39%	17.37%	11.72%	8.11%	7.60%	21.21%	3,386
R06	16.98%	14.26%	13.86%	12.77%	12.38%	12.15%	18.74%	20.16%	21.76%	28.46%	31.48%	34.64%	33.31%	32.83%	36.29%	32.04%	30.35%	30.85%	29.17%	29.26%	31.95%	27.50%	19.97%	21.00%	24.67%	3,380
R10	14.51%	22.28%	11.63%	9.18%	9.29%	14.43%	14.18%	22.10%	22.69%	29.19%	30.38%	34.32%	29.49%	33.50%	33.78%	27.65%	35.15%	26.34%	30.33%	27.15%	31.07%	25.12%	27.95%	18.69%	24.18%	3,315
R14	16.39%	15.77%	15.14%	12.83%	11.27%	16.35%	17.48%	24.21%	26.10%	31.18%	35.40%	34.63%	33.94%	33.12%	34.81%	34.30%	34.18%	28.66%	30.76%	32.01%	27.89%	27.28%	21.39%	22.89%	25.75%	3,310
E14	4.25%	5.49%	5.17%	4.31%	4.44%	6.46%	6.99%	10.65%	10.43%	15.68%	13.86%	15.98%	14.90%	14.26%	16.54%	14.62%	13.36%	14.54%	14.08%	14.53%	12.37%	13.31%	8.60%	7.57%	10.93%	2,885
E06	6.03%	6.24%	4.99%	5.92%	5.85%	4.41%	5.90%	8.02%	8.74%	10.36%	14.34%	13.29%	12.01%	14.22%	14.55%	15.02%	11.38%	16.51%	12.62%	13.71%	11.25%	10.03%	7.75%	10.33%	10.15%	2,688
E05	4.68%	6.60%	3.40%	3.29%	2.51%	4.62%	4.49%	7.29%	9.16%	13.17%	10.66%	12.57%	10.47%	11.94%	14.95%	12.03%	12.10%	11.94%	11.71%	8.29%	11.28%	10.84%	7.48%	5.96%	8.61%	2,549
R26	2.49%	1.27%	1.59%	1.24%	0.51%	1.80%	1.65%	12.47%	24.88%	32.43%	31.35%	34.65%	30.36%	33.87%	31.70%	36.04%	32.63%	31.50%	25.94%	18.71%	7.14%	4.45%	3.01%	2.35%	16.83%	2,341
R16	9.82%	11.90%	9.66%	7.94%	6.87%	7.54%	9.96%	14.34%	17.29%	21.58%	19.63%	23.84%	23.06%	21.14%	24.63%	24.93%	19.17%	20.63%	22.11%	20.50%	22.41%	19.56%	13.89%	11.86%	16.84%	2,247
R07	13.25%	10.27%	9.13%	10.81%	8.75%	9.16%	16.25%	17.93%	20.17%	18.93%	25.68%	24.46%	24.31%	24.13%	19.67%	24.56%	23.00%	20.25%	20.57%	20.11%	19.67%	18.34%	18.30%	10.57%	17.84%	2,138
R04	11.70%	8.48%	7.81%	7.25%	7.54%	9.12%	8.52%	15.53%	14.01%	22.32%	21.23%	29.55%	23.40%	18.69%	19.66%	21.45%	17.72%	21.50%	18.08%	16.88%	16.93%	18.23%	14.27%	13.50%	15.97%	2,045
Q12	4.80%	5.23%	2.95%	2.81%	3.30%	3.79%	3.02%	5.27%	7.49%	8.92%	8.96%	9.32%	8.63%	6.68%	9.86%	7.02%	8.57%	9.62%	7.42%	7.54%	7.59%	7.02%	4.41%	5.28%	6.48%	1,920
R17	8.60%	8.95%	8.84%	6.97%	7.29%	8.03%	8.67%	13.02%	15.26%	20.93%	16.55%	19.25%	16.73%	20.92%	20.82%	20.40%	19.17%	16.54%	19.04%	17.43%	14.31%	16.67%	12.44%	9.08%	14.41%	1,909
R02	8.25%	12.58%	5.29%	2.78%	4.51%	4.32%	6.25%	9.36%	14.91%	16.05%	19.68%	19.38%	19.45%	15.96%	17.58%	16.05%	13.41%	12.19%	12.84%	11.98%	14.39%	13.00%	9.46%	6.80%	11.94%	1,794
E07	4.74%	3.89%	2.44%	2.34%	3.00%	2.47%	4.72%	5.00%	6.68%	7.38%	8.17%	10.02%	7.93%	9.04%	7.77%	8.44%	8.63%	8.80%	8.52%	8.31%	7.38%	7.98%	6.19%	3.91%	6.41%	1,667
E16	2.93%	4.58%	3.47%	3.13%	2.16%	2.79%	3.19%	4.50%	5.23%	6.95%	7.64%	7.29%	7.93%	6.78%	8.69%	7.74%	7.41%	6.63%	7.35%	7.59%	7.90%	5.77%	3.81%	3.75%	5.63%	1,540
R13	8.34%	6.15%	8.67%	7.13%	4.82%	4.12%	6.95%	7.61%	8.10%	15.53%	14.25%	16.80%	18.92%	15.62%	16.97%	20.59%	17.63%	16.27%	17.99%	15.47%	16.94%	15.73%	8.24%	14.00%	12.62%	1,419
Q10	3.31%	2.51%	1.73%	1.35%	1.56%	2.59%	3.65%	2.99%	6.15%	6.47%	7.03%	6.41%	5.72%	6.25%	8.03%	5.82%	7.02%	5.73%	6.96%	4.79%	9.00%	5.21%	4.20%	2.64%	4.88%	1,331
E04	4.65%	3.72%	2.26%	2.85%	2.70%	2.94%	3.44%	3.14%	5.60%	4.80%	8.56%	8.40%	6.52%	6.06%	8.07%	5.72%	5.10%	5.70%	6.55%	6.73%	5.82%	6.09%	6.14%	5.24%	5.28%	1,326
E12	2.17%	2.21%	1.91%	1.62%	2.02%	2.62%	1.89%	3.77%	5.20%	6.68%	6.28%	7.08%	6.21%	5.50%	6.68%	5.77%	5.02%	5.57%	8.01%	4.37%	4.41%	4.32%	4.04%	3.27%	4.44%	1,306
FTO1	4.66%	2.04%	2.56%	1.52%	2.16%	2.72%	3.22%	2.39%	4.90%	3.09%	5.52%	5.96%	5.38%	5.91%	6.75%	6.40%	5.18%	8.24%	6.53%	8.01%	5.00%	4.87%	4.70%	4.50%	4.68%	1,259
E10	2.46%	3.18%	1.45%	0.99%	1.63%	1.72%	2.43%	3.48%	4.28%	3.78%	3.65%	6.26%	4.08%	5.27%	5.64%	6.14%	4.89%	5.15%	4.92%	5.02%	5.34%	4.58%	4.89%	4.02%	3.97%	1,140
E17	1.90%	3.42%	2.08%	2.47%	2.26%	2.03%	2.60%	4.19%	4.43%	5.67%	5.31%	6.16%	5.48%	5.52%	8.62%	5.00%	5.56%	4.73%	6.46%	5.47%	4.95%	5.01%	4.49%	2.38%	4.42%	1,131
Q02	3.95%	7.60%	1.23%	1.65%	1.44%	1.32%	1.65%	2.72%	4.59%	5.39%	6.22%	5.61%	4.55%	4.53%	5.19%	4.98%	4.40%	4.42%	3.61%	4.30%	3.26%	3.94%	2.84%	1.93%	3.80%	1,111
FTO2	2.72%	5.92%	2.79%	1.47%	1.74%	1.99%	3.27%	3.87%	3.78%	4.85%	4.02%	5.19%	4.59%	6.56%	5.23%	5.25%	6.11%	5.59%	4.68%	5.75%	4.99%	4.62%	2.93%	4.22%	1,093	
DC1	5.37%	4.09%	1.86%	2.24%	2.52%	2.30%	2.40%	1.68%	3.12%	1.93%	4.42%	7.49%	2.34%	4.45%	7.32%	5.61%	3.73%	5.77%	6.50%	9.72%	4.87%	5.70%	2.94%	3.48%	4.24%	993
AIR1	1.14%	1.29%	2.32%	0.46%	0.43%	0.97%	1.21%	2.03%	1.22%	1.58%	2.81%	2.21%	2.83%	2.92%	3.52%	4.10%	3.51%	2.98%	2.97%	4.08%	2.27%	2.59%	2.23%	3.15%	2.28%	913
FTO3	1.92%	1.86%	0.94%	0.97%	1.24%	1.74%	0.89%	2.37%	2.28%	3.35%	3.78%	3.02%	4.46%	2.23%	3.24%	4.75%	2.93%	4.21%	4.95%	3.47%	5.27%	4.60%	2.54%	3.98%	2.96%	845
BC3	0.93%	2.49%	1.41%	0.82%	0.59%	0.94%	1.31%	1.82%	2.43%	2.41%	2.99%	4.02%	3.62%	2.66%	5.44%	5.08%	4.22%	6.15%	4.06%	3.54%	6.10%	5.25%	2.36%	3.09%	3.07%	778
E13	1.15%	1.87%	1.42%	1.15%	0.43%	0.87%	1.88%	1.80%	2.35%	3.62%	3.06%	4.13%	4.88%	5.45%	3.05%	3.94%	3.03%	3.23%	3.49%	3.35%	3.20%	2.59%	1.39%	2.24%	2.65%	713
R08	3.74%	3.33%	2.89%	4.02%	4.74%	3.44%	3.64%	6.79%	7.24%	10.33%	10.16%	11.13%	10.77%	5.20%	10.22%	7.80%	6.22%	5.76%	7.80%	6.01%	4.25%	4.67%	3.95%	5.14%	6.22%	689
FTC	2.05%	1.14%	1.14%	2.18%	1.63%	1.29%	3.32%	0.74%	2.55%	2.70%	3.15%	4.15%	2.11%	3.25%	4.27%	4.56%	3.03%	3.19%	2.89%	2.43%	3.41%	2.76%	1.42%	1.49%	2.54%	641
R09	0.80%	1.87%	1.79%	1.40%	2.00%	1.31%	3.28%	4.26%	5.57%	6.44%	8.43%	10.71%	6.99%	4.29%	5.74%	6.66%	5.51%	5.42%	4.38%	6.57%	3.95%	5.06%	2.44%	3.11%	4.50%	611
R11	2.21%	1.88%	2.39%	2.48%	1.62%	0.80%	3.67%	2.54%	3.77%	6.14%	5.80%	5.64%	8.07%	6.06%	5.91%	8.51%	4.56%	5.26%	3.89%	5.45%	6.67%	3.11%	4.89%	4.84%	4.42%	583
Q08	1.00%	0.61%	1.45%	1.75%	1.48%	0.74%	1.31%	1.84%	1.87%	3.37%	2.20%	3.11%	2.80%	2.14%	2.40%	2.68%	2.59%	2.43%	2.54%	2.10%	2.35%	1.54%	1.27%	2.38%	2.00%	486
BC2	1.68%	2.35%	1.05%	0.31%	0.11%	0.59%	2.15%	0.93%	0.88%	1.45%	2.37%	2.19%	2.86%	5.16%	4.52%	4.61%	2.23%	2.54%	1.90%	1.51%	3.32%	2.11%	2.38%	0.85%	2.09%	445
E11	1.69%	1.03%	1.95%	1.65%	1.53%	0.77%	3.62%	1.58%	1.07%	2.17%	2.22%	2.40%	4.38%	2.60%	2.47%	3.23%	2.71%	1.99%	2.11%	2.64%	2.09%	2.05%	1.78%	2.41%	2.17%	417
Q09	0.38%	0.52%	0.16%	0.74%	0.51%	0.63%	1.57%	0.91%	1.69%	1.31%	2.08%	2.04%	1.33%	1.52%	1.97%	2.00%	2.04%	1.74%	1.52%	2.45%	0.85%	2.21%	1.29%	0.81%	1.34%	367
TK06	4.34%	0.89%	0.39%	1.15%	0.56%	0.82%	0.20%	1.06%	1.76%	0.68%	2.09%	1.61%	0.55%	3.58%	3.90%	5.33%	1.74%	2.04%	1.86%	1.56%	2.18%					

Figure 41 Special Operations



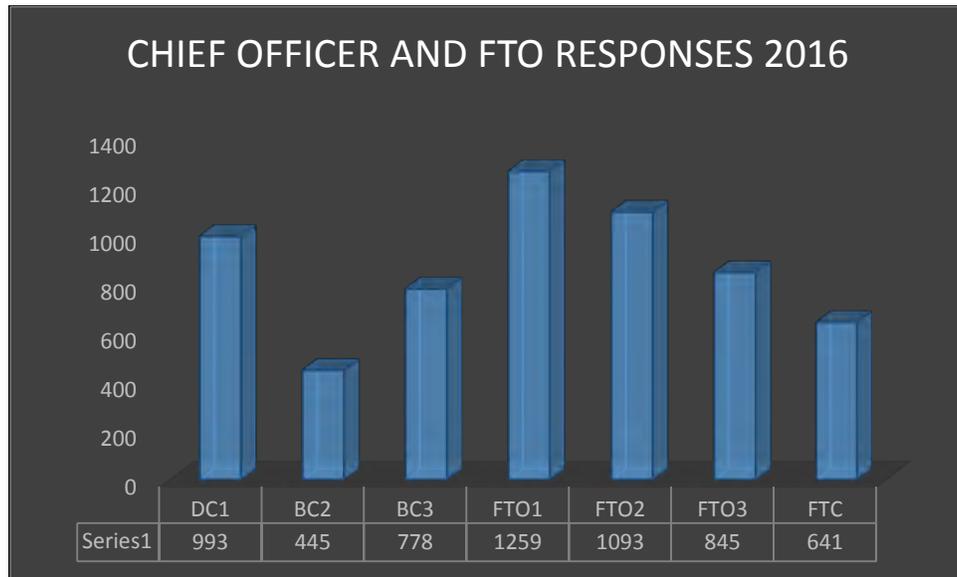
Special Operations Locations:

Squad 6 Fire Station 6

Squad 17 Fire Station 17

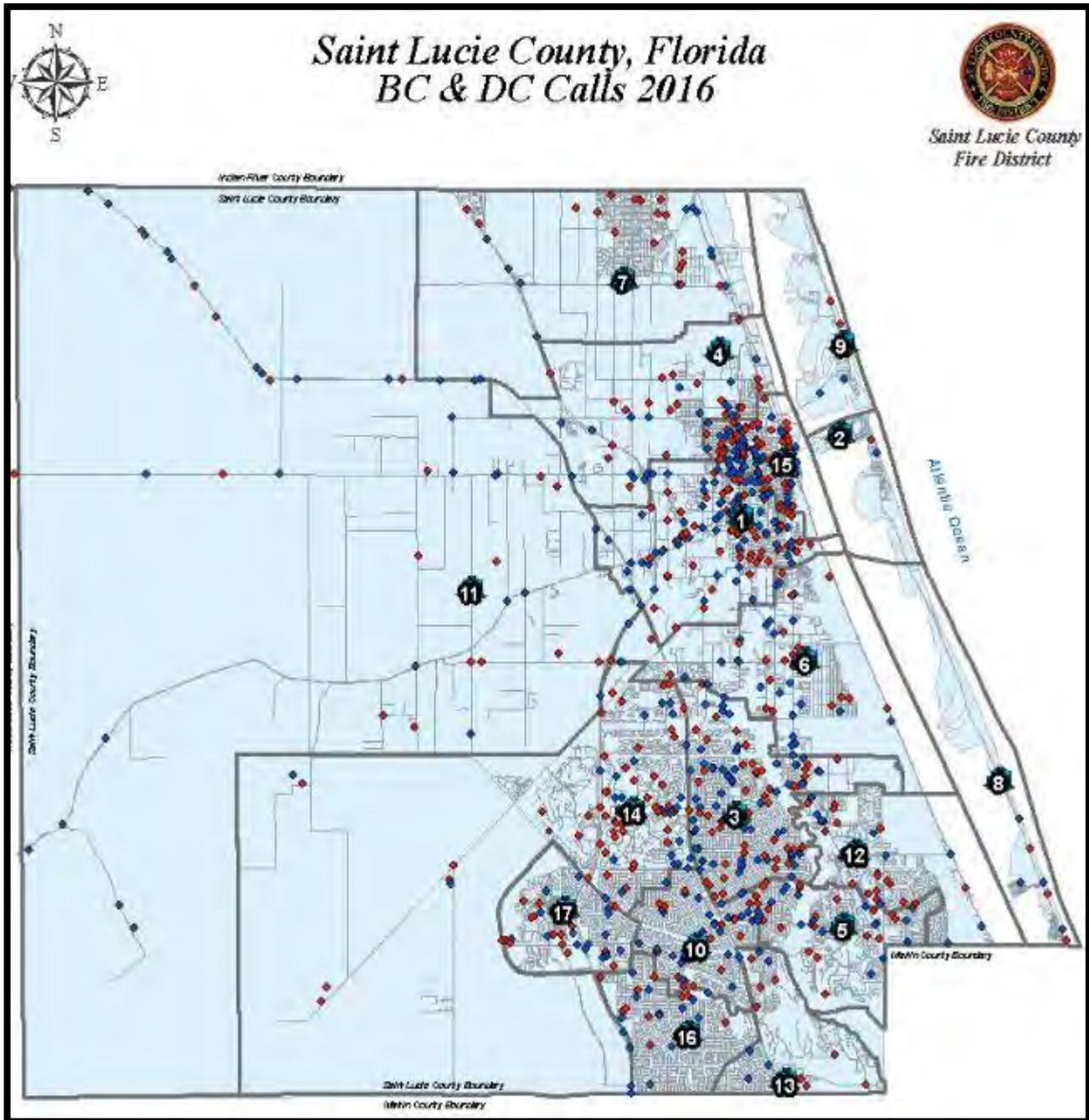
Both Squads are cross-staffed by Fire Stations 6 and 17's personnel

Figure 42 Chief and FTO Responses 2016



Chief Officers and FTOs respond to a wide array of emergency incidents. FTOs naturally have a higher call volume as they serve as EMS supervisors, carry specialized equipment and medications, as well as provide overall quality assurance of the higher acuity medical emergencies. This was described earlier in our critical tasking and risk categorization. District Chief 1 (DC1), the Shift Commander is located at Fire Station 1, and is the vital link between our administrative Command Staff and operational personnel. Battalion Chiefs 2 and 3 supervise 5-6 stations and respond along with the District Chief on all high acuity incidents.

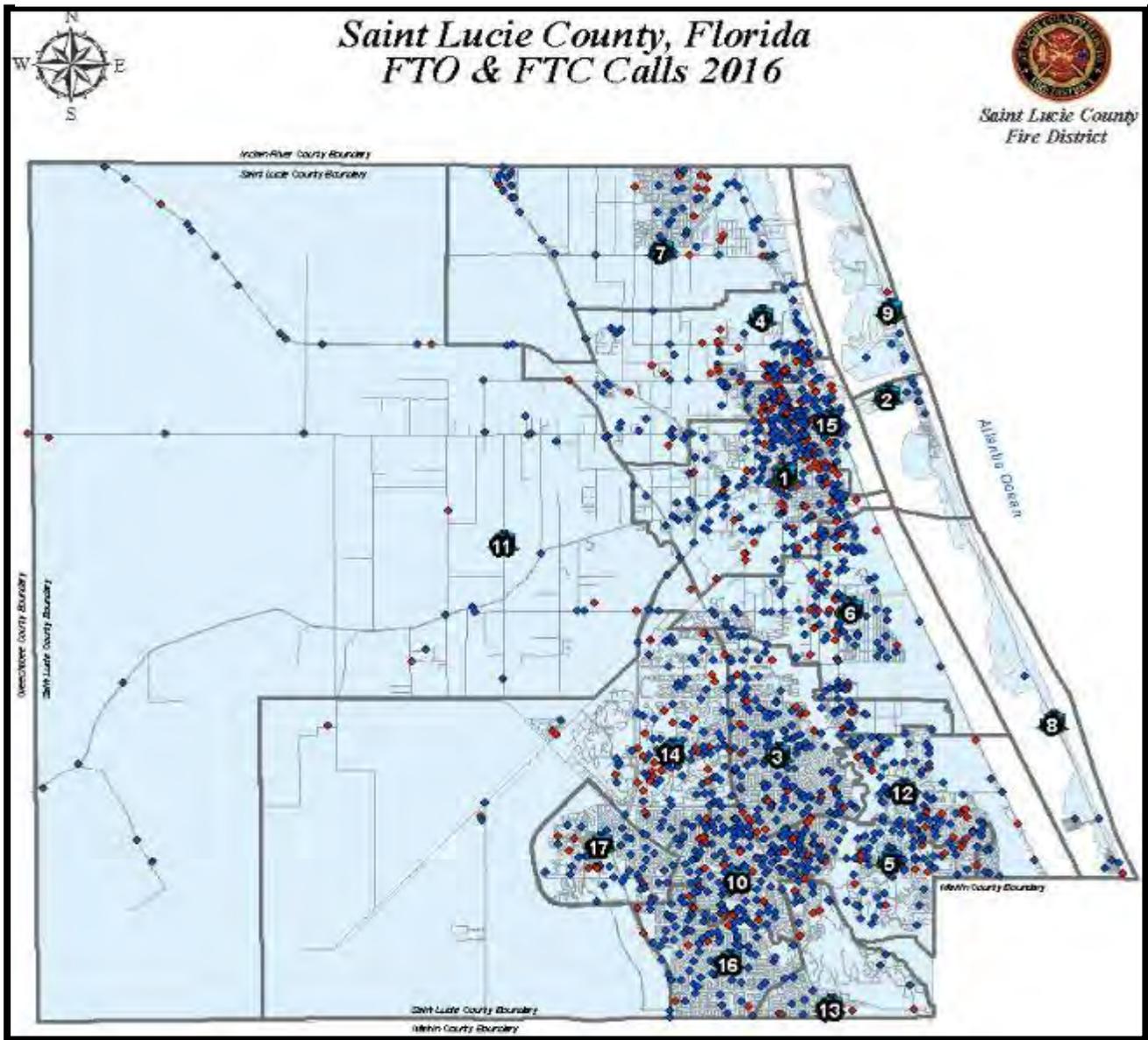
Figure 43 Chief Responses



Chief Officer Locations:

- DC 1 Fire Station 1*
- BC 2 Fire Station 17*
- BC 3 Fire Station 3*

Figure 44 FTO Responses



Field Training Officer Locations:

FTC: Fire Station 6

FTO 1: Fire Station 4

FTO 2: Fire Station 16

FTO 3: Fire Station 5

F. Performance Objectives and Measurement:

The SLCFD CRA/SOC is a fully comprehensive document, containing all the necessary documentation required by the 9th edition of the FESSAM. When baseline performances were reviewed, the SLCFD found that there is room for improvement in all areas of operation.

The following data represents incidents that all of the responding units were dispatched Priority 1 (lights/sirens activated) and arrived in the same manner. Units that were dispatched Priority 3 (emergency mode, but no lights/sirens activated) were not included in the collection. The SLCFD has many incidents where the units attached to the alarm assignment are dispatched in this “hot and cold” response configuration. This is to ultimately protect our greatest assets (personnel) and limit their exposure to motor vehicle collisions. When units are dispatched in the Priority 3 mode, their response can be upgraded by the Incident Commander or the first unit on scene. If their response is no longer warranted, they will be cancelled and become available for response.

****All tankers/tenders regardless of the level of call type (investigatory or confirmed working fire) are dispatched and respond Priority 3 (emergency mode, but no lights/sirens activated).*

Benchmark Performance:

For 90 percent of all fire, EMS and special operations responses, alarm handling times shall be processed within 60 seconds or less.

For 90 percent of all fire and special operations, turnout times shall be 80 seconds or less.

For 90 percent of all EMS incidents, turnout times shall be 60 seconds or less.

The SLCFD understands that alarm processing and turnout times are the two components that the organization has the most effect “control” over. The SLCFD Communications Division is co-located with St. Lucie County 911 Communications and is the 2nd component over the public safety answering point (PSAP). The SLCFD will continue to follow and strive to attain all the requirements identified by the National Fire Protection Association (NFPA), the Association of Public-Safety Communications Officials (APCO) and ISO. Turnout times are greatly affected by human intervention when Tele-Communicators input time stamps from the dispatching and when the unit responds en-route to the incident. These inputs can occur at different stages and are affected by multiple factors, factors which ultimately can affect the consistency in times. In 2015 the Information Technology (IT) Department upgraded and replaced Verizon MiFi “jetpack” units with Sprint routes in apparatus to improve time capturing.

Fire Suppression Services Benchmarks

For 90% of all low, moderate, and high risk structure fire responses the goal is to have the first-due unit arrive within 9 minutes and 20 seconds (9:20) total response time.

The first-due unit for each risk level shall be staffed with a minimum of two firefighters, and be capable of pumping 1,250 gallons per minute (gpm) pumping capacity, establishing incident command, requesting additional resources, establishing and advancing an attack line flowing a minimum of 150 gpm, establishing an uninterrupted water supply, containing the fire, rescuing at-risk victims, and performing salvage operations. These operations shall be done in accordance with the SLCFD's Standard Operating Guidelines (SOGs) while providing for the safety of responders and the general public.

For moderate and high risk structure fire incidents the goal is to have the remainder of the first alarm assignment, the effective response force (ERF) of 16 personnel arrive within 14 minutes and 20 seconds (14:20), total response time

The ERF for moderate and high risk incidents shall be capable of establishing incident command, establishing safety, providing an uninterrupted water supply, advancing an attack line and a backup line for fire control, establishing a dedicated rapid intervention team (RIT), completing forcible entry searching and rescuing at-risk victims, ventilation of the structure, controlling utilities, and performing salvage, overhaul, and rehab. These operations shall be done in accordance with SOGs while providing for the safety of responders and the general public.

Emergency Medical Services Benchmarks

For 90% of all low, moderate, and high risk emergency medical services (EMS) incidents, the goal is to have the first-due unit arrive within 9 minutes (9:00) total response time. The remainder of the assigned units for an ERF will be 12 minutes (12:00) total response time.

For 90 % of all low, moderate, and high risk EMS incidents, the goal is to have the total response time for the arrival of the first due unit staffed with two (2) or three (3) firefighters. The first-due unit shall be capable of assessing scene safety, establishing incident command, sizing-up the situation, patient assessment including vital signs and medical history, BLS or ALS interventions including automatic external defibrillation, EKG and airway monitoring and patient transport. For moderate risk incidents, a FTO will be added to the response. An FTO is an EMS supervisor, and in addition to carrying specialized equipment and medicines, they ensure quality assurance and proper patient care.

Once an incident is identified as being a high risk EMS incident (mass casualty incident over 10 patients) the Incident Commander will request additional resources to mitigate the scene.

ARFF Rescue Services Benchmarks

For 90% of all low and high risk ARFF incidents, the goal is to have the first-due unit arrive within 6 minutes and 20 seconds (6:20) total response time. The remainder of the assigned units for an ERF shall 14 minutes and 20 seconds (14:20) total response time.

ARFF 216 which is located at the Treasure Coast International Airport and Business Park shall be the first-due unit staffed with a minimum of one (1) firefighter. ARFF 216 shall be capable of assessing scene safety and establishing incident command, sizing-up the situation, provide initial knock-down of fire or provide a protective barrier with foam or dry chemicals for the safety aircraft occupants.

For high risk ARFF incidents the goal is to have the remainder of the first alarm assignment, ERF of 18 personnel shall arrive within 14 minutes and 20 seconds (14:20) total response time.

The ERF for high risk incidents shall be capable of establishing command, establishing safety providing an uninterrupted water supply, advancing an attack line and a backup line for fire control, establishing a dedicated rapid intervention team (RIT), completing forcible entry searching and rescuing at-risk victims, providing treatment and care of victims, and performing salvage and overhaul. These operations shall be done in accordance with the SLCFD's SOGs while providing for the safety of responders and the general public.

Special Operations Services Benchmarks

For 90% of all low, high, and maximum risk Special Operations incidents, the goal is to have the first-due unit arrive within 9 minutes and 20 seconds (9:20) total response time.

The first-due unit shall be capable of assessing scene safety, establishing incident command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device, rescuing any at-risk victims, providing treatment and care of victims, determining the need for additional resources, estimating the potential harm without intervention, and begin establishing control zones (hot, warm, cold).

For 90% of all high and maximum risk Special Operations incidents, the goal is to have the remainder of the first alarm assignment the ERF, arrive within 20 minutes and 20 seconds (20:20) total response time.

Incidents that are hazardous materials in nature the ERF shall be capable of providing the equipment, technical expertise, knowledge, skills and abilities to mitigate a hazardous materials incident in accordance with the SLCFD's SOGs. In addition, the ERF shall be able to establishing incident

command, establish safety, investigation, provide a back-up team, establish a RIT, establish rehab, conduct research, decontamination, and overall support of the Special Operations team.

Incidents that are technical rescue in nature the ERF shall be capable of establishing incident command, establishing safety, establishing patient contact, staging and apparatus set up, providing technical expertise, knowledge, skills and abilities during technical rescue incidents and providing first responder medical support.

Air Rescue Services Benchmarks

The SLCFD and Air Methods, Inc. in a joint partnership provide aeromedical services to St. Lucie County, as well as to some of the surrounding areas. In 2016, the Air Rescue program completed 407 flights which encompass both inter-facility transfers and emergency scene flights. While trauma incidents encompass the majority of the emergency scene flights, emergencies that are medical in nature do warrant the use of Air Rescue from time to time. In St. Lucie County, if a traumatic event is received, Air Rescue has two (2) levels of activation: “Ground Standby” and “Response Flight.” By utilizing two (2) different levels of activation, enroute times (turnout), response times, and scene times can vary depending on the nature of the event and also the geographical location of the incident. The primary benchmarks that the SLCFD tracks are Dispatch to Enroute (Lift) and Patient Contact to Departure. For 90% of all emergency scene flights, the goal is to have Air Rescue enroute within 6 minutes (6:00) and limit patient contact to 5 minutes (5:00).

SLCFD Program Services Benchmarks

Table 11 Benchmark Percentiles

Measured at the 90th Percentile		Suppression	EMS	Haz-Mat	Tech Rescue	ARFF
Call Processing	Pick-up to Dispatch	1:00	1:00	1:00	1:00	1:00
Turnout	Turnout Time 1st Unit	1:20	1:00	1:20	1:20	1:20
	Turnout Time for ERF	1:20	1:00	1:20	1:20	1:20
Travel	Travel Time 1st Due	7:00	7:00	7:00	7:00	4:00
	Travel Time ERF	12:00	10:00	18:00	18:00	12:00
Total Response Time	Total Response Time 1st Due	9:20	9:00	9:20	9:20	6:20
	Total Response Time ERF	14:20	12:00	20:20	20:20	14:20

Baseline Performance:

Baseline performances have been evaluated from the previous three calendar years (2014-2016) for Fire Suppression, EMS, ARFF, and Special Operations. Included are the total response time, from when the call comes into the 911 call center, until the arrival of the first-due unit (distribution) and the ERF (concentration).

Fire Suppression Services Baselines

For 90% of all low, moderate, and high risk structure fire responses, the first-due unit arrived within 9 minutes and 52 seconds (9:52) total response time.

The first-due unit for each risk level shall be staffed with a minimum of two firefighters, and was capable of pumping 1,250 gallons per minute (gpm) pumping capacity, establishing incident command, requesting additional resources, establishing and advancing an attack line flowing a minimum of 150 gpm, establishing an uninterrupted water supply, containing the fire, rescuing at-risk victims, and performing salvage operations. These operations were done in accordance with the SLCFD's SOGs while providing for the safety of responders and the general public.

For moderate and high risk structure fire incidents the remainder of the first alarm assignment, the effective response force (ERF) of 16 personnel arrived within 28 minutes and 18 seconds (28:18), total response time.

The ERF for moderate and high risk incidents was capable of establishing incident command, establishing safety, providing an uninterrupted water supply, advancing an attack line and a backup line for fire control, establishing a dedicated rapid intervention team (RIT), completing forcible entry searching and rescuing at-risk victims, ventilation of the structure, controlling utilities, and performing salvage, overhaul, and rehab. These operations were done in accordance with standard operating guidelines while providing for the safety of responders and the general public.

****All tankers/tenders regardless of the level of call type (investigatory or confirmed working fire) are dispatched and respond Priority 3 (emergency mode, but no lights/sirens activated). Due to tankers/tenders being crossed staffed, a closer tanker/tender may not always be available for response. Couple this aspect and tankers/tenders having extended turnout times as well as travel times, the ERF baselines have the ability to be extended out greatly.*

Emergency Medical Services Baselines

For 90% of all low, moderate, and high risk EMS incidents, the first-due unit arrived within 9 minutes and 40 seconds (9:40) total response time. The remainder of the assigned units for a moderate risk incident ERF was 11 minutes and 38 seconds (11:38) total response time.

For 90 % of all low, moderate, and high risk EMS incidents, the first due unit staffing was met with two (2) or three (3) firefighters. For moderate risk incidents, the including an FTO increased the ERF to 6. The first-due unit was capable of assessing scene safety, establishing incident command, sizing-up the situation, patient assessment including vital signs and medical history, BLS or ALS interventions including automatic external defibrillation, EKG and airway monitoring and patient transport. For moderate risk incidents, a field training officer (FTO) will be added to the response. An FTO is an EMS supervisor, and in addition to carrying specialized equipment and medicines, they ensure quality assurance and proper patient care.

ARFF Rescue Services Baselines

For 90% of all low and high risk ARFF incidents, the first-due unit arrived at 11 minutes and 17 seconds (11:17) total response time. The remainder of the assigned units for an ERF will 15 minutes and 17 seconds (15:17) total response time.

ARFF 216 which is located at the Treasure Coast International Airport and Business Park is the first-due unit and staffed with a minimum of one (1) firefighter. ARFF 216 shall be capable of assessing scene safety and establishing incident command, sizing-up the situation, provide initial knock-down of fire or provide a protective barrier with foam or dry chemicals for the safety of aircraft occupants.

The ERF for high risk incidents was capable of establishing incident command, establishing safety, providing an uninterrupted water supply, advancing an attack line and a backup line for fire control, establishing a dedicated rapid intervention team (RIT), completing forcible entry searching and rescuing at-risk victims, providing treatment and care of victims, and performing salvage, overhaul, and rehab. These operations were done in accordance with the SLCFD's SOGs while providing for the safety of responders and the general public.

Special Operations Services Baselines

For 90% of all low, high, and maximum risk Special Operations incidents, first-due unit arrived at 9 minutes and 20 seconds (9:20) total response time.

The first-due unit shall be capable of assessing scene safety, establishing incident command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device, rescuing any at-risk victims, providing treatment and care of victims, determining the need for additional resources, estimating the potential harm without intervention, and begin establishing control zones (hot, warm, cold).

For 90% of all high and maximum risk Special Operations incidents, the remainder of the first alarm assignment, the ERF arrived within 14 minutes and 20 seconds (14:20) total response time.

Incidents that are hazardous materials in nature the ERF shall be capable of providing the equipment, technical expertise, knowledge, skills and abilities to mitigate a hazardous materials incident in accordance with the SLCFD's SOGs. In addition the ERF shall be able to establishing incident command, establish safety, investigate, provide a back-up team, establish a RIT, establish rehab, conduct research, decontamination, and overall support of the Special Operations team.

Incidents that are technical rescue in nature, the ERF shall be capable of establishing incident command, establishing safety, establishing patient contact, staging and apparatus set up, providing technical expertise, knowledge, skills and abilities during technical rescue incidents and providing first responder medical support.

Air Rescue Services Baselines

The SLCFD and Air Methods, Inc. in a joint partnership provide aeromedical services to St. Lucie County, as well as to some of the surrounding areas. In 2016, the Air Rescue program completed 407 flights which encompass both inter-facility transfers and emergency scene flights. For 90% of all emergency scene flights, Air Rescue was enroute at 6 minutes and 25 seconds (6:25) and patient contact was at 5 minutes and 40 seconds (5:40).

SLCFD Program Services Baselines

Table 12 Fire Baselines

Fire Suppression - 90th Percentile Times Baseline Performance		2014-2016 (179)	2016 (51)	2015 (69)	2014 (59)
Alarm Handling	Pick-up to Dispatch	<u>2:17</u>	<u>2:33</u>	<u>2:18</u>	<u>1:55</u>
Turnout Time	Turnout Time 1st Unit	<u>3:05</u>	<u>3:04</u>	<u>3:05</u>	<u>2:54</u>
Travel Time	Travel Time 1st Unit	<u>6:30</u>	<u>6:00</u>	<u>6:13</u>	<u>7:03</u>
	Distribution				
	Travel Time ERF	<u>9:05</u>	<u>9:27</u>	<u>6:58</u>	<u>8:22</u>
	Concentration				
Total Response Time	Total Response Time	<u>9:52</u>	<u>10:16</u>	<u>9:49</u>	<u>9:29</u>
	Distribution				
	Total Response Time	<u>28:18:00</u>	<u>29:02:00</u>	<u>28:18:00</u>	<u>24:25:00</u>
	Concentration				

Table 13 EMS Baselines

EMS - Moderate Risk 90th Percentile Times Baseline Performance		2014-2016 (817)	2016 (364)	2015 (259)	2014 (194)
Alarm Handling	Pick-up to Dispatch	<u>1:47</u>	<u>1:59</u>	<u>1:40</u>	<u>1:48</u>
Turnout Time	Turnout Time 1st Unit	<u>2:19</u>	<u>2:17</u>	<u>2:28</u>	<u>2:19</u>
Travel Time	Travel Time 1st Unit	<u>6:50</u>	<u>6:41</u>	<u>7:02</u>	<u>6:51</u>
	Distribution				
	Travel Time ERF	<u>8:24</u>	<u>8:44:00</u>	<u>7:47</u>	<u>8:39</u>
	Concentration				
Total Response Time	Total Response Time	9:40	<u>9:10</u>	<u>9:52</u>	<u>9:48</u>
	1st Unit On Scene				
	Distribution				
	Total Response Time	<u>11:38:00</u>	<u>11:53:00</u>	<u>11:16:00</u>	<u>11:54</u>
	ERF				
	Concentration				

Table 14 ARFF Baselines

ARFF - High Risk 90th Percentile Times Baseline Performance		2014-2016 (5)	2016 (0)	2015 (2)	2014 (3)
Alarm Handling	Pick-up to Dispatch	<u>1:46</u>		<u>1:46</u>	<u>1:40</u>
Turnout Time	Turnout Time 1st Unit	<u>4:37</u>		<u>4:37</u>	<u>3:03</u>
Travel Time	Travel Time 1st Unit	<u>9:15</u>		<u>9:15</u>	<u>7:48</u>
	Distribution				
	Travel Time ERF	<u>13:22</u>		<u>12:28</u>	<u>13:22</u>
	Concentration				
Total Response Time	Total Response Time 1st Unit On Scene	11:17		<u>11:17</u>	<u>9:45</u>
	Distribution				
	Total Response Time ERF	<u>15:17</u>		<u>14:49</u>	<u>15:17</u>
	Concentration				

Table 15 Special Operations

Special Operations - High 90th Percentile Times Baseline Performance		2014-2016 (44)	2016 (12)	2015 (19)	2014 (12)
Alarm Handling	Pick-up to Dispatch	<u>3:15</u>	<u>3:15</u>	<u>4:22</u>	<u>2:23</u>
Turnout Time	Turnout Time 1st Unit	<u>3:10</u>	<u>3:17</u>	<u>2:56</u>	<u>2:29</u>
Travel Time	Travel Time 1st Unit	<u>7:16</u>	<u>6:36</u>	<u>5:22</u>	<u>9:11</u>
	Distribution				
	Travel Time ERF	<u>23:57</u>	<u>21:21</u>	<u>0:34</u>	<u>26:07:00</u>
	Concentration				
Total Response Time	Total Response Time 1st Unit On Scene	11:15	<u>11:15</u>	<u>9:06</u>	<u>14:09</u>
	Distribution				
	Total Response Time ERF	<u>30:22:00</u>	<u>27:57:00</u>	<u>31:52:00</u>	<u>28:49:00</u>
	Concentration				

SLCFD Program Services Baselines/Benchmarks

Table 16 Alarm Processing Baselines/Benchmarks

SLCFD Performance Benchmarks at 90th Percentile	Benchmark	2014	2015	2016	Baseline 2014-2016	Difference
Pick-up to Dispatch Fire	1:00	1:55	2:18	2:33	2:17	1:17
Pick-up to Dispatch EMS	1:00	1:50	1:41	1:50	1:47	0:47
Pick-up to Dispatch ARFF	1:00	1:40	1:46	2:16	2:16	1:16
Pick-up to Dispatch Special Operations	1:00	2:22	4:22	3:15	3:15	1:59

Table 17 Turnout Baselines/Benchmarks

SLCFD Performance Benchmarks at 90th Percentile	Benchmark	2014	2015	2016	Baseline 2014-2016	Difference
Turnout Time Fire	1:20	2:54	3:05	3:04	3:05	0:50
Turnout Time EMS	1:00	2:19	2:29	2:19	2:20	1:20
Turnout Time ARFF	1:20	2:34	4:37	2:23	2:54	1:34
Turnout Time Special Operations	1:20	2:29	2:56	3:17	3:10	0:29

Table 18 Travel Baselines/Benchmarks

SLCFD Performance Benchmarks at 90th Percentile	Benchmark	2014	2015	2016	Baseline 2014-2016	Difference
Travel Time First Unit Fire	6:00	7:03	6:13	6:00	6:30	1:44
Travel Time First Unit EMS	6:00	6:56	7:00	6:37	6:46	0:46
Travel Time First Unit ARFF	6:00	7:08	9:15	5:34	9:08	3:08
Travel Time First Unit Special Operations	6:00	9:11	7:40	6:36	4:50	0:50

G. Maintaining and Improving Capabilities:

Through the development and completion of both the CRA/SOC and FESSAM, the SLCFD has developed a process to not only maintain its capabilities, but a method to improve capabilities as well. ISO evaluations were previously the only manner in which the SLCFD assessed its response capabilities and performance. While an effective method no doubt, key areas of the organization were not evaluated, thus the effectiveness and efficiency were never completely assessed.

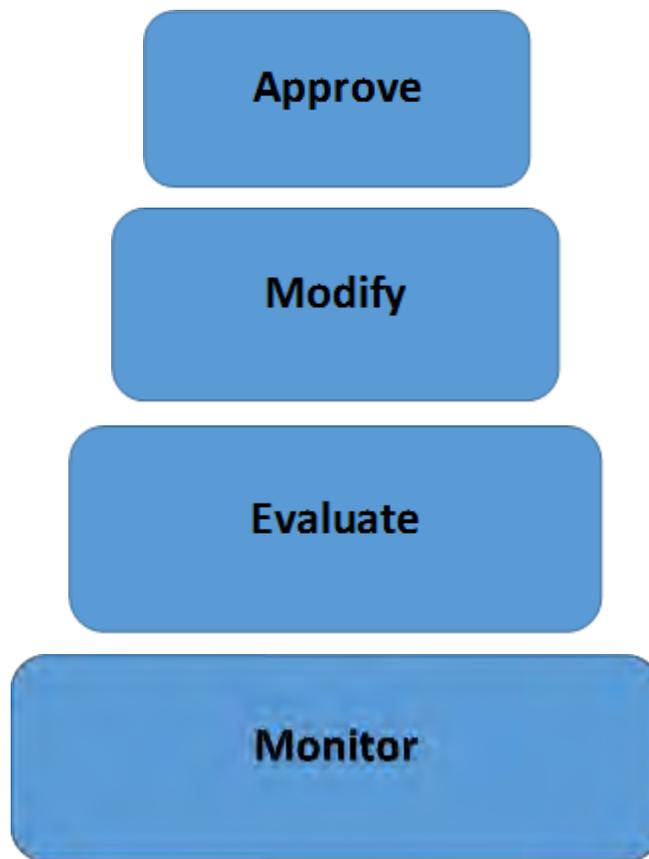
The main methods of evaluating our capabilities were completed in informal staff meetings, formally through the budget process, and monthly meetings with the Board of Fire Commissioners. New methods have been identified through self-assessment and can only help improve mechanisms to maintain and enhance our capabilities. Through documented annual appraisals, each department/division head will be required to assess their specific area of expertise. They will be required to provide a program description, any environmental changes, and answer any applicable Core Competencies. This is going to provide for much greater accountability and oversight than the budgetary process ever provided.

Annual compliance reporting is going to be a new documentation aspect for the Fire District. While the number of emergency incidents and patients transported has been documented year to year, it has never been analyzed or even documented to the levels required in the CRA/SOC and FESSAM. Now, with the addition of annual appraisals and compliance reports, the organization, the Board of Fire Commissioners, and our external stakeholders, the community can be apprised of our successes, or gaps, and our plans to maintain and improve our capabilities.

Recently the SLCFD has made several purchases and upgrades to its records management software (RMS) platforms. StatsFD is a software program that allows the SLCFD to analyze performance that was not previously available internally. Information and analysis is not only beneficial for accreditation purposes, but the internal membership can be informed of the effectiveness and efficiency in the services provided to the community, which can ultimately lead to improved performances.

Zoll RMS is going to be the new report writing software for fire and EMS reporting replacing a system that is not user friendly, nor effective in records management or reporting purposes. The Fire Prevention Bureau is also going to be utilizing Zoll RMS as its primary avenue for storing all information regarding inspections, investigations, water supplies, etc. Zoll RMS is also compatible with our CAD platform and will provide occupancy information for responding crews that our current RMS programs do not. Finally, Zoll RMS will not only be used for report writing and fire prevention management, but also has the ability to track fleet maintenance scheduling, as well tracking and inventorying of vehicles and equipment.

Compliance Methodology



The SLCFD Accreditation Team, under the leadership of the Fire Chief and the Accreditation Manager, will provide quarterly analysis and monitoring to ensure that continuous improvement is pursued and annual compliance is maintained. The SLCFD plans to utilize the annual appraisals and upgraded RMS software purchases to ensure compliance is effective and efficient. Without the software upgrades, having timelines and realistic objectives for improvements have been unreliable or none-existent. Monthly monitoring will continue with department/division heads and the Command Staff, along with monthly meetings with the Board of Fire Commissioners. Annually through the budget processes and with the year-end reviews, the Command Staff appraises the Board of Fire Commissioners of current delivery and successes of the organization. Now, we will be able to not only

provide an evaluation, but we will be able to monitor our progress and modify with empirical data and improved decision making.

H. Conclusion and Recommendations:

The SLCFD is an organization comprised of dedicated and professional individuals that strive to provide high level emergency and community services. Emergency services are at the core of our mission, protecting life and property. This is accomplished by providing fire, EMS, and other specialty responses as outlined in our SOGs as well as our CRA/SOC and FESSAM. Through the development of the CRA/SOC and Self-Assessment, the SLCFD has identified deficiencies and gaps in service delivery and that additional improvements can be achieved by utilizing these documents as guides to providing better services.

Recommendations:

- Improve alarm processing times to meet NFPA 1710 standards and 90th Percentile benchmarks. While monthly Quality Assurance (QA) of call processing is performed, there are methods to improve the speed at which incidents are processed. The SLCFD is evaluating different methods to limit “radio time” to improve the speed in which calls are processed and units are dispatched. The SLCFD currently is looking to upgrade all of its mobile and base radios to Project 25 compliance. During the upcoming budget process, upgrading service providers will be explored as well as utilizing I-Pad’s as mobile data terminals (MDT’s) over current laptops. *The SLCFD Communications Division is the second PSAP as all calls into 911 come into St. Lucie County Public Safety and Communications and calls relating to fire and EMS are then transferred to the SLCFD Communications Division.*
- Improve turnout times for all incident types to meet NFPA 1710 standards and 90th Percentile benchmarks. Operations and Communications personnel should be apprised of their baseline performances in regards to achieving 90th Percentile performance. StatsFD time analyzing and fractile reporting will be utilized to inform personnel of their success. An installed lighting board at each fire station will be a method to reinforce and evaluate turnout-time effectiveness.
- Improve travel times for all incident types to meet NFPA 1710 standards and 90th Percentile benchmarks. 4, 6, and 8 minute travel time analysis of each zone has been performed during the development of both the CRA/SOC and FESSAM. Distribution, concentration, and unit utilization analysis have also been performed at levels previously unavailable internally for the SLCFD. The eventual build out of Fire Station 18 and future fire stations to address not only extended response times, but to address the expansion and impact developments will have on future increases for demands for service. The SLCFD has purchased properties to support the eventual build out of Fire Station 18 and additional fire stations. The significant reductions in

Ad Valorem tax revenues, which is the SLCFD's primary revenue source, have restricted development of new fire stations since 2008. The SLCFD is responding to over 20,000 more incidents annually since the last two fire stations opened.

- In 2015, the SLCFD implemented two (2) "Bravo" (peak hour) rescue/ambulances at Fire Stations 1 & 3. During the development of CRA/SOC and FESSAM, an additional "Bravo" rescue/ambulance was placed into service at Fire Station 12. Proven effectiveness of this methodology and concept has been demonstrated by the increases in demand for services during this accreditation process. With the unit utilization and the reporting features StatsFD provides, the SLCFD was able to produce data and documentation previously unavailable internally to justify distribution of its resources. *March 2017, Bravo rescue/ambulances moved from Fire Station 3 to Fire Station 12. A 3rd Bravo, now will be utilized at Fire Station 14. Bravo's will be located at Fire Stations 1, 12, and 14** (**when staffing allows)*
- Continue to monitor and track response times and ERFs of the Chief Officers and adjust future Chief Officer locations as call volume, risks and population increases.
- Improve Advanced Life Support (ALS) response times to NFPA 1710 standards and 90th Percentile benchmarks by upgrading all front-line suppression units to ALS status. ALS service is provided at every SLCFD location, but only 10 of 17 engines/quints are ALS. The SLCFD was approved in January 2017 to move forward with a financing package that specifically dealt with capital improvements. One of the identified projects was upgrading not only our report writing platform with Zoll RMS, but replacing all Zoll monitors/defibrillators with new and more advanced models. Ensuring that ALS service is provided by every front-line unit is essential should there be a delay in the response of rescue/ambulance, regardless of location.
- Increase staffing to a minimum of three (3) personnel on all front-line suppression units. The current number of 93 shift personnel minimum staffing is dictated by the Collective Bargaining Agreement (CBA). To supplement the aforementioned "Bravo" units, some fire stations decrease staffing to "2 and 2." Two (2) personnel assigned to the engine/quint and two (2) assigned to the rescue/ambulance. The reduced staffing can affect the critical tasking required by the first-due unit. By having three (3) minimum, the Company Officer and firefighter can establish an interior attack or effect a rescue for at-risk victims. With two (2) personnel arriving first-due, the Company Officer would have to team with the driver-engineer to perform these tasks, and the driver-engineer would not be able to focus on their required tasking.
- Increase Special Operations team member staffing from six (6) personnel minimum to seven (7). This will address the findings of the FESSAM and needs to have seven (7) personnel as

required of a State Emergency Response Commission (SERC) and Florida Fire Chief's Association (FFCA) Type III team.

- Continue to assess and maintain the currency of the CRA/SOC: approve, modify, evaluate, and monitor. The Command Staff and Accreditation team will continue to evaluate and improve the performance of the ERF in each service program and risk categorization.
- Improve documentation of inspections and pre-incident surveys in new Zoll RMS. Response crews only have the "hard copy," paper forms for information on commercial occupancies in their respective zones. The goal is to interface Zoll RMS and the current CAD so that regardless of zone, any response unit can access occupancy information via their MDT's.
- Improve communications to the Operations Division with reporting on baseline performances.
- An internal communications policy has been implemented since the pursuit of Accreditation to improve information from all internal committees. Fire District computer background screens could display: mission, motto, run volumes, turnout times, policy changes, etc.
- Implement in the Communications SOG the additional benchmarking of: "water on the fire," "search clear," "fire under control." The SLCFD has implemented a "working fire" benchmark time stamp, but further time stamping would allow for greater analysis of the effectiveness and efficiency of performance.
- Implement a Quality Assurance/ Quality Improvement (QA/QI) policy for fire reporting. This is already in place for EMS reporting, but fire reporting, specifically NFIRS documentation has proven to be unreliable and proven difficult in regards to data extraction. Ensuring report writing is effective for good customer service but ultimately will allow for greater data analysis and reporting efforts.
- Implement a policy and utilize TargetSolutions as well as Chief Officers to educate the organization and the membership on Accreditation and the processes behind the CRA/SOC and Self-Assessment.
- It is recommended the SLCFD join the Florida Association for Fire Accreditation and Professional Credentialing. Developing these relationships will allow for increased information exchanges and problem solving.
- Purchase and implement Carbon Monoxide single gas detectors for FTO/FTC and DC/BC vehicles.
- Research and purchase upgrade for a new alerting system for the Communication Division to help reduce dispatch times.
- Open up potential discussions with other governmental entities so we may gain access to identified areas that will help improve our response times.
- ***Attached below are maps identifying the potential location for Fire Station 18. One (1) identifies the countywide response and the effect on decreasing response times using the 4, 6,

and 8 minute analysis. The second map identifies the potential call loading again using the 4, 6, and 8 minute analysis.

Figure 45 Milner Station Response Time Analysis

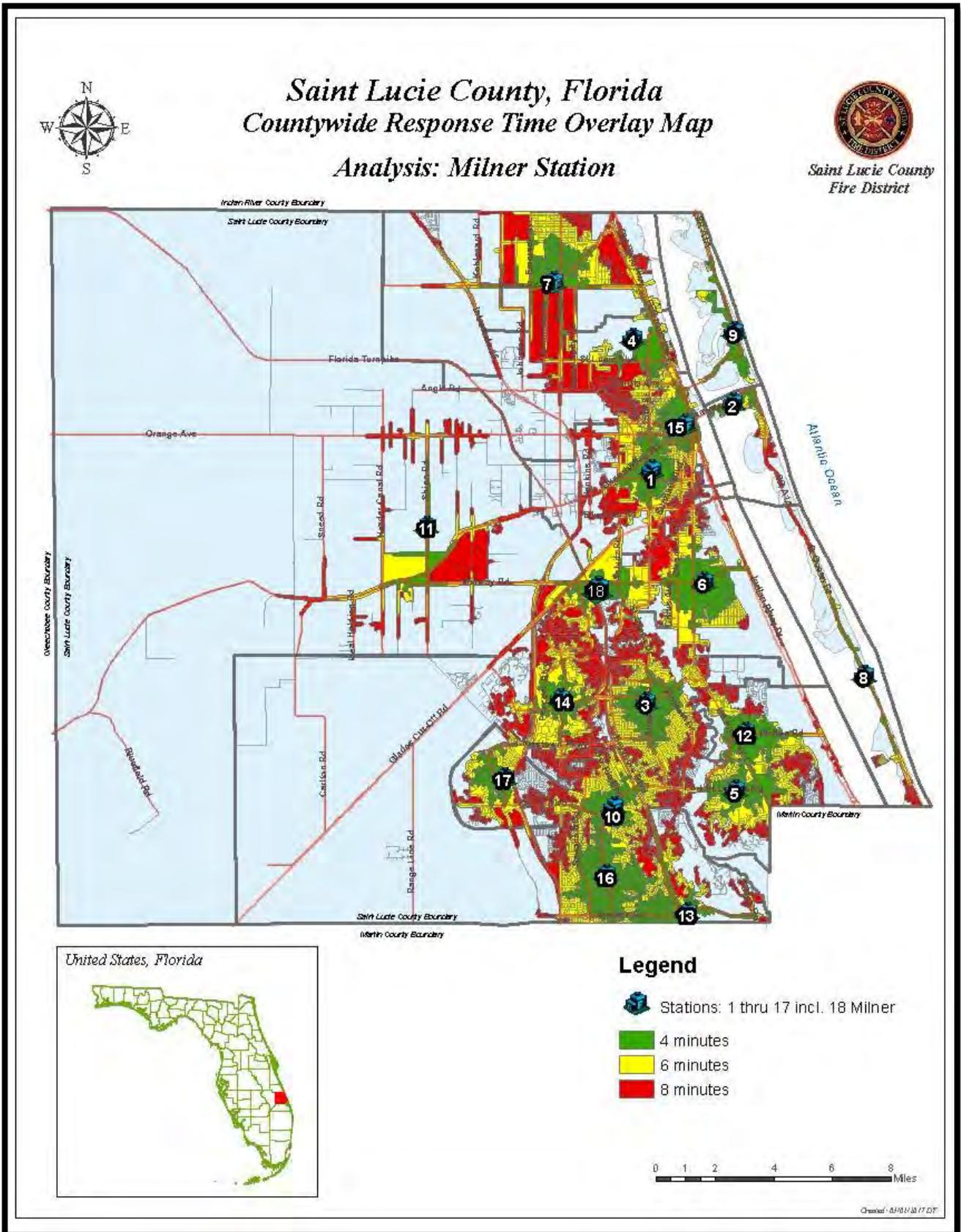
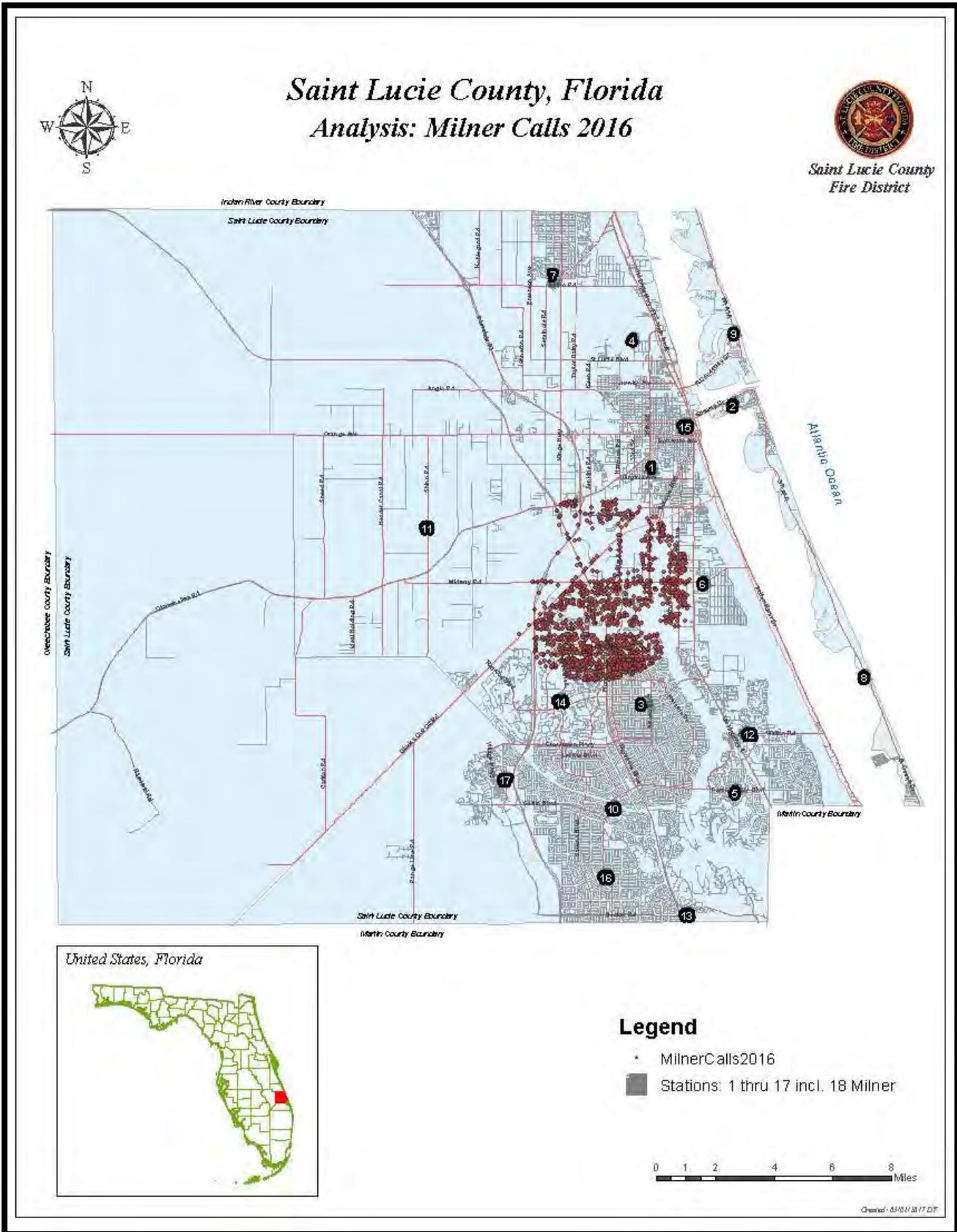


Figure 46 Milner Call Analysis



I. References:

Chapter 2004-407, Laws of Florida, the Fire Districts codified charter
Chapter 191, Independent Special Fire Control Districts, Florida Statutes
CPSE Community Risk Assessment: Standards of Cover 6th Edition
CPSE Fire and Emergency Service Self-Assessment Manual
NFPA 1006- Standard for Technical Rescuer Professional Qualifications
NFPA 1670- Standard on Operations and Training for Technical Search and Rescue Incidents.
NFPA 1710- Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operation to the Public by Career Fire Departments
St. Lucie County Fire District Certificate of Public Convenience and Necessity
St. Lucie County Fire District Strategic Plan 2014-2019
St. Lucie County Fire District and St. Lucie County Sheriff Memorandum of Understanding
St. Lucie County Fire District and United States Coast Guard Response

J. Glossary:

ALS: Advanced Life Support
ARFF: aircraft rescue firefighting truck
BLS/CPR: Basic Life Support
C.A.D.: Computer Aided Dispatch
CRA/SOC: Community Risk Assessment and Standards of Cover
CFAI: Commission on Fire Accreditation International
EKG: Electrocardiography, recording of the electrical activity of the heart
EMS: Emergency Medical Service
ERF: Effective Response Force
FESSAM: Fire and Emergency Service Self-Assessment Manual
GPM: Gallons per Minute
ISO: Insurance Services Organization

MCI: Mass casualty incidents

MDT's: Mobile Data Terminals

NFPA: National Fire Protection Association

NIMS: National Incident Management System

SOG's: Standard Operating Guidelines