



**BEST PRACTICES 2021**

**#ExceptionallyLocal**

**WINTER HAVEN**  
*The Chain of Lakes City*

A **best practice** is a tool, method, procedure or technique that produces optimal results that benefit the customer and is viewed as a benchmark by others in the field.

## **Diversity and Inclusion Program**

The Diversity and Inclusion Program was created to assist the City in its commitment to diversity, equity and inclusion within the community and workplace. Diversity and Inclusivity Director Christine Samuel was hired June 1, 2020, and her focus is on a commitment to diversity, equity and inclusion within the community and workplace. This directly ties into to the City's core values of integrity, respect and inclusivity. The overall mission is to promote diversity and foster an inclusive environment where employees and citizens feel a sense of belonging. Discussions with Department Directors, community leaders, and stakeholders provided the current perspective of diversity and inclusion, and how best to think more inclusively and expand diversity. A 14 member Employee Diversity and Inclusion Team was established August 5, 2020 and includes employees with a diverse range of backgrounds and experiences. This team promotes diversity and inclusion in their respective departments and serves as the communication link from employees to the City Manager's Office. Its mission is to foster diversity and inclusion in the workplace. Research for recruitment, training and career development Best Practices was conducted with the recommendation to transform the recruitment and career development process with the addition of bias training. Final steps to complete an official Diversity Strategic Plan are in place. This document will ensure all people are treated with integrity and respect while establishing an inclusive environment with a strong sense of belonging.

## **Human Resources**

### **Front-End Health Assessments**

The practice of requiring post-offer physical exams assures the wellness of individuals recommended for hire; and minimizes the potential for future health and workers' compensation claims. BayCare Urgent Care serves as the City's Medical Services provider, thus the City's local business partnership base and economy will strengthen.

### **Personal Concern Assistance**

The City's Employee Assistance Program offers a resource for employees and insured dependents to aid in coping with assorted personal issues that have a tendency to contribute to absenteeism and productivity loss. BayCare Life Manager serves as the City's Employee Assistance Program provider, thus the City's local business partnership base and economy will strengthen.

### **Collaboration for Professional Growth**

A partnership with Polk State College offers a resource for growth and professional development training that enhances commitment to the organization, increases workforce skillset, and facilitates succession.

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## Communication Enhancements

The City of Winter Haven is dedicated to creating communication vehicles that inform, encourage and challenge employees to fully engage in the forward movement of the City, as well as assure our residents and visitors that the organization is dedicated to enriching the lifestyle of its residents through exceptional service. Typical communication tools include press releases, website posts and community outreach. Communications have extended beyond the usual meeting and event announcements, and now includes stories about projects, work efforts and the people who serve the community every day. By using the City of Winter Haven Digital Communications Plan as a guide, a bank of stories have been created to promote the efforts of the organization and the people who make Winter Haven such a special place. Social media digital communication platforms include Facebook and Twitter, with expanded use of Jostle (used by the internal organization), Instagram, and Nextdoor. In addition, a revived News Splash e-newsletter was improved using Sendinblue to create a more modern monthly communication piece for subscribers. The #ExceptionallyLocal hashtag is regularly used to bring attention to how residents and visitors of this community is provided with exceptional resources and services exclusive to Winter Haven.

## Parks, Recreation & Culture

### Seamless Event Planning

The City's special event planning process enables external event organizers the ability to research needs and costs, complete the application and submit all necessary information electronically. The application is reviewed by the City's Special Event Review Committee made up of representatives from each City department. This streamlined process provides event organizers with a one stop experience to receive input and approval of their event. The process creates improved planning communications and greater opportunities for promotions, which increases participation and enhances overall satisfaction. **New in 2021:** The special event planning process will be integrating new software to improve the seamless experience. A public-facing ArcGIS map is being developed internally to allow external event organizers to map out event road closures in a detailed format. This adjustment to the event process will allow the event review committee to review then accept or deny the proposed layout. The application will provide accuracy, accountability and safety. Additionally, GIS mapping will be used to estimate event attendance.

### Smart Cemetery Management

The Plotbox Cemetery Program has been implemented to properly catalogue cemetery records, provide cemetery maps with grave spaces, and indicate available graves spaces. The program has increased staff efficiency in locating spaces, identifying available spaces, and updating cemetery records. Cemetery records are easier to retrieve with greater accuracy and the new program has increased staff efficiency by enabling staff to locate spaces while in the field without maps or record books. This integrated program pulls all resources together for cost savings and efficiencies both internally and for the customer.

### Inclusive Library Resources

**Winter Haven Public Library App:** Our app lets our patrons access your Library anytime, anywhere. The Library's physical and digital resources are available side by side. Users can download ebooks, magazines, and movies directly to their device. The app also features a way to wirelessly print from any mobile device, scan book barcodes to see if there is a copy at the Library, and manage your account – with tasks like putting items on hold, renewing, or checking out things.

**Walk-Up Window:** The Library has a full-service Walk-Up Window located in on the north side of the Library. Through the window, patrons can do anything that can be done inside the Library, like placing and pick up items on hold, pick up print jobs, make copies, send faxes, register for a library card, pick up weekly kids crafts, ask reference questions and more. The window is open extended hours for more convenience. The Walk-Up Window is popular with folks hesitant to go into public spaces and those who are busy and like the convenience of accessing services without coming into the building.

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**Personal Shopper Service:** The Personal Shopper Service is perfect for the busy reader, the person unable to walk the isles, an eager-to-read student, or someone who just doesn't know what to read next. Patrons complete the Library's Personal Shopper Survey found on the website or Library app. It includes questions such as what genres the patron enjoys, the most recently read books, and favorite authors. Librarians will pull around six books based on the information, package them up and notify the customer that they are ready for pick up.

**"Cost per Circulation" model for high demand digital items:** This pay-per-use model charges the Library when a patron checks out the title. This model allows many readers to view the same book, (i.e. book clubs and best sellers) and the City only pays per digital checkout instead of purchasing a large number of books with the same title at one time. Long wait times are reduced for items that have lots of holds by temporarily adding additional copies. A patron previously facing a 6-month wait, now receives a copy immediately. The model is monitored in real time, which allows staff to buy or revoke items as needed.

**Sensory Room:** This space for children on the spectrum that allows users to customize their experience by choosing their own sensory experiences. The room can be set to a calming and serene atmosphere for those experiencing sensory overload, or it can be easily turned into a colorful and active play area if a child needs more sensory stimulation. Children, together with their families and caregivers, will benefit from the calming effects, while experiencing improved focus, cognitive development, and sensory development. Some of the sensory experiences include relaxing videos and music; dancing color lights; a bubble tube; tactile panels; gentle aromatherapy, weighted lap pads; and a vibro-acoustic bench.

### **Laser Grading of all Athletic Fields**

The new infield laser grader provides proper and efficient grading of the ball fields clay surfaces for improved quality and consistency. Properly graded fields are safer for the participants and allows the field to recover faster from wet conditions while reducing the use of expensive drying agents and field conditioners. Utilizing the laser grader for routine work reduces the needed amounts of field conditioner products and ultimately saves in maintenance and repair costs by performing the work in house.

### **Vertical Asset Management program**

The Vertical Asset Management program through Monday.com provides instant expense and equipment update information on facility HVAC, roofing, painting and flooring projects. The Vertical Asset Management program can be downloaded on any device and makes facility budgeting more accurate.

### **Smart Digital Connections for Parents**

The Brightwheel app was piloted at the 2019 Summer Camp and is being used at the After School Program and all summer camps. Parents have access to their child's profile to check in and out of the program using a personal code. Staff can update the camper's location in real time and send regular weekly notices or last minute information such as a late return from a field trip. If this pilot is deemed successful, the app could be incorporated into other programs such as the After School Program and all summer camps.

### **AdventHealth Fieldhouse**

The Fieldhouse construction was an opportunity to excavate and remove debris of an old Waste Water Treatment Plant and replace it with clean fill dirt. The Fieldhouse facility itself was designed with Best Practices in mind and to be environmentally friendly. Considerations were made to all of the facilities HVAC units which are geothermal heat pumps that use ground water to assist with the heating and cooling of the building as well as the water at the existing Aquatics facility located on the same property thus saving electricity. The facility was designed with LED lighting, as well as occupancy sensors in all offices and meeting spaces, and environmentally friendly landscape designs that includes Florida friendly plants and rain gardens.

### **Winter Haven Recreation and Cultural Center**

VFD's (Variable Frequency Drive Controllers) will be installed at the Winter Haven Recreation and Cultural Center allowing staff to control the speed of the pool pumps, to match the pressure or flow requirements & achieve energy savings. These systems run 24/7 and are typically oversized making the energy consumption is costly. The VFD will allow staff to dial down the motor speed during hours of non-operation in order to save wear on the equipment and money.

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# Economic Opportunity and Community Investment

## **Development Communication**

City staff meets regularly with Winter Haven Chamber of Commerce representatives, community partners and business professionals for a Development Roundtable to discuss development issues and projects ensuring processes, requirements and procedures are in line with the needs of the community.

## **One Stop Review**

Staff is evaluating and budgeting for integrated development review and permitting software that will enable any Planning Division, Engineering Services, or Building Division employee to receive any Growth Management application and provide development review and permitting assistance to our citizens from any office or location.

## **Real Time Mobile Inspections**

Our inspectors utilize iPads and mobile inspection software allowing for real time notification of inspection results to both the Building division office and the site contractor. This significantly improves efficiency by reducing paperwork and drive time, creating more time for actual inspections.

## **Drone Inspections**

The Building Division uses drone technology to substantially improve safety and efficiency. Drones allow boots to remain on the ground making it safer to conduct inspections of roof tops, towers, chimneys, eaves, steeples, parapet roofs and other high-risk and unreachable structures and locations. Drone use creates greater efficiency by cutting inspection time, decreasing the amount of equipment and tools needed for an inspection, and reducing the number of staff members conducting the inspection. A drone deploys in seconds and covers a large area in less time via a high definition camera. Images can be rendered into 3D models and other software to map larger areas when need. The portability of a drone takes a multifunction task and puts it into one simple and portable package.

# City Clerk

## **Agenda Management**

The Granicus Peak Agenda Management Portal is available to the public on the City's website, allowing access to the Commission Meeting agenda packets in two formats: an agenda-only version with hyperlinks to supporting documentation and an entire-agenda-packet version with the same hyperlinks. With these clearly-defined hyperlinks, the public can get to specific information quicker than ever before for greater efficiency.

## **Smart Public Records Request Process**

The Just Freedom of Information Act (JUSTFOIA) system on the City's website streamlines the public records request process. The requestor receives a confirmation and code confirming the request and they have the ability to not only check on its status, but track of all of their submitted requests. This solution promotes transparency and efficiency.

## **Board and Committee Management**

Granicus is a paperless, cloud-based solution that better manages City boards and committees through the use of a dashboard and the generation of a myriad of reports. The public can view vacancies, apply online, and learn more information on ways to be engaged. Once fully customized, it will save time and promotes efficiency.

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## Financial Services

### Governmental Purchasing Cooperative

Utilizing the purchasing power of a nationwide cooperative, Sourcewell (formerly National Joint Powers Alliance), saves thousands of dollars on purchases, as well as expediting those purchases by 30-75 days. Staff can easily locate a needed product or service, which can often be purchased from a vendor within the state or within Polk County. This eliminates the need to create bid documents, post expensive legal ads, and waiting weeks for the bid to close.

### E-Procurement

Electronic submittal of bids/proposals via an e-procurement platform expedites bids, saves money, time and resources like paper and gasoline. Firms no longer need to produce marketing pieces to mail by a bid due date for consideration. Now, once a response is created, it is uploaded digitally to the City's platform. Feedback from suppliers has been 100% positive. Processes are streamlined tremendously with numerous operating efficiencies realized. All documents are available to evaluation teams for review as well as to department staff for their purchasing decisions.

### Unaudited Internal Report

Conforming to GASB standards has made the annual financial report (CAFR) better for actuaries and finance professionals, but difficult for non-accounting staff, elected officials and the public. The development of an annual Unaudited Report takes the CAFR information and reports it in a budget format with a narrative. This streamlined information provides greater clarity to the reader.

### Employee Purchase Management

The use of special employee-assigned purchase cards saves the City money (\$70,000 to \$80,000 annually in rebates) and expedites the accounts payable process. There are controls in place to prevent abuse of the purchasing power of the cards.

## Technology Services

### Smart City Innovation - Punch Above Our Weight

The City of Winter Haven invests 2.14% of its budget/revenue on Information Technology, compared to the average amount of 3.28%. Key factors contributing to this includes:

- **The long-term Fiber optic investment is a revenue-generating infrastructure.** Dark fiber is excess fiber optic strands that are not yet in use, and the strands are ready to be connected for future use.
- **Strategic outsourcing** by renting datacenter co-location instead of building one; using Cloud-based hosting infrastructure; use of Email and office productivity software; and producing no in-house programming.
- **Partnerships** are established with all City Departments, community organizations; educational institutions for talent recruitment; vendors for expertise and industry trends; and professional organizations and groups to leverage and aggregate purchasing contracts.
- **Deploying the right tools** through fiber and computing infrastructure; enterprise applications; mobile connectivity; and GIS and other business intelligence tools.
- **Getting early to the game** by recruiting early; getting engaged at the design level (i.e. dig once, building construction); exploring promising technology (i.e. drones, blockchain, virtual reality); tracking promising commercial companies, projects and technologies (i.e. hyper-converged hardware, mobile apps).

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## **Public Works**

### **Electronic Information**

With the overhaul of the Public Works webpage, users can access frequently requested information including a customer address search to learn pickup days for garbage, recycling and yard debris; interactive tools to learn about lake levels and water quality; and a tool to explore the condition of roadways throughout the City. Further enhancements are planned to improve the customer experience.

### **Smart Fleet Management**

A digital tracking tool was developed in-house to better track and analyze vehicle status, repair turnaround time, demand on resources, and other important metrics. This enables clearer communication between the fleet team and internal customers about vehicle status. This tool analyzes the metrics to identify service improvement opportunities and it lays the groundwork for future fleet management software upgrades.

### **Smart Data Collection**

Cartegraph is an asset and customer management platform utilized by multiple operations. For example, it contains all City's street assets, their location and their condition scores allowing staff to analyze conditions and plan short and long term work investments. The improved access to information allows for more timely decisions and fluid work order tracking from receipt of the issue to customer follow-up. Work records are stored with the asset systemizing institutional knowledge that would be lost with staff turnover.

### **Stormwater Evaluation & Improvement Project**

This project is completely funded through The Florida Department of Environmental Protection, serving as a standard for how other communities can evaluate and manage their stormwater systems. It models flooding and pollutant loading and identifies areas of focus to develop future storm system enhancements. It also includes conceptual design of future stormwater capital projects that provide multiple benefits. This is the first time the City's stormwater system has been holistically evaluated in this fashion.

### **Centralized GIS Data**

Geospatial data is critical to today's Public Works operations. This data has previously been segmented and stored in specialized software that is difficult to access and navigate. Department data has been brought into ArcGIS online, which stores the data in one central location, allows less digitally savvy staff to interface with it, and enables deeper analysis. This data structure has increased the efficiency by which planning and decision-making can occur. An example of this includes a sidewalk analysis to prioritize closing sidewalk gaps, which was expedited due to the organized data that enabled staff to collaborate digitally without personal meetings.

### **Lake Data Management Tool**

A tool was created in house to aggregate collected natural resource data such as sonar based aquatic vegetation mapping, hydrologic monitoring, and water quality analysis. This tool creates one master data interface for quick searches and analysis, which was previously a laborious process using multiple manually updated spread sheets. Once the data is collected in the field it populates a database and the program automatically performs the analysis, which can be explored almost immediately. Staff can now make lake management decisions with greater efficiency. This tool has become a model that regional and state agencies are looking to replicate.

### **Pavement Management Program**

All roads in the City were measured for quality and assigned a "Pavement Condition Index." This data is used to create a paving strategy. A Multiyear paving service contract is under development for future improved paving efficiencies. Citywide roadway condition data helps forecast costs to effectively maintain assets.

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### **Seamless Solid Waste Services**

Recycling collection was transferred from an outside contract to an in house operation. This move enables more resiliency within the unit, provides improved customer service and creates a cost savings.

### **Gray 2 Green**

This program funded by FDEP and the EPA, works with developers to identify and reduce barriers to implementing Green Infrastructure in Winter Haven.

### **Urban Forestry Planning**

An inventory of all City owned trees was completed with funding support from the Florida Forest Service. This inventory is used to drive management practices and plan for the future for Winter Haven's Urban Forest.

## **Utility Services**

### **Same Day Service**

To better provide exceptional customer service, the City's water and wastewater utility system practices and procedures were reviewed for improvements leading to the eliminate a Same Day Service Fee. By eliminating this fee while increasing the turn-on and delinquent account fees by 12.5%, customers inside the city limits save \$62.11, and those outside the city limits save \$77.64.

Beginning May 1, 2021, all customers automatically receive Same Day Service.

The extra payment for Same Day Service is eliminated.

Winter Haven is the first water utility in the area to offer this level of service.

### **Smart Processes - Data-Driven Decision-Making**

The department is pursuing a data-driven decision-making process supported by advanced software. Systems must be completely integrated to eliminate error potential and to improve efficiencies. Technology planned and underway include:

- The Utility Customer Service Division has focused on improved customer service for an efficient and comprehensive experience for our citizens. As a result of this emphasis, a number of developments and enhancements are now available for citizens and businesses. The Customer Service Division implemented the online Smart Energy Water (SEW) portal and Mobil App providing customers with more information, greater options, and an improved experience. Through the WH20 App, customers can make a payment, review water usage, compare usage to that of the average customer, and learn about conservation opportunities. This App accepts credit cards and e-checks, stores payment methods for future use and offers an "Auto Pay" enrollment option for utility bill payments. Notification preferences such as "Text and Pay" can also be set up for bill due -date reminders so customers can pay bills with one easy text.
- Another improvement, is an easier and more convenient application for service process. Once a service application is completed and submitted either in person or electronically via the City website, a verification system is used to confirm the applicant's identity. This eliminates the need to submit an original copy of a social security card and driver's license when applying for utility services.
- Certain temporary service policies have been established to better accommodate the needs of local licensed realtors to simplify the process. When water service needs to be activated for an inspection, only a deposit is needed for three-day temporary service. The Realtor only has to complete the simplified application on the City website and a Utility Customer Service Representative will contact the Realtor to confirm this request. Account fees and water use will continue to be charged on a monthly basis.
- Through the telemetry system, staff can now monitor and control all water plants using a computer or an iPad. Using this system to control the chlorine pumps significantly reduces overtime.
- Cartegraph software ensures preventative maintenance procedures are regularly followed. Operation and maintenance manuals will be integrated making information regularly available to employees for greater time efficiencies.

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- Advanced Metering Infrastructure (AMI) is an integrated system of smart water meters, communications networks, and data management systems that enable two-way communication between The Utility Department and customers offering access to real-time data. This improves efficiency and controls manpower costs.
- Hach Water Information Management Solution (Hach WIMS) gathers data from the Supervisory Control and Data Acquisition (SCADA) system to provide a complete picture of the operational performance of the wastewater treatment facility. Operators can make confident operational decisions, data reporting to regulatory agencies is streamlined, and the integrity of the environment is protected for our community.
- The majority of the utility infrastructure is underground. While it is out of sight, it is NOT out of mind. Equipment and software provided by EnviroSight provides a clear view of what is happening to the infrastructure underground through the use of crawling digital cameras. This helps keep sewers clean preventing backups and failures, minimizes emergency call-outs saving our customers money and time, and helps to plan for future replacement of infrastructure.
- The City's natural resources have long been recognized as a key to the health and well-being of our community. Winter Haven has embarked on the development of an Integrated/One Water Master Plan to protect these natural resources and plan for future growth. This planning process will encompass every aspect of water and land associated with Winter Haven including the lakes, the stormwater draining into the lakes and wetlands, the drinking water we pull from the ground, and how the water we use is treated and reused.

## **Public Safety**

### **Saving More Lives**

The LUCAS 3.1 Machine (or Lucas Chest Compression System) not only allows for consistent compressions at 102 per minute, but also relieves the medic when chest compressions are critical as a patient is in cardiac arrest. Within the year, all frontline fire trucks will be equipped with the device. During the first six months, public safety responders used the device as a life-saving measure for 19 citizens. These devices can quickly be set up giving optimal time for chest compressions and allowing the medics to focus on other needs. Once the machine is applied, the patient receives continual compressions even when transported out of a house, down stairs or loaded into an ambulance.

### **Neighborhood Initiative**

A cross-section of the City team walk the neighborhoods together to identify issues and offer solutions. They engage residents, connect them with resources, and assist them into compliance where code violations are present improving neighborhoods.

### **Smart Tracking Technology**

Code Compliance Software, TRAKit, greatly improves overall efficiencies using cloud-based technology, provides transparency of information, and gives citizens 24/7 access to report violations and track case history all while alleviating the need for hiring additional Code officers.

### **Smart Drone Response Unit (DRU)**

Winter Haven Police Drone Response Unit (DRU) deploys drones to enhance safety. There is one Law Enforcement Drone with FLIR (Forward Looking Infra-Red) and two Non FLIR. The Fire Department Drone is a Non FLIR. Drones are deployed for immediate response needs including searches for people lost or fleeing, rescue efforts, locating fires in a large building, and even quickly delivering floatation devices to boat accident victims. Additional purposes will develop as needs arise. The ability to adapt this tool to the City's daily operations is endless.

### **Smart License Plate Reading**

License Plate Readers (LPR's) enable law enforcement to set alarms for stolen cars and vehicles used in other crimes, Amber alerts, and Silver alerts. The alarms notify officers when the tag being sought is read electronically by an LPR. The LPR's are portable and can be moved where crime trends are occurring. This tool makes investigations more efficient.

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### **Cleaner Air for Firefighters**

The Ward No Smoke Diesel Exhaust Removal System was purchased and installed on apparatus for cleaner air quality. Prior testing set off the monitor's alarm for an Immediate Danger to Life and Health atmosphere. After installation, testing produced a normal reading. This system improves the air quality Firefighters encounter on a daily basis.

### **Smart Teamwork**

Implementation of video conferencing of the morning public safety coordination briefing establishes a one shift approach. All stations now work as one to provide the highest quality service to all.

### **Valuable Volunteers**

The hours contributed by volunteers in the Police Department saves more than \$125,000 annually.

### **Service Dog Miranda**

When a victim or witness is traumatized or apprehensive around law enforcement, studies show a service dog lessens the stress and relaxes the individual. Miranda also assists Police officers as they deal with stress and PTSD experienced in their duties.

### **Stop the Bleed Training**

The 'Stop the Bleed' campaign trains the public to stop life threatening bleeding from everyday emergencies, and man-made and natural disasters. Training is inspired by military medicine and research in hemorrhage control studied during the Afghanistan and Iraq wars.

### **Life Scan**

The Life Scan Wellness Centers program focuses on early detection and prevention for public safety officers. Services provided are carefully selected to maintain uniformed personnel's overall health status including physical and mental capabilities. With a focus on early detection and treatment, Life Scan offers a thorough health examination as well as recommendations for achieving and maintaining a long term healthy lifestyle and managing medical risks to prevent fatalities. Early detection shows a decline in irregular findings after abnormalities were identified and addressed. Thorough examination and attentions to detail have allowed us to identify many illnesses that show no signs or symptoms such as; Heart Disease, Cancer, Aneurysms, Stroke and Diabetes.

### **Police Mobile App**

The Winter Haven Police Mobile App is one more way citizens can receive the most up-to-date information regarding traffic, news and even weather. Submit-A-Tip offers an instant way to submit non-emergency information, including photos, to help officers respond across our City without making a phone call. Immediate public safety notifications assist to serve our citizens in this face-paced world.

### **Clean Cab Fire Engine**

The design and purchase of a Clean Cab Fire Engine reduces employee exposures to known cancer-causing carcinogens and for improved health, safety and welfare of firefighters. The Clean Cab concept ensures anything that goes into an immediately dangerous to life or health (IDLH) environment, doesn't go back into the passenger compartment or the apparatus until it has been properly decontaminated.

### **Bunker Gear**

Globe Athletix coats and Globe GPS pants were selected by an employee driven committee for its safety, comfort, breathability, durability, thermal protection, particulate protection, personal escape system integration and exceeding the industry standard. The GPS pant system allows for proper sizing and fit. The Winter Haven Fire Department has proudly set the standard by providing the best Personal Protective Equipment available in Central Florida.

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### **Portable Speed Bumps**

Portable speed bumps protect first responders by controlling vehicle speeds and increasing hazardous incident zone safety. This equipment temporarily controls and calms traffic flow on busy roadways while first responders are working in and around the roadway. This equipment can be deployed and retrieved in seconds, and assist in deterring drivers from being distracted by emergency response vehicles at motor vehicle accidents, structure fires and hazardous material incidents. In 2017, 15,145 fire department vehicles were involved in collisions nationwide, leading to 1,080 injuries and 18 deaths, including 10 cases of firefighters being directly struck by other vehicles, (National Safety Council and Emergency Responder Safety Institute).

### **Battery Powered Positive Pressure Fans**

By replacing four gasoline powered positive pressure fans with battery powered positive pressure fans noxious carbon monoxide is no longer produced around Public Safety personnel. Battery powered positive pressure fans eliminate introducing carbon monoxide into minimally damaged structures from fire, which allows occupants to enter and inhabit their homes at a faster and safer rate.

### **Thermal Imaging Camera**

Five obsolete cameras were replaced with thermal imaging cameras in all City fire apparatus. The camera provides firefighters the tools to locate heat signatures in smoke filled environments, which enhances extinguishment of fire, locates hidden fires, and detects trapped victims.

### **Vehicle Extrication Equipment**

The stabilization of vehicles and machinery before rescue operations begin is imperative for rescuer and patient safety. Holmatro V-Struts are used to create two to four points of contact with the vehicle and machinery. This creates a solid base so the vehicle or equipment cannot move, shift, or tip over thus preventing injury or death to the rescuer and/or patient involved. The struts can be deployed in less than one minute and require no accessories to assemble.

### **Battery Powered Extrication Equipment**

Battery powered extrication equipment allows one firefighter to unload, deploy and initiate extrication. These tools do not require hoses, cords and power units to operate, compared to the gasoline powered units previously used. This newer technology increases efficiency, mobility, rapid extrication tactics and eliminates the element of gasoline power units that expel known cancer causing fumes.

### **Laundry Soap Dispensers**

Laundry soap dispensers are now integrated into each station's uniform washing machine to improve cleaning efficiency and reduces waste through an accurate detergent dispensing system. User interface allows programming for soil loads and has a lockout function when it is activated multiple times during a single use.

### **Crewsense**

Crewsense is a staff scheduling program with multiple efficiency and cost-saving features. The Callback module allows supervisors to fill a shift vacancy with a qualified employee from another shift. It takes approximately one minute to initiate the automated callback process compared to the previous procedure, which consisted of the shift commander reviewing an overtime list and calling each individual employee.

### **Third Party Recruitment, New Hire Testing and Promotional Testing**

Instead of conducting in house recruitment and physical abilities test for new hires, the National Testing Network directly contracts with public safety departments across the country to test candidates for jobs. Once a candidate completes this simple process, information and test scores will be sent directly to each department. The National Testing Network provides a nationwide recruiting network that identifies candidate's qualifications and a pre-employment back ground questionnaire.

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### **Annual Physicals**

LifeScan annual physicals for firefighter and police officers combines an annual physical with life-saving, early detection-enhanced screening for major diseases. An integrated fitness initiative includes diet and nutritional analysis, a state-of-the-art fitness evaluation, and a personalized wellness plan for each individual officer and firefighter.

### **Keiser Force Machine**

A simulated forcible entry chopping device developed and manufactured specifically for the fire service provides an efficient and durable means of training and testing firefighters who use axes and sledgehammers. The machine aligns the firefighter in a correct biomechanical position to specifically target the large muscle groups for strength and endurance conditioning. This device is globally used for training, competitions and testing in the Fire Service.

### **Firefighter Personal Escape Device**

The device is used by firefighters to rapidly escape from the fire floor to a safer floor below in deteriorating structure fire conditions. It attaches to the existing air packs, eliminating the need to issue individual escape systems and is in accordance with the National Fire Protection Association 1983, Standard on Life Safety Rope and Equipment for Emergency Services.

### **Ballistics Vests**

Condor Sentry + Guardian ar500 Level 3 + Standalone "NIJ Certified" vests are in pursuant to the National Fire Protection Association 3000, Standard for an Active Shooter/Hostile Event Response (ASHER) Program.

### **Stackable Bunker Gear Washer and Dryer for Station No. 2**

This purchase will increase the washing and drying time of contaminated bunker gear and reduce the risk of cancer per the National Fire Protection Association 1851, Standard on Selection, Care and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting.

### **High Pressure Lift Airbags**

These airbags are used for lifting heavy objects for rescue purposes, with a lifting capacity of 5,000 to 80,000 pounds.

### **Radios**

Existing Fire Department radios no longer supported due to technology advancements are being replaced with higher heat tolerant radios. Cost savings is incurred through purchasing partnerships with surrounding cities and Polk County.