



**Commission on
Fire Accreditation
International**

Accreditation Report

**Roseville Fire Department
401 Oak Street
Roseville, CA 95678
United States**

**This report was prepared on December 16, 2015
by the
Commission on Fire Accreditation International
for the
Roseville Fire Department**

**This report represents the findings
of the peer assessment team that visited the
Roseville Fire Department
on October 18-22, 2015**

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Roseville Fire Department Organizational Chart

Summary Rating Sheet (For Commission Use Only)

EXECUTIVE REVIEW

PREFACE

The Roseville Fire Department recently received candidate status. On February, 15, 2015 the agency asked the Commission on Fire Accreditation International (CFAI) for a site visit to determine if it could be recommended for accreditation. On March 12, 2015, the CFAI appointed a peer assessment team. The peer team leader approved the organization's documents for a site visit on September 15, 2015. The team conducted the onsite visit of the Roseville Fire Department on October 18-22, 2015.

In preparation for the onsite visit, each team member was provided access and reviewed the self-assessment manual, standards of cover (SOC), community risk analysis, and strategic plan posted by the Roseville Fire Department on the Center for Public Safety Excellence (CPSE) SharePoint site. This documentation represented a significant effort by the agency, which did not use a consultant to assist it with completing the documents required for accreditation.

SUMMARY

The CFAI has completed a comprehensive review and appraisal of the Roseville Fire Department based upon the eighth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM)*. The commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The peer assessment team's objectives were to validate the department's self-assessment study, identify and make recommendations for improvement, issue a report of findings, and conclude if the department is eligible for an award of accreditation.

The peer assessment team followed CFAI processes and the Roseville Fire Department demonstrated that its self-study accreditation manual, community risk analysis, SOC, and strategic plan met all core competencies and criteria. The peer assessment team recommends accredited agency status for the Roseville Fire Department from the Commission on Fire Accreditation International.

Roseville's success in meeting the service expectations of the community is tied to how it has been able to integrate the analysis found in its SOC, risk assessment, and strategic plan. The SOC development process has evolved over the years and adjustments were made by the agency staff to match the available resources to the fire and non-fire risks in Roseville and the expectations of the community. The SOC appropriately identifies that the majority of the city has a metropolitan density population with pockets of suburban density and limited rural areas at the outer fringes. The team members found appropriate benchmark goals and baseline performance statements in place that identify the total response time performance.

Following a detailed assessment of the response data and analysis provided by the agency, the peer assessment team believes by consensus that the alarm handling time, turnout time, and travel time for the first-due and effective response force components of the total response time

continuum, as contained in the SOC, are in line with the industry practices identified in the eighth edition of the *FESSAM*.

This report contains recommendations from the peer team that, by consensus, believes are opportunities for changes the agency could use in their process of continual improvement. They can be found in the Recommendations section of this report, and in greater detail in the Observations section. The recommendations were drawn from discussions, interviews, and a review of department-supplied documentation to support its self-assessment conclusions.

The team observed a commitment by the department to the CFAI accreditation process. The agency will be welcoming a new fire chief in the coming weeks and the self-assessment manual, strategic plan, and standards of cover documents will provide a valuable resource of where the agency has been and where it is prepared to go in the future.

Composition

The City of Roseville is located in California on the southwest edge of Placer County, bordering Sacramento County. The City of Roseville (the City) began as a railroad junction in 1864 and was called, Roseville Junction. Renamed City of Roseville, the community was incorporated in 1909 and became a chartered city in 1955. In 1907, a fire protection committee was established and thus was born the Roseville Fire Department. The original city had less than 2,500 persons and has grown to over 128,382 (2015), and covers 43.05 square miles.

The Roseville Fire Department is legally established as a department in the City of Roseville, which is the largest city in Placer County. The city operates under a council/manager system with five city council members elected at large, with one being the Mayor and one being the Mayor Pro-Tem. Council ensures compliance with the basic agency policies through the annual budget review and approval process that includes program performance reviews.

The department responded to a total of 13,420 emergencies in 2014 including: 360 fire calls (2.7 percent); 9,454 emergency medical service (EMS) calls (70.5 percent); and 3,606 miscellaneous calls (26.8 percent).

The fire department has managed to evolve with the growth of building stock and related population; it is now a career service staffed by a minimum of 33 uniformed personnel on a daily basis working out of 8 fire stations.

In July, 2015, the agency received an Insurance Services Office (ISO) Public Protection Classification of 2.

Government

Council-Manager form of government
Mayor and 4 Councilmembers
City Manager
Fire Chief

Fire Department

8 fire stations
96 uniform and 7 civilian personnel
3 shift system

Staffed Resources

8 engine companies
2 ladder companies

Cross-staffed Resources

1 hazardous material unit
1 heavy rescue unit
3 wildland units
2 grass units unit

Non-staffed Units

Multiple ready reserve apparatus

Daily Minimum Staffing (All Stations): 33 (This was verified by the team while on-site. The agency uses a “constant staffing” model that requires all line positions to be filled daily through the use of overtime compensation.)

CONCLUSIONS

The self-study manual produced by the Roseville Fire Department was of high quality. The manual represented a significant effort by the staff of the department to produce and present a quality document.

- The Roseville Fire Department demonstrated that all core competencies were met and received a credible rating.
- The Roseville Fire Department demonstrated that all applicable criteria were met and received a credible rating.
- The peer assessment team recommends accredited agency status for the Roseville Fire Department.

RECOMMENDATIONS

The peer assessment team conducted an exit interview with the agency consisting of the city manager, the fire chief, and most all of the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The department was given an opportunity to respond to any errors in findings of fact.

Strategic Recommendations

Strategic recommendations were developed from information gathered from the onsite assessment visit and the evaluation of the criteria and core competencies.

Category II – Assessment and Planning

Criterion 2B: Fire Risk Assessment and Response Strategies

Criterion 2C: Non-Fire Risk Assessment and Response Strategies

Core Competencies

2B.5 Agency baseline and benchmark total response time objectives for fire response conform to industry best practices as prescribed on page 70-71 for first due and effective response force (ERF).

2C.5 Agency baseline and benchmark total response time objectives for non-fire incident response conform to industry best practices as prescribed on page 71 for first due and effective response force (ERF).

- It is recommended that all responding companies are trained on the need to report their enroute and on-scene times and empower company officers to check the data following the response to ensure it is both present and accurately reflects actual performance.
- It is recommended that the agency work with the Public Safety Answering Point to identify potential efficiencies in call handling that can reduce the total processing time for all requests for service and establish call-handling performance objectives against which progress can be measured.
- It is recommended that the agency track turnout times for each station on a weekly basis to identify current performance trends and provide more immediate feedback to the responding companies.

Criterion 2B: Non-Fire Risk Assessment and Response Strategies

Core Competency

2B.8 The agency utilizes a formal process periodically to assess the balance between fire suppression capabilities and fire risks in the service area. Identified imbalances are addressed through the planning process.

It is recommended the agency develop an internal committee with the responsibility for tracking response data on an established schedule, evaluating all levels of risk within the community and refreshing the current SOC annually.

Criterion 2D: Strategic Planning

Core Competency

2D.1 The agency has a published strategic plan.

It is recommended the agency consider the re-imagining of the existing strategic plan through a community-based planning process that would involve both internal and external stakeholders of the agency.

Category V – Programs

Criterion 5A: Fire Suppression

Core Competencies

5A.4 Current standard operating procedures or general guidelines are in place to direct fire suppression activities.

It is recommended the agency continue with the review and update of all standard operating procedures (SOP) / standard operating guidelines (SOG) to ensure this project is completed and placed into a regular cycle of SOG review and update. This recommendation also applies to the following program areas: 5B.6, 5C.7, 5D.8, 5E.4, 5F.4, and 5G.4.

5A.7 An appraisal is conducted, at least annually, to determine the effectiveness of the fire suppression program.

It is recommended that the agency establish more frequent intervals for the analysis of data in its records management system related to baseline performance so as to more immediately identify changes in levels of service and identify opportunities for improvement. This recommendation also applies to the following program areas: 5C.7, 5D.8, and 5G.10.

Specific Recommendations

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

Category IV – Financial Resources

Criterion 4A: Financial Planning

Performance Indicator

4A.4 The annual budget, short and long-range financial planning, and capital expenditures are consistent with agency priorities and support achievement of the agency's strategic plan and goals and objectives.

It is recommended that the department update their capital improvement plan to include items that may or may not fall under the capital purchases criteria.

Criterion 4C: Resource Allocation

Performance Indicator

4C.3 Future asset maintenance costs are projected with related funding plans.

It is recommended that the department research technologies to assist in tracking inventory, maintenance, and replacement of medium-expense items including ladders, station appliances, etc.

Category V – Programs

Criterion 5D: Fire Investigation Program

Performance Indicator

5D.4 The agency defines and provides appropriate and adequate equipment, supplies and materials to meet the fire investigation program needs.

It is recommended the agency consider creating checklists and requirements for inspection of fire investigative equipment to ensure the cache is maintained adequately.

Criterion 5H: Domestic Preparedness Planning and Response

Performance Indicators

5H.6 A process is in place to record information and provide data on needed resources, scope, nature of the event, and field resources deployment.

It is recommended the agency develop recurring training opportunities to enhance the effectiveness of the emergency operations center software (WEBEOC) during exercises and real world events.

5H.7 The agency periodically conducts operational tests of and evaluates the all-hazards plan and domestic preparedness program.

It is recommended the agency identify a succession of authority process based on the needs of jurisdiction.

Category VI – Physical Resources Plan

Criterion 6D: Apparatus Maintenance

Performance Indicator

6D.8 The reserve vehicle fleet is adequate or a documented contingency plan with another agency is in place for the event that apparatus must be taken out of service.

It is recommended that the agency evaluate if the number of reserve vehicles is appropriate based on the number of front-line apparatus.

Category VIII: Training and Competency

Criterion 8C: Training and Education Resources

Performance Indicator

8C.2 Instructional personnel are available to meet the needs of the agency.

It is recommended that the agency continue to champion the findings identified in the March 2011 *Citygate and Associates* operational review recommending an additional company officer-level drill master position.

Category IX – Essential Resources

Criterion 9B: Communication Systems

Performance Indicator

9B.8 The communications center(s) has/have adequate supervision and management.

It is recommended that the communication center evaluate the appropriate level of supervision for the center.

Category X – External Systems Relationships

Criterion 10A: External Agency Relationships

Performance Indicator

10A.4 A conflict resolution process exists between the organization and external agencies with whom it has a defined relationship.

It is recommended the agency add conflict resolution processes to all external agency agreements.

OBSERVATIONS

Category I — Governance and Administration

The city of Roseville operates under the council-manager form of municipal government. The five council members are elected at large for four-year terms of office. The council member receiving the highest number of votes in the latest election is seated as vice mayor for the first two years of their four-year term, and as mayor for the final two years.

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources. The city was legally chartered by the State of California on January, 5, 1955 as a local municipality. The charter established the roles, responsibilities and powers of the city council and establishes the city manager. Section 38611 of the California Government Code requires the General Law Cities to provide a fire department. Section 2.11 of the charter enables the city manager to appoint department directors through administrative policies and through Administrative Regulation 1.10.1. The city manager establishes the various departments of the city and duties of department directors, of which the position of fire chief was established with duties and responsibilities.

The established administrative structure provides an environment for achievement of the agency's mission, purposes, goals, strategies, and objectives. The agency staff members comply with the many requirements set forth by California Occupational Safety and Health Administration (OSHA) and Federal OSHA at all levels. Laws that pertain to human resources are adhered to and supported by the city.

Category II — Assessment and Planning

The agency has a well-developed standards of cover document (SOC) in place that was developed through the analysis of the community, its risks, and data from the agency records management system (RMS). Simultaneously, agency staff developed a self-assessment manual and strategic plan. These documents work together to develop and support the response performance standards against which the agency measures itself. All of this effort by the agency produced a comprehensive and integrated approach that has identified appropriate programs and services as they relate to the identified needs of the community.

The agency collects and analyzes data specific to the distinct characteristics of the community served and applies the findings to organizational planning. An analysis in the SOC appropriately identifies that the city's population densities are 94 percent metropolitan, 4 percent suburban, and 2 percent rural. The community started as a railroad junction with the original downtown and early residential growth. This area is of older frame construction with pockets of renovated occupancies. The structures in the surrounding areas reflect the decade in which they were built. The overall population density is fairly consistent across the community with pockets of suburban and rural on the outer edges.

The department assesses the nature and magnitude of the hazards within its jurisdiction and develops appropriate response coverage strategies. Each significant fire and non-fire risk is

categorized and listed to permit future analysis and study in determining standards of cover and related services. Special attention is paid to identify, analyze and develop strategies for non-fire or limited fire risks that gain importance due to cultural, economic, environmental, or historical value.

The benchmark service level objectives incorporated into the SOC are based on local needs and circumstances and industry standards and best practices adopted from the: *Commission on Fire Accreditation International (CFAI) Fire & Emergency Service Self-Assessment Manual (FESSAM), eighth edition; CFAI Standards of Cover, fifth edition; National Fire Protection Association (NFPA) 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems; Insurance Services Office (ISO); Fire Protection Research Foundation; and the National Institute of Standards and Technology (NIST).*

The agency, during the development of their SOC, reviewed the type, level and number of both fire and non-fire risks within the community. Working from data developed from the RMS system and input from the company-level officers the staff members developed a comprehensive review of the community which matched the available resources to the level of risk.

The assessment process also considered the demographics of the community, the economic indicators that could influence its ability to deliver services, as well as data for historical fire loss, available water supply, and the presence of automatic fire protection systems. Each fire company is responsible for the development of pre plans in their first-due district. This information serves to keep the risk assessment current.

Careful consideration was also given to the non-fire risks within the community. These include, but are not limited to: technical rescue, hazardous materials, and emergency medical services. The analysis and evaluation of the related service considered the demands for each of these risk types.

An example of this work can be found in the hazardous material response program. The community essentially surrounds the Union Pacific Railroad switching or junction yard which serves as a point of departure for trains moving to the east over the Sierra Mountains and to southern California. The facility contains 106 miles of track spread over 11 distinct lines within the yard. The traffic through this facility is substantial as evidenced by the movement of hazardous material shipments that, on average, amount to one million shipments each year. The agency has developed and maintains a robust hazardous material response capability based on the established risk.

The peer team believes that appropriate performance objectives are contained in the SOC relative to the response of adequate personnel within an appropriate time-frame. The SOC also identifies opportunities for further improvement of the agency's capabilities.

The agency has done an effective job of identifying the gaps between desired versus current performance as well as initiatives that have the potential to address each area. The executive and command staff's review response data generated by the RMS on a monthly basis. Coupled with data from the newly installed New World computer aided dispatch (CAD) software, the resulting data can be used to identify emerging trends in performance.

It has been past practice for the executive staff to handle the updates of the SOC data. More recently this fell to one person and while the resulting document is well detailed, an opportunity exists to make the document a collaborative process by including more members of the agency. It is recommended the agency develop an internal committee with the responsibility for tracking response data on an established schedule, evaluating all levels of risk within the community and refreshing the current SOC annually.

The department's practice is to document alarm handling as the time interval from the receipt of the alarm at the primary public service answering point (PSAP) until the beginning of the transmittal of the response information via voice or electronic means to emergency response facilities or the emergency response units in the field.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that the alarm handling time, turnout time, and travel time for the first-due and effective response force components of the total response time continuum, as identified in the standards of cover, are in line with the industry best practices identified in the eighth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM)*.

There are however, opportunities for continued improvement in the area of reducing the alarm handling, turnout times. In both the "Key Findings" found in the SOC and observations by the peer team there are actions the agency could initiate that have the potential for improving both the quality of the CAD data and actual performance. These recommendations are:

- It is recommended that all responding companies are trained on the need to report their enroute and on-scene times and empower company officers to check the data following the response to ensure it is both present and accurately reflects actual performance. The agency identified this as a solution to the issue of incorrect or absent in-route and on-scene time stamps in the CAD data. Often, the first step in data entry is for the report writer to check for both the presence and accuracy of the data and, with proper controls, make corrections before submitting the record.
- It is recommended that the agency work with the Public Safety Answering Point to identify potential efficiencies in call handling that can reduce the total processing time for all requests for service and establish call-handling performance objectives against which progress can be measured. The community implemented a new CAD system in May, 2015 along with a more advanced station alerting system in all facilities. A transition to a new CAD system can face challenges that need to be overcome, sometimes through simple changes or perhaps trial and error, depending on the issue. In either case it is critical the PSAP staff and the client agency establish agreed performance measures that can be used to determine if the changes are having the intended outcomes.
- It is recommended the agency track turnout times for each station on a weekly basis to identify current performance trends and provide more immediate feedback to the responding companies. Providing this information on a regular and frequent basis can be invaluable to effecting change at the company level.

A three-year strategic plan (2014 – 2017) is in place and, along with the budget, is guiding the activities of the department. The plan is submitted to the city manager for review. The current plan has seven overarching goals that address virtually all areas of the organization. It was developed in consultation with internal stakeholders through a detailed strengths, weaknesses, opportunities and threats analysis that used a series of meetings which involved all levels and ranks of the organization. As presented, the document meets both the intent and desired outcome of this core competency.

The chief executive of the agency at that time completed the plan, making unilateral choices for the specific objectives and strategies. Neither line, mid-level, nor executive staff members were consulted during this period. During discussions with both labor, mid-level, and executive staff, there was a common desire to revise the entire document especially with the in-coming chief fire officer starting shortly. It is recommended the agency consider the re-imagining of the existing strategic plan through a community-based planning process that would involve both internal and external stakeholders of the agency.

Category III — Goals and Objectives

The Roseville Fire Department is guided by a strategic plan that contains goals and strategic outcomes. Related performance measures can be found in the city's annual budget document and serve to establish measures of the department's progress during the fiscal year.

The agency has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves. The General Plan and Annual Program Performance Budget are annually reviewed and adopted by the city council. The agency's long range plans are consistent with the guidance provided in the General Plan. The General Plan outlines regional fire protection, fire hazards, emergency preparedness and the outlook in three areas: Fire Protection, Hazardous Materials, and Emergency Medical Services. General goals are included in each area with long-range policies and specific implementation measures. The annual Program Performance Budget provides the measurement tools to the agency staff uses to evaluate objectives are being executed during the budget year. On an annual basis long-range planning is conducted during the development, and adoption of the budget. Progress is evaluated on a quarterly basis in the areas of work volume, timeliness, efficiency and effectiveness.

The department tracks progress towards implementing its goals and objectives by a management process that includes: holding portfolio meetings twice a month to report and discuss the pursuits and progress of each division; conducting monthly senior staff meetings to verbally discuss the progress of each division towards the completion of performance measures and tactical objectives, both administratively and operationally; and submitting quarterly performance measure reports to division managers for review and who report the results to the fire chief. The goals and objectives, and the progress towards their implementation, are readily available to all members of the department through its intranet site.

Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically.

The annual goals and objectives are reported and reviewed by both agency staff and city management which includes the city manager as well as the Finance Department and finally the city council at the mid-year and year-end points of the fiscal year. This review schedule triggers an internal review of agency goals.

Category IV — Financial Resources

The Roseville Fire Department (RFD) uses a team concept to develop their fiscal year budget. An administrative analyst is the focal point for the budget process within this organization to ensure the agency meets required timelines for approval by the city council. The city and the agency exhibit sound financial practices and responsibility to its citizens. The resources that are requested support the organizational goals and objectives.

Financial planning and resource allocation is based on agency planning involving broad staff participation. Managers within the agency are responsible to develop and contribute budgetary needs for their areas of responsibility, this includes the individual fire station budgets. All budget information is funneled to the administrative analyst so it can be prepared, reviewed, and approved by the executive staff before it is forwarded to the Finance Department. The strategic plan and the standards of cover provide direction for their expenditures.

The Finance Department provides detailed direction including timelines to help guide city departments in developing their budgets. The city council provides overall guidance to all of the departments through their adopted goals. The agency follows all city policies and guidance to develop their annual budget.

The agency has a capital improvement outlay to identify costs for budgeting for some high value items. The peer team noted that current policy requires the inclusion of items with an individual value of greater than \$5,000. This could eliminate consideration of equipment that, when added together would have a cumulative value far in excess of the stated limit. It is recommended that the department update their capital improvement plan to include items that may or may not fall under the capital purchases criteria.

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting and auditing. The peer assessment team verified that the city is in receipt of the most currently available Certificate of Achievement for Excellence in Financial Reporting (certificate) from the Government Finance Officers Association of the United States and Canada (GFOA) for its Comprehensive Annual Financial Report (CAFR). The city has submitted its most recent GFOA certificate and CAFR as prima facie compliance with this criterion. They have been recognized for this achievement for the past 12 years.

Financial resources are appropriately allocated to support the established organizational mission, the stated long-term plan, goals and objectives, and maintain the quality of programs and services. The city council has been supportive of the fire department to ensure it can meet all demands for service, meet organizational goals and objectives, and ensure the quality of life is maintained for the citizens they serve.

The agency is able to project revenues obtained from the fire facilities tax to ensure adequate funds are available to support programs. Additional revenue is provided through sales and property taxes. The city ensures the organization can meet adopted levels of service levels.

There is not an adequate mechanism to track smaller capital items under the stated threshold. This makes it difficult for the department to effectively forecast these types of expenditures. It is recommended that the department acquire software that would track inventory, maintenance, and replacement of medium-expense items including ladders, station appliances, etc.

Category V — Programs

Criterion 5A – Fire Suppression

The Roseville Fire Department is a full-service fire and rescue organization designed to provide essential public safety and emergency services to a growing population base. To meet the needs of its residents, the department currently staffs eight engines, two ladders, and cross-staffs a hazardous material unit, and a heavy rescue response unit from eight fire stations. The pump capacity of all engines is a minimum of 1,500 gallons per minute. The agency operates a 3-shift system and has established a minimum staffing of 33 firefighters per shift, per day. A minimum of three firefighters per engine company and four firefighters per truck company are maintained on each front-line unit.

The agency relies upon external resources to make up its effective response force in limited areas of the community. Currently automatic aid agreements are in place with Cal Fire, Sacramento Metropolitan Fire District, South Placer Fire District and Rocklin Fire, all agencies with which the community shares borders.

The peer team verified that the departments supplying these resources have the internal capacity to respond to other communities. The automatic and mutual aid participants work from one common set of standard operating guidelines that are regularly updated to reflect current practices. The agency maintains a training center for internal training needs but shares the facility with neighboring agencies which contributes to the effectiveness and safety of the system.

The agency operates an adequate, effective, and efficient fire suppression program directed toward controlling and/or extinguishing fires for the purposes of protecting people from injury or death, and reducing property loss.

The department maintains a comprehensive set of Standard Operating Procedures (SOP) that guide the operations of the organization. The agency staff is in the process of converting the existing SOP's to a Standard Operating Guidelines (SOG) format. A part of this process includes updating each document as necessary. Under the collective bargaining agreement (CBA) representatives from labor are a part of the review and update process. This ensures the final product is accurate and reflects current practice.

It is recommended the agency continue with the review and update of all standard operating procedures (SOP) / standard operating guidelines (SOG) to ensure this project is completed and

placed into a regular cycle of SOG review and update. This recommendation also applies to the following program areas: 5B.6, 5C.7, 5D.8, 5E.4, 5F.4, and 5G.4.

The agency utilizes the National Incident Emergency Management System (NIMS), as required by state law. The department has adopted the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) Fire Service Field Operations Guide (FOG), Incident Command System (ICS) 420-1 as their emergency incident management system. Policy requires the department implement the ICS at all incidents for which it has scene management responsibility. The FIRESCOPE FOG, ICS 420-1, is the department's field reference for ICS. The department has conducted training to certify each member to the ICS 300 level, and higher for chief officers.

The agency executive and command staff review significant incidents as well as current performance data on a monthly basis. The informal process of daily review of fire reports and post incident analysis has provided daily and monthly appraisals of the department's fire suppression program at the battalion chief level. The agency demonstrated that deficiencies are corrected or sent to subject matter experts, such as committee members or the training division, for follow up and future implementation.

It is recommended that the agency establish more frequent intervals for the analysis of data in its records management system related to baseline performance so as to more immediately identify changes in levels of service and identify opportunities for improvement. This recommendation also applies to the following program areas: 5C.7, 5D.8, and 5G.10.

The department's response and deployment standards are based upon the metropolitan population density, and the fire demand of the community. Eight fire stations provide citywide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The department's benchmark service level objectives are as follows:

For 90% of all moderate risk structure fires, the total response time for arrival of the first due unit, staffed with 3 personnel (one captain, one engineer and one fire fighter/paramedic) shall be: 7 minutes and 55 seconds. The first due unit shall be able to: advance an attack line capable of flowing 150 gallons per minute (gpm), provide 500 gallons of tank water, establish an uninterrupted water supply, and provide up to 1500 gpm pumping; provide a size up; conduct a 360 degree evaluation; initiate command; request additional resources and rescue at-risk victims. These operations shall be done in accordance with departmental standard operating procedures.

For 90% of all moderate risk structure fires, the total response time for arrival of the effective response force (ERF), staffed with 14 firefighters and officers, shall be 11 minutes and 30 seconds. The ERF shall be able to: establish command; appoint a site safety officer; provide an uninterrupted water supply; advance additional attack lines and backup lines for fire control; contain the fire; comply with the Occupational Safety and

Health Administration (OSHA) requirements for two-in and two-out; complete forcible entry; search and rescue at-risk victims; ventilate the structure; control utilities; and perform salvage and overhaul.

The department's baseline statements reflect actual performance during 2010 to 2015. The department relies on the use of automatic aid from neighboring fire departments to provide its effective response force complement of personnel for specific areas of the community. These resources are immediately available as part of a seamless response system. The department's actual baseline service level performance is as follows:

For 90% of all moderate risk structure fires, the total response time for arrival of the first due unit, staffed with 3 personnel (one Captain, one Engineer and one FF/P) was: 7 minutes and 46 seconds. The first due unit was able to: advance an attack line capable of flowing 150 gpm, provide 500 gallons of tank water, establish an uninterrupted water supply, and provide up to 1500 gallons per minute (gpm) pumping; provide a size up; conduct a 360 evaluation; initiate command; request additional resources and rescue at-risk victims. These operations shall be done in accordance with departmental standard operating procedures.

For 90% of all moderate risk structure fires, the total response time for arrival of the effective response force (ERF), staffed with 14 firefighters and officers, was 11 minutes and 53 seconds. The ERF was able to: establish command; appoint a site safety officer; provide an uninterrupted water supply; advance additional attack lines and backup lines for fire control; contain the fire; comply with the Occupational Safety and Health Administration (OSHA) requirements for two-in and two-out; complete forcible entry; search and rescue at-risk victims; ventilate the structure; control utilities; and perform salvage and overhaul.

The team also reviewed the available 2015 response time data and confirmed it is consistent with the provided information for 2011-2015. The peer team did note that in the first three months after the introduction of the new CAD system the call handling for all fire and emergency medical service responses showed an overall reduction in call handling to 1:46, turnout time to 1:54 and total response time of 7:43.

STRUCTURE/BUILDING FIRE - 90th Percentile Times Baseline Performance		2010- 2015	2015	2014	2013	2012	2011	2010
Alarm Handling	Pickup to Dispatch	02:15 (430)	02:04 (57)	01:49 (64)	02:05 (82)	02:54 (80)	01:59 (58)	02:36 (88)
Turnout Time	Turnout Time 1 st Unit	02:27 (407)	02:35 (64)	02:27 (62)	02:37 (74)	02:15 (71)	02:41 (54)	02:16 (81)
Travel Time	Travel Time 1 st Unit Distribution	05:00 (427)	05:43 (75)	05:00 (60)	05:00 (74)	04:27 (74)	05:10 (57)	04:44 (86)
	Travel Time ERF Concentration	10:01 (128)	11:54 (27)	11:06 (14)	09:15 (21)	8:19 (21)	10:54 (16)	09:20 (29)
Total Response Time	Total Response Time 1 st Unit Distribution	07:46 (456)	07:26 (81)	07:46 (65)	07:05 (83)	07:18 (79)	07:23 (60)	08:10 (88)
	Total Response Time ERF Concentration	11:53 (128)	11:54 (27)	13:38 (14)	11:21 (21)	10:26 (21)	14:07 (16)	12:54 (29)

Criterion 5B – Fire Prevention / Life Safety Program

The agency operates an adequate, effective, and efficient program directed toward fire prevention, life safety, hazard risk reduction, the detection, reporting, and control of fires and other emergencies, the provision of occupant safety and exiting, and the provisions for first aid firefighting equipment.

The agency fire prevention program operates under ordinance 5258, which adopted the 2013 California Building Standards Title 24, Part 9. It also incorporated the 2012 edition of the International Fire Code which carries amendments authorized by the State of California. The code has been incorporated by reference into the city’s municipal code and has been amended in key areas in order to meet the needs of the city.

Fire and life safety inspections are conducted based on the program objectives established during the annual budget process. Inspection staff members perform state-mandated and target-hazard inspections annually. State-mandated inspections include apartments, hotels, motels, and schools. Target hazards have included occupancies which involve the potential for significant loss of life such as large assemblies, care facilities and major economic loss. The agency’s operations division personnel also conduct annual inspections of apartments and hotels.

The agency's life safety/hazardous materials officer coordinates all hazardous material permitting and regulation and conducts all hazardous material/waste inspections with assistance from one fire inspector and two fire & environmental safety inspectors. All hazardous waste generators and facilities that use, store, or handle quantities of hazardous materials which require a permit are inspected annually under the city Certified Unified Program Agencies (CUPA) program.

Staffing in the division consists of the division chief/fire marshal, two supervising fire inspectors, one fire inspector II, two fire & environmental safety inspector I's and one life safety/hazardous materials officer. The program is organized into two sections; engineering/enforcement and hazardous materials. Inspectors are assigned geographic areas and are charged with specific duties/programs so the division is successful in meeting its goals and objectives. The staffing was reduced over the last three years due to budgetary constraints. An Inspector I position was eliminated and was reassigned to a public information officer. All personnel in the division are International Code Council (ICC) certified.

Fire hazard and community risk reduction are evaluated at least annually to coordinate existing and future development with current and future emergency response capabilities. As a key role player in this process, the division continually analyzes project plans and annexations to ensure the standards of cover is balanced to the risk. Included in this process is the analysis of future service demands based on types of development and occupancy classifications.

Moreover, the division has specific performance measures that are identified during the annual budget approval process and are used to track the output of the program. The staff reviews current progress on a quarterly basis and reports to the city manager and city council at the mid-fiscal year and at the end of the fiscal year.

Criterion 5C – Public Education Program

The Roseville Fire Department public education program addresses the needs of individuals, businesses and the residents of the community. Programs are presented in the schools, at various businesses and service clubs, and in the fire stations. A part-time Public Education Coordinator manages the program with the assistance of seven firefighters who have assumed the role of "presenter."

A public education program is in place and directed toward identifying and reducing specific risks in a manner consistent with the agency's mission. Through the review of data collected from field reports, demographic information, and program data analysis, the public education program has identified several target audiences for whom the program coordinator conducts educational programs. The program is multi-faceted that presents such topics and programs as: injury prevention, fire station open house events, Vial of Life, cardiopulmonary resuscitation, National Night Out, and Juvenile Firesetter. Audiences are targeted based on analysis of injury prevention data from local, state, and national resources.

The program has three standard operating guidelines (SOG) in place that direct the scheduling, and delivery. They provide suitable guidance for the program and its goals. The SOG's are current having recently been converted to a new format adopted by the agency.

The agency staff evaluates the success and effectiveness of the program through a well-established informal process that relies on feedback from the attendees and the firefighter presenters.

Criterion 5D – Fire Investigation Program

The Roseville Fire Department has a dedicated fire investigation program that will investigate the cause, origin, and circumstances of fires that involve the loss of life or injury or destruction of property. The agency has a team of two fire investigators to conduct investigations of all reported fires within the city. The team consists of the Division Chief of Fire and Life Safety and a Fire Inspector II. Additionally, the department is entering into a service agreement with a private fire investigation firm to provide on-call certified fire investigators to support the current staff of two.

The agency partners with the Roseville Police Department which conducts interviews, evidence collection, and law enforcement functions. This is augmented by the Sacramento Sierra Regional Arson Task Force (SSRATF) and the Bureau of Alcohol Tobacco and Firearms if needed.

The agency operates an adequate, effective and efficient program directed toward origin and circumstances of any fire, explosion or other hazardous condition. The agency's fire investigation program functions under California Penal Code 830.37, which outlines the authority of fire investigators as peace officers. The peer team determined the fire investigation program is authorized to perform the duties it has been assigned.

The investigations are scientifically conducted following the *National Fire Protection Association (NFPA) 921: Guide for Fire and Explosion Investigations, 2011 edition*. Company officers are provided with mandated overview training on the content of the standard to ensure that they are familiar with the overall expectations of an investigation and certified fire investigators oversee all investigative operations, to include the quality assurance of the reports.

The current program staffing strategy provides properly qualified investigative personnel to be available on a 24 hour a day basis and allows the agency to meet its mandate of conducting fire cause determination. All fire investigators are qualified to the *NFPA 1033: Standard for Professional Qualifications for Fire Investigator, 2014 edition* and California State Fire Marshal standards. The assistance of the police department has proven very valuable in completing the criminal portion of the investigations. For large and complex investigations resources can be further augmented by the Sacramento Sierra Regional Arson Task Force (SSRATF) and the Bureau of Alcohol Tobacco and Firearms (ATF).

The agency has standard operating procedures (SOP) in place to ensure fire investigations are performed following a standardized approach. The procedures are outlined in SOP 8.03.0100 Fire Investigation Program, which provides direction for the program of fire investigation and directs the agency to follow NFPA 921, Chapter 4 to determine origin and cause.

The agency's investigators meet quarterly to appraise and evaluate the effectiveness of the fire investigation program and to provide quality assurance to completed reports. An annual review is conducted by the command staff to determine the needs of the organization prior to budget preparation.

The agency maintains a robust cache of equipment to support the fire investigation program. The equipment is replaced and the inventory is inspected after each use. There is however no standardized checklist to ensure everything is inspected and minimum levels are maintained to include the identification of shelf life items. It is recommended the agency consider creating checklists and requirements for inspection of fire investigative equipment to ensure the cache is maintained adequately.

Criterion 5E – Technical Rescue

The Roseville Fire Department provides a wide range of technical rescue services through the use of two types of technical rescue teams, Type 2 Medium Urban Search and Rescue and Type 3, Light Urban Search and Rescue. The Type 2 Company is Rescue 7 and is classified as such through the California Emergency Management Agency (Cal EMA). This vehicle is very well equipped to handle the majority of technical rescue incidents. The truck companies, Truck 1 and Truck 7, are classified Type 3 through the California Emergency Management Agency and have the ability to mitigate less complicated technical rescue incidents. Personnel assigned to Station 7 are trained in technical rescue operations, and must be certified in rescue systems, trench rescue, and confined space rescue.

The department has a documented approach to assigning a safety officer to all technical rescue incidents. With two type two teams available each shift to respond one of the captain's assigned to the truck company will assume the role of safety officer.

The agency operates an adequate, effective, and efficient program directed toward rescuing trapped or endangered persons from any life-endangering cause, e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire, etc.

The agency has extensive standard operating guidelines in place that provide direction for incidents involving building shoring, trench rescue, swift water, confined space as well as a cadre of other guidelines related to technical rescue incidents. These documents are based on National Fire Protection Associations (NFPA), California Occupational Safety and Health Association (CalOSHA), as well as other state and national guidelines. Personnel that are assigned to the rescue task force must meet agency mandated standards prior to being able to apply for those positions. There is a rescue training plan that is applicable to those personnel assigned to the rescue task force spelling out the training requirements needed to remain in good standing.

As previously mentioned, the agency requires certain standards to be met prior to applying for the rescue task force. This process is well documented in the Unit Bidding operating guideline that includes staffing levels, process and time frames for achieving the staffing needs. The manner in which the agency includes the scheduled revision date on the guideline is excellent.

The agency appraises the effectiveness of its technical rescue program through two specific avenues. The technical rescue program has a Five Year Strategic Plan that is reviewed annually with updates made when required. The agency utilizes training records as another method to measure the effectiveness of the program as incidents are infrequent. The rescue program manager is responsible to make sure personnel are in compliance with agency established

requirements. The department has done a good job to not only meet state mandated equipment requirements but to go above and beyond those requirements to expand their operational readiness.

One example of how the program appraisal affected technical rescue delivery was with the elimination of the tower rescue program. The requirements of training and equipment versus number of events was determined to be inefficient to continue with that program.

The agency's response and deployment standards are based upon the metropolitan population density, and the technical rescue demands of the community. Eight fire stations provide citywide coverage; agency staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire agency management and the city council. The agency's benchmark service level objectives are as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 7 minutes and 55 seconds in all districts; The first due unit for all risk levels shall be capable of: providing a 360 degree evaluation and scene size up; incident stabilization; secure utilities; establish incident command; initiating rescue activities to remove a victim from harm, identifying if additional rescue task force apparatus are necessary and request those resources, and establish safe zones. These operations shall be done in accordance with department standard operating guideline 2.05.0200.

For 90% of all high and special risk technical rescue incidents, the total response time for arrival of the effective response force (ERF), staffed with 11 firefighters and officers is 11 minutes and 30 seconds for 90 percent of all incidents shall be able to: provide additional specialized rescue apparatus and equipment with certified rescue specialists, in accordance with departmental policy. Additionally, this response shall be able to rescue at-risk victims that might be trapped; utilize special extrication tools; and provide technical assistance on difficult rescue calls and emergency situations where breaching, shoring and stabilizing is required. There is not a calculated response time for high and special risk rescue operations due to infrequent calls of this severity.

The agency does not rely on the use of automatic aid and or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The agency's actual baseline service level performance is as follows:

It was verified and validated by the peer assessment team that the Roseville Fire Department did not have sufficient technical rescue incidents, which required a first-due response or an effective response force to be assembled for 2010-2015, to provide reliable data. There are therefore no baseline service level performance statements provided for the first-due unit or the effective response force in this report.

Criterion 5F – Hazardous Materials (Hazmat)

The Roseville Fire Department has a comprehensive approach to hazardous materials emergencies. All engine company personnel are trained to the First Responder Operations (FRO). All engine companies are outfitted with equipment to handle Level 1 hazmat emergencies. The agency ensures that daily there are 8 hazmat specialists on duty throughout the city. Level II responses are handled by HazMat One with an eight member hazmat specialist team designated as a Type I California Office of Emergency Services (CalOES) hazmat team. The agency also serves as a Certified Unified Program Agency (CUPA) which oversees the storage and management of hazardous materials and waste.

The agency operates an adequate, effective, and efficient hazardous materials program directed toward protecting the community from the hazards associated with fires and uncontrolled releases of hazardous and toxic materials.

The agency's program operates under current standard operating procedures (SOP). They provide an effective level of guidance to responding personnel. California Accidental Release Prevention (CalARP) requirements are also used to guide planning and field operations. They include adherence to comprehensive engineering and training standards, and an off-site consequence analysis as part of a Risk Management Plan submitted to the local agency.

The agency conducts an annual appraisal of the hazmat response program by the hazmat program manager including review of Type I requirements by California Office of Emergency Services. Once the review is done, the operations chief and hazmat program manager craft the budget for the next fiscal year, modifying training or equipment if necessary. Additionally, a post incident report is written for Level II and Level III responses with input from the responding crew.

The SOC hazmat risk assessment area identifies the risks in the community, and response plans and training are tailored to ensure the agency has the capabilities to mitigate emergencies in those facilities. It also reviews all hazmat responses for the past five year cycle, this level assesses if the agency is meeting response time objectives.

The department's response and deployment standards are based upon the metropolitan population density, and the hazardous materials response demands of the community. Eight fire stations provide citywide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management. The department's benchmark service level objectives are as follows:

For 90% of all low risk hazardous materials responses, the total response time for arrival of the first due unit, staffed with 3 personnel (one officer, one Engineer and one Firefighter) shall be: 8 minutes and 12 seconds. The first due unit shall be able to: provide 500 gallons of water and 1500 gallons per minute (gpm) pumping capacity for emergency decon; rescue victims that are down in the line of sight; provide a size up; conduct a 360 degree evaluation; initiate command; request additional resources; and establish perimeters. These operations shall be done in accordance with departmental standard operating guidelines.

For 90% of all low risk hazardous material incidents, the total response time for arrival of the effective response force (ERF), staffed with 11 firefighters and officers, shall be 11 minutes and 30 seconds. The ERF shall be able to: establish command; appoint a site safety officer; provide an uninterrupted water supply; identify the released material; take appropriate mitigation actions; secure the scene; and rescue at risk individuals in accordance with departmental standard operating guidelines.

The agency's baseline statements reflect actual performance during 2010 to 2015 for low risk incidents. There were no responses to high risk facilities and insufficient moderate risk responses upon which the team could report. The department does not rely on the use of automatic or mutual aid from neighboring fire departments to provide its effective response force complement of personnel for low risk hazmat incidents. The department's actual baseline service level performance is as follows:

For 90 percent of all low risk hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 3 personnel (one officer, one engineer and one firefighter) is: 8 minutes and 58 seconds. The first-due unit is capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.

It was verified and validated by the peer assessment team that the agency did not have sufficient low risk hazardous materials incidents, which required an effective response force to be assembled for 2010-2015, to provide reliable data. There are therefore no baseline service level performance statements provided for the effective response force in this report.

HAZMAT (Low Risk) - 90th Percentile Times Baseline Performance		2010 -2015	2015	2014	2013	2012	2011	2010
Alarm Handling	Pickup to Dispatch	02:46 (692)	02:50 (61)	02:19 (94)	02:25 (111)	03:50 (132)	02:39 (131)	02:28 (162)
Turnout Time	Turnout Time 1 st Unit	02:08 (650)	01:59 (88)	01:56 (85)	02:07 (99)	02:07 (117)	02:16 (115)	02:16 (145)
Travel Time	Travel Time 1 st Unit Distribution	05:43 (714)	05:13 (89)	06:11 (93)	05:38 (108)	05:44 (132)	05:36 (130)	05:36 (160)
Total Response Time	Total Response Time 1 st Unit Distribution	08:58 (723)	07:42 (93)	09:14 (95)	09:06 (108)	09:01 (131)	09:06 (131)	08:58 (165)

Criterion 5G – Emergency Medical Services (EMS)

The Roseville Fire Department is responsible for providing emergency medical care to the 124,000 plus residence of Roseville. Based on 2013 demographic information, Roseville population growth placed it in the top ten percent for growth in the state of California and was in the top two for Placer County. A paramedic level response is available from each of the eight fire stations.

A minimum of one paramedic is staffed on each of the eight Advance Life Support (ALS) engine companies and a minimum of two paramedics on each of the two ALS truck companies. The agency also has additional EMS training officers available to respond to incidents. All fire department EMS units are managed by the Sierra-Sacramento Valley Emergency Medical Agency. Transports are the responsibility of American Medical Response (AMR). There is response time criteria established through the Placer County ambulance contract with an eight minute on scene response time being established for Roseville.

The Division Chief of EMS oversees all areas of the EMS program while the EMS Quality Assurance Coordinator delivers EMS training to the Department’s Paramedics and Emergency Medical Technicians. Training includes Emergency Medical Technician (EMT), American Heart Advanced Cardiovascular Life Support (ACLS), Pediatric Advanced Life Support (PALS) and current standards of practice for emergency medicine.

The agency provides the community with emergency medical services via the engine and truck companies staffed 24 hours per day with paramedics. The engines are staffed with three personnel while the trucks carry four personnel. All EMT personnel are certified to practice by the Local EMS Agency (LEMSA). All paramedic personnel are licensed by the State of California EMS Authority and accredited to work in Placer County by the LEMSAs.

Guidelines, procedures and protocols have been established by the Sierra-Sacramento Valley EMS (S-SV) Agency Policy Manual. The policies and protocols, divided into 11 sections, are written to provide the appropriate guidance and are on a 3-year cycle for review and revision. Agency EMS personnel follow standing order protocols to provide medical services to the community. Sutter-Roseville Medical Center has been the current base hospital for the fire agency's EMS Program with Kaiser Roseville Hospital assisting as a modified base hospital. The S-SV is also responsible for online and offline medical control which utilizes standard order protocols to accomplish this task. For additional incidents requiring online medical control, voice contact with the Mobile Intensive Care Nurse (MICN) or physician is available.

The agency generates a pre-hospital care report (PCR) for each medical incident and patient encounter. Being a non-transport agency, the electronic PCR is completed at the fire station after the call, then forwarded to the appropriate hospital to be joined with the ambulance report. Relevant patient information is included in the report including chief complaint, mechanism of injury or illness, patient assessments and history, vital signs and treatment. The report also indicates where the patient was transported. Records are kept following the fire agency's records retention guidelines that require the documents be retained for a minimum of 30 years. Document requests are processed with all redaction protocols followed in order to ensure the privacy of the patient.

The agency has a Health Insurance Portability and Accountability ACT (HIPAA) compliance program even though the agency is not required to as determined by the Centers for Medicare and Medicaid Services (CMS). The reason for this is the agency is a "Covered Entity" meaning the agency does not transport nor transmit any covered transactions electronically under HIPAA. The agency does have a HIPAA training program that includes initial training in the fire academy and supplementary training based on patient confidentiality and private healthcare information (PHI). Basic ethical and civil rights of patients are discussed whenever patient information is discussed in a training or quality assurance (QA) presentation. During these type of QA events all required information redacted. The EMS Quality Assurance Coordinator is responsible to provide training during continuing education for existing and new personnel to ensure all who are in contact with patient care records are knowledgeable in HIPAA regulations.

The agency does appraise the effectiveness of its EMS program through several methods. The agency submits documentation to Sierra-Sacramento Valley EMS Agency to verify that all continuing education requirements are met. Additionally, infrequent skills such as intubations are monitored so additional training can be provided. The EMS committee, which is made up of agency paramedics, the EMS QA Coordinator and the Emergency Medical Control Physician, meet monthly to identified trends, establish performance indicators for future study and resolved issues that have arisen within the EMS program.

A paramedic level response is available from each of the eight fire stations which allows the agency to meet its deployment objectives for each type of medical incident. A minimum of one paramedic is assigned to each engine company and two paramedics assigned to each of the two ALS truck companies. The agency meets its staffing, response time and apparatus deployment objectives for EMS incidents. It responded to 9,459 medical incidents in 2014, 70.5% of all calls responded to by the agency. All 911 calls are dispatched by the Roseville communications center.

The agency's response and deployment standards are based upon the metropolitan population density, and the emergency medical demands of the community. Eight fire stations provide citywide coverage; agency staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The agency's benchmark service level objectives are as follows:

To treat low and moderate risk medical patients, the total response time for arrival of the first due unit, staffed with 3 personnel (including a minimum of one paramedic) shall be: 7 minutes and 12 seconds, 90% of the time from receipt of the 911 call. The first due unit shall be able to: assess a patient, administer basic and advanced life support, including oxygen, intravenous (IV) and medication administration; stop bleeding; splint and bandage wounds and prepare the patient for transportation to a hospital.

For 90 percent of all high risk EMS incidents the total response time for the arrival of the ERF, staffed with 3 personnel (including one paramedic) paramedics is 7 minutes and 12 seconds. The ERF is capable of: providing Advanced Life Support, call for specific types and numbers of response personnel based upon number of patients and/or special needs or rescue response capabilities.

The agency's baseline statements reflect actual performance during 2010 thru 2015. The agency does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The agency's actual baseline service level performance is as follows:

For 90 percent of all low and moderate risk medical patients the total response time for the arrival of the first due unit, staffed with 3 personnel (including one paramedic) is 7 minutes and 22 seconds. The first due unit is capable of: providing Advanced Life Support, call for specific types and numbers of response personnel based upon number of patients and/or special needs or rescue response capabilities.

For 90 percent of all high risk EMS incidents the total response time for the arrival of the ERF, staffed with 3 personnel (including one paramedic) paramedics is 7 minutes and 22 seconds. The ERF is capable of: providing Advanced Life Support, call for specific types and numbers of response personnel based upon number of patients and/or special needs or rescue response capabilities.

EMS - 90th Percentile Times Baseline Performance		2010-2015	2015	2014	2013	2012	2011	2010
Alarm Handling	Pickup to Dispatch	01:38 (43,437)	01:52 (6,305)	01:35 (8,309)	01:31 (8,033)	01:29 (7,632)	01:41 (7,215)	01:45 (7,214)
Turnout Time	Turnout Time 1 st Unit	01:54 (43,708)	01:56 (8,500)	01:54 (7,878)	01:54 (7,556)	01:52 (7,227)	01:53 (6,809)	01:54 (6,882)
Travel Time	Travel Time 1 st Unit Distribution	5:04 (45,156)	05:15 (8,679)	05:10 (8,161)	05:00 (7,814)	05:03 (7,501)	04:58 (7,125)	05:03 (7,104)
	Travel Time ERF Concentration	5:04 (45,156)	05:15 (8,679)	05:10 (8,161)	05:00 (7,814)	05:03 (7,501)	04:58 (7,125)	05:03 (7,104)
Total Response Time	Total Response Time 1 st Unit Distribution	07:22 (46,669)	07:21 (8,727)	07:27 (8,282)	07:17 (7,952)	07:19 (7,593)	07:23 (7,198)	07:30 (7,177)
	Total Response Time ERF Concentration	07:22 (45,669)	07:21 (8,727)	07:27 (8,282)	07:17 (7,952)	07:19 (7,593)	07:23 (7,198)	07:30 (7,177)

Criterion 5H – Domestic Preparedness Planning and Response

The Roseville Fire Department is responsible for the development of the multi-jurisdictional emergency operations plan (EOP) used by the city of Roseville. The EOP serves as an all-hazards plan that addresses the roles and responsibilities for each department within the city, as well as those agencies that will assist or liaison with the city.

Through its involvement with the county, the department operates an all-hazards preparedness program that includes a coordinated multi-agency response plan, designed to protect the community from terrorist threats or attacks, major disasters and other large-scale emergencies occurring at or in the immediate area.

The Emergency Operating Plan (EOP) covers all emergency support functions and all phases of emergency operations within the city. Once the emergency expands beyond the capability of the city, Placer County’s all hazard plan addresses any further needs. This comprehensive all-hazards plan provides an appropriate multi-agency organizational structure and authorizes those agencies to carry out predetermined functions and duties. The purpose of this planning document

is to provide guidance and specific procedures for responding to a broad spectrum of hazards, emergencies, or disasters such as civil disorders, earth quakes, nuclear and radiological emergencies. The plan is updated annually; and the city conducts exercises at a minimum of twice per year and participates in the annual county exercise.

Standard operating guidelines are in place within the Emergency Management Team Operations Plan (EMTOP) that directs emergency preparedness planning and response activities. The Emergency Management Team (EMT) was created to plan and prioritize emergency preparedness activities, training, procedures and facilities of the city's emergency management organization.

The community maintains interoperable communications with the emergency operations center (EOC) and other public safety agencies through redundant radio systems. Additionally, operates a radio gateway that allows connectivity of radio systems to include amateur radio. Additionally, the Office of Domestic Preparedness (ODP), through the Placer County ODP Approval Authority, has funded communications equipment to encourage interagency cooperation and enhance communication interoperability during large scale disasters and joint training exercises. The equipment cache is as the Placer County Interoperability Radio Cache (PCIRC) and is broken down into three self-contained packages. The agency has been chosen as the host agency and custodian of the PCIRC.

The city uses WEBEOC and an ESRI geospatial information system (GIS) platform to assist with the identification and request of needed resources during disasters. Recent drills have identified a continued deficiency as it relates to the use of WEBEOC. It is recommended the agency develop recurring training opportunities to enhance the effectiveness of the emergency operations center software (WEBEOC) during exercises and re-world events.

The city is required to conduct two operational drills annually. After action reviews are conducted after each drill. A recent exercise noted a deficiency within the city's municipal code regarding succession of authority. It is recommended the agency identify a succession of authority process based on the needs of jurisdiction.

Category VI — Physical Resources

The agency maintains nine facilities, including eight fire stations and a training facility. The fire stations are strategically located to meet the service level objectives and support the operations of the agency. Fire Station 1 serves as the headquarters facility and includes the administrative offices for staff and support personnel. The Fire and Life Safety Division staff, as well as the Emergency Medical Services Quality Assurance (EMSQA) Coordinator, also operate out of the headquarters facility. The agency's Emergency Operations Center is located at the City of Roseville Library. Maintenance for all fire agency facilities and grounds are a joint venture between the Building Maintenance division, outside contractors and fire station personnel.

The agency's apparatus inventory consists of over 30 frontline and reserve vehicles including suppression companies and specialized apparatus. The agency has a progressive apparatus replacement program completed through an annual review. This is completed in conjunction with Fleet Services and focuses on the age and condition of the apparatus. Funding for

replacement of emergency apparatus is based upon a 13-year replacement schedule for frontline apparatus plus an additional 2 years in reserve status. Command vehicles are on a six year replacement schedule.

The city of Roseville's general plan includes planning for fire stations and other facilities. The Planning Commission is responsible for reviewing general and specific plans with the needs and requirements of the fire agency part of that review. As the specific plans come into focus the fire agency's needs are addressed as part of the public safety portion of the specific plan. The areas include funding for facilities and equipment, land development for facilities, and supporting infrastructure.

Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place. The fire agency has a planning process for its physical facilities as part of the city's general plan. If new projects are introduced to the city they must work their way through the regulatory process and be submitted to the Planning Commission. As part of the public safety analysis in the specific plan, fire station needs are determined and planned for.

If a project moves forward the design and construction of a fire station is managed as a Capital Improvement Project (CIP). The project follows the city's process and involves other city agency's including Community Development, Building Department, Central Services, and the fire agency. The fire agency committee consists of members from fire prevention, administration and operations personnel. The agency is in the process of building a new building for Fire Station 1. Included in this project is moving all administrative staff to a new city hall complex.

Fixed facility resources are designed, maintained, managed, and adequate to meet the agency's goals and objectives. The city's Building Maintenance Division is responsible for maintaining all of the buildings and grounds for the fire agency. Station personnel maintain the fire station through cleaning and general maintenance, while outside contractors are used for those items beyond the expertise of the city personnel. The city has four major areas of concern when building a facility. They include the building being multipurpose so they can serve in a variety of programs, multi-user so they can serve additional agencies if needed, function safely, consistently and efficiently to meet established response times, and designed and built to last for a long time.

The agency currently maintains eight fire stations distributed across the city that support its standards of cover as well as the service level benchmarks. Stations vary in size based on the number of companies that are assigned to the station so the stated level of response is meeting department needs. When designing a facility the design incorporates functional elements to allow station personnel to get to apparatus in an efficient manner. Other considerations include street layout, traffic density, response hazards, special needs and anticipated changes based on city plans. The agency includes criteria in its station designs to make sure they can serve more than one purpose if needed.

The peer assessment team observed a strong commitment by the agency to ensure that all facilities meet or exceed, at a minimum, all applicable codes and regulations, state and federal health and safety standards. Company officers are responsible to ensure that their assigned

station is maintained in accordance with all health and safety standards. Fire agency facilities are inspected annually for needed maintenance, budgeting and safety considerations. The results of the inspections are sent to the appropriate person for review and required repairs or maintenance. For problems incurred during the year, an investigation is conducted and areas of concern are corrected following the outcome of the investigation.

Apparatus resources are designed and purchased to be adequate to meet the agency's goals and objectives. The agency has staffed each of its eight strategically located fire stations with at least one three-person engine company to accomplish its service level objectives. Two stations run truck companies staffed with four people and there are additional vehicles that are cross-staffed. Fire Station 1, located in downtown Roseville, houses the on duty battalion chief. Also included in the fleet are five wildland engines, one hazardous material vehicle and a technical rescue unit. Multiple administrative vehicles are available to carry out the administrative functions of the agency. Reserve units are available and are kept in ready status and are available for immediate response.

The agency maintains the appropriate distribution and concentration of fire apparatus in an effort to meet its standards of cover objectives. The city and fire agency have been placing fire stations in locations that allow the agency to meet its established response times. The city has recently become more reliant on Geographic Information System (GIS) technology to assist in determining station locations. Programs such as Fireview and a developed, routable street network is being utilized to demonstrate response times from each station. This information is being effectively utilized by city staff to aid in the placement of future fire stations. The agency has successfully used this process to determine the need to add Fire Station 8 back into the city response plans. The station was closed at the same time Fire Station 9 opened, leaving a gap in district 8.

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability needs. An apparatus maintenance program has been established. The City of Roseville Fleet Services is responsible for apparatus maintenance. The agency's fleet is maintained on a regular scheduled basis according to acceptable industry standards. The City of Roseville Fleet Services is located at the City Corporation Yard. The facility has sufficient space for heavy equipment repair, light equipment repair, a welding and fabrication area, tire changing area, and lube and service area. Modern diagnostic tools are provided in the shop.

The agency has an established vehicle and apparatus maintenance program that is administered by the fleet manager. The vehicle maintenance division is modern and well managed with clean work areas. The repair facility has sufficient space for heavy equipment repair, light equipment repair, a welding and fabrication area, and tire changing area, and lube and service area. Fire agency personnel are qualified to make minor repairs on certain equipment. Repairs and installation of communication equipment is the sole responsibility of the fire agency. Service is performed on a regular basis according to acceptable industry standards. Fire agency apparatus operators complete a daily inspection every morning and this inspection meets the standards set by the State of California Department of Transportation.

Fleet maintenance and the fire agency have policies and operational procedures to direct the agency's apparatus maintenance program. The agency operating guideline 1.03.0600 provides direction for the apparatus maintenance and there is the Vehicle Operations and Maintenance Manual. New fire apparatus is being ordered in 2016 and will have different requirements for daily checks and overall operations due to a change in manufacturer. Policies and procedures will need to be revised and updated when the new fleet arrives at the agency.

The community has the potential for continued growth as the economy improves and open land on the outskirts becomes attractive for developers. Plans are in place to add fixed facilities to meet services and the number of frontline companies will increase as well. It is recommended that as the city continues to grow the agency needs to evaluate if the number of reserve vehicles is appropriate based on the number of front-line apparatus.

Equipment resources are adequate and designed and maintained to meet the agency's goals and objectives. Each station has a basic amount of small tools. There is money allocated to each station on an annual basis towards the purchase of small tools. When a need arises, the program director for that particular station is notified and, if approved, the tool is purchased. Equipment is maintained in a three-tiered system within the agency that provides direction based on operating guidelines.

Equipment is maintained in a three-tiered system within the agency. Tier one is general maintenance and upkeep of equipment. This maintenance is outlined in the agency's standard operating guidelines manual and is performed by apparatus engineers and firefighters on a scheduled routine. All apparatus engineers are trained in the general maintenance of their assigned equipment through an in-service training program. Tier two of the program involves maintenance beyond general upkeep and repair. This maintenance is performed by personnel within the agency who have specialized training in that particular piece of equipment. The specialized training includes state recognized courses and vendor supplied training and is defined by guidelines. Tier three of the program involves major maintenance of equipment. This maintenance is performed by equipment mechanics at the city garage or by outside vendors. City personnel hold Automotive Service Excellence (ASE) certifications and participate in the California Fire Mechanics Academy.

Safety equipment is adequate and designed to meet the agency goals and objectives. The Roseville Fire Department provides its firefighters with safety equipment to meet the agency's goals and objectives. The agency safety office recommends equipment needed to comply with federal and state mandates. Safety equipment purchased by the agency meets or exceeds the guidelines as established by state or federal mandates. Replacement of missing/damaged equipment is documented on an administrative form.

The agency has a comprehensive safety program that appropriately identifies and distributes safety equipment to its personnel that meet or exceed federal and state mandated guidelines. Every firefighter is provided with appropriate personal protective equipment (PPE), including a self-contained breathing apparatus (SCBA) face piece, two sets of turnout gear, wildland gear, safety vest, and station boots. The structural firefighting ensemble is inspected and repaired annually by an outside vendor.

The agency safety officer makes recommendations of equipment needed to comply with federal and state mandates. A safety committee made up of representatives from all ranks and fire administration, reviews current safety equipment and makes recommendations on new purchases. As National Fire Protection Association standards are updated they are reviewed and new equipment is evaluated for compliance with changing standards. All employees inspect all safety gear annually and report damaged items to their supervisors.

Equipment for the specialty teams including swift water, rope/high angle and heavy rescue, is distributed to the appropriate people and apparatus. All technical rescue team safety equipment is certified to state or national standards.

The only safety equipment maintained by the agency is the SCBA, as the agency has personnel qualified in this apparatus. These personnel have been trained by the manufacturer's representatives to complete specific maintenance tasks. All other equipment is repaired by the manufacturer's representatives or vendors qualified in the repair.

Category VII — Human Resources

The City of Roseville human resources department is responsible for all aspects of the services typically associated with employee-related services and programs. These include, but are not limited to: the oversight of staffing, performance appraisal system, and policies and procedures relating to human resources.

General human resources administration practices are in place and are consistent with local, state and federal statutory and regulatory requirements. The Human Resources Director, who reports to the city treasurer, is charged with administering the city's personnel, risk management, and training program and oversees all personnel-related functions including hiring, compensation, classification, discipline, benefits, employee training and risk management.

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements. The city has contracted with a private agency, Cooperative Personnel Services (CPS), to provide a contemporary written examination for each entry-level position. All fire department candidates are required to provide proof of completion of the Candidate Physical Ability Test (CPAT) administered by the California Firefighter Joint Apprenticeship Committee. This validated agility test is utilized by agencies throughout California. A paramedic skills assessment is also done, along with an oral interview. Promotional testing uses a written test that is developed and administered by CPS, a comprehensive assessment center which generally has included a role play exercise, in-basket exercise, oral interview and simulation component, is the second component of the process.

All new entry level personnel are required to complete a 12-month probationary period which is supported by a detailed manual and competency testing. All promoted employees must also complete a 12-month probationary period, supported by probationary task books and competency testing. Non-sworn personnel complete a 6-month probationary period. All personnel are evaluated on a quarterly basis during their probationary period.

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior. Written personnel policies and regulations that are applicable to all city employees are in place. The agency has published a standard operating guideline / standard operating procedure manual that references the city Personnel Rules and Regulations to ensure there is a direct link between the two documents. The Personnel Rules and Regulations are available to employees and the public via the city website. Agency policies and the city administrative regulations are available to employees on the city intranet site. Changes in these documents are communicated to employees in various methods, depending upon the importance of the change. Administrative regulation changes are also communicated through the city-wide training system, Target Solutions.

Section 3.03.020 of the city personnel policy manual expressly prohibits discrimination or harassment of protected classes and is in compliance with state and federal regulations. The city also has Administrative Regulation 2.03 that further implements this policy. All employees have been required to receive updated training on this topic.

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives. The city mandates the Human Resources Director to ascertain and record the duties, responsibilities and employment standards for all positions within the agency. The human resources department is responsible for preparation of a classification plan (City of Roseville Personnel Rules and Regulations 3.02.010) adoption (City of Roseville Personnel Rules and Regulations 3.02.020), amendment and revision of a classification plan, allocations of positions, new positions and position reclassification.

A system and practices for providing employee/member compensation are in place. The city publishes to all personnel and the public, salary and benefit information for all city positions, including those in the agency. This publically available information is available on the city website under the city's human resources department page.

Occupational health and safety and risk management programs are established and designed to protect the organization and personnel from unnecessary injuries or losses from accidents or liability. Employees receive required training as per federal and state mandates. This includes areas involving personal protective equipment (PPE), safe work procedures and equipment have been provided in advance of the employee being tasked with using such materials.

Company officers ensure incident safety until the event becomes a multiple alarm incident, special operations rescue or hazardous materials incident. Once the incident becomes elevated to these levels a company officer will be appointed as the dedicated incident safety officer and report to the incident commander. This does not diminish the responsibility from any officer on scene to ensure crew safety at all times while working at an incident.

The agency has a wellness/fitness program for recruit and incumbent personnel and provisions for non-compliance by employees/members are written and communicated. In FY13-14, the program focused on improving on the previous year's program with more education focusing on low back injury prevention, wellness screenings, and heart disease. In addition, the department provides annual occupational physical with medical personnel. In addition to the initial pre-

employment physical, operational personnel receive an annual or bi-annual physical evaluation through Sutter Occupational Health.

The department has several policies in place that cover physical training, crisis response/recovery and health/wellness. The emphasis is directed toward providing the essential resource options to the employees. The program has grown in its offerings to ensure that each firefighter in the agency has the opportunity to obtain sound fitness information and the means of converting that information into personal fitness activity. The motto of the program at its inception was and remains today, "Fit for Fire and Fit for Life." The department contracts with fitness specialist to provide wellness/fitness training and assessments.

Category VIII — Training and Competency

A training and education program is established to support the agency's needs. The training program consists of vocational training, continuing education, professional development and standardized company evolutions. The agency utilizes the State Fire Training - Office of State Fire Marshal (OSFM) certification standards for its entry and promotional training requirements. There is a consistent career development program through all levels in the OSFM certification program and the California State Fire Training - OSFM training certification program is compliant with national standards. The agency also participates in the "red card" system through the California Incident Command Certification System (CICCS). This program ensures that incident command and wildland (vegetation) fire training requirements are met. Training is under the auspices of the OSFM's Fire Service Training and Education Program.

Training and education programs are provided to support the agency's needs. The agency provides a variety of training and development opportunities for all staff by providing training and education through the Training Division. The division coordinates all fire, emergency medical services (EMS), hazmat, technical rescue, driver/operator and fire officer related training. The staff ensure personnel are properly trained by auditing training records, developing training programs, training plans, training schedules and performance standards.

The agency administers evaluations of personnel and crew performance in accordance with adopted performance standards and policies. The training division has overall responsibility for evaluation of performance-based measures, chief officers and fire officers also administer company and individual performance-based evaluations based on assigned responsibility, category, and level of complexity.

Position Task Books (PTB) are a performance-based qualification system. Qualification is based upon completion of required training and successful position performance demonstrated by completing the applicable PTB on incidents, events, job activities, simulations, exercises, or classroom activities. The primary criteria for qualification are individual performance as observed by an evaluator qualified in that position, or a higher-level position, and properly documented in a properly initiated PTB. PTBs contain all critical competencies, behaviors and tasks that must be successfully completed in order to become certified in the position. Each of the tasks in PTBs have been developed by subject matter experts. Evaluation of selected performance-based measures was conducted according to the quarterly drill plan and annual mandatory training policy.

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, diversity, and are current. The Fire Training Center includes: confined space training props, hazardous materials training props, heavy rescue training props, a six-story training tower with three burn-rooms, two classrooms and administrative space, a fully equipped type 1 engine, two full sets of ground ladders and a drafting pit. Several training props have been added to the Fire Training Center including a Class “A” live fire Draeger prop, vertical ventilation prop, forcible entry props and hazmat props. In addition the Class “B” burn rooms were upgraded with new wireless controllers and control software, which enhanced its effectiveness.

The agency training committee uses an evaluation process to determine if the training materials meet the needs of the organization and reflect current practice. This review occurs annually and as needed. For Target Solutions online materials, the program allows the end user to evaluate the content and quality of the material. These evaluations are automatically sent to the training chief for review. These processes ensure for a consensus among staff members with regards to the relevance and needs of the department being met.

In interviews with the agency and review of the documents and references the team noted a recent study by a third-party firm recommended the creation of an additional drill-master position for company level skills. It is recommended that the agency continue to champion the findings identified in this March 2011 *Citygate and Associates* operational review, recommending an additional company officer-level drill master position.

Category IX — Essential Resources

Criterion 9A – Water Supply

The Roseville Fire Department relies on the city’s water department to ensure a well-maintained, reliable and adequate water system. The Water Distribution Division of the Environmental Utilities Department is responsible for the operation, maintenance and testing of all components of the city’s water transmission and distribution system.

Minimum fire-flow requirements are established under the Municipal Code, which incorporates the California Fire Code (CFC) by ordinance with local amendments. Appendix B of the CFC which is titled “Fire-Flow Requirements for Buildings,” sets the minimum fire-flow at 1,500 gallons per minute. Hydrant locations are subject to the approval of the Fire & Life Safety Division based on California Fire Code and the city’s Development Standards. Available water supply is considered in the pre-fire planning process.

The reliability of the water system is maintained by the use of redundant source points including five groundwater wells, ground level storage tanks and many inter-connects with surrounding municipalities and water agencies. The primary source of water for Roseville is Folsom Lake.

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements for emergencies.

The city of Roseville has a well-established and maintained water system for both domestic and firefighting use. The Water Distribution Division of the Environmental Utilities Department is responsible for the operation and maintenance of the city's system. Roseville operates its own water treatment facility with the main water source coming from Folsom Lake.

The agency has established minimum fire flow requirements and total water supply needs through the Municipal Code. This code incorporates the CFC, contains local amendments adopted by Roseville, and is evaluated every three years. As established in the CFC, minimum fire flow requirements are set at 1500 gallons per minute. The division utilizes an effective and accurate modeling program to determine the fire flow requirements.

Other potential fire locations, including proposed new developments within the jurisdiction are reviewed during the building permit process. The agency reviews plans and establishes the fire flow requirements using the prescribed fire flows found in the codes and ordinances. The agency monitors closely current and future water supply needs and requirements as new areas of the city are annexed and green field development continues.

The Water Distribution Division of the Environmental Utilities Department is responsible for the operation and maintenance of the city's water transmission and distribution facilities through the Division of Construction. Responsibilities of this division include meter and backflow device maintenance, retrofitting meters, preventative maintenance and field service. The division offers 24 hour emergency services should the need arise.

To demonstrate the adequacy of the system the Insurance Services Office (ISO) evaluated the water supply in 2011 as part of its Fire Suppression Rating Schedule and Public Protection Classification evaluation and rated the water system 36.46 out of a possible 40 points.

The entire city of Roseville is served by the domestic water supply system with over 4,000 fire hydrants. The small areas not provided with hydrants are undeveloped land areas within the wildland urban interface area. The distribution system and hydrant distances located throughout the water system are spaced in accordance with California Fire Code requirements. Typical spacing distances are 300 feet in commercial applications and 500 feet in residential applications. The current water system consists of approximately 500 miles of water mains ranging in size from 4 to 66-inches in diameter.

The Fire and Life Safety division maintains regular contact with the Water Division of the Environmental Utilities Department to stay informed about the status of the water system as warranted. The agency is advised of any deficiencies or proposed modifications to the water system. During the peer assessment visit, the water division reported only one hydrant out of service among the 4000 hydrants in the system, a remarkable statistic.

The water system is supported not only by multiple inter-connects with the surrounding communities but also has 32 million gallons in storage, with plans to add an additional 12 million gallons.

The agency's maintains very detailed maps in both printed and electronic formats. The maps include water main location, size and hydrant placement. It is noted that the city's hydrant testing

program has been put on hold due to the severe drought conditions affecting central California. As soon as the surface water supply returns to normal levels the program will start up again.

Criterion 9B – Communication Systems

The City of Roseville operates a trunked 800 MHz radio system. The system is a three-site simulcast system with towers located at the police department, on the east side of town and a third on Phillip Road. The system currently has ten frequency pairs licensed to the city and allows interoperability with other city departments, local hospitals, and fire agencies within Sacramento County.

All emergency vehicles have 800 MHz mobile radios installed that cover Roseville and Sacramento County systems, and VHF radios covering all local fire agencies as well as local, state and federal interoperability channels not on the 800 MHz system. All on-duty personnel have both 800 MHz and VHF portable radios assigned to them.

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

The city of Roseville operates a trunked 800 MHz radio system. The system is a three-site system with ten 800 MHz frequency pairs licensed to the city. The system allows for interoperability with other city agencies, hospitals, and fire agencies within Sacramento County. The system gives priority to public safety departments and agencies. The fire agency has one dispatch talk-group, two command talk-groups, five tactical talk-groups, one prevention talk-group, and one training talk group assigned to it.

Mobile data computers are installed on all fire apparatus. The agency assigns portable radios to every riding position on first line apparatus, all command staff personnel and other specialty assignments. All apparatus and staff positions have been issued cell phones for backup communications.

The communications center has adequate provisions for meeting the incoming call volume associated with emergencies. All staff in the center are cross-trained and able to assume call taker, law or fire dispatch functions should the need arise. The on-duty supervisor, when assigned, can function as a dispatcher, if necessary. It is recommended that the communication center evaluate the appropriate level of supervision for the center.

The center operates under comprehensive standard operating guidelines (SOG) that provide a central core of directives for personnel to follow. The communications center's manuals and the police department's General Orders exist in the communications center offering guidance for all dispatching services provided by the communications center.

The Division Chief of Logistics is the direct liaison with the communications center. Review of policies and/or changes are reviewed prior to implementation to assess any impacts to either the communications center or fire operations. The agency provides annual training updates and reviews for all dispatchers. Training manuals and standard operating procedures have been

reviewed bi-annually by the Professional Standards Unit of the police department in conjunction with communications representatives tasked with procedure maintenance. Review of fire dispatching procedures and performance measurements have been conducted on a monthly basis along with the mandated Emergency Medical Dispatch (EMD) review.

Supervision of the communications center has been adequate to meet current needs. The supervisory staffing levels do not allow a supervisor to be on duty at all times so all supervisors have been provided with agency-issued cell phones and are subject to call back 24/7.

Criterion 9C – Administrative Support Services and Office Systems

The administrative support services are appropriate in size, function, complexity and support the mission of the organization. The agency's headquarters facility is currently only serving as a headquarters fire station but was once used by a collection of other city departments. The station has outlived its useful life and is being replaced by a new fire station for operations personnel. Administrative personnel will be moving to a city hall annex across the street from the civic center, which serves as city hall.

Each division assigned to headquarters is adequately equipped with the necessary office equipment with the appropriate office supplies available to all personnel. The agency has its own geospatial information system (GIS) specialist with all other technology resources handled by the information technology department who work closely with the logistics chief.

The agency's public reception area is staffed by the appropriate support personnel during normal business hours to handle the needs and requirements of visitors to the agency. Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

The administrative structure within the agency provides all four divisions with the administrative support required. The clerical staff consists of both full time and part time personnel that perform administrative functions throughout the agency.

The administrative support staff includes full-time and part-time positions supporting the mission of the organization and the organizational chart outlines the positions associated with the agency. The staff has been going through a period of adjustment due to retirements and is to be commended on moving forward efficiently and effectively during this time. The agency has hired a new fire chief and the organizational structure will be evaluated after he arrives.

Each division is adequately equipped with the necessary office equipment (printers, fax machines, copiers, scanners, computers, and telephones). All personnel have access to office software, agency drives and intranet. Access to specialized computer programs, such as TeleStaff and financial software is only given to those who utilize those systems.

Category X — External Systems Relationships

The Roseville Fire Department (RFD) has automatic and mutual aid agreements with their surrounding jurisdictions, and the State of California. In addition, RFD has an on-going relationship with Sierra Community College for the delivery of pre-service training which includes the Sierra College Regional Fire Academy and in-service training programs for Hazardous Materials Specialist. These training programs utilize the Roseville Fire Training Center. The strategic plan details the relationships the community maintains with state and local organizations.

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence the agency's mission, operations, or cost effectiveness. The Roseville Fire Department embraces aid agreements to meet the needs of their community. Equally, they are also committed to helping or giving back to surrounding communities to ensure their quality of life is maintained. RFD has a strong relationship with bordering jurisdictions as they have common standard operating guidelines and train together.

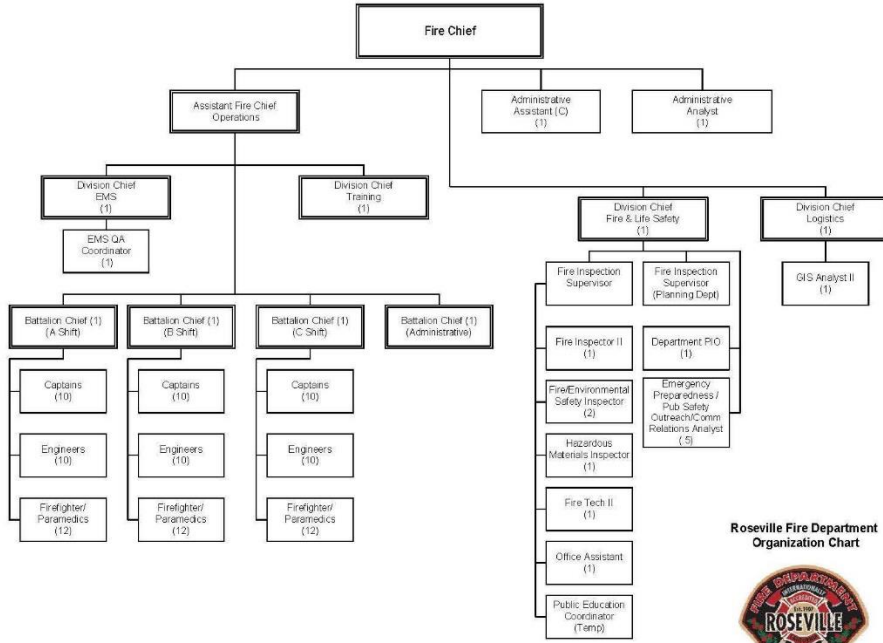
The agency strategic plan clearly notes their continued work towards regionalizing training, seeking opportunities for joint purchasing, and leveraging technology to link computer aided dispatch systems of their surrounding emergency response organizations.

The agency has conflict resolution verbiage in some of their aid agreements. RFD uses its ethics policy to ensure their behavior stands above all. It is recommended the agency add conflict resolution processes to all external agency agreements.

The fire service agency has well-developed and functioning external agency agreements. The system is synergistic and is taking advantage of all operational and cost effective benefits that may be derived from external agency agreements.

The Roseville Fire Department's agreements are current and reviewed annually to ensure they continue to meet the needs of the organization and their community. The staff continually looks for opportunities to work with outside jurisdictions and enhance their programs.

ORGANIZATION CHART



Roseville Fire Department Organization Chart

