

Standards of Cover 2015

Roseville Fire Department



2015

STANDARDS of COVER



Introduction

Roseville Fire Department's **Standards of Cover** is a comprehensive report that highlights community demographics, risk, resource deployment, concentration of personnel and response reliability. It is the result of a review process known as deployment analysis. This is a process where guidelines and standards from the National Fire Protection Association (NFPA), the Commission on Fire Accreditation International (CFAI) – *8th Edition Fire and Emergency Services Self-Assessment Manual*, the American Heart Association and the Insurance Services Office – *Fire Suppression Rating Schedule* are used to determine the distribution and concentration of fixed and mobile resources along with an intensive risk analysis of hazards within the City of Roseville. This report provides a valuable review of past performance and offers strategic recommendations aimed at ensuring safe and effective emergency response.

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Executive Summary

This Standards of Cover (SOC) report for the Roseville Fire Department aims to provide elected officials, citizens, customers, cooperating agencies and department members an overview of the assets at risk (people, possessions, homes, businesses, cultural assets, environment, etc.) and the methods the Roseville Fire Department will employ to assess those fire and non-fire risks. The SOC defines the baseline emergency response and identifies service delivery performance. It is to be used in conjunction with the 2015 Roseville Fire Department Strategic Plan. Developing the report requires research, study and evaluation in a number of key areas including risk, critical tasks, service level objectives, deployment plans, reliability measures and historical performance.

Fire stations are located strategically throughout the community in order to place resources within acceptable response distance to the areas that the assigned resources are expected to serve. Response time is one of the most important measurements of fire department performance. Time is critical – two commonly referred to criteria used to quantify the importance of fire department response include (1) time of flashover in a structure fire (where a fire goes beyond the control capability of a single alarm) and (2) the time where irreversible brain damage and chances for successful resuscitation are greatly reduced on an EMS call for patients that are pulseless and non-breathing.

The Roseville Fire Department has established six response performance measures based on its current capabilities and resources, along with a benchmark time (goal to reach) and our baseline, or current times.

RFD Overall Priority Call Baseline Response Times:

All Incidents - Department-Wide							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:49 (53,526)	02:03 (9,317)	01:56 (9,281)	01:42 (9,941)	01:41 (10,178)	01:44 (10,225)	01:48 (4,584)
Turnout	01:56 (50,986)	01:56 (8,756)	01:56 (8,637)	01:54 (9,265)	01:55 (9,479)	01:55 (9,629)	02:01 (5,220)
Travel-Distribution	05:11 (53,286)	05:11 (9,131)	05:05 (9,124)	05:11 (9,706)	05:08 (9,864)	05:15 (10,024)	05:18 (5,437)
Call to Arrival-Distribution	07:39 (54,153)	07:51 (9,262)	07:41 (9,232)	07:36 (9,882)	07:30 (10,074)	07:38 (10,191)	07:38 (5,512)

The number in parentheses is the number of calls assessed for that statistic. The smaller the number, the chance for error is increased. These categories are further broken down by call and station later in this SOC.

Overall, Roseville Fire’s baseline response goals are within reasonable time standards for a community of our size and risk. The benchmark goals are not necessarily goals we will ever reach, but are used as best case scenarios and as a measurement to identify how we can strive to improve in each area of response. The five year trend shows our EMS response improved so much that the benchmark was lowered from 08:12 to 07:12.

The chart below summarizes our six response measures:

Response Goal	Benchmark Time	Current Baseline	Comments
#1 – First Due Fire	07:55	08:35 (2010-2015) 08:12 (2014) 07:27 (2015 Q1Q2)	New benchmark time established in 2015 since 08:12 was met.
#2 – Fire ERF “Building Fires”	11:30	11:54 (2010-2015) 13:38 (2014) 13:13 (2015 Q1Q2)	Assess if arrival times can be verified with AVL through CAD.
#3 – EMS	07:12	07:24 (2010-2015) 07:27 (2014) 07:34 (2015 Q1Q2)	New benchmark time established in 2015 since 08:12 was met.
#4 – HazMat	08:12	09:04 (2010-2015) 09:14 (2014) 08:20 (2015 Q1Q2)	HazMat calls are not always situations to rush into. More analysis needed.
#5 - Rescue	07:55	08:03 (2010-2015) 08:08 (2014) 08:17 (2015 Q1Q2)	New benchmark time established in 2015 since 08:12 was met.
#6 – Response Reliability	80%	>86% in all districts	

*See Response Goal Statements beginning on page 69

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Key Findings

Key Finding 1

Obtaining consistent, accurate data continues to be a challenge, both inputting correct data and utilizing technology to output meaningful data that flags for errors. Better data input will provide more accurate data, specifically of the Effective Response Force (ERF).

Recommendations:

- Continue to train crews on required data fields and importance of accurate entry.
- Company and Chief Officers need to thoroughly check all data entries daily.
- Develop an automated report system where daily reports are automatically sent to report writers alerting them to issues.
- Evaluate if Automatic Vehicle Location (AVL) software through CAD can verify arrival times.

Key Finding 2

Call processing is not meeting benchmark goals and call transfer time was difficult to analyze in the old Tiburon CAD.

Recommendations:

- New World™ CAD was installed in May, 2015, and we are waiting to assess all components of call receiving, processing and Emergency Medical Dispatch (EMD) instruction delivery.
- The Public Safety Answering Point (PSAP) is purchasing a new telephone system that will link non-911 calls to the state's ECaTs, allowing much better data tracking of individual calls for service through the entire system. This data can help identify non-emergency calls so we can look at alternative care models other than 911 ambulance transport for patients that do not need ambulance transport, but need other types of care.

Key Finding 3

Turnout times are above the 2:00 minute goals. Past turnout time performance was difficult to calculate due to MDC issues, older style station notification systems, and lack of clarity in pre-alerts so crews didn't know if calls were for them or another company. All stations have been updated with ComTech Alerting Systems and data is being monitored to see if improvements have a corresponding drop in turnout time. New World™ CAD has the capability to use department and personal phones to send call alerts via "Active 911". This system was instituted in August, 2015 and will be closely monitored.

Recommendations:

- Monitor recent upgrades to see if our objectives are being met.
- Differentiate night versus day turnout standards.
- Perform time study of turnout time from sleeping quarters to apparatus.
- Continue installation of Decision Support Software via New World to assess station notification issues.

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Key Finding 4

As calls for service continue to increase impacting unit reliability, especially in core areas, new staffing patterns should be evaluated to augment response during peak times.

Recommendation:

- Possibly staff a floating engine or “peak activity unit” during mandatory trainings or when other special staffing patterns are in effect to ensure unit reliability is maintained.

Key Finding 5

Roseville Fire has adopted a best practice response deployment model through the annual performance-based budget process, data analysis, performance measures and the SOC document. The current response performance measures have not been adopted by the City Council.

Recommendation:

- Seek the City Council's approval of the Standards of Cover document.



Section 1: The City of Roseville

Organizational Overview

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 Roseville City, the City was incorporated in 1909 and officially became a chartered city in California 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 (as of 1/1/2015), 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.

Fire Department Milestones

2015

- July 2015, Roseville Fire receives an ISO Public Protection Classification rating of 02 out of 10.
- Reorganization of chief officer staffing: Division Chief of Operations reclassified to the Assistant Fire Chief position. Division Chiefs of Training and EMS report to the Assistant Fire Chief.
- PIO position allocated.

2014

- The Tower Rescue Program was eliminated due to budgetary and training limitations.
- A retrospective study of fire alarm response over the past 10 years changed the residential and commercial fire alarm response to a single company responding code 2 (no lights and sirens) for a single electronic signal (with no other signs of fire). Water flow, multiple calls, report of smoke or call specific indicators of not just a false alarm continue to get a full structure response code 3 (response with lights and sirens).
- Addition of Office Assistant position.
- Chief Marcus Reed leaves employment November, 2014; Interim Chief Brian Kelly arrives in January, 2015.

2013

- Fire Station 9 was opened in May, providing coverage to the West Roseville Specific Plan. The Engine 8 crew and apparatus were moved from Fire Station 8 to Fire Station 9 and Fire Station 8 was closed.

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- Fire Administration was re-organized in October; this added three additional Division Chief positions and one Administrative Battalion Chief. This eliminated the Assistant Fire Chief and the second 24-hour Battalion Chief positions, leaving only three (3) 24-hour line Battalion Chiefs (one per shift).
- The Inflatable Rescue Boat (IRB) program was eliminated due to budgetary and training limitations.

2012

- A radio —pre-alert system was initiated, improving total response time to emergencies by 13%.
- Fire Chief Marcus Reed assumes leadership of the organization.
- The tactical EMS program was started in conjunction with Roseville PD's SWAT Team. Three (3) FF/P's were trained to respond with PD in SWAT situations.
- A Safer Grant worth \$2.2 million was awarded in September providing funding for eight (8) positions over a two (2) year period.

2011

- An economic recession and subsequent budget decrease led to down staffing: several positions in administration were cut and line positions that were vacated from retirements were not filled – including two (2) Battalion Chief positions. Truck 7 (T7) and Engine 7 (E7) were each downsized by one person resulting in the formation of Light Force 7 (LF7) where the five members worked together between E7 and T7 operating as one resource with three (3) on the truck and two (2) on the engine.
- Interim Fire Chief Wynn Lotta assumed leadership of the organization.

2010

- Roseville Fire Department was re-accredited and described as a very dynamic and progressive department.
- Fire Chief Ken Wagner retired and Interim Fire Chief Dean Grundy assumed leadership of the organization.
- The Dive Rescue Program was eliminated due to budget constraints.

2007

- With a population of 106,266, the Roseville Fire Department received an Insurance Services Office (ISO) Public Protection Classification Rating of 03 out of 10.
- Fire Station 7 opened, providing coverage to the north-central areas of Roseville. Engine 7, Truck 7 (T7) and Battalion 8 (the second 24-hour Battalion Chief) were staffed.

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2006

- Temporary Fire Station 7 was opened with Engine 7 (E7) in a temporary trailer until Fire Station 7 was completed.

2005

- Accredited through the Commission on Fire Accreditation International (CFAI), now called Center for Public Safety Excellence (CPSE).
- Fire Station 8 was opened at a temporary location at 1020 Winding Creek Rd (north Roseville).

2000

- Fire Chief Ken Wagner assumed leadership of the organization

1989

- EMT II personnel upgrade to the paramedic level.

1985

- An EMS service enhancement with upgrade of Emergency Medical Technician (EMT) II's providing limited advanced life support services.

Incident Milestones

2015

- Red Robin and Rubio's fire on the same night.

2013

- Maidu Urban Interface Wildland Fire – spread into adjacent neighborhoods and resulted in damage to four (4) homes.
- The Duran Incident – an active shooter event that resulted in three (3) police officers being shot; deployed RFD SWAT Medics provided immediate, lifesaving care to one (1) police officer.

2010

- Westfield Galleria Mall Fire (Arson) – fire resulted in 55 million dollar loss and prompted the declaration of a State of Emergency by Governor Schwarzenegger due to the impact to the local economy.

2006

- Small plane crashes into two (2) houses killing three (3) people and destroying both houses.
- Ross Department Store fire.

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1994

- American Furniture Store Fire.

1990

- Large area flooding – 358 structures sustained flooding, considered to be the flood of record.

1989

- Riverside Hotel Fire – one death, several major injuries and loss of a two-story older hotel.

1986

- Large area flooding – 209 structures incurred flooding.

1973

- Southern Pacific Railroad switching yard munitions explosions caused 24 million dollar loss in property damage.



Department Budget

The City Manager and the City Council approve the administrative structure of the fire department through its annual budget process. The City uses a one-year budget cycle to prepare the annual operating budget and capital improvement plan based on a July through June fiscal year. Quarterly program performance reports are reported for each program within the department. The fire department is funded through the City general fund. Revenue for fire and EMS is received through the general revenue of the city primarily from property tax. Additionally, revenue from fees-for-service activities such as plan checking and fire inspections, as well as hazardous materials and driving under-the-influence (DUI) cost recovery reimbursement programs, also contribute to department revenue.

Year	Salaries & Benefits	Materials & Supplies	Capital Outlay	Reimbursed Expenditures	Total
FY 9/10	21,748,687	2,447,326	718,304	(21,637)	24,892,680
FY 10/11	18,595,519	2,145,521	345,961	(13,226)	21,073,775
FY 11/12	18,923,878	2,154,251	1,522,557	(33,567)	22,567,119
FY 12/13	22,555,922	2,546,460	429,981	(57,260)	25,475,103
FY 13/14	22,990,538	2,509,860	0	(6,533)	25,493,865
FY 14/15	24,944,535	3,088,054	62,301	(359,020)	27,735,600

Year	Admin Personnel	Operations BC's	Prevention Personnel	Operations Personnel	Total Personnel
FY 9/10	7	6	10	96	119
FY 10/11	9	6	9	96	120
FY 11/12	9	4	7.5	90	110.5
FY 12/13	7	4	8	90	109
FY 13/14	11	3	9	96 (6 vacancies)	119
FY 14/15	11	3	10	96	120

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Roseville - Census Bureau and Demographics

People Quick Facts	Roseville	California
Population, 2012 estimate	124,519	37,999,878
Population, 2010 estimate	118,790	37,253,959
Population, percent change April 1 2010 to July 1, 2012	4.8%	2.0%
Persons under 5, percent 2010	6.8%	6.8%
Persons Under 18, percent 2010	26.3%	25%
Persons 65 years and under, percent, 2010	13.4%	11.4%
Female, percent, 2010	52.1%	50.3%
White alone, percent	79.3%	57.6%
Black or African American alone, percent 2010	2.0%	6.2%
American Indian and Alaska Native alone, percent, 2010	0.7%	1.0%
Asian alone, percent, 2010	8.4%	13%
Native Hawaiian and other Pacific Islander alone, percent, 2010	0.3%	0.4%
Two or more races, percent, 2010	5.0%	4.9%
Hispanic or Latino, percent, 2010	14.6%	40.1%
Living in same house 1 yr and over, percent, 2008-2012	82.1%	84.2%
Foreign born persons, percent, 2008-2012	12.8%	27.1%
Language other than English spoken at home, percent at age 5, 2008-2012	18.2%	43.5%
High School Graduate or higher, percent of persons age 25+, 2008-2012	93.9%	81%
Bachelor's degree or higher, percent of persons age 25+, 2008-2012	34.8%	30.5%
Veterans, 2008-2012	9,241	1,952,910
Mean travel time to work (minutes), workers age 16+, 2008-2012	25.9	27.1
Housing Units, 2010	47,757	13,680,081
Homeownership rate, 2008-2012	65.7%	56%
Housing Units in multi-unit structures, percent 2008-2012	23.5%	30.9%
Median Value of owner occupied housing units, 2008-2012	\$326,700	\$383,900
Households, 2008-2012	45,015	12,466,331
Persons per household, 2008-2012	2.64	2.93
Per Capita money income in past 12 months, 2008-2012	\$33,788	\$29,551
Median household income, 2008-2012	\$74,579	\$61,400
Persons below poverty, percent, 2008-2012	8.3%	15.3%
Business Quick Facts		
Total number of firms, 2007	11,321	3,425,510
Women-owned firms, percent, 2007	28.9%	30.3%
Manufacturer shipments, 2007 (\$1000)	2,114,736	491,372,092
Retail Sales, 2007 (\$1000)	3,923,158	455,032,270
Retail Sales per capita, 2007	\$36,243	\$12,561
Accommodation and food services sales, 2007 (\$1000)	344,184	80,852,787
Geography Quick Facts		
Land Area in square miles, 2010	36.22	155,779.22
Persons per square mile, 2010	3,279.4	239.1

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In 2013, Roseville was in the top 10% of highest growth cities/counties. From 2009 through 2013, Roseville was in the top 2 of the fastest growing cities in Placer County.

Roseville Growth Rate		California Growth Rate	
Roseville 2013-2014	1.80%	California 2013-2014	0.90%
Roseville 2012-2013	1.20%	California 2012-2013	0.88%
Roseville 2011-2012	1.50%	California 2011-2012	0.80%
Roseville 2010-2011	2.00%	California 2010-2011	0.70%
Roseville 2009-2010	2.60%	California 2009-2010	0.92%

California all Cities/County Growth Rates 2013-2014		
1.8% and above	57	9.60%
> 1% and <1.8	104	17.51%
0.5%-1%	269	45.29%
<0.5%	164	27.61%
	594	100.00%

For a full Demographic, Development and Employment Profile from the Roseville Office of Economic Development, click this link:

<http://roseville.ca.us/civicax/filebank/blobdload.aspx?blobid=20515>

Roseville is a net importer of jobs with the daytime population increasing to over 150,000 people, meaning demand for emergency services will typically be higher in the daytime because of the influx of people during business hours.

Population Density by First Due District

Roseville Population Numbers and Density Classes																		
District Density	Citywide Total		District 1		District 2		District 3		District 4		District 5		District 6		District 7		District 9	
	Population	%	Population	0%	Population	7%	Population	0%	Population	0%	Population	0%	Population	10%	Population	0%	Population	0%
Rural <1,000	2,480	2%	0	0%	1,747	7%	0	0%	0	0%	0	0%	733	10%	0	0%	0	0%
Suburban 1,000-2,000	7,223	6%	626	4%	0	0%	0	0%	3,011	21%	0	0%	768	11%	2,101	14%	717	3%
Urban 2,000-3,000	9,485	7%	580	4%	0	0%	0	0%	4,978	35%	1,387	11%	2,540	35%	0	0%	0	0%
Metropolitan 3,000+	109,348	85%	13,026	92%	23,678	93%	16,182	100%	6,288	44%	11,742	89%	3,168	44%	12,451	86%	22,813	97%
Total Population	128,536	100%	14,232	100%	25,425	100%	16,182	100%	14,277	100%	13,129	100%	7,209	100%	14,552	100%	23,530	100%

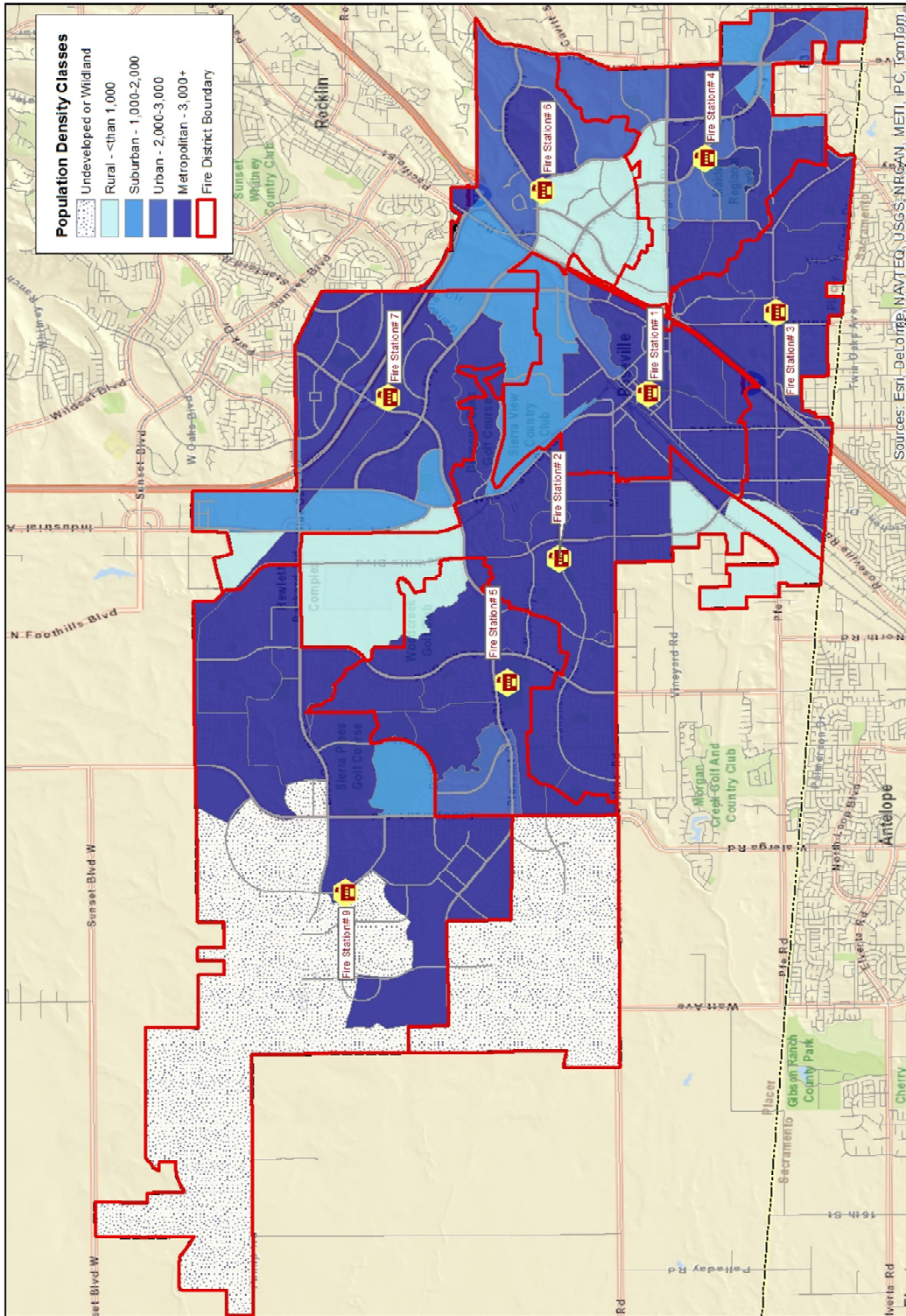
Population estimates as of January 1, 2015, Roseville GIS

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Population Density 2014



Population Density 2014
 Per Square Mile by
 Census Block Group

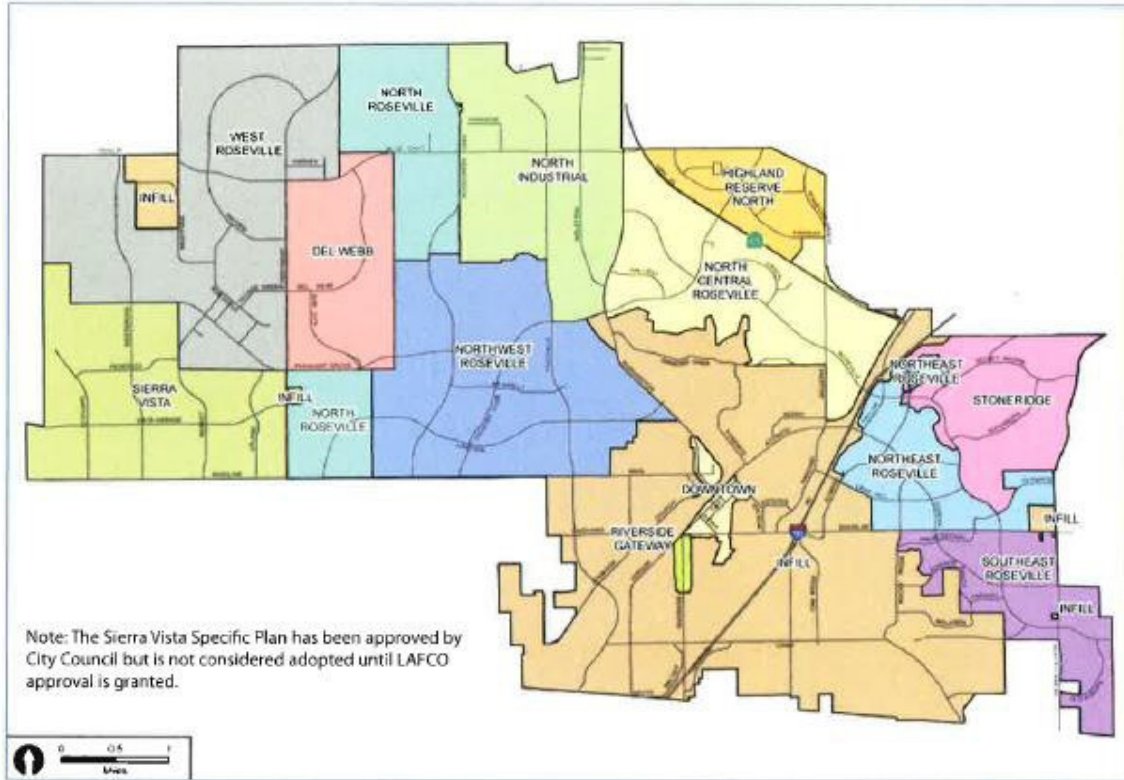
Source - ESRI Business Analyst 2014

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 Roseville Fire Department





Specific Plans



Del Webb
 Adopted: December 15, 1993
 Acres: 1,202
 Units: 3,110 single family
 100 multi-family

Downtown
 Adopted: April 1, 2009
 Acres: 176
 Units: 255 single family
 117 multi-family

Highland Reserve North
 Adopted: June 7, 1997
 Acres: 678
 Units: 1,018 single family
 651 multi-family

Infill
 Adopted: NA
 Acres: 8,479
 Units: 11,076 single family
 4,340 multi-family

North Central
 Adopted: July 5, 1990
 Acres: 1,715
 Units: 1,827 single family
 2,299 multi-family

North Industrial
 Adopted: NA
 Acres: 2,045
 Units: 643 single family
 400 multi-family

North Roseville
 Adopted: August 6, 1997
 Acres: 1,552
 Units: 3,987 single family
 363 Eskaton Village units
 1,004 multi-family

Northeast Roseville
 Adopted: April 8, 1987
 Acres: 884
 Units: 615 single family
 465 multi-family

Northwest Roseville
 Adopted: May 10, 1989
 Acres: 2,663
 Units: 6,566 single family
 2,502 multi-family

Riverside Gateway
 Adopted: March 15, 2006
 Acres: 50
 Units: 4 single family
 29 multi-family

Southeast Roseville
 Adopted: April 20, 1988
 Acres: 1,026
 Units: 1,779 single family
 1,384 multi-family

Stoneridge
 Adopted: March 18, 1998
 Acres: 1,117
 Units: 2,012 single family
 895 multi-family

West Roseville
 Adopted: February 23, 2004
 Acres: 3,162
 Units: 5,802 single family
 2,791 multi-family

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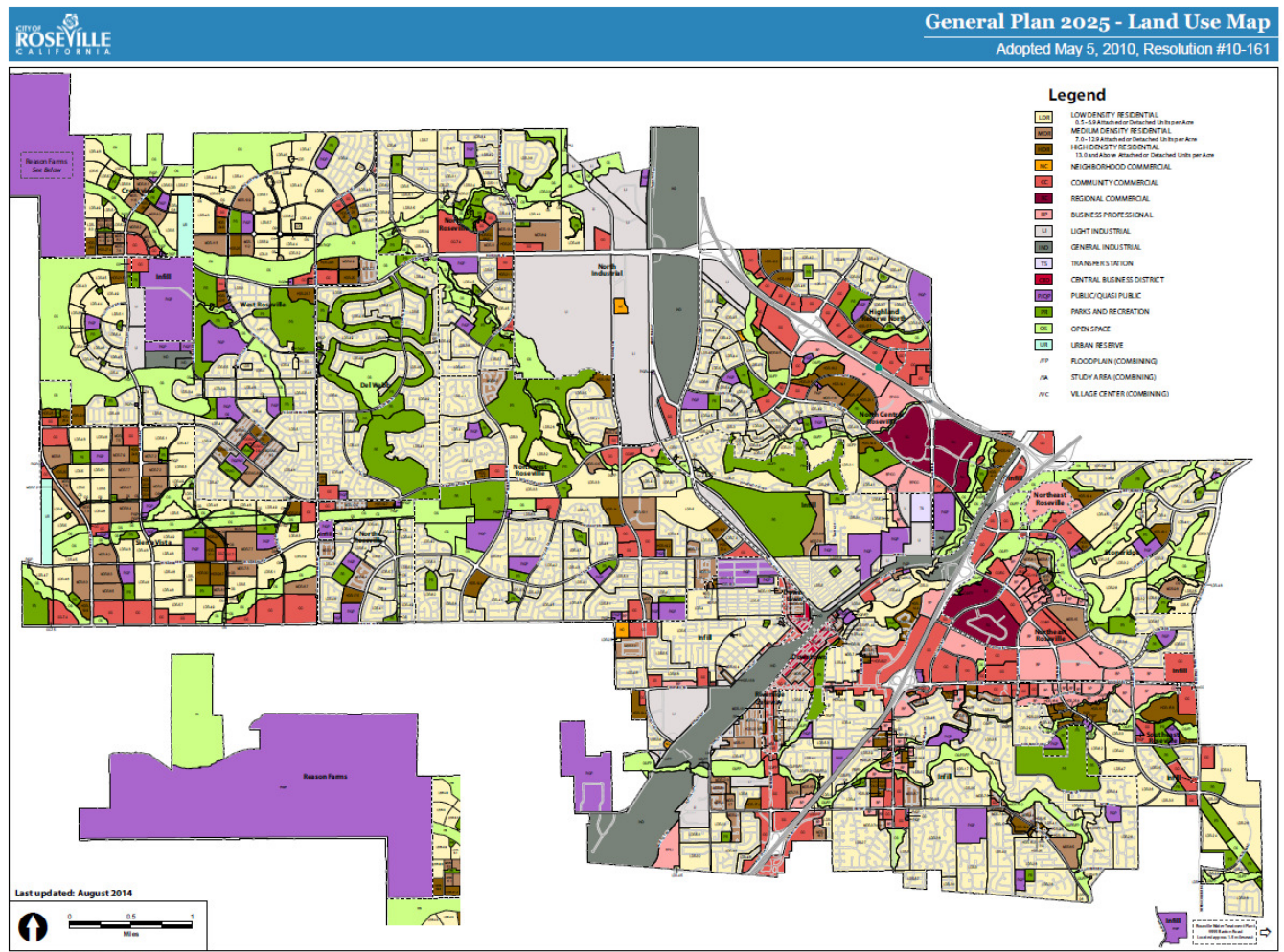
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Land Use Breakdown 2014

Existing Use	Existing Land Use Inventory - Acreage & Percentage of Existing Uses																			
	Citywide		District 1		District 2		District 3		District 4		District 5		District 6		District 7		District 9		District 10	
	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%
Commercial/Retail	1,386	5%	118	5%	157	4%	102	5%	186	8%	18	1%	337	16%	442	14%	26	0%	77	4%
Business Professional/Office	656	2%	29	1%	24	1%	83	4%	263	11%	4	0%	144	7%	89	3%	20	0%	0	0%
Industrial	1,219	4%	49	2%	542	14%	44	2%	27	1%	13	1%	44	2%	271	9%	201	3%	0	0%
Residential	7,468	27%	749	34%	1,413	36%	986	47%	880	36%	884	42%	440	21%	703	22%	1,415	19%	0	0%
Public/Quasi Public	817	3%	185	8%	151	4%	125	6%	48	2%	63	3%	23	1%	141	4%	81	1%	0	0%
Parks/Open Space	6,061	22%	409	19%	369	10%	117	6%	502	21%	765	36%	455	22%	329	10%	3,038	40%	0	0%
Undeveloped & Vacant	5,093	18%	55	3%	366	9%	63	3%	78	3%	39	2%	141	7%	416	13%	2,000	27%	1,934	94%
Other (Easements, Rights-of-Way)	4,853	18%	583	27%	857	22%	584	28%	457	19%	334	16%	491	24%	755	24%	761	10%	57	3%
Total	27,552	100%	2,177	100%	3,879	100%	2,103	100%	2,442	100%	2,118	100%	2,075	100%	3,147	100%	7,541	100%	2,068	100%

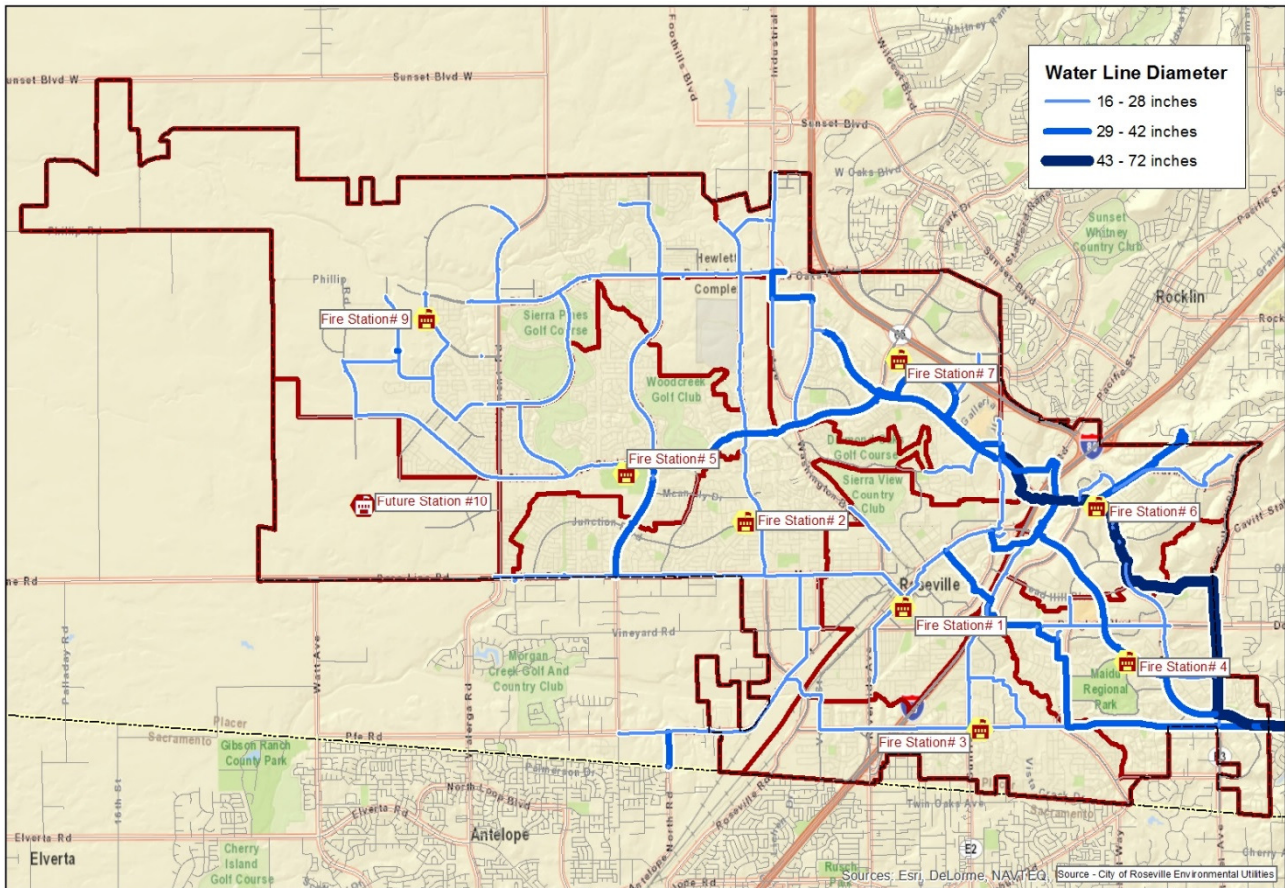
Land Use Map 2014





City Water Supply

The City of Roseville's municipal water system is operated by the Environmental Utilities Department. The department is responsible for the operation and maintenance of the City's water transmission and distribution facilities through the groups of Construction, Meter/Backflow, Meter Retrofit, Preventative Maintenance and Field Service. These facilities include water mains, water storage tanks, pump stations, water wells, pressure-reducing stations and interties. The water system consists of approximately 500 miles of water mains ranging in size from 4 to 66 inches in diameter. There are over 4,000 fire hydrants, 10,000 valves, 4,000 backflow devices and 35,000 services within the system. Roseville's water supply comes from Folsom Lake and is treated by a city-operated treatment plant. In order to provide reliability in time of water shortage or emergency outages, the City also maintains five groundwater wells and several interties with surrounding water agencies.





Standards of Cover 2015
Roseville Fire Department

Major Water Distribution Lines



Section 2: Services Provided by Roseville Fire Department

The City of Roseville Fire Department is a full service, all hazards department, capable of responding to any type of fire, EMS, rescue or hazardous materials call. The department maintains a modern fleet of well-equipped apparatus that are distributed throughout the service area and are staffed with highly-trained, motivated employees. Paramedics are staffed on every apparatus. The department utilizes a variety of resources to deliver a full range of services including:

- Fire suppression (including wildfire response)
- Emergency medical services (basic and advanced life support)
- Hazardous materials emergency response
- Technical rescue (high-angle, confined space, trench, vehicle extrication and water rescue)
- Public assistance and education
- Community risk reduction (Fire & Life Safety Division)
- Tactical EMS Paramedics supporting Roseville PD SWAT Team
- Paramedic Bike Team

The department operates from eight (8) stations and currently staffs eight (8) engine companies, two (2) ladder companies, and one (1) Battalion Chief; these personnel cross staff three (3) brush engines, two (2) grass engines, one (1) hazmat company, and one (1) rescue company. There are three (3) platoons, working 48-hours on, followed by 96-hours off. The staffing matrix is done via a constant staffing framework (meaning no extra bodies are hired to float out to open positions). Long-term vacancies, training, vacation and other open positions are filled using scheduled overtime via our TeleStaff™ system. Minimum daily staffing for eight (8) stations, including one (1) 24-hour Battalion Chief, is thirty-three (33) persons per day.

Fire Service Response

Roseville Fire department is appropriately staffed and equipped to respond to fire incidents in the City as well as providing automatic and mutual aid to neighboring agencies throughout the State of California. The **Low Level** first alarm structure response for a smoke odor or possible fire response consists of two (2) engines, one (1) truck, and one (1) Battalion Chief, providing eleven (11) firefighters. A working fire incident, either residential or commercial, sends a **High Level** response for working structure consisting of four (4) engines, two (2) trucks, two (2) Battalion Chiefs and one (1) ambulance (a total of 21 firefighters). All Roseville Firefighters are certified by the State of California to the "Firefighter II" level and each holds current Emergency Medical Technician I certification or Paramedic licensure.

The eight (8) frontline and three (3) reserve engines are Spartan chassis, similarly outfitted so as to allow for consistency in both operation and maintenance. Every Type I fire engine carries three (3) firefighters (Captain, Engineer and a Firefighter/Paramedic (FF/P)), is a 1500gpm rated pumper with foam capability, holds 500 gallons of water, carries 1,000 feet of supply hose and 1,950 feet of attack hose (in varying diameters), has scene lighting and a full assortment of basic and advanced life support equipment. Fire engines are operated out of Fire Stations 1 through 9, with Type I reserve apparatus assigned to Fire Stations 1, 5 and 6.



The typical fire truck carries four (4) firefighters (Captain, Engineer, and two (2) FF/Ps); a hydraulically-powered 100 foot aerial ladder; and hydraulic, pneumatic, and electric heavy rescue tools. Fire trucks carry no water and have no fire pump. Fire trucks are currently operated out of Stations 1 and 7 and they cross staff either a rescue or hazardous materials unit. Fire Station 1 and Fire Station 7 are called Task Force stations as the crews are trained at each station to meet specialty qualifications (discussed later); Task Force stations respond as multi-piece companies. A reserve ladder truck is housed at Fire Station 7.

Wildfire / Vegetation Fire Service

The department operates three (3) Type III International —Brush Engines and two (2) Type VI Ford —Grass Engines in the areas that are prone to wildland fires. All firefighters are trained to fight wildland and urban interface fires and complete annual RT 130 training. The Type III and Type VI apparatus are capable of getting in tight areas along our bike trails and ravines that Type I structure apparatus cannot access. Type III Brush rigs are heavily utilized during Statewide Mutual Aid fires throughout California. The department participates fully with the California Master Mutual Aid System by sending any of our capabilities to those in need. All apparatus are typed and registered with the California Office of Emergency Services (OES) and subject to deployment when requested.

Emergency Medical Service

In 2014 the department responded to approximately 10,000 EMS calls. The Roseville Fire Department operates one of the most progressive EMS systems in the United States utilizing cutting edge technology and current treatment protocols and procedures including Advanced Cardiac Life Support and medication administration for the heart attack victim, various advanced airways tools, intraosseous insertion for fluid and medications. Electronic patient care reporting (ePCR) and transmission of EKGs directly to the hospital during patient treatment are just two examples of the progressive and innovative approach to patient care. In addition, the Roseville Fire Department participates in the STEMI (ST Elevation Myocardial Infarction) Critical Trauma and Stroke programs supported by local hospitals.

All apparatus in Roseville Fire Department are staffed 24/7 with California State Certified Paramedics (EMT-P) capable of providing care to critical patients requiring invasive procedures such as IV's, 12 lead EKG's, medication administration and airway intubations. In addition to the ALS equipment carried on the engines and trucks, limited ALS equipment is also carried on three brush units located at Stations 5, 6 and 9. The Division Chief of EMS oversees all areas of EMS while the EMS Quality Assurance Coordinator delivers EMS training to the Department's Paramedics and Emergency Medical Technicians. The EMS Division not only encompasses a field operations component, but incorporates an extensive EMS Education and Quality Assurance Program. Training includes a variety of disciplines including EMT, American Heart ACLS, PALS and current standards of practice for emergency medicine. The EMS Division also partners with the Training Division to offer EMS learning opportunities throughout the year during company evolutions and the new hire fire academy.

Technical Rescue Service

Rescue 7 is the department's Type II —Medium rescue vehicle. The vehicle carries equipment capable of providing the means to perform high angle (above ground), trench (below ground), confined space, collapse and swift water rescues. All personnel assigned to Station 7 are State Fire Marshal Certified in Confined Space Rescue, Trench Rescue, as well as Rescue Systems I and II. Most are certified as Swift Water Rescue with a goal to get 100% of Task Force members trained. Numerous members at outlying stations



are also trained in these rescue disciplines and they attend required trainings to keep their skill levels proficient. For a large or complex event, these additional rescue technicians may be pulled from other fire apparatus to supplement those already assigned to Station 7.

Hazardous Materials Service

Roseville Fire Department operates one (1) of three (3) Type I Hazardous Materials Teams located in the Sacramento Region. Task Force 1 personnel are trained to the Hazmat Specialist level of capability. In addition to the seven (7) hazmat specialists assigned to Task Force 1, many other hazmat specialists are assigned around the City and may be mobilized to assist Task Force 1 if the need arises. All operational personnel are trained to the First Response Operations (FRO) level, and may assist with certain hazardous materials incident tasks such as decontamination.

The department also staffs a mass decontamination trailer that was provided to the department from regional grants. This equipment/personnel provide the capability to decontaminate large numbers of contaminated people while providing for their modesty. The trailer is one (1) of seven (7) similar resources located throughout the Sacramento region. Personnel assigned to Fire Station 2 are responsible for this resource and capability when needed.

Tactical EMS

To assist with immediate care and increase survivability on critical incidents such as an active shooter scenario, one (1) Roseville Captain/Paramedic and two (2) Engineer/Paramedics participate on the Roseville Police Special Weapons and Tactics (SWAT) Team providing immediate medical attention for officers, citizens and suspects that might be injured in a tactical environment. Tactical medics train ten (10) hours every month with the Police SWAT Team and meet annual certification and qualifications. In October 2013, two (2) tactical medics provided immediate care to a Roseville SWAT officer that was shot in the face during an active shooter incident in Roseville, demonstrating the effectiveness of the program by applying immediate care.

Paramedic Bike Team

For special events that involve large crowds or difficult access, Roseville Fire deploys two (2) paramedics on bicycles. This crew carries advanced life support (ALS) equipment so paramedic-level care can be provided instantly while waiting for additional responders to arrive.

Fire Investigation Team

Roseville Fire Department has an eleven (11) person investigation team. The team operates under the Operations Section and is staffed by nine (9) shift personnel, one (1) day person and one (1) shift Battalion Chief managing and coordinating the program. Each shift has one (1) Lead Investigator and two (2) Assistant Investigators. The shift investigators are cross-trained in investigations and they hold the rank of a Firefighter/Paramedic, Engineer or Captain. This allows the department to have an investigator on-duty 24/7 and provides the necessary coverage when a fire occurs.

Roseville Fire Department investigates all fires occurring in the city limits and assists neighboring jurisdictions when requested. Roseville Police Department assists when a fire is determined "criminal" in nature after an origin and cause investigation is conducted. Arrests are made by Roseville Police and they also book and hold evidence. Roseville Fire Investigators belong to organizations to help facilitate training and knowledge sharing within the investigation community. All Roseville Fire Investigators are members of the Sacramento / Sierra

2015

STANDARDS of COVER



Arson Taskforce, California Conference of Arson Investigators and the International Association of Arson Investigators.

Fire Administration

Roseville Fire Battalion Chiefs operate out of Fire Station 1 in the Battalion 1 command vehicle. One Battalion Chief covers eight (8) stations and ten (10) companies on the same 48-hours on followed by 96-hours off for each A, B and C shift. Back-up coverage is provided by the Monday through Friday Administrative Battalion Chief, as well as any of the four Division Chiefs or Assistant Fire Chief available throughout the work week. Duty Chiefs rotate after-hours coverage when large scale events occur. Regional partnerships with neighboring Battalion Chiefs provide automatic second due response to working fires. Regional trainings occur regularly among Chief Officers in the southern area of the county.

The Division Chiefs of Logistics, and Fire & Life Safety report to the Fire Chief, while the four Battalion Chiefs and Division Chiefs of Training and EMS report to the Assistant Fire Chief. Each Division Chief is tasked with a major area of responsibility: Operations, Training, Logistics, Fire & Life Safety, and EMS. An Administrative Analyst and Administrative Assistant also report to the Fire Chief.

Fire & Life Safety Division

The Fire and Life Safety Division is comprised of eight (8) full-time staff members and one part-time staff member. The division oversees a wide variety of programs and services which include the inspection and plan review of commercial construction projects, annual fire inspections on occupancies requiring a state-mandated inspection and administration of the Certified Unified Program Agency (CUPA), or hazardous materials program. Additionally, the division provides public education and outreach services to the community through its public education program, and oversees the department's Public Information Officer.

Roseville Fire Department's Fire and Life Safety Division contracts with South Placer Fire District for plan check and other various prevention duties. The contract is renewable on a semi-annual basis.

This division also coordinates the city's emergency preparedness program which oversees city-wide preparedness planning in the areas of prevention, preparedness, response, recovery and mitigation. The division plans and leads city and county-wide disaster drills, trains city personnel on Emergency Operations Center (EOC) operations and handles emergency notification delivery systems to warn citizens of impending emergencies. The City's Emergency Operations Plan and Multi-Hazard Mitigation Plan are reviewed and updated annually.

Public Safety Outreach and Public Education

The Roseville Fire Department actively participates to spread its mission throughout the community. Using news releases, public service announcements and direct contact we assure our public education reaches its intended audience. An example of this is our recent drive to train the public Hands Only CPR. Over 17,000 citizens were shown how easy it is to administer Hands Only CPR during half time at a Sacramento Kings basketball game by our Roseville Fire EMS QA Coordinator. Administrative and suppression personnel and volunteers are used in a continuing program to educate and train the public in this essential lifesaving skill. Other programs include smoke detector checks and installs for those in need. Roseville Fire hosts the Placer County Safe Kids Coalition program which provides car seat inspections at Fire Station 1.



Safe Kids also hosts annual inspection events for the community, as well as training opportunities for those wanting to become car seat technicians.

Roseville Fire Department opens up one (1) fire station the first Saturday of each month to meet the community and show them what we do. Each event has a different safety theme and allied public safety educators are encouraged to participate.

Roseville Firefighters host an annual week-long Kids Fire Camp where children between 12 and 14 years of age have the opportunity to spend six (6) days immersed in learning lifesaving skills and about what firefighters do. At the conclusion of the camp week, participants show their parents the skills they learned during a graduation ceremony.

Training Division

Training is the keystone to effective emergency response. During emergency operations, time is always of essence and an effective training program can mean the difference between a fire contained to the area of origin and one that causes great damage.

Training in the fire service has two parts: (1) vocational training, which teaches the skill sets necessary to do the “hands-on” type work that firefighters do; and (2) education, which teaches the knowledge necessary to do the —mental work the firefighters do. The Training Division maintains Standard Operating Evolutions, thus ensuring a well-trained, effective and aggressive response capability.

The National Fire Protection Association (NFPA) has several recommended standards that apply to fire service training. The Roseville Fire Department has adopted some of these standards by reference as they represent best practices for the fire service:

NFPA 1403 - *Standard on Live Fire Training Evolutions*. This standard outlines the procedures required for safe live-fire training. This is a particularly important standard as live-fire training is demonstrably the most dangerous training activity undertaken by the fire service. The Roseville Fire Department conducts live fire training at its training facility in specially designed burn rooms.

NFPA 1410 - *Standard for Initial Emergency Scene Operations*. Standard Company Evolutions are the minimum acceptable standards for the performance of critical firefighting tasks. These NFPA Standards have been incorporated into the Roseville Fire Department Standard Operating Evolutions Manual. All line personnel (firefighter through captain) train regularly on these Evolutions so they can effectively, efficiently, and safely operate as part of an emergency response company.

The Roseville Fire Department utilizes the State Fire Training - Office of State Fire Marshal (OSFM) certification standards for its entry and promotional training requirements. Positions which meet or exceed State Fire certification and training standards include Firefighter, Apparatus / Operator, and Fire Officer. There is a consistent sanctioned 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 Roseville Fire Department 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. All the Roseville Fire Department instructors are certified Fire Instructors through State Fire Training – OSFM and/or are qualified subject matter experts with extensive training in



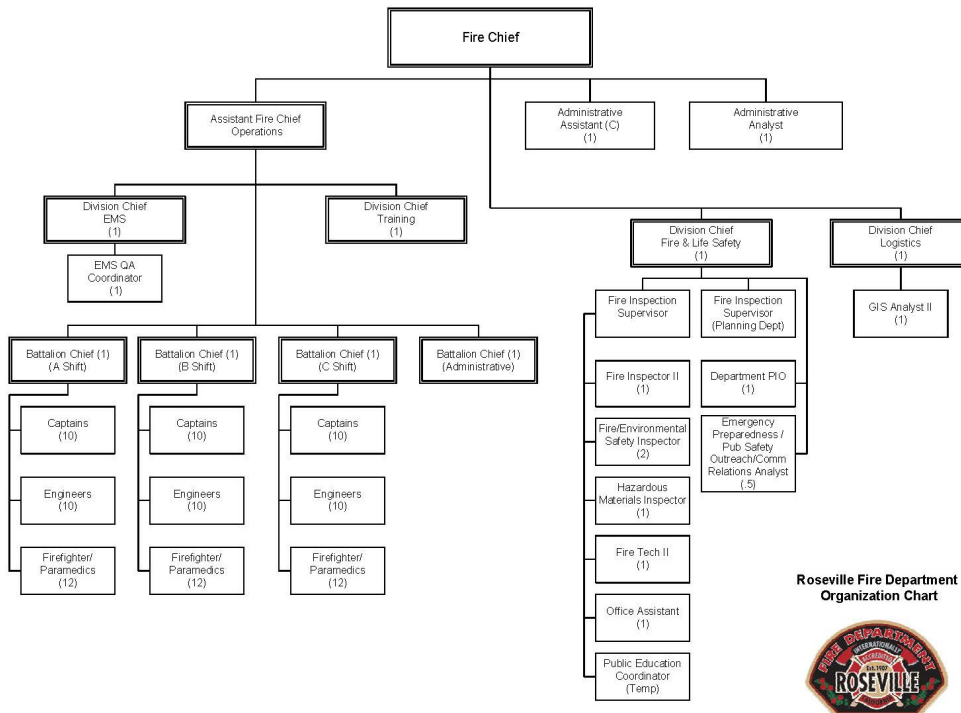
instructional methodology. The Roseville Fire Department Training Division is staffed with a Division Chief of Training and supplemented with designated department instructors used as needed for specialized training in Hazmat, Technical Rescue, Wildland Firefighting, Pump Operations, Emergency Vehicle Driving, and Fire Officer Development. Didactic training can often be delivered directly to fire stations via online learning tools such as Target Solutions and Go-To Meeting. The fire stations also have a standard International Fire Service Training Association (IFSTA) training library.

Manipulative training is conducted at the Roseville Fire Training Center, a state-of-the-art training facility that includes a six-story training tower with computerized burn rooms, classrooms, drafting pit, above/below grade technical rescue props, and fully functional hazardous materials props.

The Roseville Fire Department Training Division Chief manages the following required training and associated activities:

- Insurance Services Office required drills – live fire drills, multi-company drills, regional drills, driver / pump operator, emergency vehicle operator and new hire firefighter academy training.
- Interagency mutual aid drills.
- California Code of Regulations required training – Hazardous Materials, technical rescue, annual wildland fire refresher, blood-borne pathogen, and SCBA.
- Code of Federal Regulations – Confined Space and Trench Rescue training. The Fire Training Center (FTC) provides facilities for effective drills and classroom presentations, which are essential to the development of skills.
- A Training Advisory Committee meets monthly to help identify and guide training priorities in the department's two-year training plan. This committee is comprised of lead instructors, program managers, and members at large.

Fire Department Organization Chart



Roseville Fire Department Organization Chart



2015

STANDARDS of COVER



The measure of firefighters per 1,000 population served is often stated as a reasonable comparison of fire departments and their relative staffing levels. However, the methods used to calculate this ratio can vary considerably, so national department-to-department comparisons may not be accurate or useful. In addition, this measure does not consider other important variables such as area served and community risk. What is useful, however, is calculating this ratio for a single community and its department over time to show changes in relative staffing strength.

Population and Calls for Service

Year	Population	Total Calls	Operations Response Personnel	FF's Per 1,000 Population	Shift Staffing
2004	102,378	8,488	69	.67	23
2009	116,846	10,637	99	.85	33
2013	126,000	13,272	99	.79	33
2014	126,323	13,474	99	.79	33
% change 2004 - 2014	23%	59%	43%	18%	43%

Fire Department Staffing

Administrative Positions

Positions	Number
Fire Chief*	1
Assistant Fire Chief*	1
Division Chief*	4
Battalion Chief*	4
EMSQA Coordinator	1
Administrative Analyst	1
Administrative Assistant	1
GIS Analyst	1
Public Outreach	.5
Pub Ed Coordinator	.5
Fire Inspector	1
Fire Inspectors* (2)	4
Fire Technician	1
Fire PIO	1
Office Assistant	1
Total	23
*Sworn positions	16

Emergency Response Personnel 2015

Positions	Number
Fire Chief	1
Assistant Fire Chief	1
Division Chief	4
Battalion Chief	4
Fire Captain	30
Fire Engineer	30
Firefighter Paramedics	36
TOTAL	106

Minimum Daily Staffing

Positions	Number
8 Engines @ 3 FF's per Day	24
2 Trucks @ 4 FF's per Day	8
1 Battalion Chief	1
TOTAL	33

2015

STANDARDS of COVER



Unit Staffing

Each unit is staffed by career personnel, with wildland units (Grass and Brush), HazMat and Rescue cross staffed by the same personnel from that station. If a wildland fire is dispatched, the crew will respond in the wildland unit and place the engine out of service.

Unit	ID	UNIT TYPE	BC	Captain	Engineer	FF Medic	FF or FF Medic	TOTAL	
Battalion 1	B1		1					1	
Engine 1	E1	I		1	1	1		3	
Truck 1	T1			1	1	1	1	4	
Hazmat 1	HM1	II	Cross Staffed by E1 / T1						
Engine 2	E2	I		1	1	1		3	
Grass 2	G2	VI	Cross Staffed by E2						
Engine 3	E3	I		1	1	1		3	
Engine 4	E4	I		1	1	1		3	
Grass 4	G4	VI	Cross Staffed by E4						
Engine 5	E5	I		1	1	1		3	
Brush 5	BR5	III	Cross Staffed by E5						
Engine 6	E6	I		1	1	1		3	
Brush 6	BR6	III	Cross Staffed by E6						
Engine 7	E7	I		1	1	1		3	
Truck 7	T7			1	1	1	1	4	
Rescue 7	R7	MED	Cross Staffed by E7 / T7						
Engine 9	E9	I		1	1	1		3	
Brush 9	BR9	III	Cross Staffed by E9						

2015

STANDARDS of COVER



Resource Deployment

CAD Call Type	Description	Alarm Level	BC	Engine	Truck	AMB	TACH	NOTES
AUTOAID	Request for Automatic Aid	Resource type as requested						
BOMB	Bomb Threat		1	1		1	X	
BOXCAR	Boxcar Fire		1	2	1		X	
CALARM	Alarm Only – No Additional			1*				* Code 2 May be a Truck
CGAS	Commercial Gas Leak		1	2	1		X	
CO	Carbon Monoxide Alarm			1		1*		* If medical need indicated
CSTRUL	Smoke Odor – Possible Fire	1	1	2	1		X	
CSTRUH	Confirmed Commercial Structure – Fire/Smoke	1	2	4	2	1	X	MNGT Page for 2 nd Alarm +
		2		2	1			Mirrored for each additional alarm
ELEV	Elevator Rescue		1	1	1	1*	X	* If medical need indicated
FINV	Fire Investigation			1				
FLOOD	Flooding			1	1		X	
FTRASH	Trash Fire			1				
FVEH	Vehicle Fire	1		1				Smoking – No visible fire
		2		2			X	Working Fire / Large Intersection
HWIRE	Hazardous Wires			1				
HZL	Low Level Hazmat			1				
HZH	High Level Hazmat		1	2*	1*		X	* T1 & E1 with HM1
LAND	Helicopter Landing Zone			1				
MAID	Medical Aid			1*				* Truck secondary in Districts 1 or 7
MUTAID	Mutual Aid	Resource type as requested						
PAST	Public Assistance			1*				* Truck response if in District 1 or 7
PLANE	Plane Crash		2	3	2	1	X	
POLICE	Police Assist			1				
RALARM	Alarm Only – No Additional			1*				* Code 2 May be a Truck
RESCUE	Above or Below Grade Technical Rescue		1	2*	1*	1	X	* T7 & E7 with R7
RGAS	Residential Gas Leak		1	2	1		X	
RSTRUL	Smoke Odor – Possible Fire	1	1	2	1		X	
RSTRUH	Confirmed Residential Structure – Fire/Smoke	1	2	4	2	1	X	MNGT Page for 2 nd Alarm +
		2		2	1		X	Mirrored for each additional alarm
STRIKE	Strike Team Request	Resource type requested						
TRAIN	Train Wreck / Derailment		1	2	1		X	
VAF	Vehicle Accident with Fire		1	2	1	1	X	
VAL	Vehicle Accident (Low)			1		1		



VAH	Vehicle Accident (High)		1	2	1	1	X	
VEGL	Vegetation Fire (Low)		1	2*			X	* Closest Available - Any Type
VEGH	Vegetation Fire (High)	1	1	3*			X	* Closest Available - Any Type
		2	1	2*				Initial dispatch to be 2 nd Alarm on Red Flag days or at BC request
WFLOW	Alarm with Water Flow		1	2	1		X	

Distribution of Resources

The term distribution describes resource locations needed to ensure a rapid initial response to emergencies. Distribution is measured by the percentage of the jurisdiction covered by the first-in response company within adopted response time goals.

This view of the response system analyzes fire and EMS resource deployment in terms of a static placement of resources and their theoretical response potential. By taking this theoretical view of the system, it is possible to determine whether or not response standards can be met from existing infrastructure with current staffing levels when all companies and units are in quarters and available for emergency response.

The department uses a variety of factors to determine optimal locations for fire stations including pertinent national standards including NFPA (NFPA 1710 – *Standard for Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, 2010 Edition*), the Insurance Services Office (ISO), and the American Heart Association, covering both response time (how fast) and deployment standards (how many and type of resources needed on scene). In addition, GIS mapping uses time-and-distance studies that are performed to measure actual distances and travel times across the service area. The results help the department determine response areas and response order.

The department’s current fire station positioning provides for an efficient distribution of the available emergency response resources. In developing this infrastructure, the goal was to balance elements that comprise a favorable fire station site configuration and three additional areas of consideration that the departments apply when selecting station locations. These are:

- Placement - Geographic spacing between fire stations taking into consideration natural and human-made obstacles or barriers, and provides for coverage efficiency balanced with depth of coverage through limited response zone overlap.
- Response Routes - Proximity and access to multi-directional transportation corridors sized appropriately for fire apparatus and referred to as run streets.
- Property Acquisition - Availability, lot size, and the cost of suitable sites within the parameters of factors noted above.

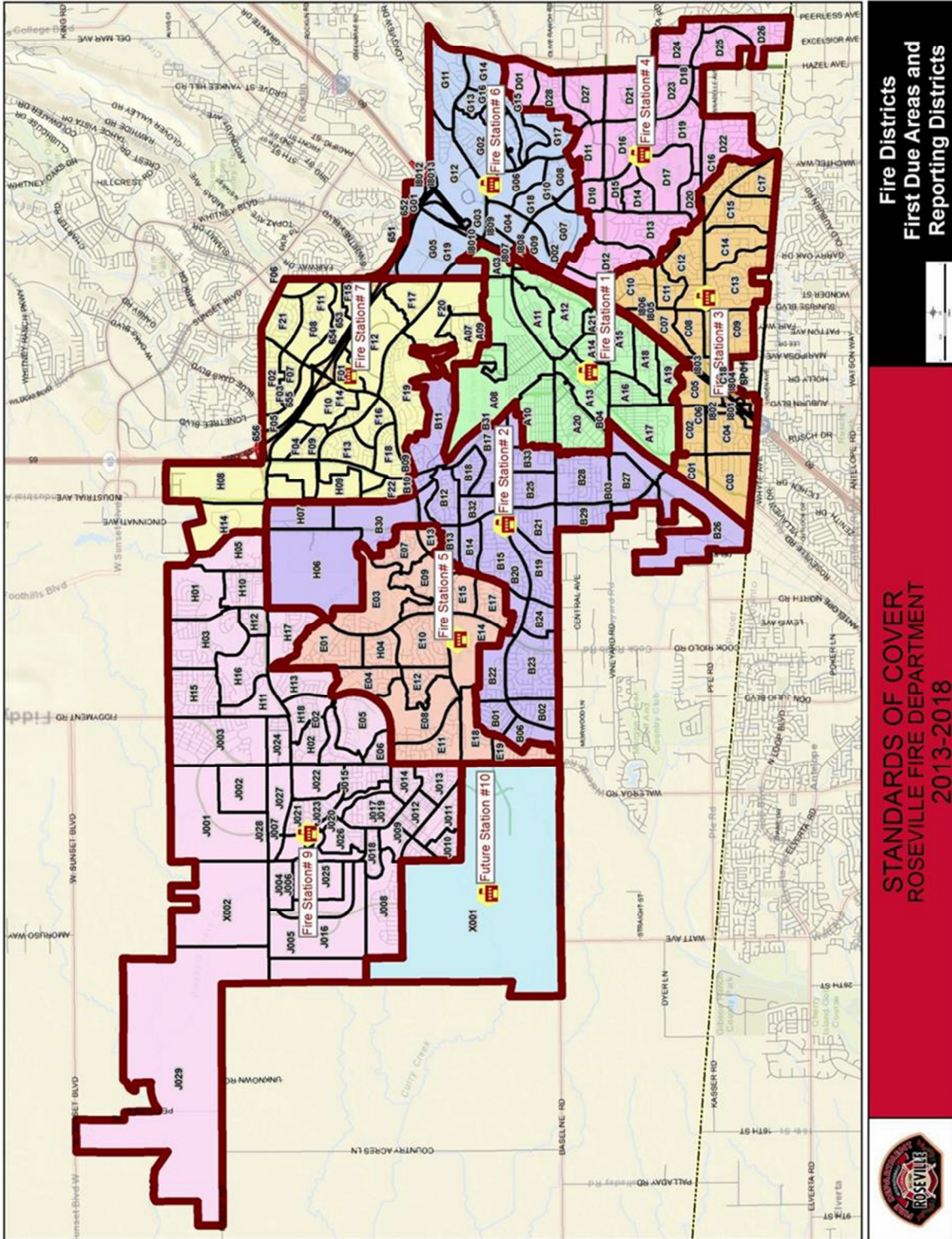
Currently, the department operates out of eight (8) fire stations divided into one (1) geographically defined battalion, comprised of nine (9) first due response districts containing two-hundred and ten (210) fire-reporting districts. All CAD data is reviewed from the response district perspective. However, we can focus on the smaller fire reporting district if we need to make smaller adjustments to response districts.

2015

STANDARDS of COVER



Fire Response First Due Districts and Fire Reporting Districts



2015

STANDARDS of COVER



Staffing, Station Location & Equipment Analysis

A critical factor in developing a Standards of Cover is to look at the overall system to see if it is meeting the established service level objectives. It is common for fire and EMS response that distinctive geographic areas are built upon the first due response areas of the fire stations located throughout the city. This approach allows the fire department to analyze the workload and measure the performance of those stations based upon the identified service level objectives. By doing so, it assists the department in identifying areas of weakness, where additional stations may be warranted and/or where additional companies should be placed in service based upon the workload.



Fire Station Introduction

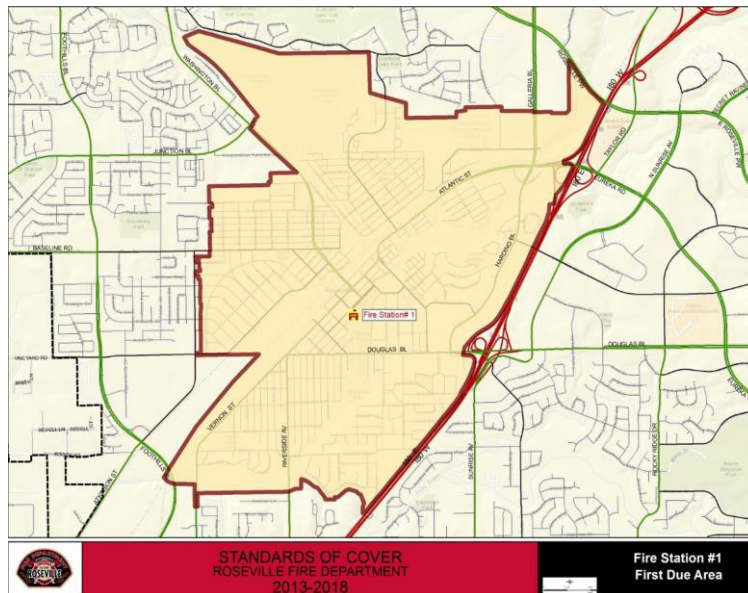
Fire Station 1 & Administration Headquarters

401 Oak Street
Roseville, CA 95678



Apparatus

- Engine 1 – 2003 Spartan
- Truck 1 – 2007 American LaFrance
- Battalion 1 – 2009 Chevrolet
- HazMat 1 – 2006 Pierce



2015

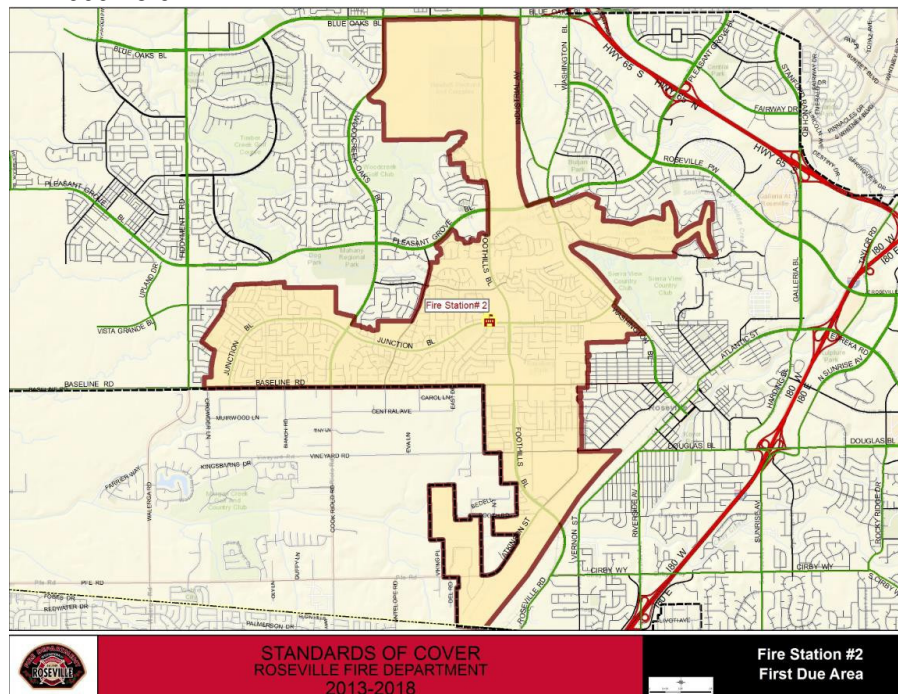
STANDARDS of COVER



Fire Station 2
1398 Junction Blvd
Roseville, CA 95747



- Engine 2 – 2006 Spartan
- Grass 2 – 1999 Ford



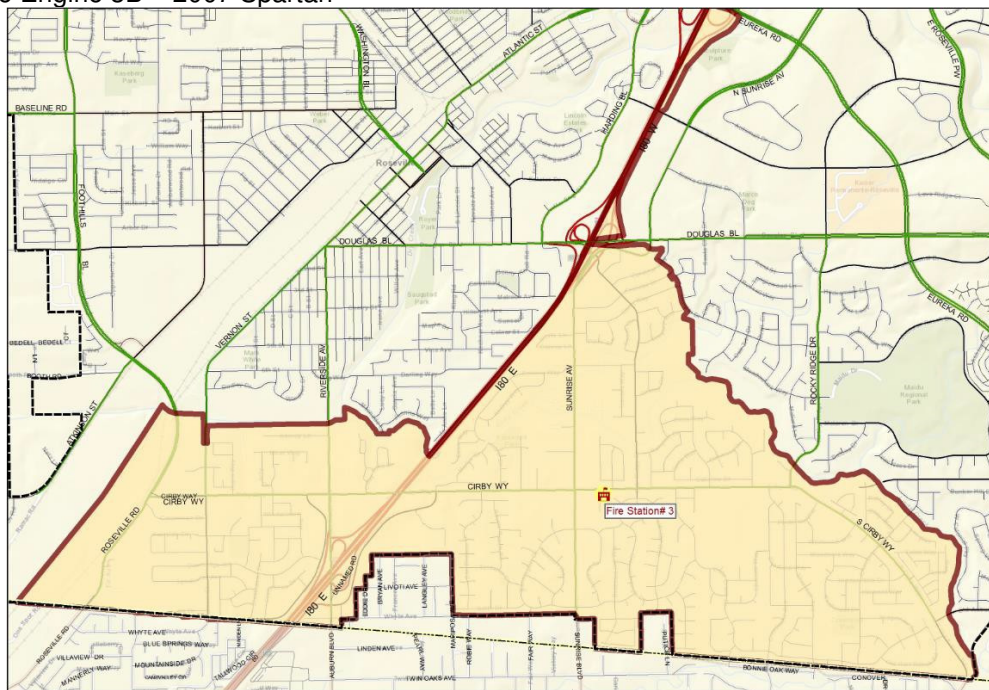


Fire Station 3

1300 Cirby Way
Roseville, CA 95661



- Engine 3 – 2004 Spartan
- Reserve Engine 3B – 2007 Spartan




STANDARDS OF COVER
 ROSEVILLE FIRE DEPARTMENT
 2013-2018

Fire Station #3
First Due Area

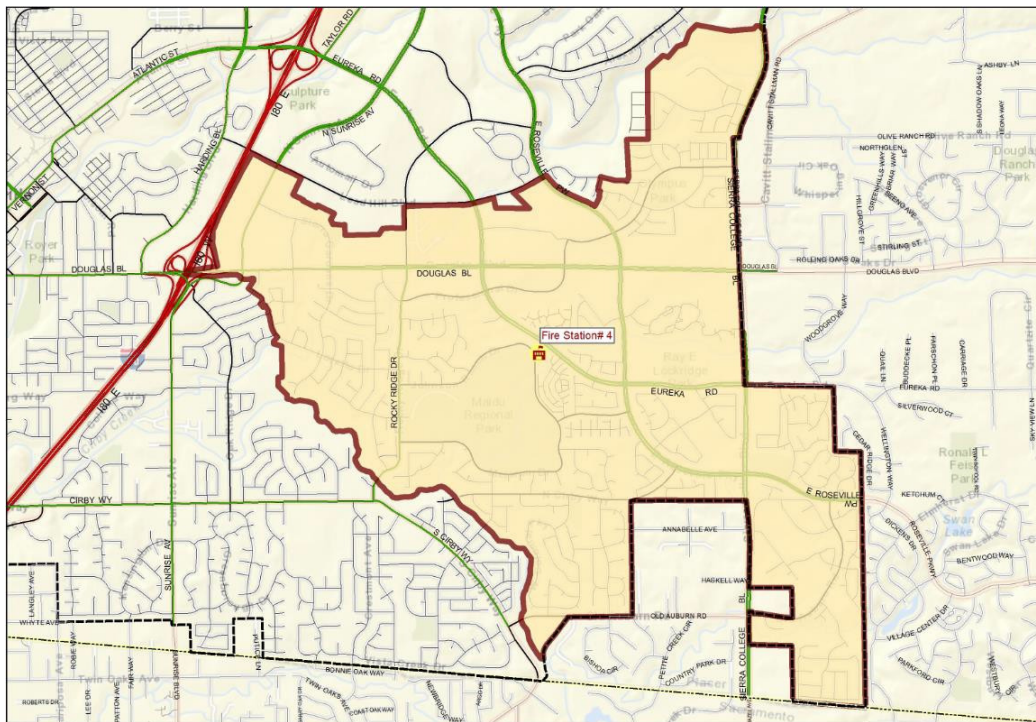


Fire Station 4

1900 Eureka Rd
Roseville, CA 95661



- Engine 4 – 2006 Spartan
- Grass 4 – 2005 Ford




STANDARDS OF COVER
 ROSEVILLE FIRE DEPARTMENT
 2013-2018

Fire Station #4
First Due Area

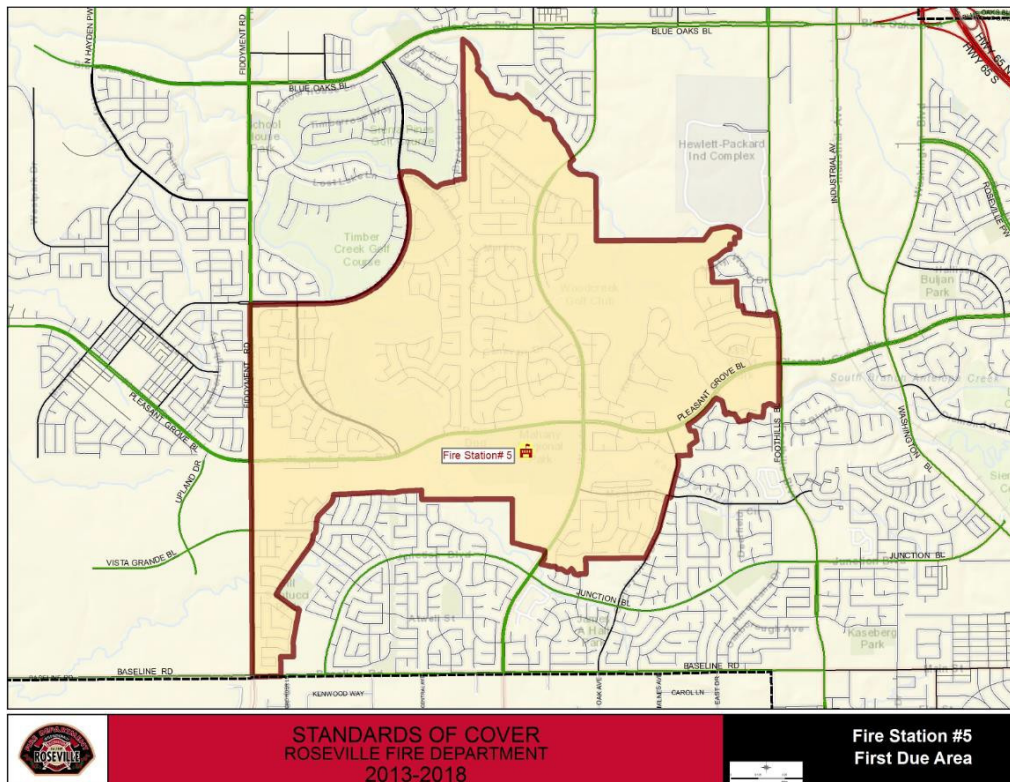


Fire Station 5

1565 Pleasant Grove Blvd.
Roseville, CA 95747



- Engine 5 – 2000 Spartan
- Reserve Engine 5B – 2000 Spartan
- Brush 5 – 2004 International



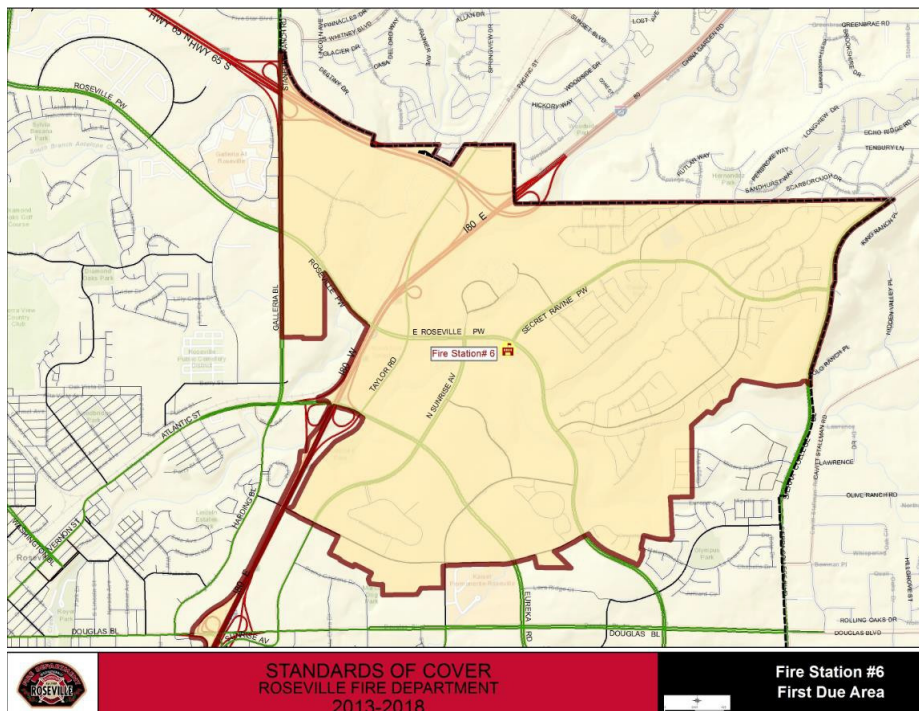


Fire Station 6

1430 East Roseville Pkwy
Roseville, CA 95661



- Engine 6 – 2003
- Brush 6 – 2004 International
- Reserve Engine 6b – 2003 Spartan
- Paramedic Bike 1
- Bike 2



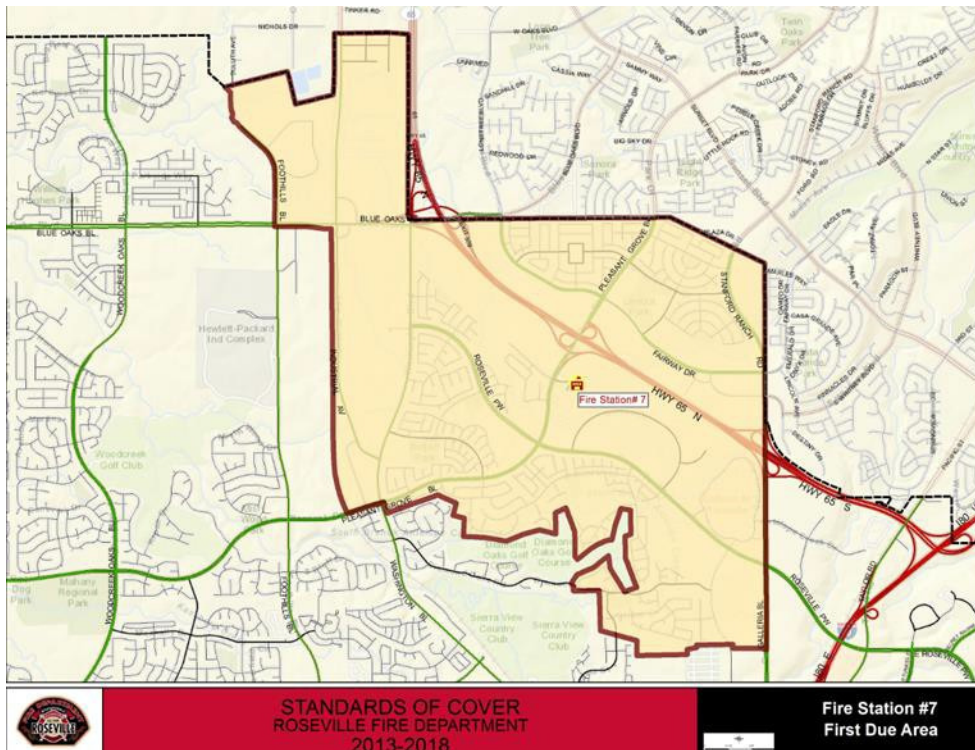


Fire Station 7

911 Highland Pointe Dr
Roseville, CA 95661



- Reserve Truck 7B – 2000 American LaFrance
- Truck 7 – 2007 American LaFrance
- Engine 7 – 2006 Spartan
- Rescue 7 – 2002 HME



2014 STANDARDS of COVER

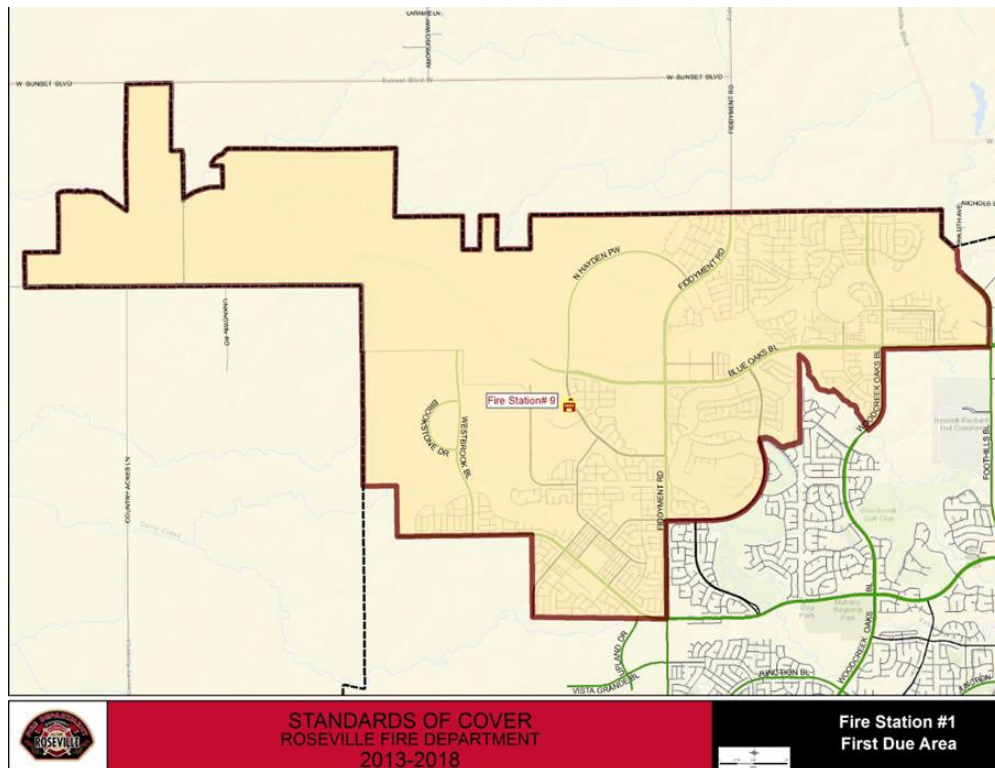


Fire Station 9

2451 Hayden Parkway
Roseville, CA 95747



- Engine 9 – 2006 Spartan
- Brush 9 – 2004 International





Fire Training Center

2030 Hilltop Circle
Roseville, CC 95678



- Bauer Air Trailer
- Training 1 – 97.425 Spartan
- Decontamination Trailer for large-mass casualty Events

The Fire Training Center sits on five (5) acres and serves as a regional training hub providing state certified technical rescue, hazardous materials and command training programs for Roseville and other public safety agencies. Twice a year the Roseville Fire Training Center hosts a pre-service Firefighter I Academy in partnership with Sierra College.

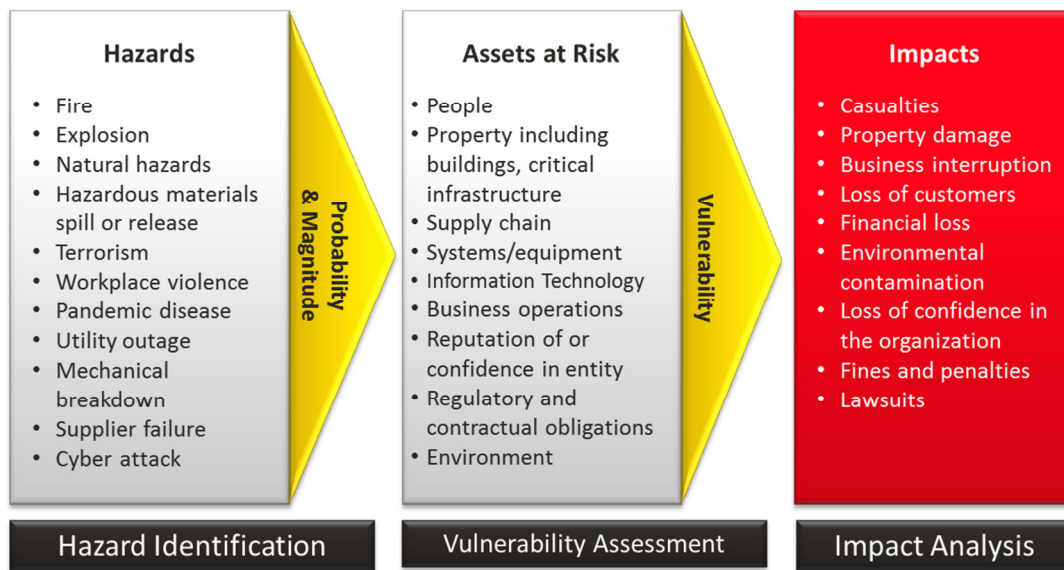
The six (6) story tower contains Class A burn rooms, anchors for high angle rappelling, forcible entry props, an elevator shaft, SCBA confidence course, simulated building fronts (retail and center hallway) and various search and rescue rooms. Other on-site props include a train derailment prop, multiple hazmat props for rail, transport and fixed facility simulations and a roof ventilation prop. The site also houses two (2) multi-use classrooms with office space and a large apparatus building with two (2) bays that house the training engine and the air trailer.



Section 3: Community Risk Assessment Methodology

Risk Assessment

The City must assess risks based upon the potential frequency (probability of an incident occurring) and consequence (potential damage should an event occur). For example, a dike breach at Folsom Lake has a low probability; however, if a dike breach occurs, the damage and the psychological impact are potentially very high. It is estimated that numerous areas of Roseville, south of Douglas Boulevard and east of Sunrise, could be 10+ feet under water. The overall potential damage from routine medical emergencies to the community as a whole is not nearly as significant as that from an earthquake or other natural disaster (though these individual incidents greatly affect those requiring our service). To design future deployment strategies, the Department must be able to compare the potential frequency and potential damage of events that may affect the community and service area.



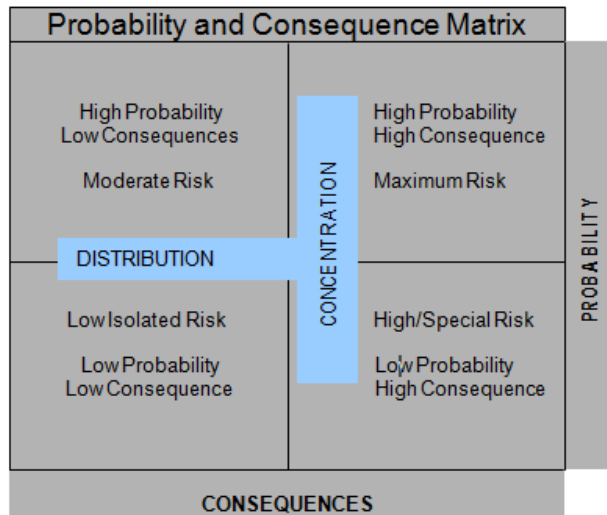
Risk assessment is the analysis of the chance of an event occurring and the resulting damage that could occur as a result of the event. Risk management is the practice of committing sufficient resources to address the hazards in the most effective and efficient manner available.

The relationships between probability and consequence and the community's adopted service level goals determine the needed concentration and distribution of resources.

- Distribution is the number of resources placed throughout the city. Currently, this can be best described as deploying sufficient resources to provide a 5:12 (312 seconds) travel time 90% of the time to all residents.
- Concentration is the number of resources needed in a given area within the city depending on many factors including the number of events (calls for service), the risk factors of the area, the availability, reliability, and time of arrival of secondary responding units, etc.



The challenge in community risk management then progresses from the quantifiable work necessary to assess the probable emergency events in a community to the policymakers, who will determine the level of service to be delivered to the areas being served.



Resource Management

A critical element in the assessment of any emergency service delivery system is the ability to provide adequate resources for anticipated fire combat situations, medical emergencies, and other anticipated events. Each emergency requires a variable amount of staffing and resources to be effective. Properly trained and equipped fire companies must be notified, respond, arrive, and deploy at the event within specific timeframes and in proper numbers to mitigate the event.

The objective is to have a distribution of resources that is able to reach a majority of events in the timeframe as stated in the service level goals. There are many factors that make up the risk level, which would indicate the need for a higher concentration of resources.

Risk Factors:

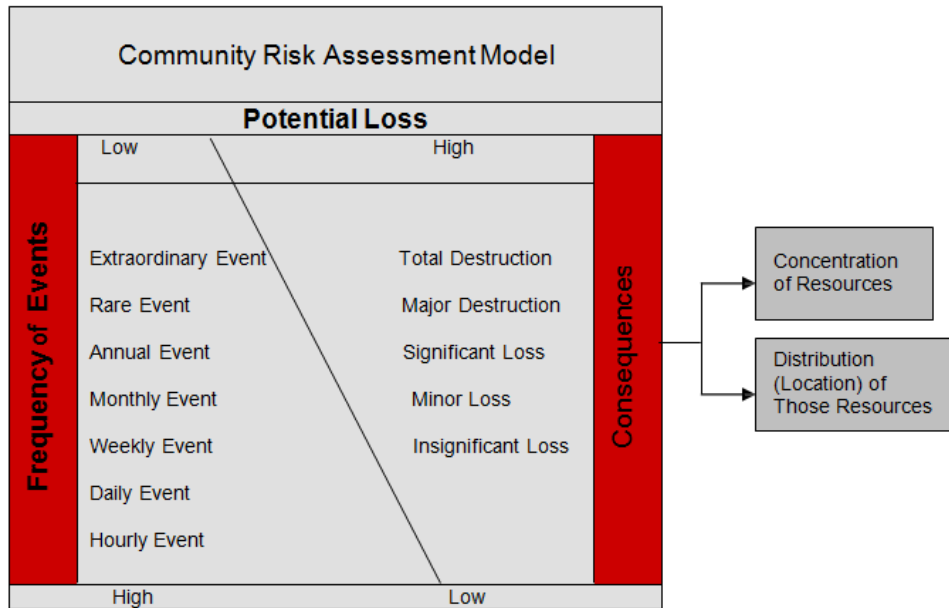
- Inability of occupants to take self-preserving actions
- Construction features
- Lack of built-in fire protection
- Hazardous structures
- Lack of needed fire flow
- Nature of the occupancy or its contents, etc.

Evaluation of such factors leads to the number of personnel needed to conduct the critical tasks necessary to contain the event in an acceptable timeframe. The level of service provided by an agency should be based on the agency's ability to cope with various types and sizes of emergencies that the agency can reasonably expect after conducting a risk assessment.



This process starts with examining the most common community risk, the potential fire problem, target hazards, critical infrastructure, and an analysis of historic call data.

Community risk assessment incorporates the various elements of risk among the community as a whole, the frequency of events that occur, the severity of potential losses, and the distribution of those risks. Overall, the City and its service areas are likely to have a wide range of potential risks; and, yes, there will be an inverse relationship between risk and frequency. The daily event is usually the routine calls that result in minimal losses, while significant events are less frequent. Toward the highest risk levels on the chart, the events are less frequent. If the risk management system is working in the community, a catastrophic loss should be an extraordinary event. The objective of a risk assessment is to reduce the truly serious loss to a very unusual event for the area served and involves trying to keep routine emergencies from becoming serious loss situations. This is accomplished only when a Standards of Cover has been developed, that provides the necessary resources for those risks identified within the City and the other service areas.



The purpose of risk assessment is not only to evaluate risks and hazards in the Fire Department's response area but also to provide a basic methodology to evaluate existing response coverage. The process begins with the identification of community hazards and risks.

- **Hazard** - a source of potential danger or an adverse condition
- **Risk** - the possibility of loss or injury
- The probability of an event multiplied by the significance of the consequence (impact) of the event = Risk.

$$\text{Risk} = \text{Probability} \times \text{Impact}$$

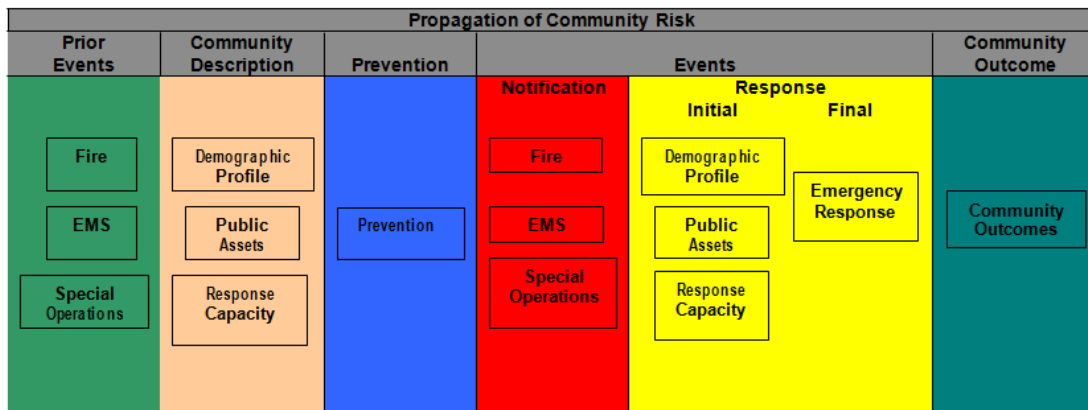
To determine the overall community risk and vulnerability, several areas must be assessed.



Evaluating Community Risk

The City of Roseville routinely responds to a variety of risks. Roseville is the economic hub of the region with areas of greatest concentration of retail in the county, the largest railway marshaling yard west of the Mississippi and two large hospital campuses. The service area encompasses over 43 square miles, not including areas served through automatic and mutual aid. These areas include both a structural and non-structural risk in this evaluation. Non-structural risks include emergency medical, hazardous materials, technical rescue, water rescue, wildland/urban interface, and disasters. Structural risks evaluated included all structures within the service area, major highways, railways and roadways that transverse the area, water, power, communications and other critical infrastructure, as well as items of historical and cultural significance. In order to determine the extent of various risk factors, the department analyzed the demographics in the area protected, the building stock, historical call volume, and the existing deployment of resources.

The following table illustrates the critical need for rapid response to fire and medical responses to mitigate these emergencies.



Evaluating Fire Suppression Capabilities

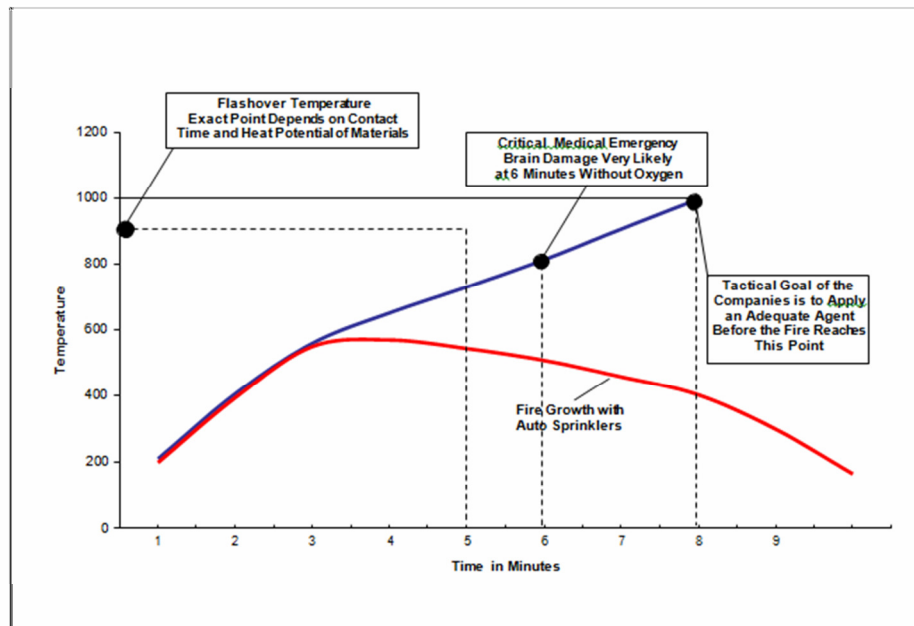
Firefighters encounter a wide variety of conditions at each fire. Some fires will be at an early stage and others may have already spread throughout the building. This variation in conditions complicates attempts to compare fire department capability. A common reference point must be used so that the comparisons are made under equal conditions. In the area of fire suppression, service-level objectives are intended to prevent the occurrence of flashover, a particular point of a fire's growth that makes a significant shift in its threat to life and property. Fire suppression tasks required at a typical fire scene can vary a great deal. What fire companies must do, simultaneously and quickly if they are to save lives and limit property damage, is to arrive within a short period of time with adequate resources (Effective Response Force or ERF) to do the critical tasks required. Matching the arrival of resources within a specific time period is the objective of developing a comprehensive Standards of Cover.



The Stages of Fire Growth

Virtually all structure fires progress through a series of identifiable stages.

- **Ignition** - the ignition of a fuel source takes place. Ignition may be caused by any number of factors, from natural occurrences such as lightning to premeditated arson.
- **Growth Stage** - during this stage of a fire, heat breaks down the fuel source so that it turns into a gas which is capable of combustion. A fire in this stage is typically considered to be fuel limited meaning that there is less fuel available for consumption than there is oxygen. The primary method of heat transfer during this stage is through convection. Inhaling the products of combustion is the primary life hazard during this stage.
- **Flashover Stage** - as a fire continues to grow and produce more fuel it begins to pre-heat all of the material in the room, furniture, wall coverings, floor coverings, window coverings all begin to off gas and produce pre-heated fuel. Once all of the fuel, or smoke, in the room reaches its ignition temperature (which varies depending upon the material, anywhere from 400-900 degrees F) it will all simultaneously ignite. Temperatures during flashover can range from 800-1700 degrees Fahrenheit. Both scientific tests and field observations have shown when flashover is experienced, fire growth is exponential and can quickly overwhelm firefighting resources. Human survival after this point is highly improbable without specialized protective equipment. Flashover can occur multiple times during a structure fire.
- **Fully Developed Stage** - all of the available fuel is involved in combustion. A fire in this stage can free-burn until it becomes either fuel limited or ventilation limited. One breath of the superheated air can sear the lungs.
- **Decay Stage** - A fire in this stage may be either fuel limited or ventilation limited. In a fuel limited fire, the fire has either burned all of the available fuel or it is no longer producing enough fuel to support combustion. In ventilation limited fires, the fuel no longer has enough oxygen available to support combustion. Understanding fuel limited and ventilation limited fires allow firefighters to use tactics to extinguish fires. For example, by applying water to a fire, one is able to cool the fuel which decreases the amount of fuel being produced to the point where combustion is no longer supported. This would be an offensive tactic based on the premise of a fuel limited fire. During the decay stage large volumes of smoke and toxic gases are produced. Most fire deaths occur as a result of inhaling these gases. Temperatures rise throughout this stage to over 1,000 degrees Fahrenheit in compartmentalized spaces, creating the hazard of "backdraft" or smoke explosion. This stage can vary in time from a few minutes to several hours. When sufficient oxygen is present, the fire will progress to the free-burning phase.



Dynamics of Fire in Buildings

Most fires within buildings develop in a predictable fashion, unless influenced by highly flammable material. Ignition, or the beginning of a fire, starts the sequence of events. It may take several minutes or even hours from the time of ignition until a flame is visible. This smoldering stage is very dangerous, especially during times when people are sleeping, since large amounts of highly toxic smoke may be generated during this phase, hence the importance of smoke alarms to provide early notification to the occupants.

Once flames do appear, the sequence continues rapidly. Combustible material adjacent to the flame heat and ignites which in turn heats and ignites other adjacent materials if sufficient oxygen is present. As the objects burn, heated gases accumulate at the ceiling of the room. Some of the gases are flammable and highly toxic.

The spread of the fire from this point continues quickly. Soon the flammable gases at the ceiling, as well as other combustible material in the room of origin, reach ignition temperature. At that point, an event termed “rollover” occurs; the gases near the ceiling level ignite and cause increased preheating of materials and gases. Once preheated gases have been produced an event termed “flashover” occurs; the gases from ceiling to floor ignite, which in turn ignites everything in the room. Once flashover occurs, damage caused by the fire is significant and the environment within the room can no longer support human life.

Due to the high heat release rates of modern furnishings and building materials, flashover may occur in as little as two (2) to three (3) minutes from ignition. Since flashover has such a dramatic influence on the outcome of a fire event, the goal of any fire agency is to apply water to a fire before flashover occurs. This is where quick response times are pivotal.



Although modern building codes tend to make fires in newer structures more infrequent, today's energy-efficient construction (designed to hold heat during the winter) also tends to confine the heat of a hostile fire. In addition, research has shown that modern furnishings generally burn hotter (due to synthetics).

In the 1970s, scientists at the National Institute of Standards and Technology (NIST) found that after a fire broke out, building occupants had about 17 minutes to escape before being overcome by heat and smoke. Today, that estimate is as short as three (3) minutes. The necessity of effective early warning (smoke alarms), early suppression (fire sprinklers) and the proper number of firefighters arriving on the scene of a fire in the shortest span of time is more critical now than ever.

Perhaps as important as preventing flashover is the need to control a fire before it does damage to the structural framing of a building. Materials used to construct buildings today are often less fire resistive than the heavy structural skeletons of older frame buildings. Roof trusses and floor joists are commonly made with lighter materials that are more easily weakened by the effects of fire. Light weight roof trusses fail after five (5) to seven (7) minutes of direct flame impingement. Plywood I-beam joists can fail after as little as three (3) minutes of flame contact. This creates a dangerous environment for firefighters.

In addition, the contents of buildings today have a much greater potential for heat production than in the past. The widespread use of plastics in furnishings and other building contents rapidly accelerate fire spread and increase the amount of water needed to effectively control a fire. All of these factors make the need for early application of water essential to a successful fire outcome. A number of events must take place quickly to make it possible to achieve fire suppression prior to flashover. The following figure illustrates the sequence of events.

Pre-Flashover = 0 to 6 minutes	Post-Flashover = 6 to 10 minutes
Limited to one room	May spread beyond one room
Requires smaller attack line	Requires larger, more attack lines
Rescue of trapped occupants more likely	Trapped occupants not likely to survive
Less firefighters are needed	More firefighters are needed
Structure and possessions more likely to be salvaged	Structure and possessions damaged beyond repair

Impact of Residential Fire Sprinklers

In January 2010, California adopted the 2009 International Residential Code, including its requirements for automatic fire sprinkler systems in new one and two-family dwellings. The sprinkler requirement became effective on January 1, 2011. With this action California became one of only two states to require an automatic fire sprinkler system in new one and two-family dwellings.

The complete impact of residential sprinklers on deployment models may take years to fully realize, but reasonable assumptions can be made with regard to the deployment of future department resources. National Fire Protection Association (NFPA) data on reported fires in the U.S. from 2007 – 2011 shows that for fires reported in single-family homes, the risk of dying decreases by about 80 percent and direct property damage is reduced by about 70 percent when sprinklers are present.



With increasing numbers of new homes being built in Roseville, all of which are equipped with automatic fire sprinkler systems, the department needs to continue its fire safety education and outreach. Facts that should be communicated include:

- Sprinkler systems are designed to keep fire contained long enough to allow occupants to exit, not to fully extinguish the fire. A fire department response is still necessary.
- Sprinkler systems do not control fires outside the home.
- Sprinkler systems do not lessen the need for fire stations (distribution), but will lessen the need for multiple units responding (concentration).

Over the next several years, the fire department may explore alternative deployment models in areas where the majority of occupancies are equipped with automatic fire sprinkler systems. With all new residential occupancies and all commercial occupancies greater than 3,600 square feet requiring sprinklers, the City of Roseville is well positioned to decrease the risk of fire. While the fire risk will never be completely eliminated, balancing the deployment model with other categories of service including medical emergencies, vehicle accidents and hazardous materials incidents will be a key factor in any alternative deployment model.

Evaluation of EMS Capabilities



The morbidity and mortality rates of critically ill or injured patients in an emergency system is directly proportional to the time of rapid access of the 911 system, accurate assessment of needs and timely intervention with advanced life support skills.

Human body systems cannot survive without adequate oxygen being delivered to each body cell by a heart that is functioning properly and blood vessels that are supporting the transfer of oxygenated blood. Those organs most readily affected are the brain, heart and kidneys. Timely emergency response is key to keeping those organs alive and oxygenated to prevent further destruction and ultimate death.

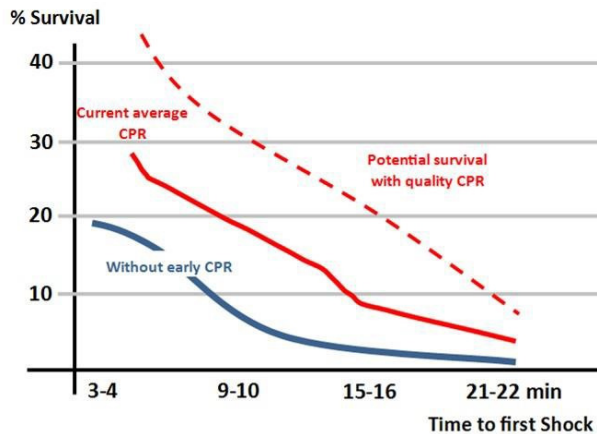
Cardiac arrest, stroke, critical trauma and shock are all known as "time-sensitive" diseases that, without rapid response and intervention, will result in severe disability or death. Fire department rapid response is crucial in an EMS system aimed at serving the community to promote a safe and healthy environment.



Cardiac Arrest: The leading cause of death in the United States with 424,000 deaths annually. Early CPR and early defibrillation is often called the critical link in the chain of survival because it is the only way to successfully treat most sudden cardiac arrests. When cardiac arrest occurs, the heart starts to beat chaotically (fibrillation) and cannot pump blood efficiently. Time is critical. If a normal heart rhythm is not restored within minutes, the person will die. In fact, for every minute without defibrillation, the odds of survival drop seven (7) to ten (10) percent.



The shortest possible response times create the highest probabilities of resuscitation. An important evaluation point lost on most agencies is the time crews reach the patient's side. Often the clock stops when the vehicle arrives or stops at the address. The key to a successful outcome is the point the patient is actually contacted. Consideration of actual patient contact must be made when evaluating total response time for EMS calls; this time period can be substantial and can most certainly affect the outcome due to delayed intervention. The following graph illustrates the importance of not just rapid response, but rapid response coupled with properly trained employees.

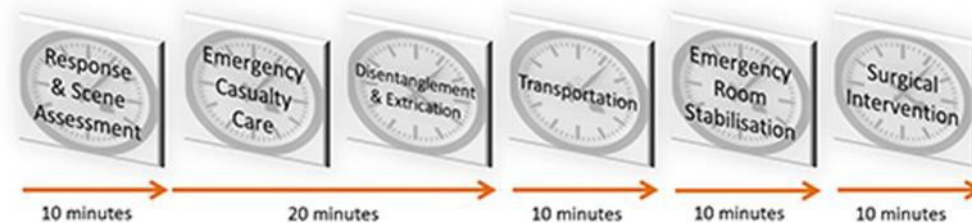




Stroke: Early detection and rapid treatment will alter the course of a stroke victim and shorten the rehabilitation process.



Critical Trauma: Critical trauma is the fourth-leading cause of death in the United States, and requires prompt treatment on scene, and rapid transport to a trauma center for best patient outcome.



Response Times Importance

Timely arrival of appropriately equipped firefighters and paramedics is essential to saving lives and controlling fires before they escalate. The importance of processing 911 calls, alerting the appropriate personnel and sending the closest, most appropriate resource cannot be over emphasized. Timely arrival of well-trained and equipped personnel can mean a big difference on the outcome.

Two commonly referred to criteria used to quantify the importance of a timely fire department response include:

- The time of flashover in a structure fire where a fire goes beyond control capability of a single alarm.
- The time on an EMS call where irreversible brain damage and chances for successful resuscitation are greatly reduced on patients that are pulseless and non-breathing.



Section 4: Roseville Risk Assessment

Risk Assessment is the process of measuring the potential loss of life, personal injury, economic injury, and property damage resulting from hazards. This SOC document reviews the hazards identified in the 2011 Roseville Multi-Hazard Mitigation Plan (RMHMP) located at: http://roseville.ca.us/fire/about_roseville_fire/divisions/planning/multi_hazard_mitigation_plan.asp which are likely to occur in Roseville. It meets the requirements of Title 44 of the CFR (Section 201.6.c.2) for risk assessment of hazards; it also looks at the possible impacts of human-caused and human health hazards. Chapters 10 through 18 of the City of Roseville Multi-Hazard Mitigation Plan describe the risk associated with the identified hazards of concern for the City of Roseville. Each chapter elaborates on one hazard, the City's vulnerability to that hazard, and probable event scenarios. The 2014 Progress Report (<http://roseville.ca.us/civicax/filebank/blobdload.aspx?blobid=31077>) to the RMHMP assesses the progress made since the plan was approved by FEMA on March 28, 2011. As of the most recent reporting period, 63 hazard mitigation initiatives were pursued during this 5-year performance period.

The RMHMP addresses the probable impact of the following natural hazard events in the City of Roseville along with in-depth reports on loss estimates, impacts, secondary hazards, etc. Appendix B has maps of various risks identified in the RMHMP.

1. Dam Failure
2. Drought
3. Earthquake
4. Flood
5. Human-Caused Hazards
 - Terrorism and Weapons of Mass Destruction
 - Technological Hazards
 - Hazardous Materials
 - Industrial Fixed-Facility Hazardous Materials
 - Hazardous Materials Transportation Facilities
 - Pipeline Facilities
 - Utility Losses
 - Data and Telecommunications
 - Water/Wastewater Disruption
 - Air and Transportation Accidents
 - Infrastructure Threats
 - Business and Industrial Areas
 - Agricultural
 - Radioactive
6. Human-Health Hazards
 - Influenza, H1N1, H5N1, Small Pox, Viral Hemorrhagic Fever, Plague, Tularemia, Encephalitis, Malaria, West Nile, Lyme Disease, Anthrax, Severe Acute Respiratory Syndrome
7. Severe Weather
8. Structure/Wildland Fires
9. Landslides



Roseville Emergency Operations Plan

The City of Roseville Emergency Operations Plan (EOP), adopted in June of 2004, directs the City of Roseville Emergency Management Organization, coordinates the actions of the Emergency Operations Center (EOC) staff, establishes operational priorities, ensures development and implementation of strategies to meet the needs of the emergency, works with local elected officials on issues related to emergency response and recovery, identifies procedures for evacuation, communicates with the media, coordinates response with outside agencies, and ensures the safety of the responders. The EOP follows the Standardized Emergency Management System (SEMS) format required under Government Code § 8607. SEMS is a standardized system that enhances the ability of local jurisdictions to coordinate emergency response activities. City and special district EOCs are required to use the same SEMS management functions (management, operations, planning, logistics, and finance) in order to facilitate interagency communication and coordination.

Management staff from all departments participate in EOC drills two times per year. A countywide WebEOC platform is utilized during EOC activations and practiced with during each EOC drill. In 2014, using a Homeland Security grant, Everbridge Mass Notification system was purchased along with Placer, Sacramento and Yolo counties. This system is used for both emergency and non-emergency notification to the public.

Every two years the City of Roseville participates in a regional, large scale training that challenges various components of emergency response. In 2014 it was an active shooter drill in Rocklin involving numerous SWAT teams, law enforcement agencies, school members and fire departments. The next regional drill is in Roseville, slated for 2016 and it will test the county’s new Crude Oil Response Plan.

Roseville Property Types and Risk Breakdown

Fire Risk Assessment

The Department has identified risk hazards for each type of occupancy within the City based upon NFPA business occupancy codes. Premise information and pre-fire plans are established for risks that pose a high life hazard, high property loss, conflagration hazard, or contain hazardous materials. The assessment of each commercial building is completed during annual inspections by Fire & Life Safety personnel.

Building Fire Risk Definitions

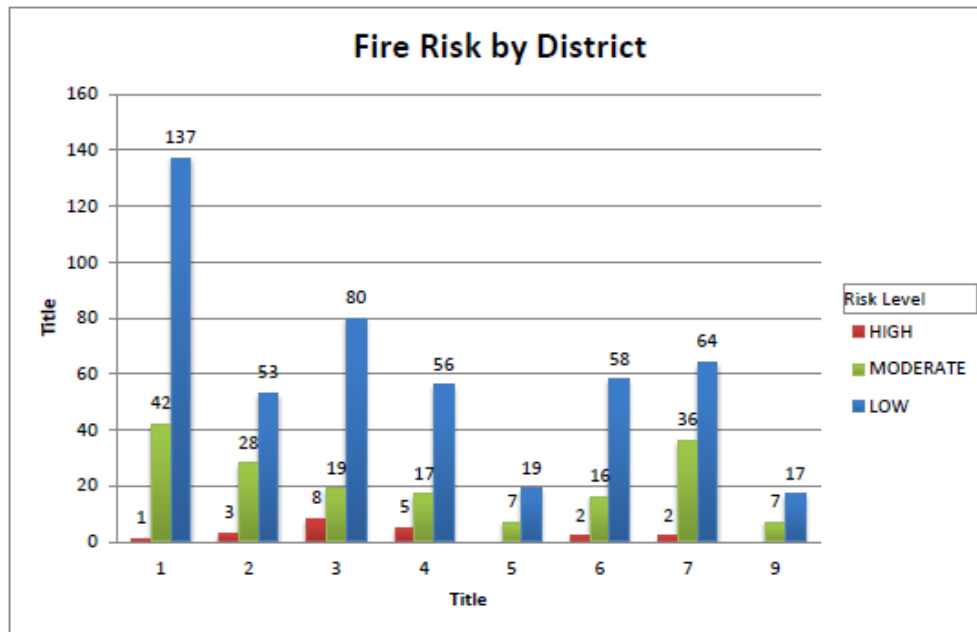
Risk	Building Classification	Example
Low	R-1 / R-2 / R-3.1 / Small B’s / Small A’s	Hyatt Place / Extended Stay / Slate Creek Apts./ Applebee’s / TGIF etc.
Moderate	E / I-2.1 / I-3 / I-4 / Large A’s / Large B’s & M’s	Woodcreek HS / Buljan Middle School / Spanger Elem./ DaVita Dialysis / Roseville PD Jail / Placer County Jail / Placer ARC / Aim Higher Adult Care / John’s Incredible Pizza
High	I-2 / Galleria / CalARP Sites	Alta Manor / Kaiser Hospital / SRMC / Galleria Mall / HB Fuller / TSI Semiconductor / Union Pacific RR / Save Mart Distribution



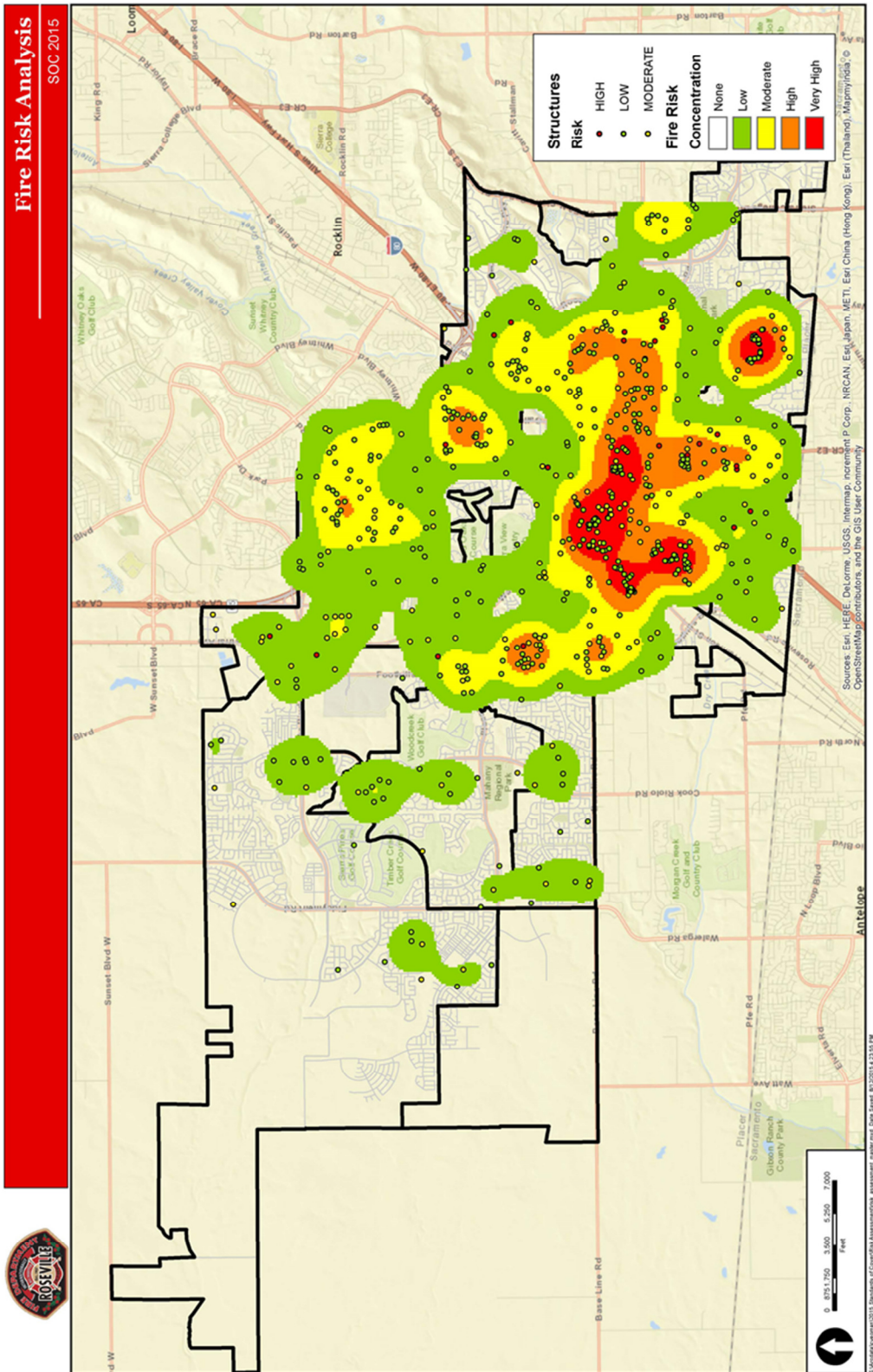
Building Fire Risks Count

Structure Count				
	HIGH	MODERATE	LOW	Grand Total
1	1	42	137	180
2	3	28	53	84
3	8	19	80	107
4	5	17	56	78
5		7	19	26
6	2	16	58	76
7	2	36	64	102
9		7	17	24
Grand Total	21	172	484	677

Building Fire Risk by District



STANDARDS of COVER





Emergency Medical Services Risk Assessment

Requests for Emergency Medical Services (EMS) are the most frequent type of service provided by the Roseville Fire Department. EMS incidents account for approximately 65% of emergency activities and correspondingly have the greatest impact on Roseville Fire Department resources. The residential and daytime population is a significant factor in assessing the probability of EMS incidents. There is a range of EMS incident types from single patient single unit response to multi-casualty incidents with six or more patients. Residences and specialized buildings house at-risk populations that require a greater response both under fire and EMS conditions. Less than 1% of EMS responses require additional personnel; the majority handled by a single engine and ambulance.

Certain building types have inherent risks to life due to the age of occupants, such as care homes, or patient mobility issues such as in hospitals, where self-evacuation would not be possible. Emergencies within these buildings would require numerous additional resources. Risk assessments are conducted to identify these buildings that pose response challenges and provide for response augmentation.

EMS Building Risks Definition

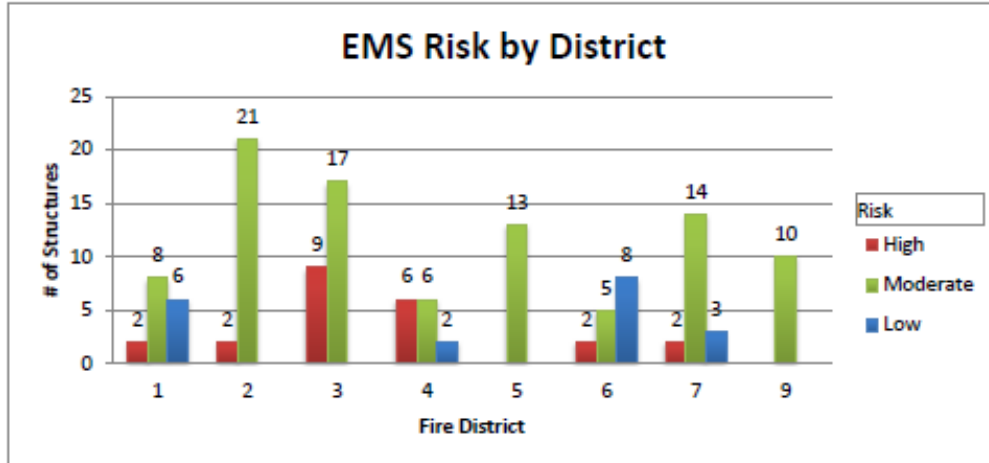
Risk	Building Classification	Example
Low	R-1 / R-2 / R-3.1	Best Western/ Holiday Inn / Autumn Oaks Apts./ Cirby Oaks Apts./ Bonita Home Care / Estera's Home Care (RCFE's)
Medium	R-2 (Senior Living)	Mistywood Living / Roseville Commons / Vintage Square Sr. Apts.
High	I-2 / I-2.1/ I-3 / I-4	Sutter Hospital / Terraces of Rsvl / Emeritus Sr. Living / PC Jail / Aim Higher

EMS Building Risk Count

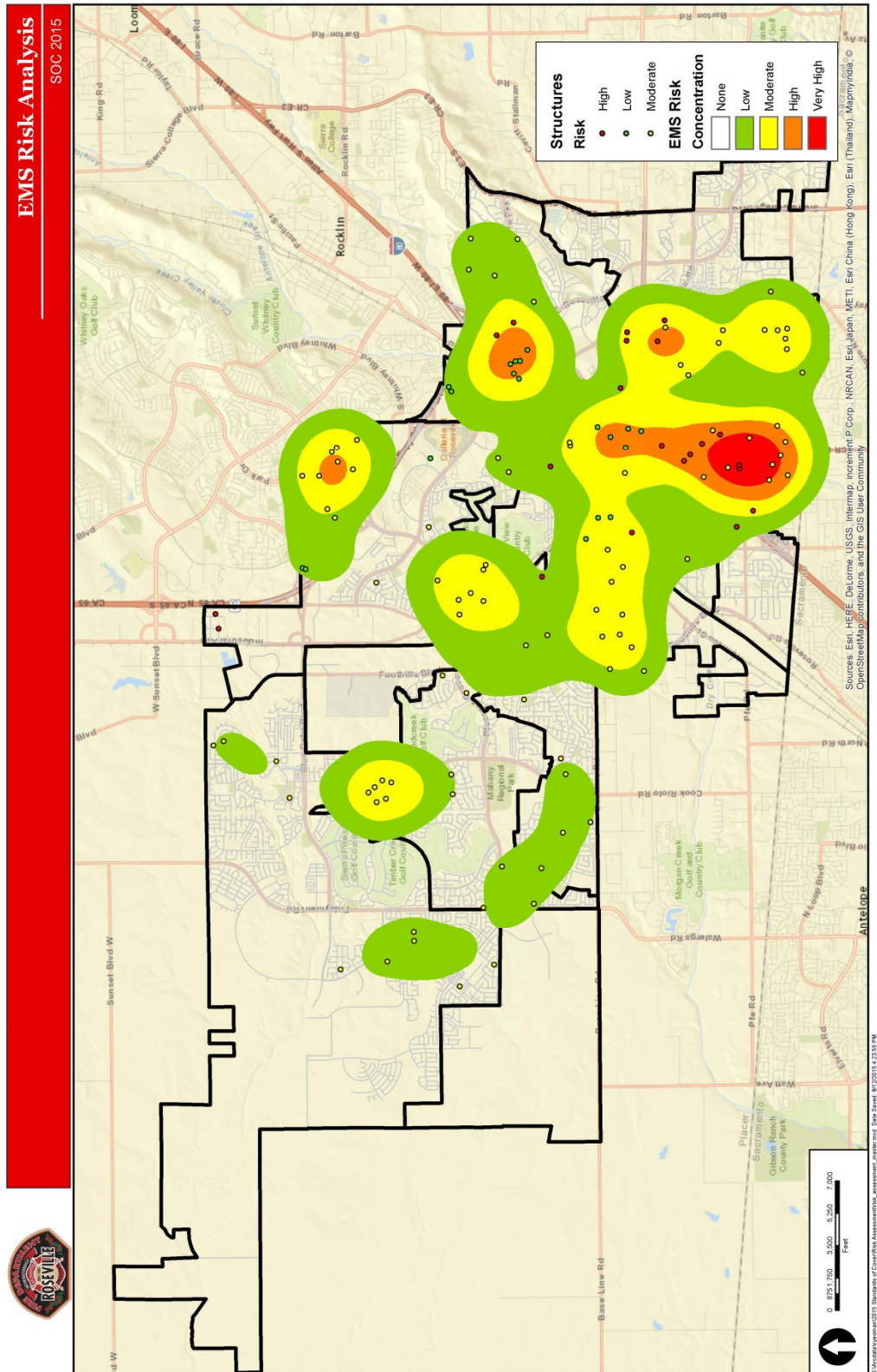
Structure Count	Risk Level			Grand Total
	High	Moderate	Low	
1	2	8	6	16
2	2	21		23
3	9	17		26
4	6	6	2	14
5		13		13
6	2	5	8	15
7	2	14	3	19
9		10		10
Grand Total	23	94	19	136



EMS Building Risk by District



STANDARDS of COVER





Hazardous Materials Risk Assessment

The city contains several large industrial firms, three of which are classified as high-risk based on the risk assessment model and are required to complete release plans based on the California Accidental Release Prevention (CalARP) program. CalARP facilities are those that require that an owner or operator of a business handling more than the threshold quantity of a regulated substance, evaluate the use of the substance to determine the potential for, and impacts of, an accidental release. Under the CalARP regulations, these facilities must submit a Risk Management Plan (RMP). The RMP is used to determine potential accident factors and to implement measures to reduce the accident potential. Information contained within an RMP includes the following: safety information, process hazard analysis/hazard review, operating procedures, training, maintenance, compliance audits and incident investigations along with documents and records showing that the facility is implementing the program.

Eleven industrial fixed-facilities categorized as high risk based on the risk assessment model are included in the map section of Appendix B. There are over 400 Certified Unified Program Agency (CUPA) sites within the city including 52 underground storage tank sites. The Union Pacific switchyard in Roseville, the largest rail marshaling yard west of the Mississippi, presents many serious hazards. The site encompasses 106 miles of track and 60 miles of main line. Not only does it split the City, it is very close in proximity to the heavily populated retail and residential districts. Additionally, one million shipments of hazardous materials are transported in bulk through the City of Roseville annually.

HazMat Building Risks Definition

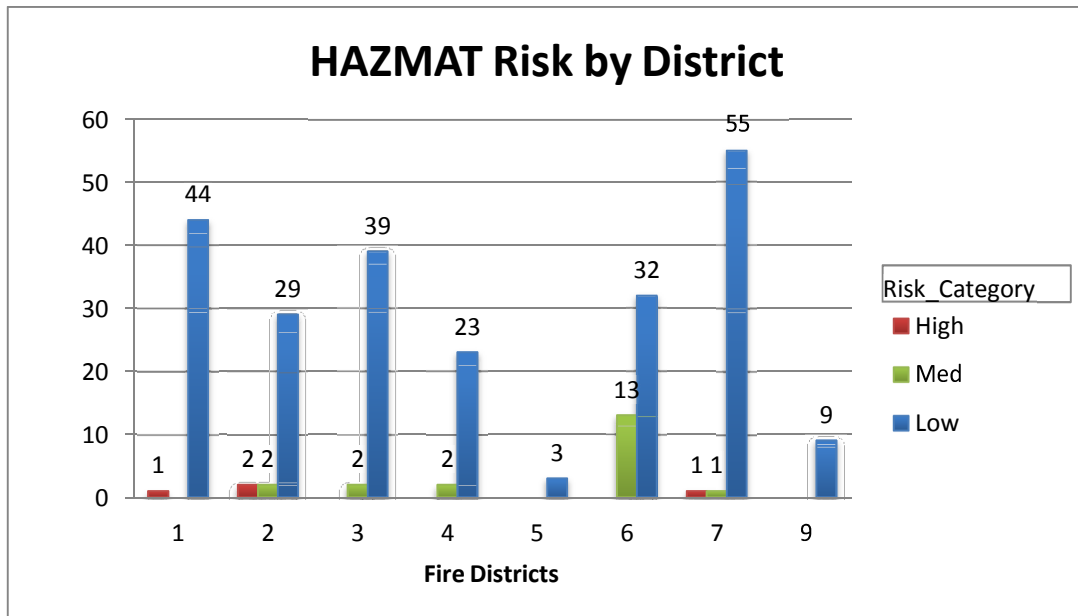
Risk	Building Classification	Example
Low	B / S / M	Cell Site / Cleaners
Medium	H-1 / H-2 / H-3	Metal Finishing
High	H-4 / H-5	Union Pacific Rail Yard / CalARP Sites (TSI, SaveMart Distribution, HB Fuller)

HazMat Building Count

Structure Count	High Med Low			Grand Total
	High	Med	Low	
1	1		44	45
2		2	29	33
3			2	39
4			2	23
5				3
6			13	32
7		1	1	55
9				9
Grand Total	4	20	234	258



HazMat Risk by District

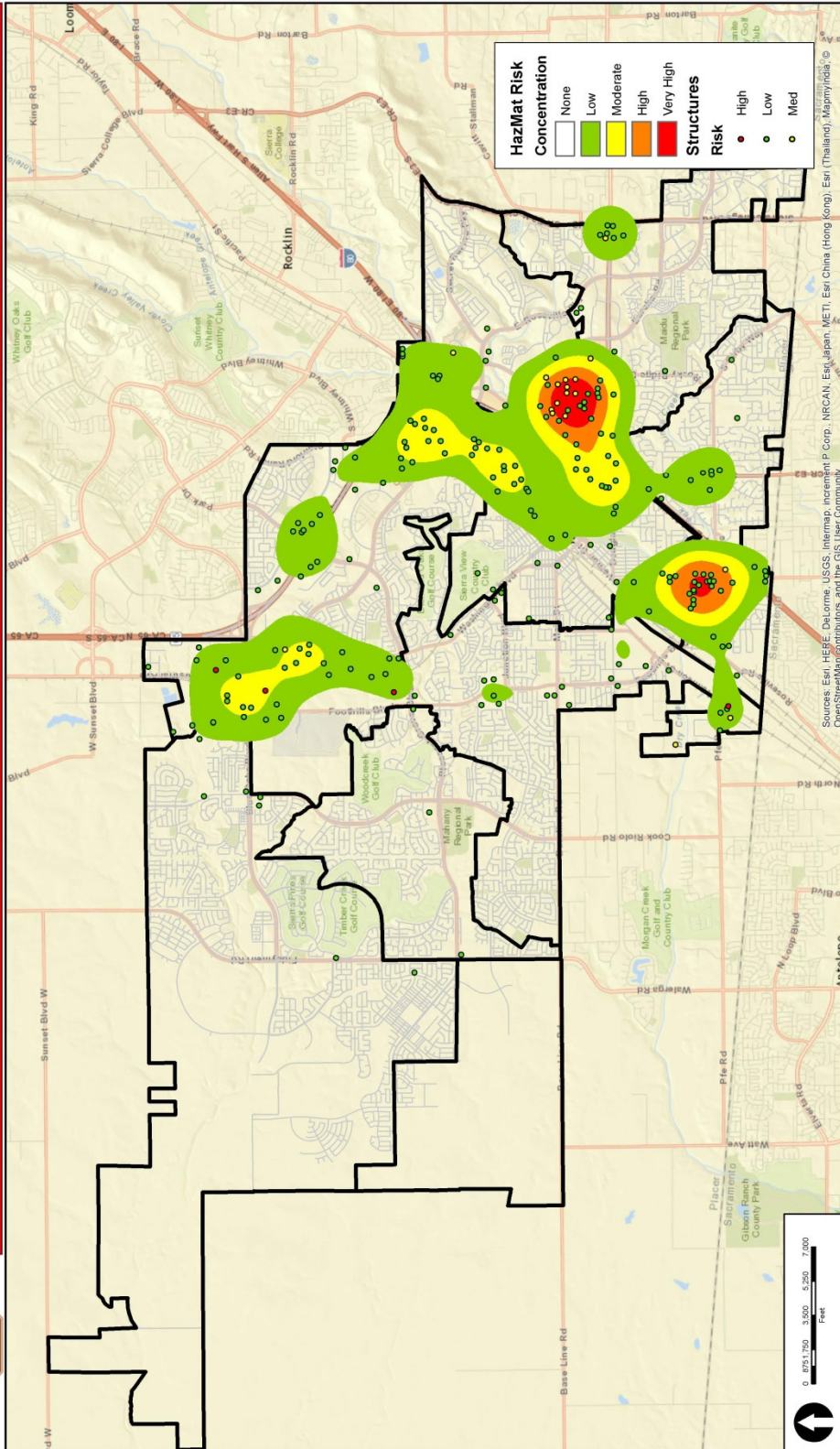


STANDARDS of COVER



HAZMAT Risk Analysis

SOC 2015





Critical Facilities and Infrastructure

Critical and essential facilities and infrastructure are those that are critical to the health and welfare of the population. These become especially important after a hazard event. For the purpose of this document, a definition specific to Roseville considers the following criteria:

- Facilities which are vital for the City's ability to provide essential services and protect life and property.
- Facilities whose loss would have a severe economic or catastrophic impact.

A database of critical facilities in Roseville was created to identify vulnerabilities to each hazard addressed in this plan. The department has created a database of senior and childcare facilities so responders know of the special fire hazard that might require additional assistance in the event of fire or mass-casualty incident since these special populations typically cannot self-extricate and require additional assistance.

Maps of critical infrastructure are provided in Appendix B.



Section 5: Critical Task Analysis

On-scene operations, identification of critical tasks, and an effective emergency response force are the key elements in determining appropriate staffing levels, the number of companies needed, optimal deployment strategies, and the priority duties to be performed on the fire ground or emergency incident scene. Effective all-hazards fire departments must be able to determine what tasks need to be completed and in what order, the number of personnel needed, and the type of apparatus required to complete the identified tasks to have a positive influence on the outcome of the situation.

On-Scene Operations

The variables of fire growth dynamics, along with property and life risks, combine to determine the fire ground tasks that must be accomplished, and to a certain extent, the order in which they must be accomplished, to preserve life and mitigate loss. Critical tasks are interrelated, but can be separated into two basic types: 1) fire control and 2) life safety.

Fire control tasks are those related to applying a fire suppression agent, generally water, on the fire, and removing the products of combustion from an enclosed environment. Life safety tasks are those related to finding trapped, disoriented, or incapacitated victims, and safely removing them from the structure or shielding them from the hazard.

Fire control tasks are generally accomplished by using one of two methods: 1) hand-held hose lines and 2) master streams.

- Handheld hose lines are mobile and produce water flows up to 250 gallons-per-minute (gpm). These are generally used during interior, offensive firefighting activities.
- Master streams are generally used from stationary positions, and produce flows up to 1,000 gpm; they are primarily used during exterior, defensive firefighting activities.

The decision to use either hand lines or master streams depends upon the stage of the fire, the identified threat to life safety and adjoining property, and the specific strategy and tactics employed by the fire incident commander when sufficient firefighting resources have reached the scene. If the fire is in a pre-flashover stage, a phenomenon including the spontaneous ignition of all combustibles in a room, firefighters can make an offensive fire attack into a building by using hand lines to attack the fire and shield trapped victims until they can be safely removed from the structure.

If a fire is in its post-flashover stage and has extended beyond the capacity or mobility of hand-held hoses, or if the structural damage and the threat of building collapse present a significant risk to the safety of firefighters on scene, the structure may be declared a loss. In this situation, master streams are positioned to extinguish the fire and keep it from advancing to surrounding exposures.

Life safety tasks assigned are based upon the number of occupants, their location, their status (e.g., awake, unconscious), and their ability to take effective self-preserving action. For example, ambulatory adults need less assistance than non-ambulatory adults or children. The very young and old generally require more assistance, which requires greater resource utilization.

The key to any fire department's success at a fire includes a rapid response and efficient fire scene deployment, as well as adequate staffing and coordinated teamwork. These key elements are relevant



regardless of whether the fire ground tasks are all fire-flow related or a combination of fire flow and life safety.

Critical Tasks and On-Scene Performance for Fires

Critical tasks are those that must be conducted in a timely manner by firefighters at structure fires in order to control the fire prior to flashover, or to extinguish the fire in a timely manner. Fire departments are responsible for assuring that responding companies are capable of performing all of the described tasks in a prompt and proficient manner.

The rapid and effective performance of highly coordinated assigned tasks is the hallmark of a successful ERF. Time and on-scene performance expectations are the target indicators established for measuring the operational elements including individuals, crews, and work units that comprise the department's response-ready resources. Roseville Fire has developed Standard Operating Evolutions that are sub-categorized into: Individual, Engine, Truck, RIC, Pumping, NFPA and Medical Evolutions. All companies train regularly on these Standard Operating Evolutions to develop proficiency as well as a means to time and evaluate company performance for critical fire ground tasks. Cumulative data collection from Standard Operating Evolutions also allows for the development of standard expected times to complete a task based on averaging of times.

SOG 1.08.0050 - *Standard Company Evolutions*, outlines the importance of doing critical tasks on fire emergencies in a timely manner.

The initial fireground actions begin with the arrival of the first company and continue, sequentially or in parallel, as tasks are completed and additional resources arrive. Initial deployment tasks are fairly standard, but are based on the difficulty of the situation faced. The table below lists the minimum number of personnel to begin basic deployment tasks on a typical residential structure fire within the first 5 to 15 minutes after arriving:

Personnel Required for a Moderate Risk Structure Fire Critical Tasks

TASK	Firefighters	Company
Size-Up/Command	1	Battalion Chief
Attack Line	2	1 st Engine
Pump Operator	1	1 st Engine
Rescue/Primary Search	2	2 nd Engine
Water Supply/FDC	1	2 nd Engine
Two Out / Utilities & Safety	3	3 rd Engine
Forcible Entry / Ventilation	4	1 st Truck
Initial Attack Personnel	14	5 Fire Apparatus

If the fires continue beyond initial attack, then the scope of personnel necessary to provide immediate task level duties escalates rapidly, and can quickly overwhelm any department. The high level response for a working structure fire in Roseville sends 21 firefighters on four engines, two trucks and one Battalion Chief. The chart below reflects a high risk large residential structure fire or a basic commercial fire. It also displays the need for timely mutual aid partnerships to prevent conflagrations from occurring.



Personnel Required for a High/Special Risk Structure Fire Critical Tasks

TASK	Firefighters	Company
Size-Up/Command	1	Battalion Chief
Attack Line	2	1 st Engine
Pump Operator	1	1 st Engine
Back Up Line	2	4 th Engine
Rescue/Primary Search	2	2 nd Engine
Water Supply/FDC	1	2 nd Engine
Two Out / Utilities & Safety Officer	3	3 rd Engine
Forcible Entry / Ventilation	4	1 st Truck
Rapid Intervention Team	4	2 nd Truck
Air/Lights/Rehab	1	4 th Engine
Initial Attack Personnel	21	7 Fire Apparatus

Emergency Medical Services Critical Task Analysis

According to the Commission on Fire Accreditation International, to create standard levels of response in mitigation actions, an assessment must be conducted locally to determine the capabilities of the arriving companies and individual responders to achieve those critical tasks. When identifying critical tasks, responder safety must be a priority.

The following hazard levels have been established for EMS risk:

- **Low Risk:** Injured and ill persons, without airway, breathing, or circulatory problems.
- **Moderate Risk:** Cardiac arrest, severe respiratory distress, patients meeting trauma center criteria or other specialty center criteria.
- **High Risk:** Multi-victim incidents with five or more patients.

An effective response force (ERF) is the number of staff/apparatus necessary to complete all of the identified tasks within a prescribed timeframe. The following tables show critical tasks and associated risk with the ERF for the incident. Our single engine response with 3 (or a truck with 4) combined with two personnel from American Medical Response (AMR) ambulance provides an ERF of 5 to 6 on every low to moderate risk EMS call.

Critical Tasks Low & Moderate Risk EMS

Critical Tasks Low & Moderate Risk EMS Response	Personnel Required
Number of Staff Command / Safety / Family Liaison	1
Patient Assessment / Patient Interview	1
Documentation / Medical Control	1
Patient Care / Handling / Equipment	2
Total ERF Low & Moderate EMS	5

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For high risk EMS incidents, the IC will call for specific types and numbers of response personnel based upon the number of patients and/or special needs, ie. HazMat or rescue response capabilities.

Critical Tasks High Risk EMS

Critical Task High Risk EMS Response	Personnel Required
Number of Staff Command	1
Scene Safety	3
Triage	2
Treatment	7
Transportation	2
Medical Communications (Med Com)	2
Ambulance Staging	1
Total ERF High Risk EMS	18



Section 6: Performance Measures

Time Points and Intervals – The Cascade of Events

Over the years, response time data have been analyzed by the fire service industry using a variety of methods. In order to standardize the terminology used by departments around the United States and Canada, the Commission for Fire Accreditation International, Inc. (CFAI) has developed the following set of definitions to be used for describing the individually recognized components of response time. These elements can be appropriately viewed as an interrelated cascading sequence of events, consisting of a series of points in time separated by intervals. The department has adopted the following definitions, which are consistent with those given by CFAI.

- **Event Initiation** – the point at which events occur that may ultimately result in an activation of the emergency response system. Precipitating events can occur seconds, minutes, hours, or even days before a point of awareness is reached. It is rarely possible to quantify the point at which event initiation occurs.
- **Emergency Event Awareness** – the point at which an individual or technological sentinel (e.g., smoke or heat detector) becomes aware that conditions exist which require an activation of the emergency response system.
- **Alarm** – the point at which awareness triggers an effort to notify the emergency response system. An example of this is the transmittal of a local or central alarm to a designated public safety answering point (PSAP).
- **Notification** – the point at which an alarm or call for assistance is received by the PSAP. This transmittal may take the form of an electronic or mechanical notification process to the point at which a call is received and answered within the jurisdictional PSAP.
- **Call Processing Time** – the interval between the first ring of the 911 telephone at the PSAP and the time the dispatcher activates station, crew, and/or individual alerting devices. This interval can also be further divided into two additional sub-intervals: 1) **call-taker interval**, which is the time from the first ring of the 911 telephone until the call-taker subsequently transfers the call information to the dispatcher; and 2) **dispatcher interval**, which is the interval from the time when the call-taker transfers the call to the dispatcher until the dispatcher activates all applicable alerting devices for emergency responders.
- **Turnout Time** – the interval between the activation of station and/or crew alerting devices and the delivery of specific dispatch information to emergency personnel, and the time when the responding crew notifies the dispatcher that the company is en route. During the turnout interval, crews immediately cease all other activities, don appropriate protective clothing, determine the location of the call, board and start the appropriate response vehicle. The en route notification to dispatch is made when all personnel are aboard the apparatus, and the vehicle begins traveling toward the call location.
- **En route** – the point at which the responding unit signals the dispatcher that they are responding to the call for service or traveling toward the hospital or other appropriate receiving facility. On calls in which a patient is transported, there are two en route times: en route to the call and en route to the medical receiving facility.



- **Travel Time** – the interval that begins at the time of the en route notification and ends when the responding unit notifies the dispatcher that it has arrived on scene.
- **Arrival (On-scene) Time** – the point at which the first responding unit arrives on scene or the transport unit arrives at the receiving facility. Arrival is determined by actual physical arrival at the address or location of the emergency. Arrival time also includes stage time, which is when an apparatus is staged or standing by near the incident location.
- **On-Scene Interval** – the interval which begins at the arrival time on scene and ends with one of the following situations: 1) the official termination of the incident; 2) the point when an ambulance is en route transporting the patient to a receiving facility; or 3) when one or more units have completed the response assignment and are made available to respond to other requests for service. This time interval can be lengthy and may include a variety of fire ground and emergency incident activities. Other factors to consider are access problems associated with campuses, malls, complexes, high-rise buildings, rural locations, and other incidents where a significant amount of area or terrain must be traversed in order to reach the patient or specific location of the incident.
- **Transport Time** – the second travel time interval for a medical transport call, which begins at the termination of on-scene time and ends upon arrival at the hospital or other designated medical receiving facility.
- **Termination of Incident (Shut Off)** – the point at which the designated incident commander notifies the dispatcher that the assignment has been completed and the units assigned are available to respond or otherwise committed.
- **Task Time** – the total time interval from dispatch through termination of the incident. It reflects the period of time response resources are committed and unavailable for other service requests.
- **Response Time** – includes the elements of responding to an incident that are directly under the control of the responding agency (i.e., turnout time plus travel time).



Section 7: Performance Measures

The ultimate goal of any emergency service delivery system is to provide sufficient resources (personnel, apparatus, and equipment) to the scene of an emergency in time to take effective action to minimize the impacts of the emergency. This need applies to fires, medical emergencies, and any other emergency situations to which the fire department responds. The Roseville Fire Department has established response performance measures based on its current capabilities and resources.

Benchmark Response Goals

Table of Benchmark Response Time Goals:

Minutes	Fire	14 FF			
		Building Fire ERF	EMS	Hazmat	Tech Rescue
Call Process	0:01:00	0:01:00	0:01:00	0:01:00	0:01:00
Turnout	0:01:43	0:02:00	0:01:00	0:02:00	0:01:43
Travel	0:05:12	08:30	0:05:12	0:05:12	0:05:12
Dispatch-Arrival	0:06:55	10:30	0:06:12	0:07:12	0:06:55
Call-Arrival	0:07:55	11:30	0:07:12	0:08:12	0:07:55

The following six **Benchmark** response goal statements provide the specific areas where annual analysis is conducted to measure how well our organization is performing in relation to these response time goals. This helps determine if we have sufficient resources to meet the demands of a growing community. These performance measures are reported on the program quarterly budget reports sent to the City Council and City Administration.

Response Goal Statement #1: First Due Fire

For 90% of all **low 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) shall be: **7 minutes and 55 seconds**. The first due unit shall be able to: provide 500 gallons of water and 1500 gallons per minute (gpm) pumping capacity; provide a size up; conduct a 360 evaluation; initiate command; request additional resources; establish a back-up line and advance an attack line, each flowing a minimum of 150 gpm; establish an uninterrupted water supply; contain the fire; secure utilities; rescue at-risk victims; and perform salvage operations. These operations shall be done in accordance with departmental standard operating procedures.

Response Goal Statement #2: Effective Response Force of 14 Personnel for Moderate Fires

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 capable of: establish command; appoint a site safety officer; provide an uninterrupted water supply; advance an attack line and backup line for fire control; 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.

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The ERF for **high and special risk** structure fires shall be capable of placing elevated streams into service from aerial ladders. These operations shall be done in accordance with department policy while providing for the safety of responders and the general public. There is not a calculated response time for high and special risk structure fires due to infrequent calls of this severity.

Response Goal Statement #3: EMS

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, IVs and medication administration; stop bleeding; splint and bandage wounds and prepare the patient for transportation to a hospital.

Response Goal Statement #4: Special Operations HazMat

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 Captain, one Engineer and one Firefighter) shall be: **8 minutes and 12 seconds**. The first due unit shall be capable 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 evaluation; initiate command; request additional resources; isolate the area; establish perimeters; and rescue at-risk victims. These operations shall be done in accordance with departmental standard operating procedures.

Response Goal Statement #5: Special Operations Rescue

For 90% of all **low risk** Rescue responses, the total response time for arrival of the first due unit, staffed with 3 personnel (one Captain, one Engineer and one Firefighter) shall be: **7 minutes and 55 seconds**. The first due unit for all risk levels shall be capable to: provide a 360 evaluation and scene size up; incident stabilization; secure utilities; establish command; rescue at-risk victims that might be trapped; utilize special extrication tools carried on apparatus; request additional resources; isolate the area; and establish perimeters. These operations shall be done in accordance with departmental standard operating procedures.

The ERF for **high and special risk** special operations requiring Hazmat and or Rescue response shall be capable to: provide additional equipment, including hazmat or rescue apparatus, along with additional task force members in accordance with departmental policy. There is not a calculated response time for high and special risk hazmat and or rescue operations due to infrequent calls of this severity.

Response Goal Statement #6: Response Reliability

Maintain a Response Reliability greater than 80% for each district.

Current Baseline Performance Measures

The data from the previous five years of response times is broken out by call processing, turnout, travel and call to arrival. Evaluation is done at every step in the process so deficient areas can be analyzed individually and improvements implemented. All response times are for priority responses only. The

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chart below shows **overall baseline response times** for each response component for priority incidents.

Overall Baseline Response Times

All Incidents - Department-Wide	Overall	2010	2011	2012	2013	2014	2015Q1Q2
90% Baseline Performance							
Call Processing	01:49 (53,526)	02:03 (9,317)	01:56 (9,281)	01:42 (9,941)	01:41 (10,178)	01:44 (10,225)	01:48 (4,584)
Turnout	01:56 (50,986)	01:56 (8,756)	01:56 (8,637)	01:54 (9,265)	01:55 (9,479)	01:55 (9,629)	02:01 (5,220)
Travel-Distribution	05:11 (53,286)	05:11 (9,131)	05:05 (9,124)	05:11 (9,706)	05:08 (9,864)	05:15 (10,024)	05:18 (5,437)
Call to Arrival-Distribution	07:39 (54,153)	07:51 (9,262)	07:41 (9,232)	07:36 (9,882)	07:30 (10,074)	07:38 (10,191)	07:38 (5,512)

Baseline Response Times for specific call types (priority response only)

	Overall	2010	2011	2012	2013	2014
Fires – First Due	8:35	8:57	09:06	8:09	8:34	08:12
Fires ERF (14)	18:47	13:43	20:03	16:18	13:41	19:58
EMS	07:24	07:30	07:23	07:19	07:17	07:27
HazMat	09:04	08:58	09:06	09:01	09:06	09:14
Rescue	08:03	07:58	08:16	07:43	07:57	08:08

The incident count below shows how many specific calls were generated per year by call type. This does not reflect the multiple company responses, meaning a structure fire will typically have four (4) engines, two (2) trucks and a Battalion Chief respond, yet it still counts as one incident. The annual unit count will reflect how many times each unit (apparatus) responded to calls.

Incident Counts by Call Type:

Total Calls for Service 2010 - 2015 (Q1Q2)

Sum of CT incidenttype2	DATE					
	2010	2011	2012	2013	2014	2015Q1Q2
Fire	323	294	313	372	360	157
EMS	7455	7498	7935	8414	8688	4872
Hazmat	268	233	206	217	209	101
Rescue	667	748	815	754	797	393
False Alarm Call	479	499	506	533	476	289
Service Call	1087	1188	1281	1400	1422	784
Good Intent	1140	1178	1362	1578	1506	803
Severe Weather		1	3	1	6	2
Other	9	6	6	3	10	17
Grand Total	11428	11645	12427	13272	13474	7418

All Incident Call to Arrival by Station – Benchmark 7:12 EMS and 8:12 Fires

Station	Overall	2010	2011	2012	2013	2014
1	07:13	07:15	07:22	07:25	06:56	06:56
2	07:17	07:15	07:08	07:11	07:13	07:37
3	06:55	07:22	07:10	06:32	06:4	06:38
4	07:03	07:40	07:19	06:45	06:45	06:58
5	07:44	08:06	07:48	07:50	07:24	07:29

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6	07:37	08:07	08:06	07:51	07:15	07:20
7	07:40	07:42	07:51	07:18	07:29	07:55
9	09:11	10:10	10:21	09:37	09:00	08:55

All Incident Turnout Time by Station – Benchmark 1:00 EMS, 2:00 Fires

Station	Overall	2010	2011	2012	2013	2014
1	02:02	01:56	02:02	02:04	02:03	02:04
2	01:56	01:51	01:55	02:00	01:53	01:59
3	01:49	01:51	01:56	01:40	01:54	01:46
4	01:50	01:58	01:46	01:47	01:45	01:47
5	01:54	01:58	01:50	02:00	01:51	01:50
6	01:51	01:53	01:47	01:45	01:3	01:51
7	02:02	02:08	01:58	02:02	01:9	02:01
9	02:03	01:57	01:54	02:03	01:59	02:00

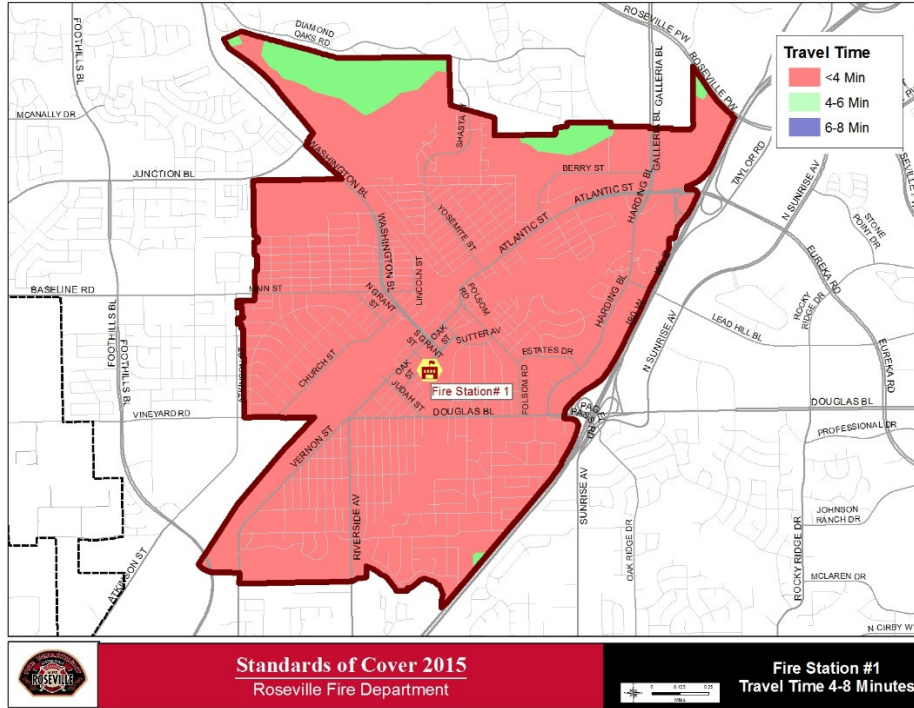
All Incident Travel Time by Station – Benchmark 5:12

Station	Overall	2010	2011	2012	2013	2014
1	04:36	04:35	04:43	04:48	04:32	04:25
2	04:51	04:40	04:35	04:51	04:53	05:01
3	04:29	04:43	04:33	04:15	04:27	04:22
4	05:00	04:16	05:10	04:27	05:06	05:00
5	05:21	05:39	5:22	05:31	05:09	05:05
6	05:03	05:10	05:33	05:11	04:51	04:36
7	05:03	04:49	05:03	04:49	05:01	05:24
9	06:38	07:11	06:48	06:44	06:33	06:34

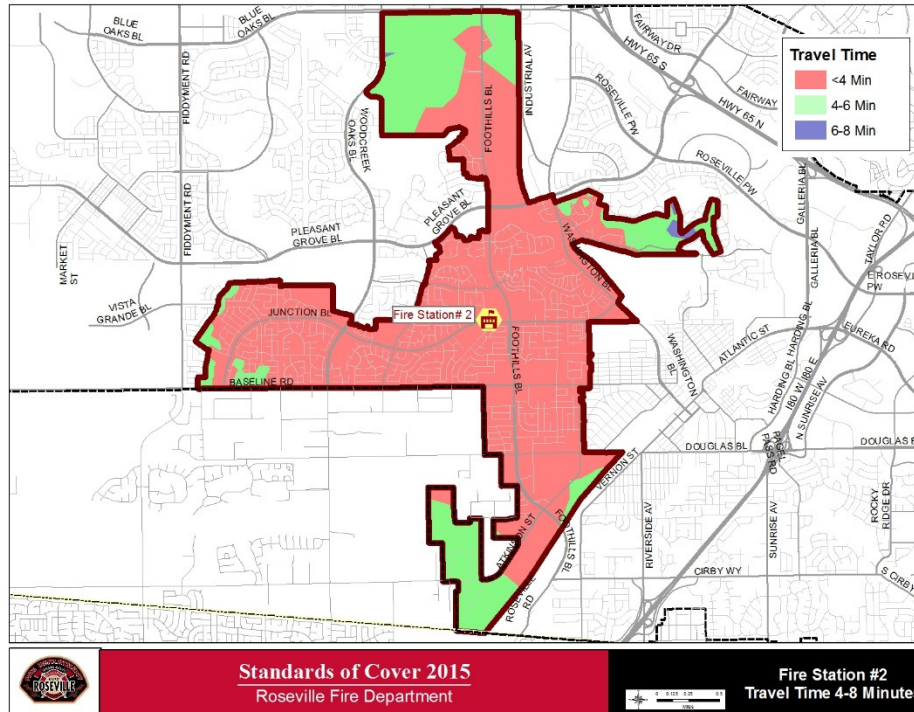


Travel Time Maps

Travel Time Map Fire Station 1

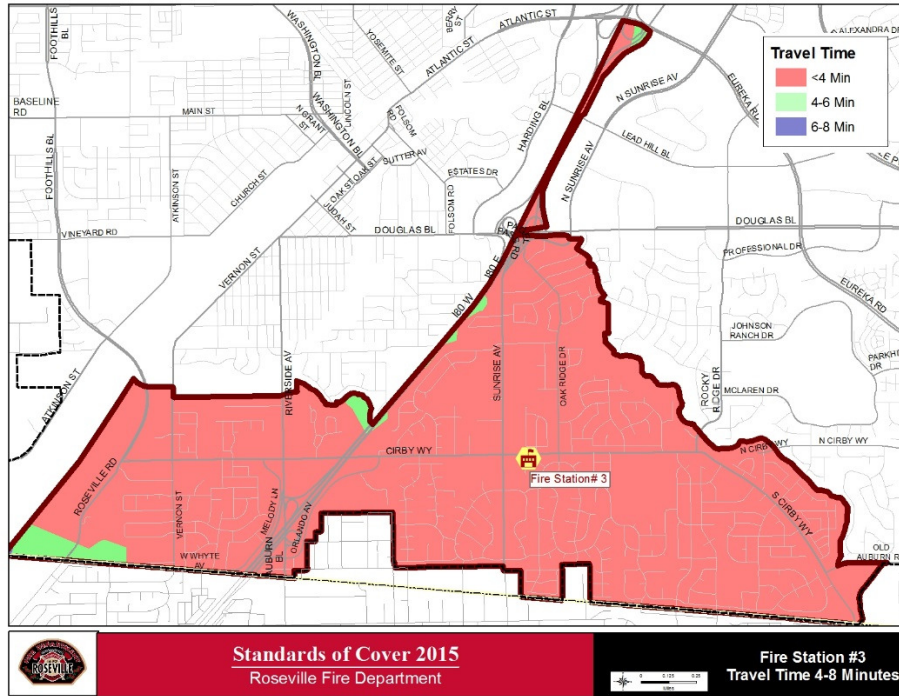


Travel Time Map Fire Station 2

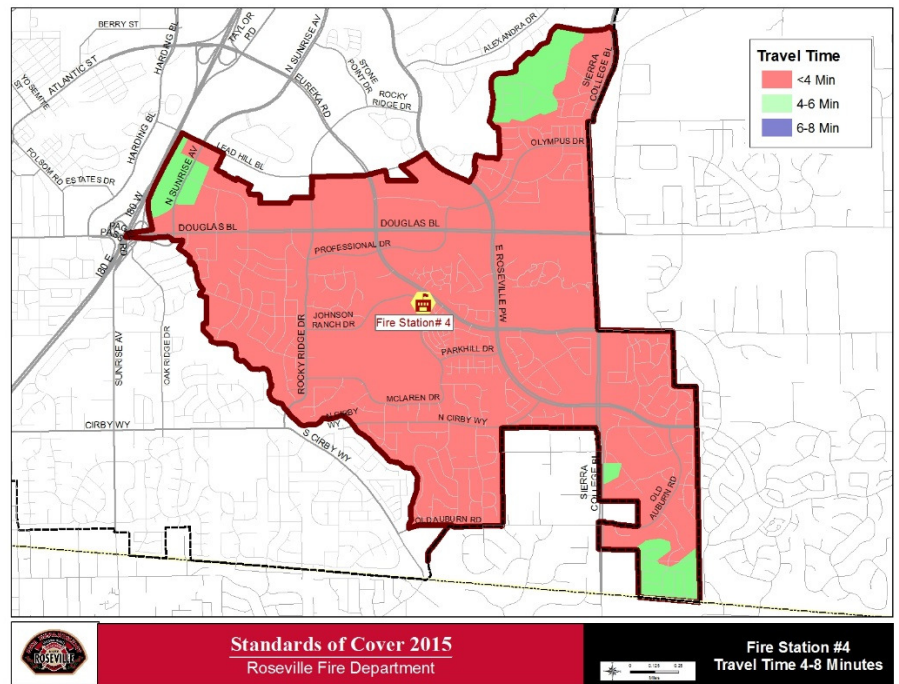




Travel Time Map Fire Station 3

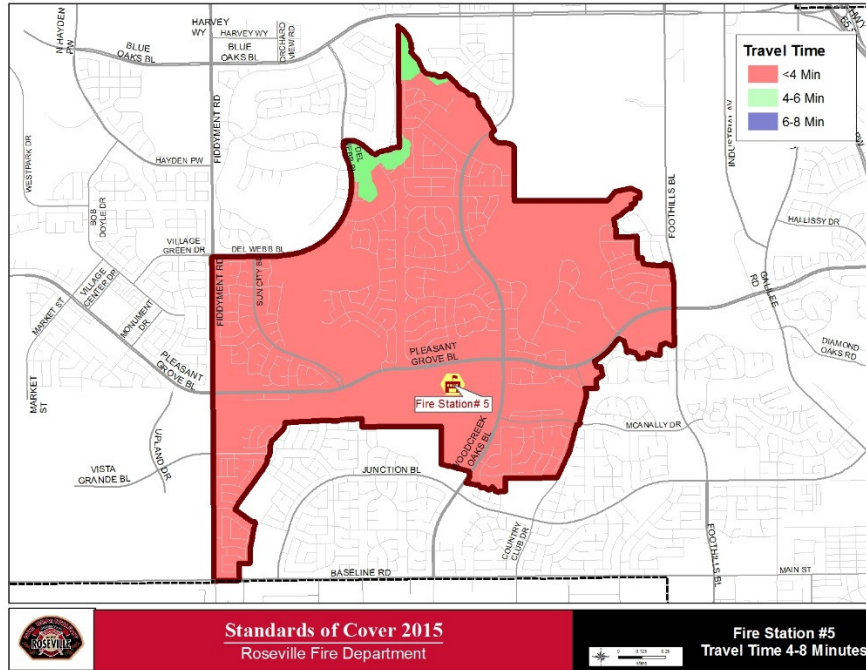


Travel Time Map Fire Station 4

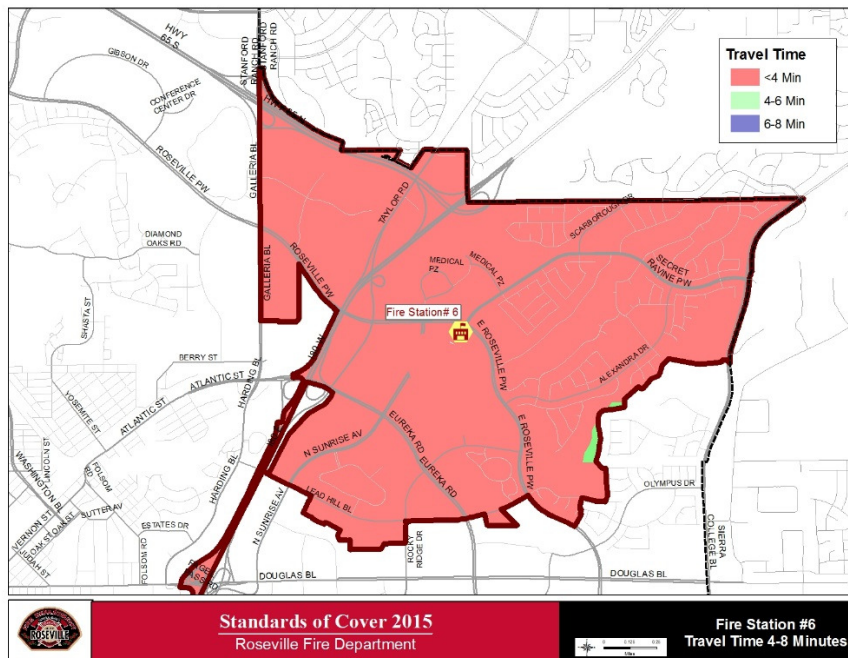




Travel Time Map Fire Station 5

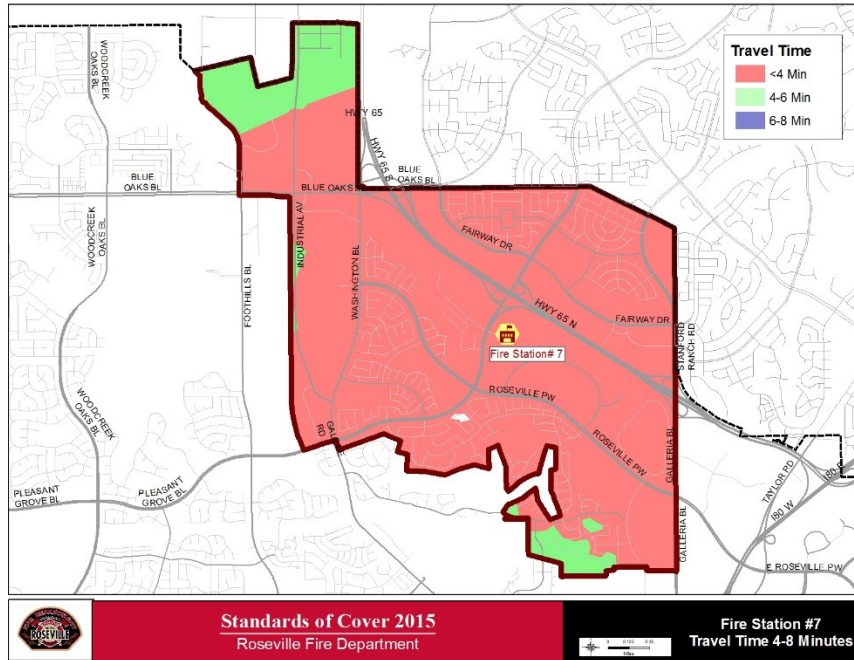


Travel Time Map Fire Station 6

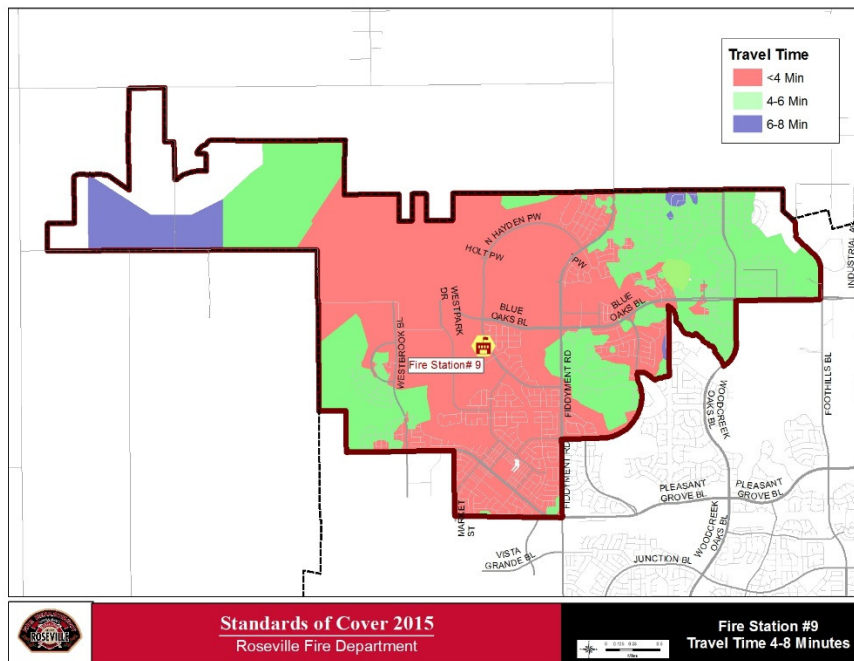




Travel Time Map Fire Station 7



Travel Time Map Fire Station 9

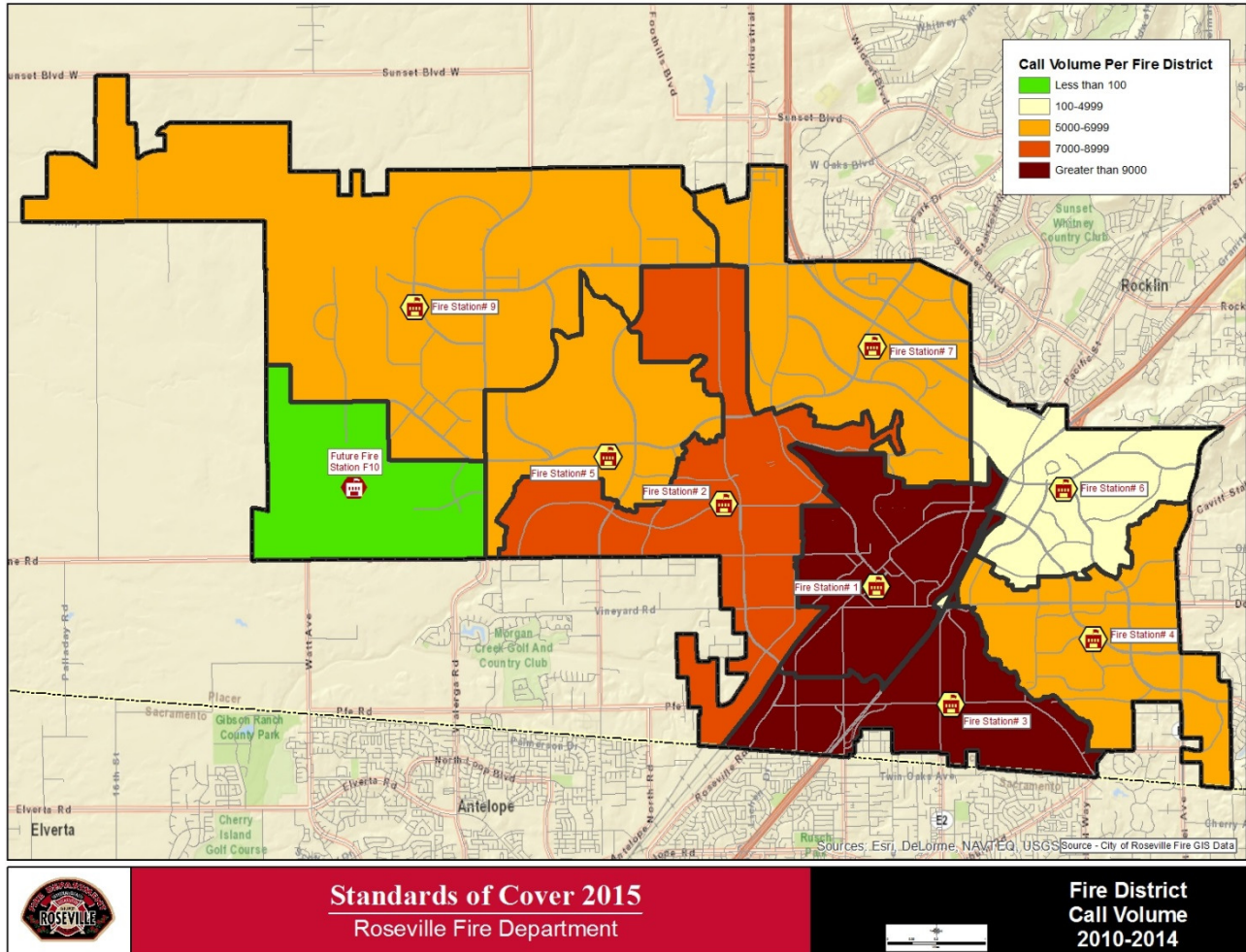


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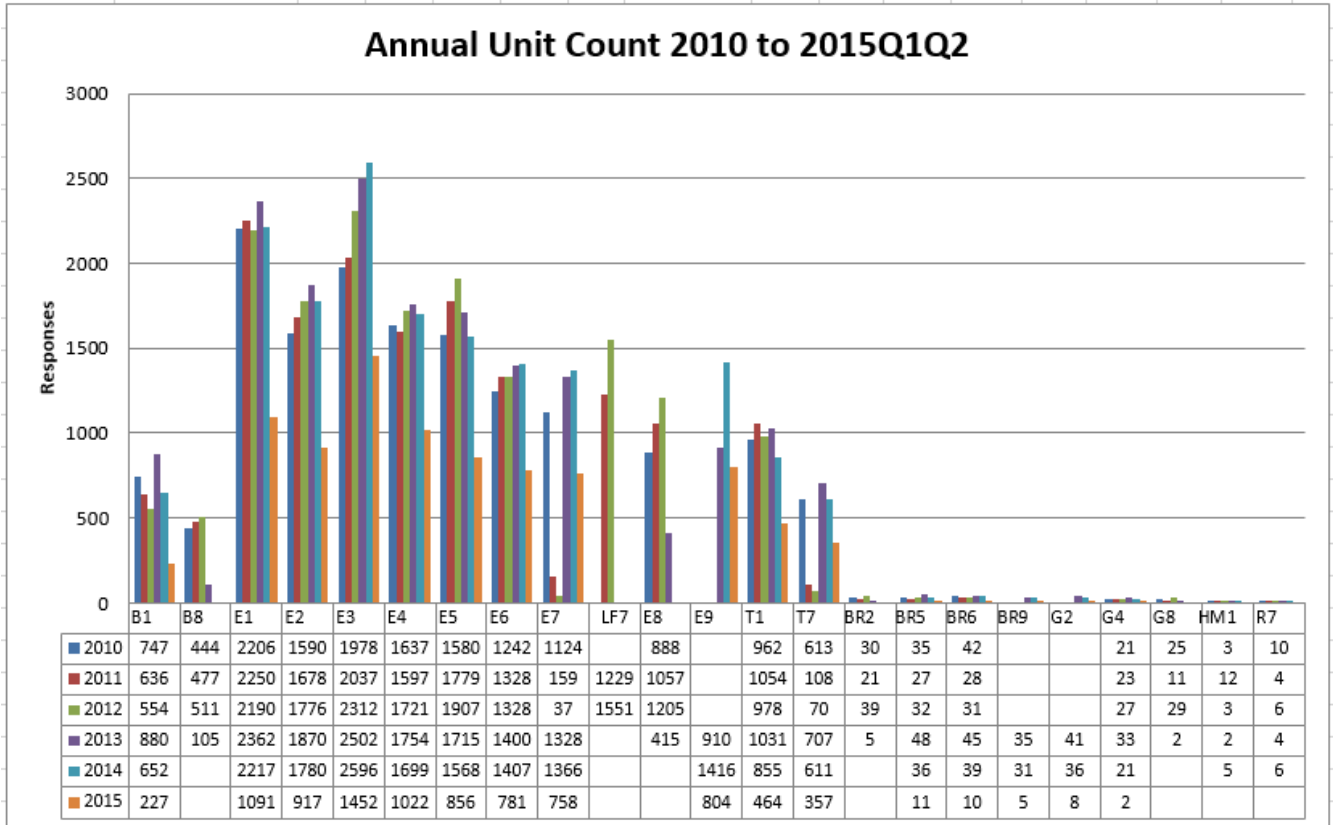
Call Volume Per First Due District





Overall Response Analysis All Calls

Annual Unit Count All Calls



The table above identifies how many calls each company ran per year over the past five years.

**Between 2011 and 2012, budget restraints resulted in the down staffing of six (6) suppression personnel. To continue to deliver the utmost service to our citizens, Engine 7 and Truck 7, with a staffing of three (3) and four (4) respectively, were reduced by two (2) personnel per shift. This resulted in the creation of Light Force 7 (LF7) which had five (5) personnel cross-staffing both units.

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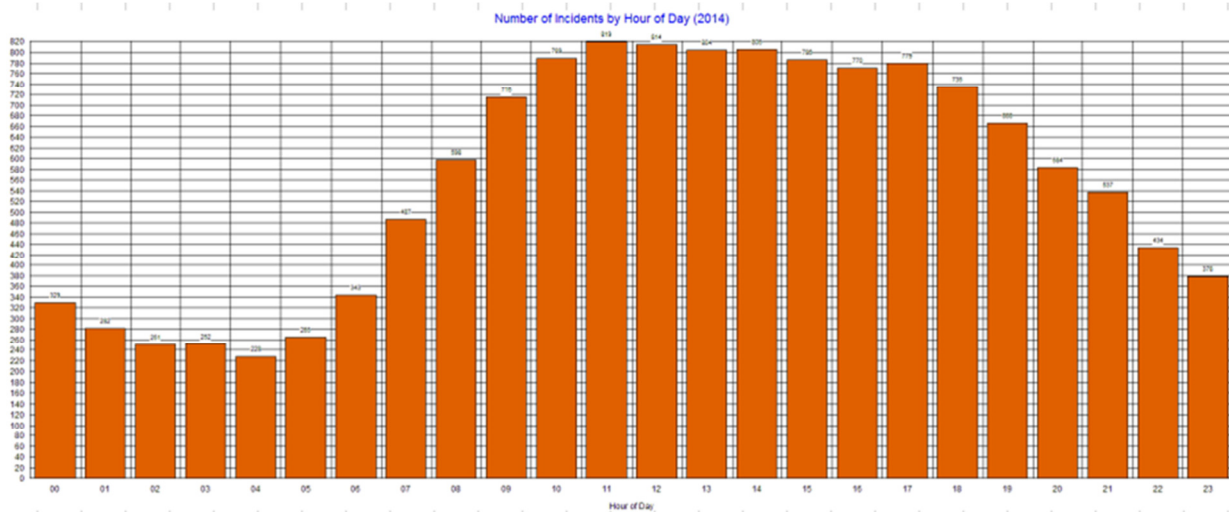
Average Calls per Unit Per Day

Unit	Totals Calls 2014 Only	2014 Avg calls per Day
E1	2217	6.07
T1	855	2.3
E2/G2	1816	4.9
E3	2596	7.1
E4/G4	1720	4.7
E5/Br5	1604	4.4
E6/Br6	1446	3.9
E7	1366	3.7
T7	611	1.6
E9	1416	3.9
B1	652	1.8

Average Calls per Day/Year

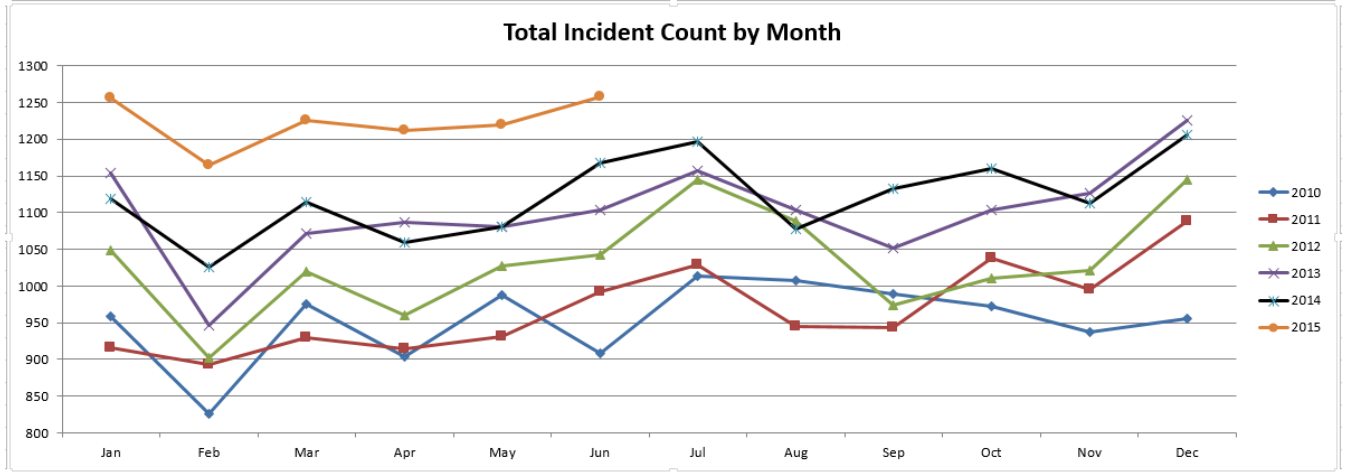
	2010	2011	2012	2013	2014	2015Q1Q2
Total Count	11428	11645	12427	13272	13474	7418
Daily Average	31	32	34	36	37	41

Incidents by Hour of Day





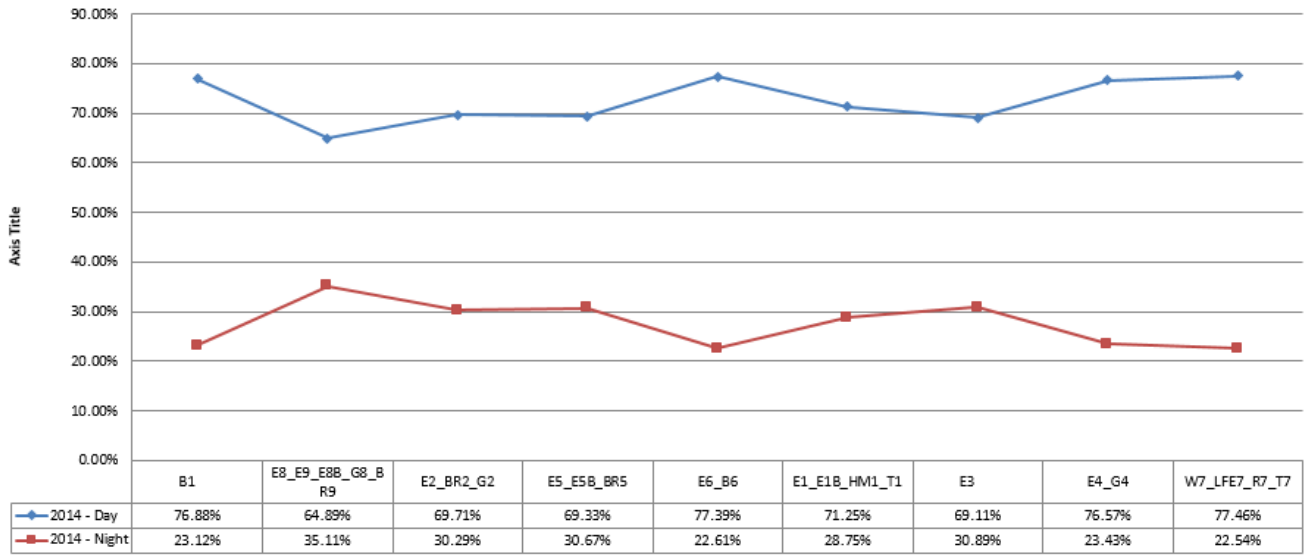
Total Incident Count by Month



Day vs Night Calls

Sum of CT

Apparatus Day (7-17:00) vs Night Percentages CY2014



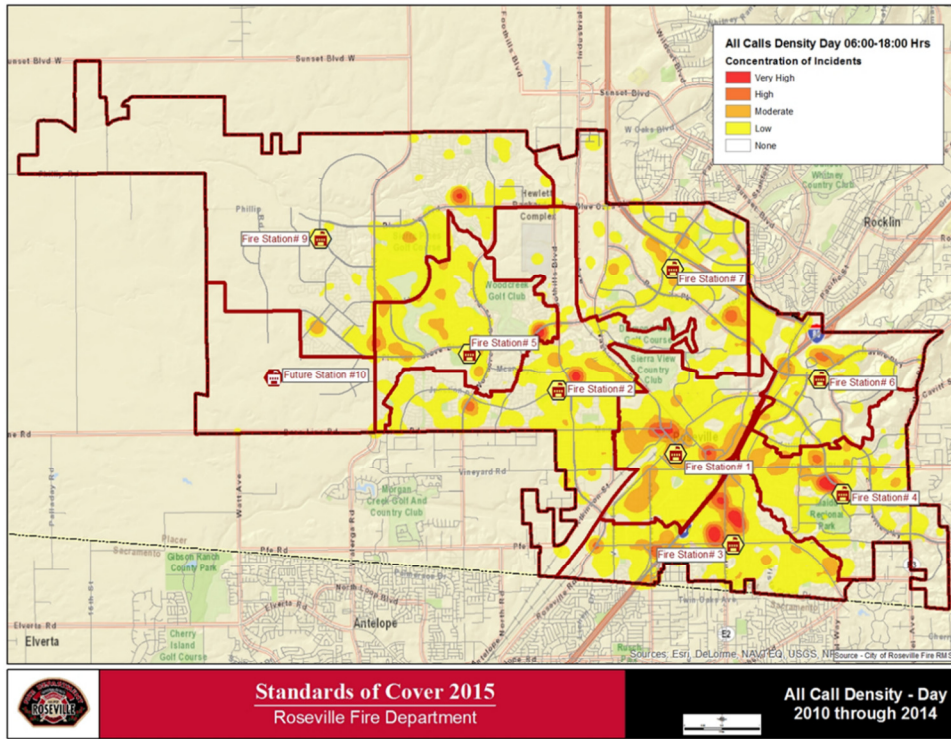
apparatusid2

2015

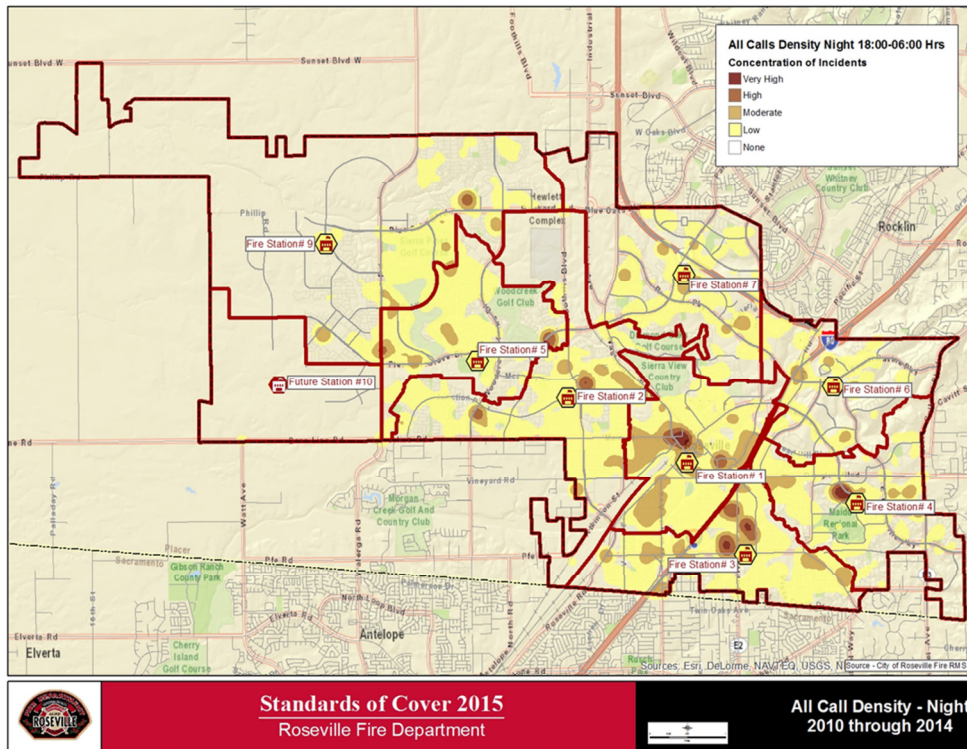
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Day Time Call Volume



Night Time Call Volume





Fire Response Analysis

Response Goal Statement #1: First Due Fire

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

Performance Baselines All Fires

All Fires - Department-Wide	Overall	2010	2011	2012	2013	2014	2015Q1Q2
90% Baseline Performance							
Call Processing	02:56 (1,156)	02:56 (229)	03:14 (195)	02:54 (209)	02:47 (252)	03:00 (193)	02:21 (78)
Turnout	02:22 (1,007)	02:16 (201)	02:22 (168)	02:18 (180)	02:20 (215)	02:27 (159)	02:38 (84)
Travel-Distribution	05:28 (1,133)	05:28 (220)	05:21 (189)	05:24 (200)	05:59 (237)	05:04 (187)	04:59 (100)
Call to Arrival-Distribution	08:35 (1,193)	08:57 (228)	09:06 (200)	08:09 (210)	08:34 (255)	08:12 (194)	07:27 (106)

Performance Goal #1 was met in 2014 and Q1Q2 of 2015, so a new benchmark of 07:55 was established in 2015.

Fire Incident Count

FIRE INCIDENT COUNT BY SUBTYPE					
	2010	2011	2012	2013	2014
Cultivated vegetation, crop fire	2		1	3	3
Fire in mobile property used as a fixed structure	2	1		1	1
Fire, other	20	12	16	16	17
Mobile property (vehicle) fire	41	51	48	52	54
Natural vegetation fire	55	52	70	88	86
Outside rubbish fire	75	69	61	93	71
Special outside fire	14	18	8	13	18
Structure Fire	114	91	109	106	110
Total	323	294	313	372	360

Percentage change over Prior Year	-8.98%	6.46%	18.85%	-3.23%
Percentage change over base year (2010)	-8.98%	-3.10%	15.17%	11.46%

2015

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FIRE INCIDENT COUNT BY SUBTYPE					
	2010	2011	2012	2013	2014
Cultivated vegetation, crop fire	2		1	3	3
Fire in mobile property used as a fixed structure	2	1		1	1
Fire, other	20	12	16	16	17
Mobile property (vehicle) fire	41	51	48	52	54
Natural vegetation fire	55	52	70	88	86
Outside rubbish fire	75	69	61	93	71
Special outside fire	14	18	8	13	18
Structure Fire	114	91	109	106	110
Total	323	294	313	372	360

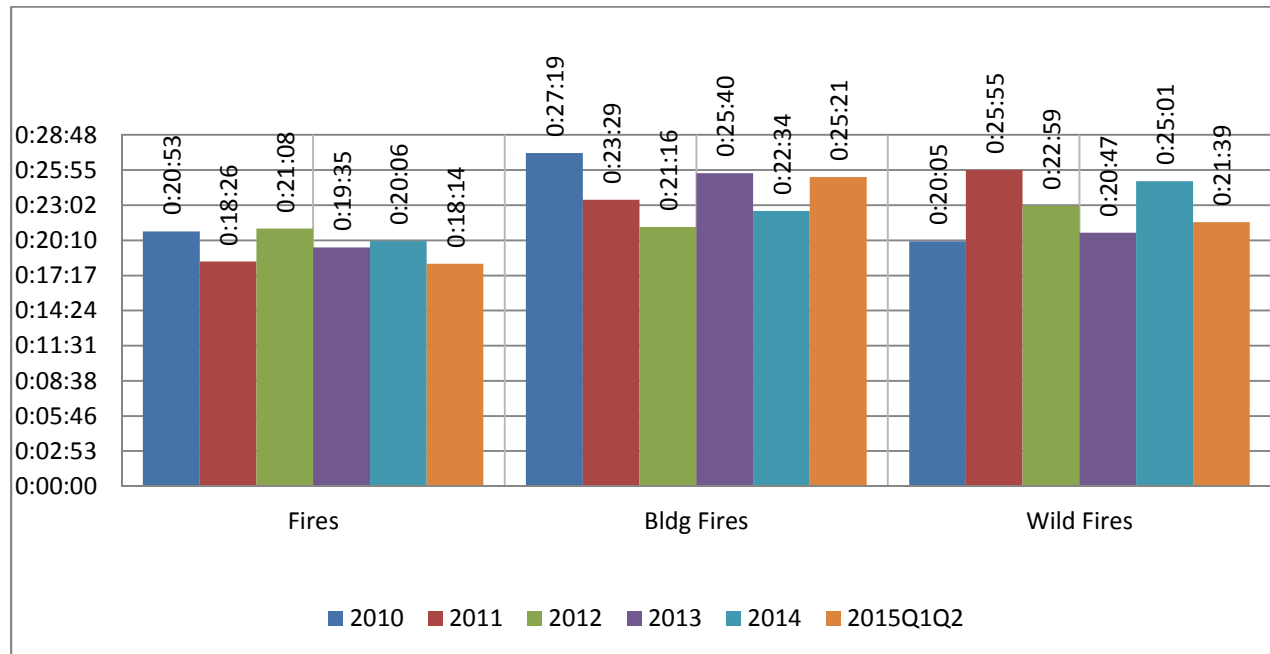
Percentage change over Prior Year	-8.98%	6.46%	18.85%	-3.23%
Percentage change over base year (2010)	-8.98%	-3.10%	15.17%	11.46%



Fires as Percent of Total Call Volume

	2010	2011	2012	2013	2014	2015Q1Q2
Fire	323	294	313	372	360	157
TOTAL INCIDENTS	11428	11645	12427	13272	13474	7418
PERCENTAGE FIRE	2.8%	2.5%	2.5%	2.8%	2.7%	2.1%

Average Fire Scene Duration



Fire Loss

Yr	2010	2011	2012	2013	2014	2015Q1Q2
Value Contents	\$ 55,372,860	\$ 2,069,910	\$ 1,191,996	\$ 3,764,757	\$ 12,061,621	\$ 25,408,713
Value Property	\$ 365,525,295	\$ 10,715,026	\$ 4,556,978	\$ 19,453,482	\$ 35,600,400	\$ 46,579,306
Total Value	\$420,898,155	\$12,784,936	\$5,748,974	\$23,218,239	\$47,662,021	\$71,988,019
Loss Contents	\$ 2,030,415	\$ 341,110	\$ 417,955	\$ 837,817	\$ 347,091	\$ 1,264,945
Loss Property	\$ 57,137,815	\$ 1,176,874	\$ 1,184,580	\$ 1,883,609	\$ 1,550,652	\$ 2,484,096
Total Loss	\$59,168,230	\$1,517,984	\$1,602,535	\$2,721,426	\$1,897,743	\$3,749,041

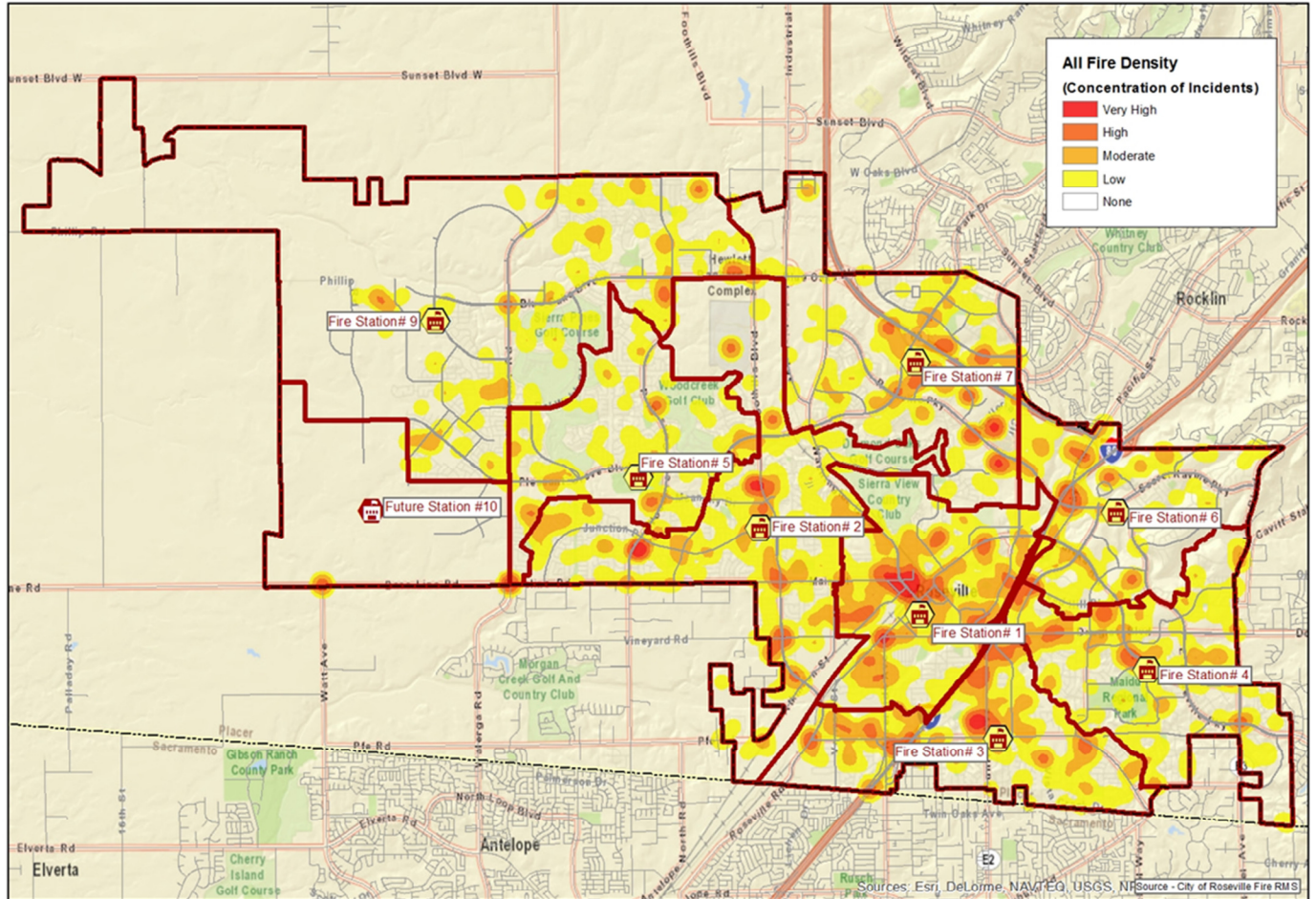
2010 was an abnormally high fire loss year due to the Galleria Arson Event at Westfield's Mall.

2015

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All Fire Density 2010 to 2014



Standards of Cover 2015
Roseville Fire Department

All Fires Call Density
2010 through 2014





Wildland Fire Response Analysis

Wildland Baseline Performance Measures

Wildland Fires - Department-Wide							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	04:28 (223)	04:51 (41)	04:18 (36)	04:04 (41)	04:43 (54)	04:18 (45)	02:45 (6)
Turnout	02:57 (152)	02:11 (28)	03:20 (26)	02:39 (29)	02:13 (36)	03:26 (25)	01:37 (8)
Travel-Distribution	07:19 (220)	07:31 (36)	07:14 (34)	05:57 (40)	08:02 (54)	06:50 (43)	06:20 (13)
Call to Arrival-Distribution	10:16 (234)	10:29 (40)	11:19 (37)	09:52 (43)	10:00 (56)	10:14 (44)	08:15 (14)

Wildland Fire Counts per Year

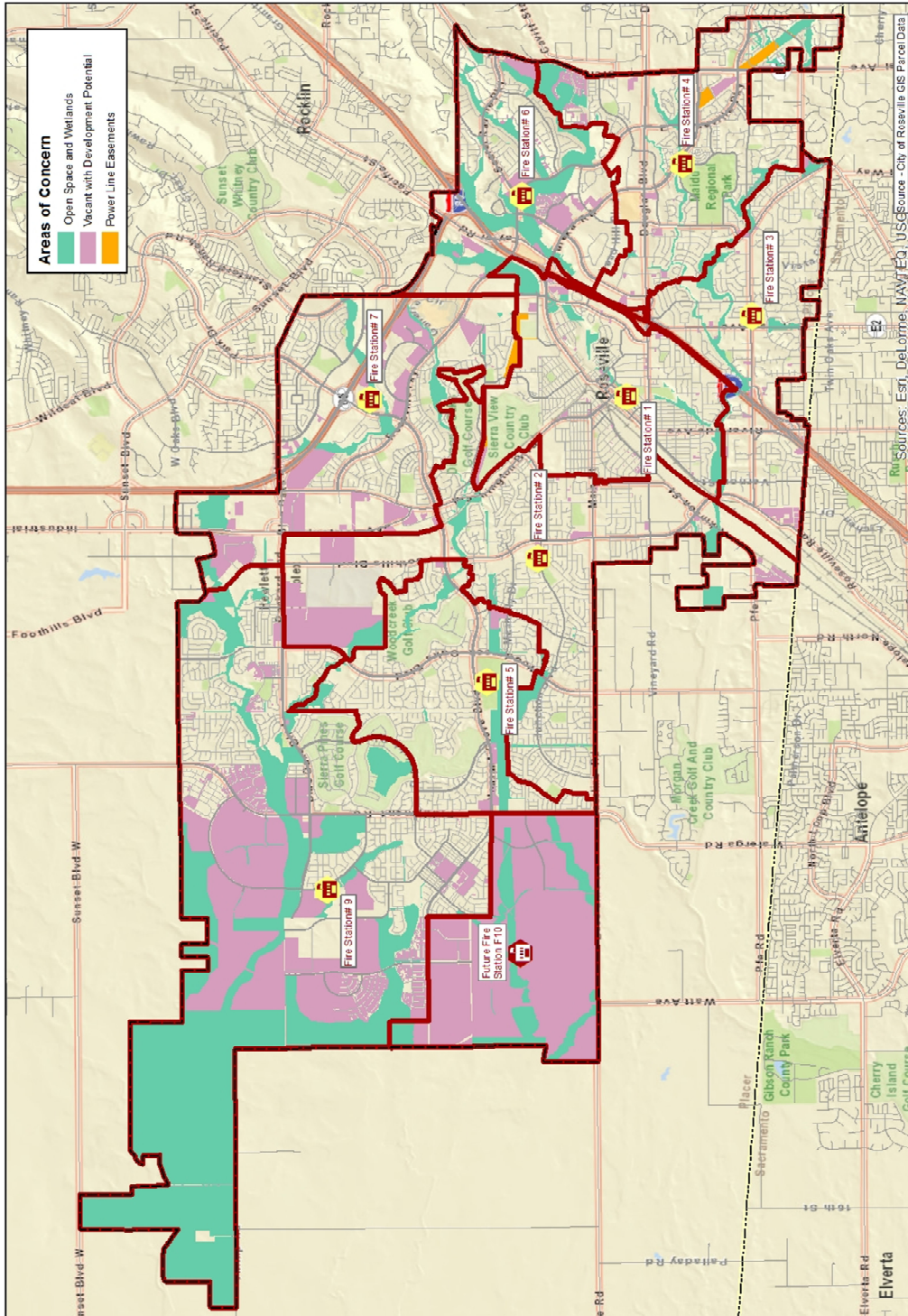
Year	Count	% Increase from previous year
2009	58	
2010	55	-5.1%
2011	52	-5.4%
2012	70	34.6%
2013	87	24.2%
2014	86	-1.1%
Total	322	Overall change 09 to 14 = 48%

Wildland Response by Unit

	Br2	Br5	Br6	Br9	G2	G4	G8	Total
2009	24	23	34			17	17	115
2010	30	35	42			21	15	143
2011	21	27	28			23	11	110
2012	39	32	31			27	29	158
2013	5	48	45	35	41	33	2	209
2014		36	39	31	36	21		163
Total	119	201	219	66	77	142	74	898



Wildland Fire Areas of Concern



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Roseville Fire Department

Wildland Fire Areas of Concern



EMS Call Analysis

Response Goal Statement #3: EMS

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 capable to: assess a patient, administer basic and advanced life support, including oxygen, IVs and medication administration; stop bleeding; splint and bandage wounds and prepare the patient for transportation to a hospital.

EMS Baseline Performance Measures

EMS - Department-Wide							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:37 (42,182)	01:45 (7,214)	01:41 (7,215)	01:29 (7,632)	01:31 (8,033)	01:35 (8,309)	01:40 (3,779)
Turnout	01:54 (40,694)	01:54 (6,882)	01:53 (6,809)	01:52 (7,227)	01:54 (7,556)	01:54 (7,878)	01:59 (4,342)
Travel-Distribution	05:04 (42,201)	05:03 (7,104)	04:58 (7,125)	05:03 (7,501)	05:00 (7,814)	05:10 (8,161)	05:17 (4,496)
Call to Arrival-Distribution	07:24 (42,744)	07:30 (7,177)	07:23 (7,198)	07:19 (7,593)	07:17 (7,952)	07:27 (8,282)	07:34 (4,542)

EMS Calls % of Total Call Volume

EMS AS A PERCENTAGE OF TOTAL CALL VOLUME						
	2010	2011	2012	2013	2014	2015Q14Q2
EMS	8100	8231	8724	9153	9459	5250
TOTAL INCIDENTS	11428	11644	12420	13254	13420	7249
PERCENTAGE EMS	70.9%	70.7%	70.2%	69.1%	70.5%	72.4%

EMS AS A PERCENTAGE OF TOTAL CALL VOLUME						
	2010	2011	2012	2013	2014	2015Q14Q2
EMS	8100	8231	8724	9153	9459	5250
TOTAL INCIDENTS	11428	11644	12420	13254	13420	7249
PERCENTAGE EMS	70.9%	70.7%	70.2%	69.1%	70.5%	72.4%

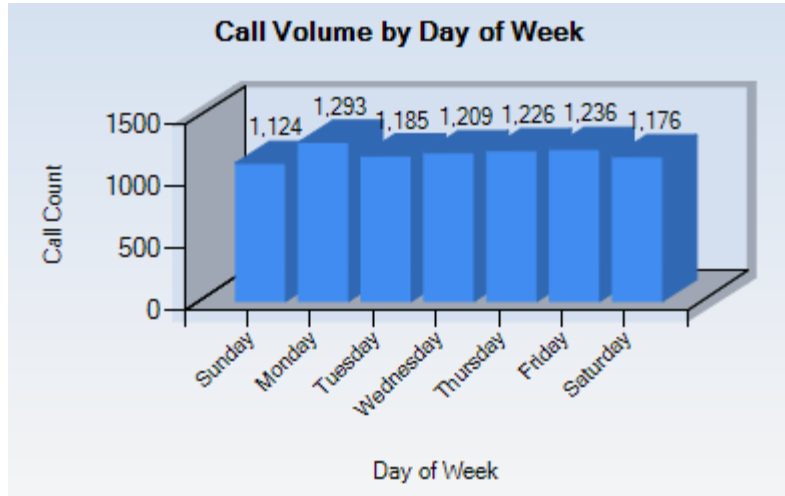
In 2013, the average total **EMS Call Length** from dispatch to shut off was 27:38 minutes with the average on-scene time at 16:32. With travel time back to the fire station, cleaning and restocking time for equipment and report writing, the average EMS call takes 75 to 90 minutes to complete.

In 2015, the response benchmark to EMS calls was reduced from 08:12 @ 90% to 07:12 @ 90% since the department had successfully met this goal for many years. Focus is now on improving call processing and turnout times to further reduce the call to arrival time.

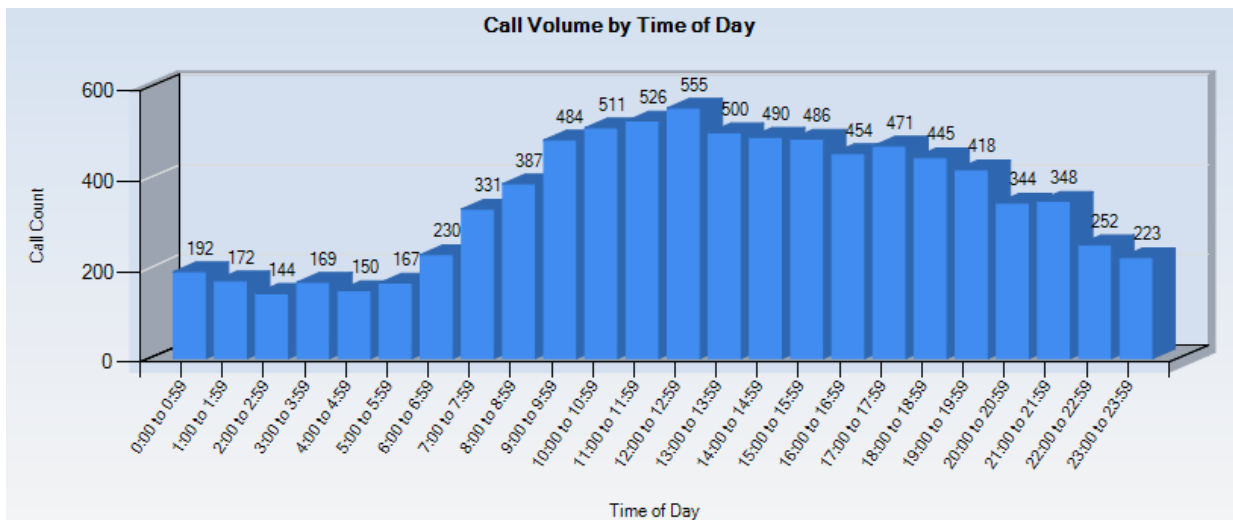
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EMS Call Volume by Day of Week 2014



EMS Call Volume by Time of Day 2014

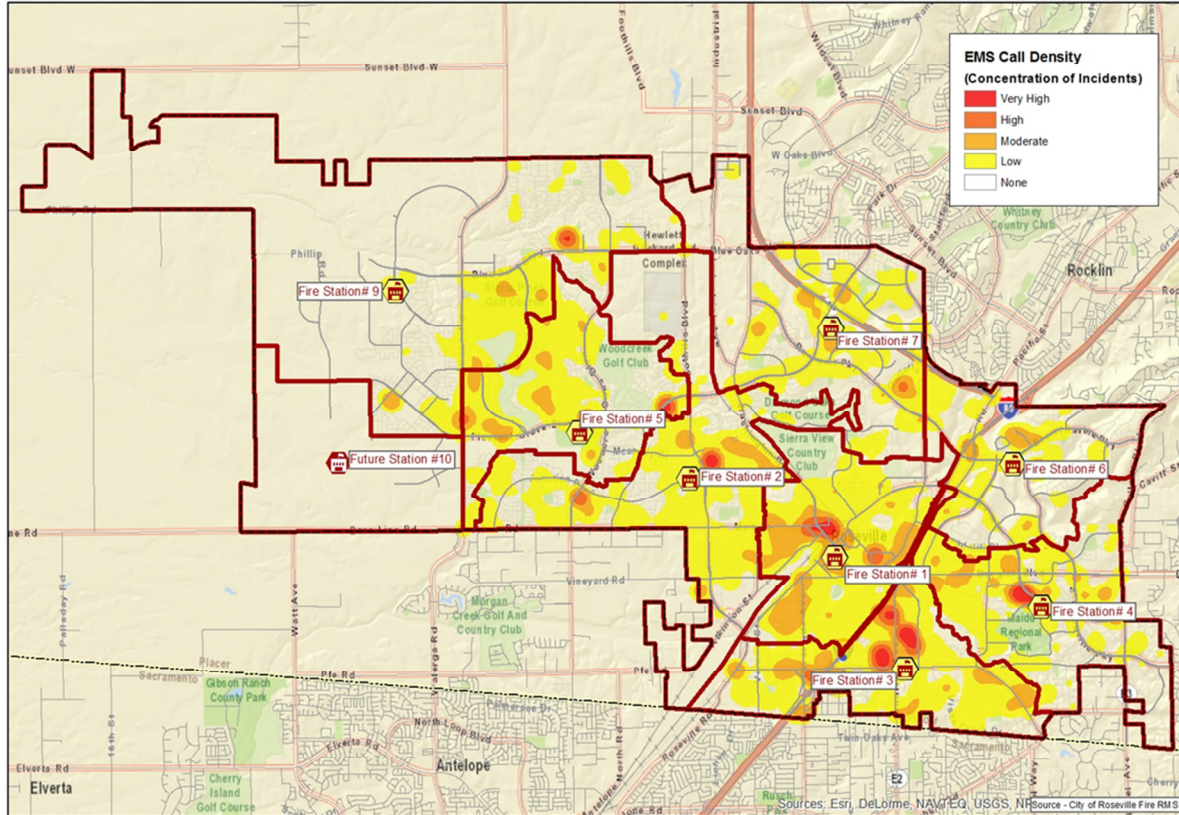


2015

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EMS Call Density



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Roseville Fire Department



EMS Call Density
2010 through 2014



EMS Ambulance Response Times

American Medical Response (AMR), a private ambulance corporation, responds on most EMS incidents in Roseville; occasionally we will get an ambulance from Sacramento Metropolitan Fire Department or South Placer Fire Department. AMR ambulance is contracted through a Placer County Ambulance Contract that is administered by Sierra - Sacramento Valley Emergency Medical Services Agency (S-SV EMS), a Regional Joint Powers Local Emergency Medical Services Agency for the Counties of Placer, Yolo, Nevada, Sutter and Yuba.

S-SV EMS has identified ambulance Response Time Zones, which are geographic areas, or boundaries that assure strategic placement of ambulances, and effective ambulance responses to 911 emergencies. The City of Roseville is its own Response Zone and AMR is required to provide monthly response time compliance reports to S-SV EMS. The established time zone for Roseville City is eight (8) minute response 90% of the time. This is measured from dispatch time of a 911 call, or a seven (7) digit access call dispatched code 3, until the unit arrives on scene. The current Placer County Ambulance Agreement is due for renewal in 2015.

S-SV EMS Regional Emergency Ground Ambulance Provider														
Green Highlight = Call volume under 50														
AMR Placer	Resp. Req. (min)	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	
Roseville	8	92%	93%	94%	90%	90%	90%	93%	91%	90%	90%	90%	90%	
Rocklin	8	94%	92%	93%	92%	91%	91%	93%	93%	94%	91%	91%	90%	
Auburn City & County	8	96%	96%	96%	93%	95%	90%	97%	97%	94%	97%	90%	91%	
Auburn - East to include Colfax	15	94%	93%	92%	99%	92%	95%	93%	95%	96%	91%	97%	93%	
Auburn West to Rocklin	15	96%	96%	94%	94%	97%	98%	92%	97%	97%	99%	97%	95%	
Lincoln	10	95%	95%	99%	94%	95%	91%	91%	95%	92%	95%	95%	93%	
AMR Placer County Rural	20	92%	100%	100%	100%	93%	95%	100%	91%	95%	92%	100%	100%	
AMR Placer County Wilderness	ASAP	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	



Hazardous Materials Call Analysis

Response Goal Statement #4: Special Operations HazMat

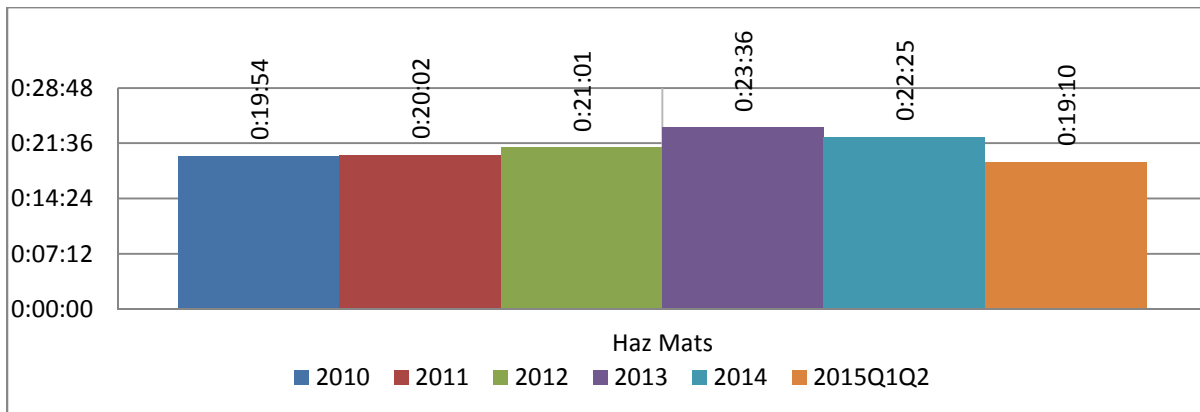
For 90% of all **low risk** Hazardous Materials responses, the total response time for arrival of the first due unit, staffed with 3 personnel (one Captain, one Engineer and one FF/P) shall be: **8 minutes and 12 seconds**. The first due unit shall be able to: provide 500 gallons of water and 1500 gallons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

HazMat Baseline Performance Measure

Haz Mat - Department-Wide	Overall	2010	2011	2012	2013	2014	2015Q1Q2
90% Baseline Performance							
Call Processing	02:41 (658)	02:28 (162)	02:39 (131)	03:50 (132)	02:25 (111)	02:19 (94)	02:28 (28)
Turnout	02:08 (597)	02:16 (145)	02:16 (115)	02:07 (117)	02:07 (99)	01:56 (85)	01:54 (36)
Travel-Distribution	05:46 (660)	05:36 (160)	05:36 (130)	05:44 (132)	05:38 (108)	06:11 (93)	06:06 (37)
Call to Arrival-Distribution	09:04 (669)	08:58 (165)	09:06 (131)	09:01 (131)	09:06 (108)	09:14 (95)	08:20 (39)

The department is short of meeting the 8:12 response time on HazMat incidents which might be due to the training and expectations that requires HazMat calls to be evaluated meticulously and not rushed into because of unknown hazards. Focusing on reducing call processing should help to bring the call to arrival time down. The response goal for HazMat incidents is recorded as the first-arriving engine or truck on these specific call types. The vast majority of HazMat calls are handled with a single company. If a medium or high level incident is found, additional personnel and apparatus are summoned. HazMat 1 is cross staffed with Engine 1 and Truck 1, so the arrival of HazMat 1 may be delayed, if the crew is not in the station during dispatch.

Average HazMat Incidents Scene Duration





Rescue Call Analysis

Response Goal Statement #5: Special Operations Rescue

For 90% of all **low risk** Rescue responses, the total response time for arrival of the first due unit, staffed with 3 personnel (one Captain, one Engineer and one FF/P) shall be: **7 minutes and 55 seconds**. The first due unit for all risk levels shall be able to: provide a 360 evaluation and scene size up; incident stabilization; secure utilities; establish command; rescue at-risk victims that might be trapped; utilize special extrication tools carried on apparatus; request additional resources; isolate the area; and establish perimeters. These operations shall be done in accordance with departmental standard operating procedures/guidelines.

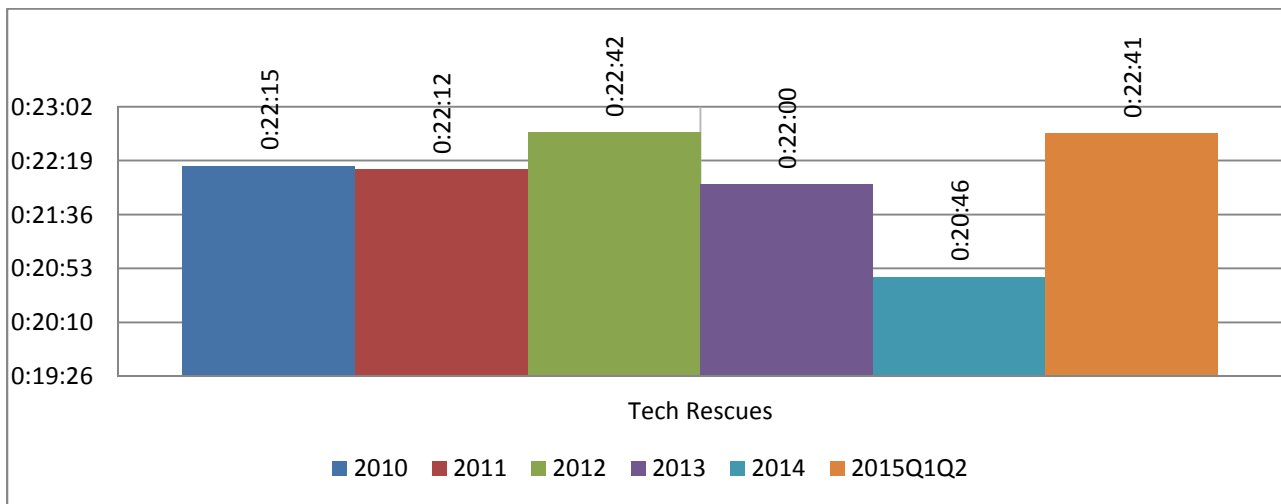
The ERF for **high and special risk** special operations requiring Hazmat and or Rescue response shall be able to: provide additional equipment, including hazmat or rescue apparatus, along with additional task force members in accordance with departmental policy. There is not a calculated response time for high and special risk hazmat and/or rescue operations due to infrequent calls of this severity.

Technical Rescue Baseline Performance

Technical Rescue - Department-Wide 90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:09 (3,399)	02:22 (577)	02:08 (634)	01:57 (679)	02:03 (615)	02:03 (640)	02:28 (254)
Turnout	01:50 (3,123)	01:50 (522)	01:53 (576)	01:45 (607)	01:48 (560)	01:52 (592)	01:59 (266)
Travel-Distribution	05:18 (3,337)	05:05 (559)	05:21 (616)	05:12 (655)	05:24 (589)	05:29 (630)	05:18 (288)
Call to Arrival-Distribution	08:03 (3,413)	07:58 (571)	08:16 (624)	07:43 (679)	07:57 (607)	08:08 (638)	08:17 (294)

Response to rescue emergencies is timely and within standards.

Rescue Incidents Scene Duration





Section 8: Concentration of Resources - ERF

Concentration refers to the spacing of multiple resources in close proximity in order to assemble an initial Effective Response Force (ERF), sometimes referred to as first alarm assignment within prescribed timeframes. An initial ERF is one that has been deemed capable of stopping the escalation of a fire emergency, stabilizing a medical scene, affecting a rescue, and successfully mitigating an incident. Analysis of unit concentration must take into account the substantial reliance of all of the region's fire and medical service organizations on mutual and automatic aid. Roseville Fire has determined that (14) fourteen firefighters is sufficient to make our ERF for moderate fires based upon our critical task analysis. On any working building fire our response assignment is for four (4) fire engines, two (2) ladder trucks and one (1) Battalion Chief for a total of 21 personnel.

Response Goal Statement #2: Effective Response Force of 14 Personnel for Moderate Fires

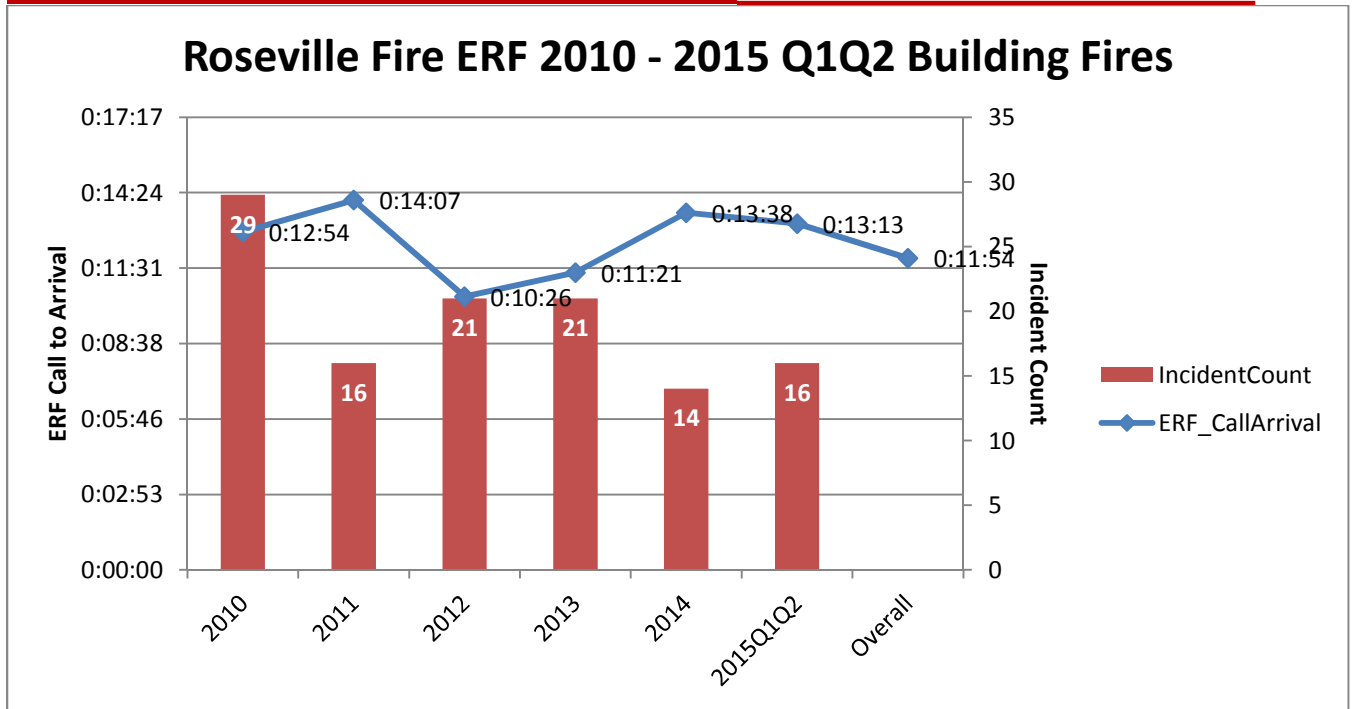
For 90% of all **moderate risk** structure fires, the total response time for arrival of the Effective Response Force (ERF), staffed with 14 firefighters and officers, shall be **11 minutes and 30 seconds**. The ERF shall be able to: establish command; appoint a site safety officer; provide an uninterrupted water supply; advance an attack line and backup line for fire control; 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 ERF for **high and special risk** structure fires shall be capable of placing elevated streams into service from aerial ladders. These operations shall be done in accordance with department policy while providing for the safety of responders and the general public. There is not a calculated response time for high and special risk structure fires due to infrequent calls of this severity.

Baseline Performance Measures ERF

Building Fires - Department-Wide							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:14 (411)	02:36 (88)	01:59 (58)	02:54 (80)	02:05 (82)	01:49 (64)	02:04 (39)
Turnout	02:27 (378)	02:16 (81)	02:41 (54)	02:15 (71)	02:37 (74)	02:27 (62)	02:32 (36)
Travel-Distribution	04:59 (395)	04:44 (86)	05:10 (57)	04:27 (74)	05:00 (74)	05:00 (60)	05:26 (44)
Call to Arrival-Distribution	07:49 (423)	08:10 (88)	07:23 (60)	07:18 (79)	07:05 (83)	07:46 (65)	07:10 (48)
Call to Arrival-ERF F/f Arrivals	11:54 (117)	12:54 (29)	14:07 (16)	10:26 (21)	11:21 (21)	13:38 (14)	13:13 (16)

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The overall five year ERF demonstrates an 11:54 baseline performance time, with a benchmark goal time of 11:30 for 90% of responses. There has been fluctuation in the baseline time over the past five years due to the small number of responses to working fires with 14 firefighter’s minimum at scene. This small response number can skew the data if one or two calls have times that are off. Common errors found include not hitting the arrival button while arriving at a working fire, or a dispatcher failing to log the arrival during the busy radio traffic of the initial arriving companies. During high stress, time sensitive calls, the failure to voice the arrival is not uncommon. Education to crews has been conducted on the importance of getting good data, and ensuring accurate times upon report review. A future plan to capture arrival times using AVL via CAD is being evaluated. Analysis of Google Street Network shows the travel time to various areas in each first due district should be achievable for a response time of 11:30 @ 90%. Further data analysis is being conducted, and first due response districts are being updated to improve responses based upon the data studied.

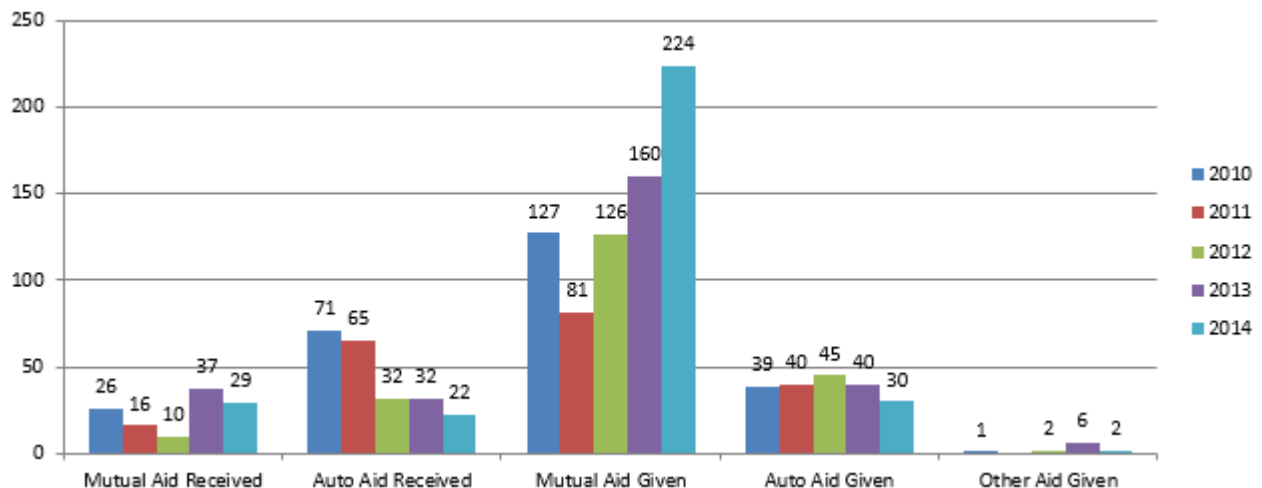


Mutual and Automatic Aid Analysis

The department maintains a broad network of mutual and automatic aid agreements with surrounding jurisdictions. Mutual aid defines services provided to another area at the specific request of the jurisdiction having authority, and is granted whenever doing so will not leave areas of primary responsibility with an inadequate level of protection. Mutual aid can be provided within our county for a large scale incident, and no reimbursement occurs for the first twelve (12) hours of commitment to the incident. Other times, when large fires overwhelm the response capabilities of local resources, resources are requested through the State of California Master Mutual aid system. Examples would be deployment of a Roseville Type III Brush Engine to Southern California for a large fire incident.

Automatic aid refers to agreements that provide a predetermined level of cross-jurisdictional response support, usually in boundary areas, without the need for a specific request. Currently Roseville has Automatic Aid Agreements with Cal Fire, Sacramento Metropolitan Fire District, South Placer Fire District and Rocklin Fire, all agencies we share borders with.

Mutual Aid and Automatic Aid Counts



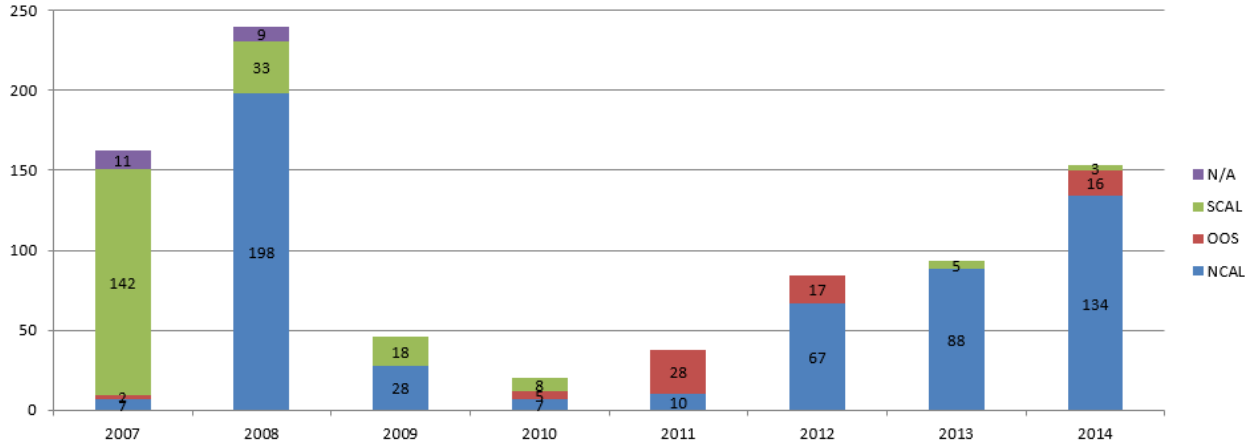
Mutual Aid Analysis

Over the last five (5) years, Roseville received mutual aid 118 times and provided mutual aid 718 times; almost a 1:7 ratio. While this number may seem skewed, what it shows is that we respond regularly to provide Mutual Aid (Strike Team incidents) throughout the state on large-scale fires and to support neighboring jurisdictions. Roseville only called for Mutual Aid 118 times over five years, but these were for large scale events that our city fire department could not handle alone. Examples where we relied upon mutual aid were the 2010 Galleria Arson Fire, and the 2013 Maidu Wildland Incident. These large scale events do not occur often, but they require rapid mobilization of equipment and personnel to save lives and properties, when they do occur.



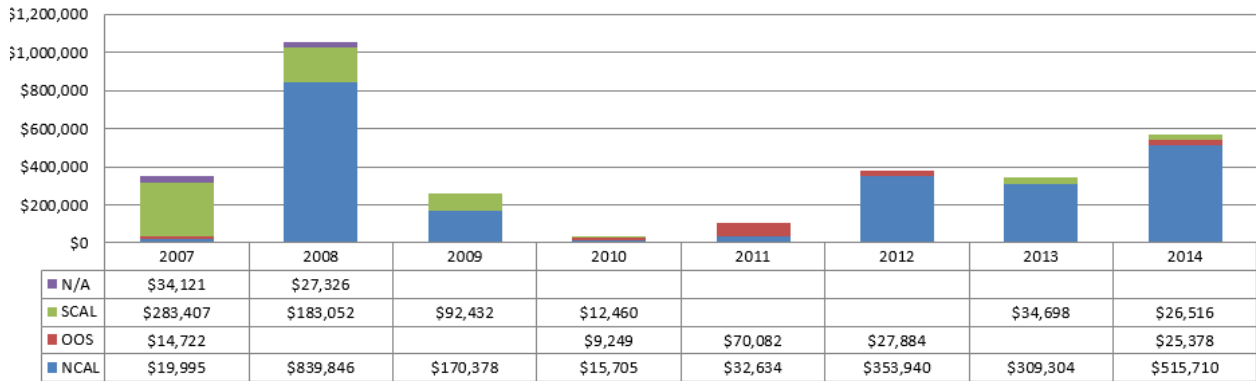
Strike Team Days Committed

Strike Team - Total Days Committed



Strike Teams – Total Invoiced

Strike Teams - Total Invoiced



SCAL = Southern California
 NCAL = Northern California

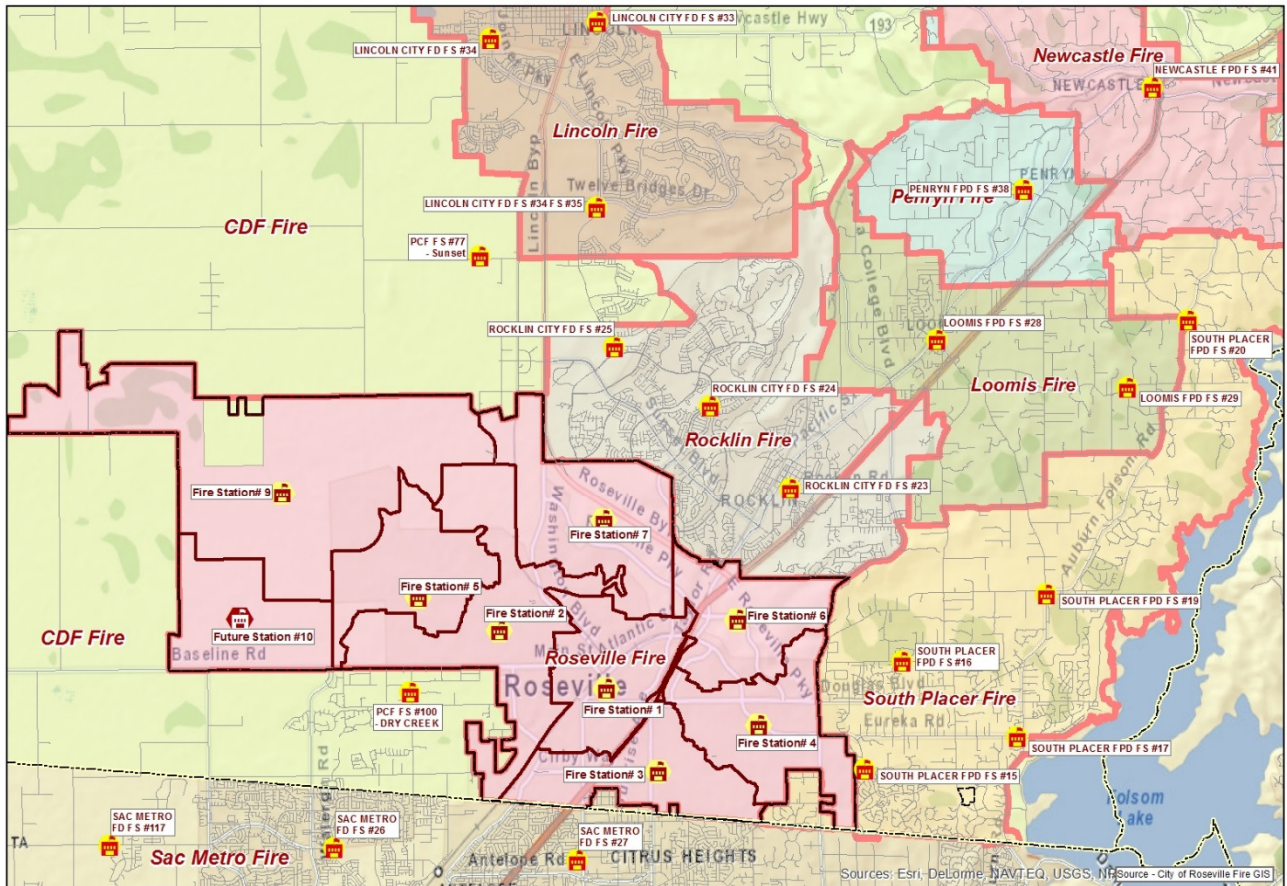
OOS = Out of State
 N/A = not reimbursed (first 12 hours of an incident)

Automatic Aid Analysis

From 2010 to 2014, Roseville Fire received 222 automatic aid occurrences, while we provided automatic aid on 194 occurrences. This tells us that Roseville relies more heavily on our immediate neighbors in contract areas to assist us, then we provide to them. There is minimal financial impact to automatic aid, unless an injury or equipment damage is incurred on the incident. There are no financial reimbursements for automatic aid agreements.



Regional Resources



	Standards of Cover 2015 Roseville Fire Department	Regional Fire Resources
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Regional Incident Management Team

Roseville Fire is an integral part of Placer County's Type 3 Incident Management Team. Approximately eight (8) Roseville Fire Department personnel participate in the fifty (50) member team comprised of peers from regional fire, law and PSAP agencies. The team is activated through emergency notification to support incident management that extends beyond a single operational period, or when requested by the Incident Commander. The team trains regularly and is able to respond to multiple hazards including wildland fires, floods, earthquakes, tornadoes, large fires, hazardous materials incidents and other natural or human-caused incidents.



Response Reliability Analysis

Response Goal Statement #6: Maintain Response Reliability greater than 80% for each fire district.

Response reliability is the probability that the resources assigned to an area will be available to respond from within the area when an emergency occurs. Response reliability would be 100% if every company were available in their designated area when a fire or emergency call is received. However, in reality, there are times when the first due unit is committed, out of area, or otherwise unavailable. This requires that a later due unit, in the predetermined response order, be assigned. If the later due unit is too far away, the call cannot be handled within the desired response time. When a district's response reliability falls below 80%, it is time to begin looking at ways to keep that assigned apparatus in that district available more often; if those efforts fail, then other measures should be taken such as implementation of a peak activity unit, cover unit from another district, additional staffing, and/or an additional company should be added.

As the number of emergency calls per day, training demands, and other activities increase, so does the probability that the first due unit will be out of area or unavailable when a call is received, resulting in decreased reliability.

Read these tables by locating the desired district. Then follow the column down to see the highlighted number and that is what the response reliability is. The other numbers represent what units are responding to incidents in that district when the home apparatus is not available. For example, find District 2; E2 responded to 87.62% of its calls in 2014; the remaining calls in district 2 were handled by FS1 (5.81%), E5 (4.1%) and FS7 (1.28%).

Response Reliability by District 2014

Company	District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 9
B1	1.50%	0.68%	0.29%	0.19%	0.21%	0.26%	0.43%	0.27%
FS1	94.27%	5.81%	6.65%	1.04%	0.31%	1.94%	0.98%	0.27%
E2	1.36%	87.62%	0.29%	0.09%	6.50%	0.00%	1.63%	0.27%
FS3	0.89%	0.09%	88.42%	4.92%	0.00%	0.13%	0.11%	0.00%
E4	0.82%	0.17%	3.13%	89.77%	0.00%	8.42%	0.22%	0.00%
E5	0.07%	4.10%	0.05%	0.00%	91.09%	0.00%	0.43%	8.48%
E6	0.48%	0.09%	1.12%	3.69%	0.10%	86.01%	1.73%	0.00%
FS7	0.61%	1.28%	0.05%	0.19%	0.63%	3.24%	94.04%	1.91%
E9	0.00%	0.17%	0.00%	0.09%	1.15%	0.00%	0.43%	88.79%

Changes to the fire alarm response (decreasing to a single unit only on a device activation no fire or smoke) in early 2014 has helped increase our response reliability this past year. All stations are above the 80% recommendation.

2015

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2014 Where Apparatus Spends its Time on Calls

Company	District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 9
B1	44.90%	16.33%	12.24%	4.08%	4.08%	4.08%	8.16%	6.12%
FS1	84.95%	4.18%	8.35%	0.68%	0.18%	0.92%	0.55%	0.18%
E2	1.77%	90.56%	0.53%	0.09%	5.47%	0.00%	1.32%	0.26%
FS3	0.69%	0.05%	96.38%	2.77%	0.00%	0.05%	0.05%	0.00%
E4	1.10%	0.18%	5.86%	86.73%	0.00%	5.95%	0.18%	0.00%
E5	0.10%	4.72%	0.10%	0.00%	85.53%	0.00%	0.39%	9.15%
E6	0.93%	0.13%	3.06%	5.19%	0.13%	88.42%	2.13%	0.00%
FS7	0.95%	1.58%	0.11%	0.21%	0.63%	2.64%	91.66%	2.22%
E9	0.00%	0.20%	0.00%	0.10%	1.11%	0.00%	0.40%	98.19%



Section 9: ISO Rating & Community Expectations

Current ISO Rating

In July, 2015, Roseville Fire Department received an Insurance Services Office (ISO) Public Protection Classification grading of **02**. An ISO rating is expressed as a number between 1 and 10, with 1 being the highest level of protection and 10 being unprotected or nearly so. This is an important rating because insurance rates for businesses within our city are based upon this rating. Our credits in 2007 were 75.69 credits for an overall grading of 03; significant improvements were made in 2015. This is a big benefit to our business community.

2015 ISO Summary Evaluation

**Summary of PPC Review
for
Roseville**

FSRS Item	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	3.00	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	1.50	3
440. Credit for Emergency Communications	8.50	10
Fire Department		
513. Credit for Engine Companies	5.88	6
523. Credit for Reserve Pumpers	0.49	0.5
532. Credit for Pumper Capacity	3.00	3
549. Credit for Ladder Service	1.98	4
553. Credit for Reserve Ladder and Service Trucks	0.50	0.5
561. Credit for Deployment Analysis	6.93	10
571. Credit for Company Personnel	8.81	15
581. Credit for Training	8.39	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	37.98	50
Water Supply		
616. Credit for Supply System	30.00	30
621. Credit for Hydrants	2.87	3
631. Credit for Inspection and Flow Testing	3.59	7
640. Credit for Water Supply	36.46	40
Divergence	-3.04	--
1050. Community Risk Reduction	4.83	5.50
Total Credit	84.73	105.5

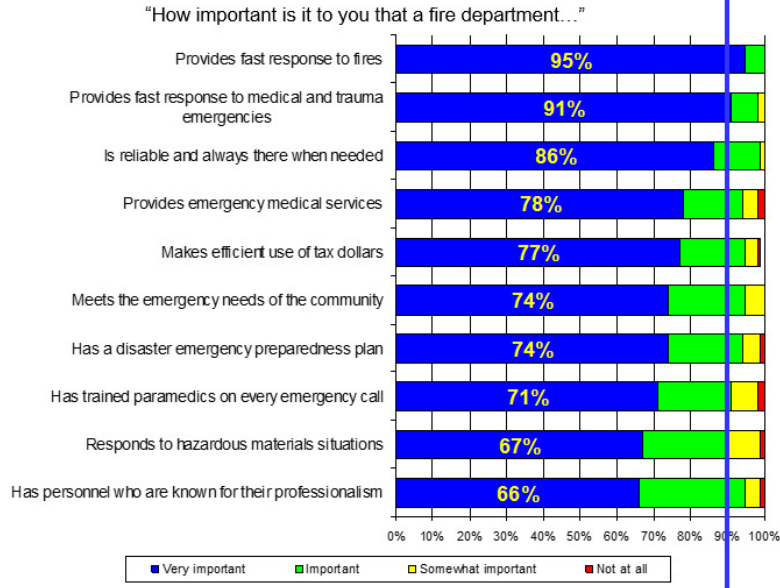
Final Community Classification = 02



Community Satisfaction & Expectations

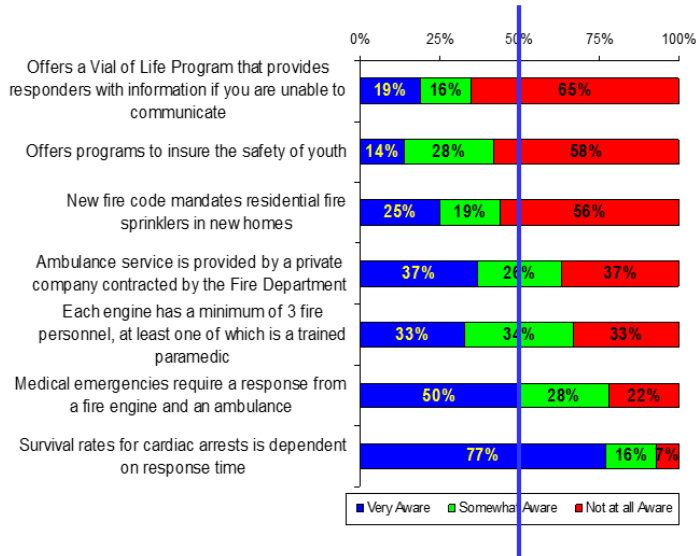
In 2013 Aurora Research did a phone interview of citizens within the City to ascertain their level of knowledge and satisfaction with the fire department, as well as their expectations. Here is a snapshot of their top 10 Ratings of Importance for Fire Departments:

Top 10 Ratings of Importance for Fire Departments (excluding undecided responses)



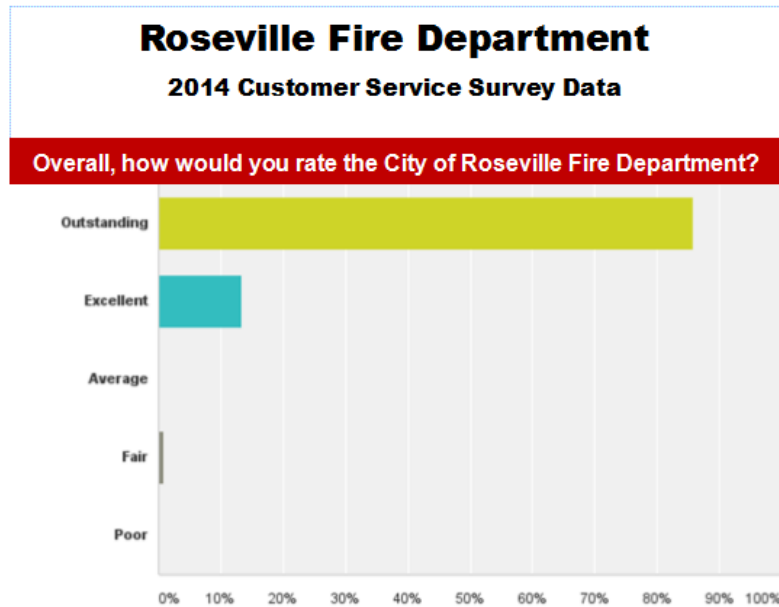
The next snapshot shows their awareness of department operations:

Awareness of Operations (excluding undecided responses)





Customer satisfaction is also obtained through customer survey instruments, either on line or mailed to the home of those that have recently been assisted by the department on a regular basis. Feedback from customers is reviewed quarterly at executive staff meetings. Here is a snapshot of a recent survey:



Highlighted Survey Respondent Comments

would rather not have to call - but glad you are there!

They were great and there is nothing I could recommend for improvement I owe my life to their quick response and the staff at Sutter Hospital. There is no way that I could thank them enough

I am very pleased with the present conditions

I don't think there is anything they could have done differently. It was handled very well. And I was given a blanket in the cold while being backboarded and they put my purse together and explained everything very well. The man even put my purse together which has been unzipped and tossed around after being hit

They did all we needed that day

DO NOT FIX THAT WHICH IS NOT BROKEN

They did great!!



Section 10: Roseville Police & Fire PSAP

The City of Roseville Public Safety Answering Point (PSAP) is housed within the Roseville Police Department and employs eighteen (18) full-time dispatchers, two (2) part-time dispatchers, three (3) Communication Supervisors, and one (1) Administrator. In 2014, the center processed 144,955 telephone calls and 122,356 Computer Aided Dispatch incidents. In 2013, the PSAP’s average answer time for 911 calls was 13.41 seconds¹.

2013 Statistics	911	7-Digit Emergency	Administrative Lines
Total Number 2014	41,485	16,696	82,216
Total Number 2013	40,200	16,338	88,091
% of Total Calls Processed 2014	29.5%	11.9%	58.5%
% of Total Calls Processed 2014	28%	11%	61%

All Roseville Police and Fire Dispatchers are cross-trained to perform call-taking duties and handle both law and fire radio dispatch. Dispatchers are required to pass an extensive background check prior to appointment with the City of Roseville, and, on average, spend ten (10) months in on-the-job training working directly with a training officer before being allowed to work in a solo capacity. Additionally, dispatchers receive over 140 hours of classroom instruction and receive a minimum of two (2) dispatch certifications.

Roseville Police and Fire Public Safety Dispatchers maintain Emergency Medical Dispatch certification through the International Association of Emergency Dispatch (IAED). EMD certification requires that dispatchers receive 24 hours of classroom instruction, pass a written exam with a score of at least 80%, and obtain CPR certification. Dispatchers are also required to re-test and pass the written exam and receive an additional 24 hours of Continuing Dispatch Education every two (2) years.

City of Roseville Public Safety Dispatchers processed approximately 9,753 EMD calls in 2014². A random percentage of these EMD calls are reviewed through monthly quality assurance checks conducted by a quality assurance committee. The committee is comprised of a Registered Nurse, an EMD certified dispatcher and an EMD certified Communications Supervisor. During the reviews, committee members evaluate a random selection of the EMD calls against a standardized EMD rubric and provide feedback regarding EMD call handling. On average, Roseville Police and Fire Dispatchers receive EMD scores of 85.25%³. The PSAP is currently striving to certify all supervisors and the members of the EMD review committee through the IAED’s EMD-Q (Quality Assurance) program.

Roseville’s public safety dispatchers are also certified as Public Safety Dispatchers through the California Commission on Peace Officer Standard and Training (POST). POST requires that all dispatchers complete a 120-hour basic dispatcher course, receive adequate on-the-job training, and pass a probationary period of at least twelve (12) months.

Roseville’s PSAP offers enhanced 911 services that allow dispatchers to pinpoint most caller’s locations, and even maps cellular caller’s locations using latitude and longitude coordinates. The telephone system links directly to the current Computer Aided Dispatch (CAD) system and provides emergency TDD access as well as language translation services to the Roseville community.

The current telephone system, while functional, is somewhat antiquated and the PSAP is in the process



of selecting a new telephone vendor. The upgraded telephone system will ensure that the PSAP is ready to transition to Next Generation 911™, an IP-based emergency services network that will replace the current aging 911 infrastructure.

The PSAP has recently upgraded its CAD system. The new vendor, New World Systems™, brings a variety of new capabilities to the center that will facilitate more efficient and timely dispatching of emergency resources. New World System capabilities include highly- accurate mapping capabilities, enhanced unit recommendations, interactive messaging with field units, and CAD-to-CAD interfaces that will allow information sharing between regional partners.

Dispatchers are also trained to operate and monitor both 800 MHz and VHF radio systems. The Roseville Police Department operates primarily on the 800 MHz system, but most regional fire and law enforcement partners operate on VHF systems. Roseville Public Safety Dispatchers are trained to react quickly to emergency radio traffic, and they have a variety of tools available to provide immediate interoperability capabilities as necessary.

Since the Roseville PSAP is both an alternate 911 answer site and a back-up dispatch center for two other PSAPs in the region, the center's radio consoles are designed to allow dispatchers from any of the participating agencies to easily dispatch law and fire resources from the Roseville PSAP with no noticeable delays in services or impact to field units. The PSAP recently participated in, and successfully completed, two regional 911 and Radio Dispatch failover events that tested the emergency backup plans and validated current emergency plans.

Roseville's PSAP is highly functional, staffed with highly-trained and certified dispatch personnel, and is prepared to transition to a more technical, Next Generation 911-compliant facility to better serve the community and the Roseville Police and Fire departments.

¹Statistics retrieved through ECATS.

² Statistics retrieved through Tiburon CAD reports.

³ Statistics derived from Roseville PD 2014 Budget Performance Report.



Section 11: Summary of System Performance

1. Is the department responding to emergency incidents in a timely manner? In most categories the emergency response is within reasonable standards for a community of our size and risk. The benchmark goals have been reached in several areas – including EMS, rescue, and response reliability.

The one area where data issues have caused inaccurate times is the ERF response. A plan is underway to improve data entry from both training as well as CAD programming. Other areas to focus on include reducing the call processing and turnout times.

Response Goal	Benchmark Time	Current Baseline	Comments
#1 – First Due Fire	07:55	08:35 (2010-2015) 08:12 (2014) 07:27 (2015 Q1Q2)	New benchmark time established in 2015 since 08:12 was met.
#2 – Fire ERF “Building Fires”	11:30	11:54 (2010-2015) 13:38 (2014) 13:13 (2015 Q1Q2)	Assess if arrival times can be verified with AVL through CAD.
#3 – EMS	07:12	07:24 (2010-2015) 07:27 (2014) 07:34 (2015 Q1Q2)	New benchmark time established in 2015 since 08:12 was met.
#4 – HazMat	08:12	09:04 (2010-2015) 09:14 (2014) 08:20 (2015 Q1Q2)	HazMat calls are not always situations to rush into. More analysis needed.
#5 - Rescue	07:55	08:03 (2010-2015) 08:08 (2014) 08:17 (2015 Q1Q2)	New benchmark time established in 2015 since 08:12 was met.
#6 – Response Reliability	80%	>86% in all districts	

2. Have there been significant changes in the risk and/or demand that might indicate a need to increase or otherwise modify staffing?

- There has not been a significant change in the number or deployment of personnel.
- Call volume is consistently increasing at approximately 7% per year, yet unit reliability is remaining consistent.
- The Effective Response Force time measurement of 14 firefighters on working fires within 11:30 @ 90% is realistic based upon Google Network travel times that were used as comparison.
- Hazardous Materials, especially the Union Pacific Rail Yard, continue to pose a significant threat.
- Community fire risk has significantly increased due to the community becoming a denser, more urbanized environment; the use of lightweight engineer construction methods; and the change in building contents such as the use of polyurethane foam, plastics, and synthetic materials, resulting in increased speed and intensity of fire development.
- The mandate of residential sprinklers in new homes will decrease working fires in residential homes.
- EMS calls account for 65% of our call volume. Alternative strategies should be reviewed for the possibility of new resource deployment models.
- The demand of calls defined as “Other” has also increased. Examples of calls classified as “other” may include: animal rescue, public assist, false alarms, good intent and police assist. Responses to these call types continue to increase with the overall increase in the population being served.

2015

STANDARDS of COVER



We need to be able to identify these calls, and forecast the best delivery for these demands.

- Our population is aging, and older citizens use 911 more frequently than younger citizens.



Appendix A: Terminology Glossary and Acronyms

These industry standard terms come from CFAI and they may or may not have been used in this document.

Acceptable Level of Risk: The amount or level of risk set through adoption of public policy through law, regulation, or level of service. To deem acceptable, risk is gauged against a benchmark or standard that has been deemed adequate for the jurisdiction.

Accepted Risk: The portion of a problem that is beyond the agency's ability to cope with the consequences and are accepted within the community as a potential loss.

Accreditation: A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications.

Adequate: Providing what is needed to meet a given objective without being in excess.

Advanced Life Support (ALS): A sophisticated level of pre-hospital care that builds upon basic life support procedures, and includes the use of invasive techniques such as advanced airway management, cardiac monitoring and defibrillation, intravenous therapy and the administration of specified medications, to save a patient's life.

AHJ: Authority Having Jurisdiction

Alarm Processing Time: The elapsed time from the receipt of an alarm by the 9-1-1 communications center and the notification of specific fire companies that are to respond.

Apparatus: Fire suppression or medical vehicle such as engine, ladder, truck, or medic unit.

Assumption: A situation or condition, which must be considered as existing if the organization, is forced to operate in a specific manner and over which the organization does not exercise any control.

Baseline: The current measurement of performance in an organizational context; a usually initial set of critical observations of data used for comparison or a control. The activities that are currently in place to achieve the organization's goals and objectives.

Basic Life Support (BLS): A primary level of pre-hospital care, which includes the recognition of life threatening conditions and the application of simple emergency lifesaving procedures, including the use of adjunctive equipment, aimed at supporting life.

Benchmark: A benchmark is defined as a standard from which something can be judged. Searching for the best practice will help define superior performance of a product, service, or process.

Community Risk Assessment: The evaluation of fire and other risks taking into account all pertinent facts that increase or decrease hazard in order to define standards of coverage. (See Occupancy Risk Assessment)

Concentration: Spacing of multiple resources arranged so that an initial effective response force can arrive on scene within the time frames outlined in the on-scene performance expectations.

Confined Space/Trench Rescue: All rescues that meet OSHA's definition of confined space, in which special breathing apparatus, shoring, explosion-proof lighting, and atmospheric monitoring are necessary.



Cost Benefit: Term used to express the value of a component of a system. It is expressed usually as a ratio of cost, expenditure, or to a benefit, a saving of some type. Cost benefit can be measured in either soft or hard currency descriptions.

CCR: Cardio-Cerebral Resuscitation

Critical Incidents: A method of evaluation based on specific examples of above or below average performance.

Deployment: The strategic assignment and placement of fire agency resources such as fire companies, fire stations, and specific staffing levels for those companies.

Dispatch Time: The portion of a fire department's response time that begins when the dispatcher receives an alarm and ends when the dispatcher assigns the proper companies to respond to the emergency.

Dollar Value of Total Fire Loss: The assessed value of improvements lost as a result of fire. This is not the replacement value.

Effective Response Force (ERF): The minimum amount of staffing and equipment that must reach a specific emergency zone location within a maximum prescribed travel or driving time and is capable of initial fire suppression, emergency medical services, and/or mitigation.

Emergency Operations Center (EOC): A central location where those in authority congregate to allow for exchange of information and conduct face-to-face coordination in the making of decisions. The center, often referred to as the EOC, provides for centralized emergency management in major natural disaster and other emergencies.

EMS: Emergency Medical Services.

Engines: Basic firefighting vehicle equipped with a pump capable of supplying a minimum of 500 gallons per minute, fire hose, and a water tank.

Evaluation: Analysis and comparison of actual performance versus prior plan and stated goals and objectives. The systematic and thoughtful collection of information and decision making. Evaluation consists of having criteria, collecting evidence, and making judgments.

Fire Company: Assigned personnel, apparatus, and equipment.

Fire Confined to Structure: Responses to fire calls where the fire is contained to the structure or structures that were involved when the responding unit first arrived at the scene.

Fire Crew: Personnel assigned to an apparatus.

Fire Out on Arrival: Fire calls in which the fire that initiated the call is extinguished when the responding unit arrives at the scene.

Fire Spread Beyond Structure: Fire calls where the fire first spreads beyond the structure or structures that were involved when the responding unit arrived at the scene.

Fire Pre-Plan: Plan developed to identify hazardous building information and owner information, used during emergency incidents to determine the best course of mitigating an emergency.

Fire Flow Available: The amount of water available for firefighting on a continuous basis. The highest demand upon the water distribution system.



Fire Flow Delivered: The amount of water that can be delivered at the scene of an emergency. It is a combination of three factors: pump capacity available, hose and nozzle configurations, and staffing levels.

Fire Flow Required or Estimated: The quantity of water that should be available for a period of two to three hours at a minimum pressure of 20 psi in a water distribution system.

Fire Protection Environment: The conditions, circumstances, and influences under which a fire protection system must operate. It includes the population, the geographical area, land use, occupancy factors, weather conditions, structural and nonstructural physical situations, financial, political, legislative, and regulatory criteria.

First Due Area: The portion of a jurisdiction that each response company has been assigned to be the first unit to arrive at the scene of an emergency. Usually the first-in company is responsible for most activities in that area.

First Responder: A term used for the person who is trained and/or certified to be the first to arrive at a scene of a specific type of emergency, i.e. EMS or hazardous materials.

Heavy Extrication: Rescues of persons trapped in road, rail, air, and water vehicles, which require specialized tools and training.

Insurance Services Offices (ISO): A for-profit national organization that evaluates public fire protection and provides rating and classification information to insurance companies for a fee. Some insurers use this rating to set basic premiums for fire insurance.

IAFC: International Association of Fire Chiefs.

IAFF: International Association of Fire Fighters.

IFSTA: International Fire Service Training Association.

ISFSI: International Society of Fire Service Instructors.

Jurisdiction: A population area wherein there is clearly defined responsibility, based on statutory authority, to provide fire and/or emergency medical services.

Ladder Truck: Vehicles that carry a variety of equipment such as ladders, forcible entry tools and rescue equipment.

Level of Service: The resources needed to meet the stated service level objective(s). Level of service is defined only in terms of what is provided and not in terms of effectiveness or of quality.

Median Age of Population: The median age of the population as reported in the most recent census.

Median Age of Residential Structures: The median age of residential structures as reported in the most recent census.

Median Household Income: The median household income as reported by the U.S. Bureau of Labor Statistics for the most recent period reported.

Minimum Staffing per Unit: The minimum number of personnel assigned to staff each type of apparatus.

NFPA: National Fire Protection Association.



NFPA Standards: Standards published by the NFPA through the consensus process setting a recognized level of standard for fire service-related dimensions, services, installations, vehicles, or equipment specification.

Non-Transport: Responses in which no individuals are transported to a medical facility.

Number of Population by Age: The number of persons in each category within the service area as reported in the most recent census.

Occupancy: The classification given to a building in accordance with a specific building code.

Occupancy Risk Assessment: An assessment of the potential severity of a specific structure in relation to the fire agency's ability to handle the types and severity of emergencies within that structure. Occupancy risk assessment often includes classifying these risks into categories (See Risk Categories).

Performance Indicator: The desired level of achievement toward a given objective and the ability to demonstrate doing a particular task as specified in the Accreditation process.

PSAP: Public Safety Answering Point.

Resource Exhaustion: Resource exhaustion occurs when a system is out of resources for both initial response and to maintain an area-wide effective response force.

Response: A response to an incident regardless of the number of units or personnel required to respond.

Response Reliability: The probability that the required amount of staffing and apparatus that is regularly assigned will be available when a fire or emergency call is received, i.e. the percentage of time that all response units are available for a dispatch. When a response unit is unavailable, the response time to an emergency in their first due area will be longer, because a more distant unit will have to respond to the call. Response reliability is a statement of the probability that an effective response force may not be provided when a call is received.

Response Time: The total amount of time that elapses from the time that call is dispatched until the responding unit is on the scene of the emergency and prepared to control the situation. Response time is composed of several elements.

Risk: Exposure to a hazard based on the probability of an outcome when combined with a given situation with a specific vulnerability. The level of risk can be described as the probability of a specified loss over a given period of time. All structures, for example, are subject to destruction by fire; however, individual structures vary considerably as to the possibility of loss as a result of their construction, contents, and built-in protection.

Risk Categories:

Maximum/Worst Risk - Occupancies classified as maximum risk will be of substantial size and contain a concentration of properties that present a very high risk of life loss, loss of economic value to the community or large loss damage to property in the event of fire. These risks frequently affect the need for the fire department to have multiple alarm capability and have an adequate assessment of their ability to concentrate resources.

High Hazard Risks - Built-up areas of substantial size with a concentration of property presenting a substantial risk of life loss, a severe financial impact on the community, or unusual potential damage to property in the event of fire.



Special Risks - These are areas that require a first due response over and above that appropriate to the risk. These areas should be treated as special risks, and given an appropriate predetermined response.

Moderate Risk - Built-up areas of average size, where the risk of life loss or damage to the property in the event of a fire in a single occupancy is usually limited to that occupancy. In certain areas, such as small apartment complexes, the risk of death or injury may be relatively high. The moderate/typical risks are often the greatest factor in determining fire station locations and staffing due to the frequency of emergencies in this category. To assure an equitable response and to provide adequate initial attack/rescue capability to the majority of incidents, the typical risk is often used in determining needed resources.

Low Risk - Small commercial structures that are remote from other buildings, detached residential garages and outbuildings.

Remote and Isolated Rural Risks - Areas may be classified as remote/isolated rural risks if they are isolated from any centers of population and contain few buildings; for example, rural land with no occupied structures or recreational areas.

Residential Single Family Dwelling Unit: One family unit - house.

Square Miles Served: Number of square miles contained within the boundaries of the service area.

Staffing: The level of personnel assigned to perform the anticipated emergency tasks of a specific fire company for the risk identified in a given district or community. The number of personnel required to perform multiple emergency operations functions such as fire suppression versus EMS or hazardous materials operations.

Standardization: Standardization is a process by which a product or service is assessed against some standard, performance, or quality.

Standard Operating Guideline (SOG): A term used to describe written direction provided to personnel in a manual format.

Transport: Responses that result in one or more persons being transported to a medical facility.

Travel Time: The portion of response time that is utilized by responding units to drive to the scene of the emergency. Travel time begins when assigned fire companies begin to actually drive to the emergency.

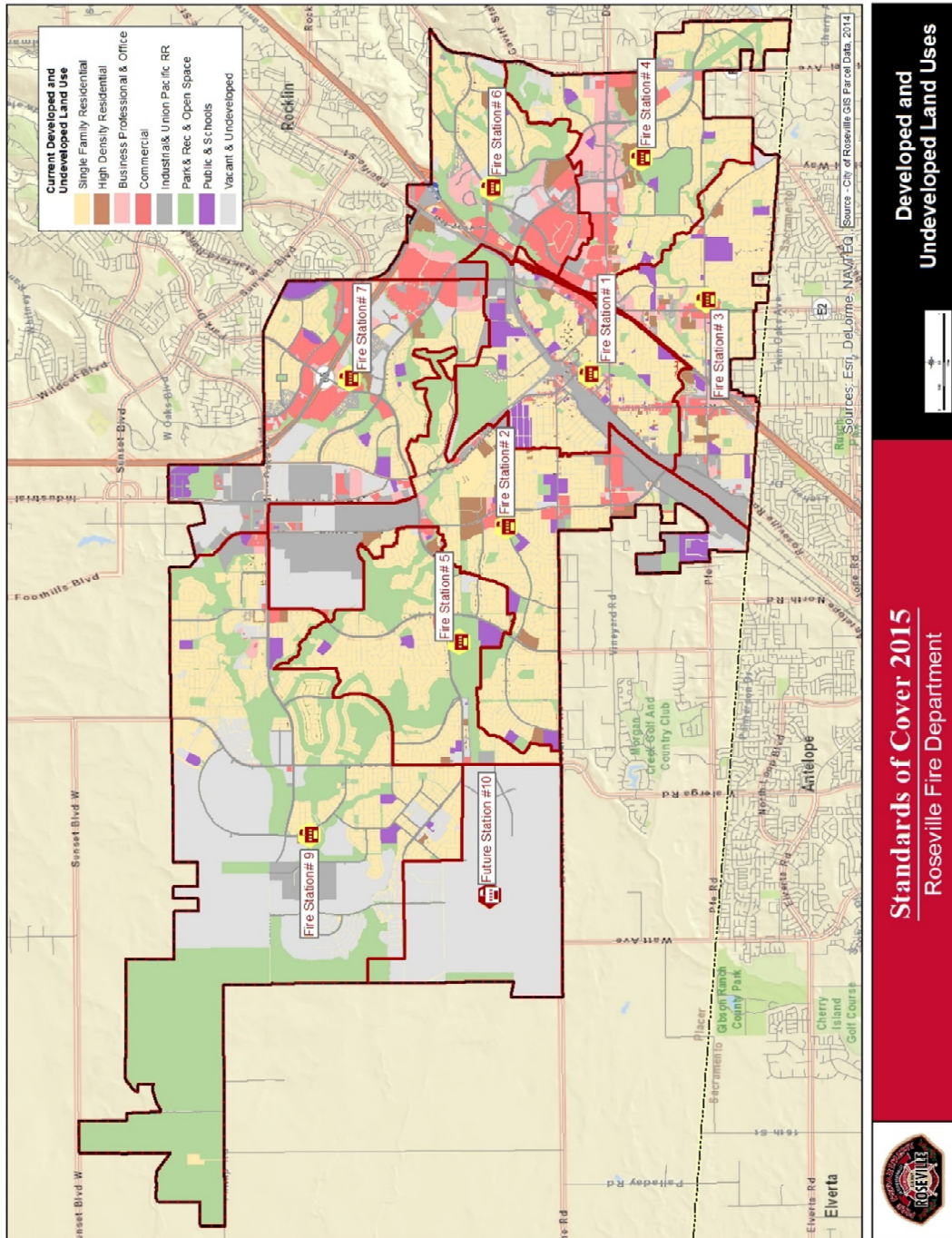
Turnout Time: The portion of response time when fire units are donning personal protective clothing and boarding their apparatus. The time begins once the units have been given their assignments and ends when they begin travel time.

Water Rescue: The rescue of persons trapped in rivers, lakes, pools, or flood-control waterways.



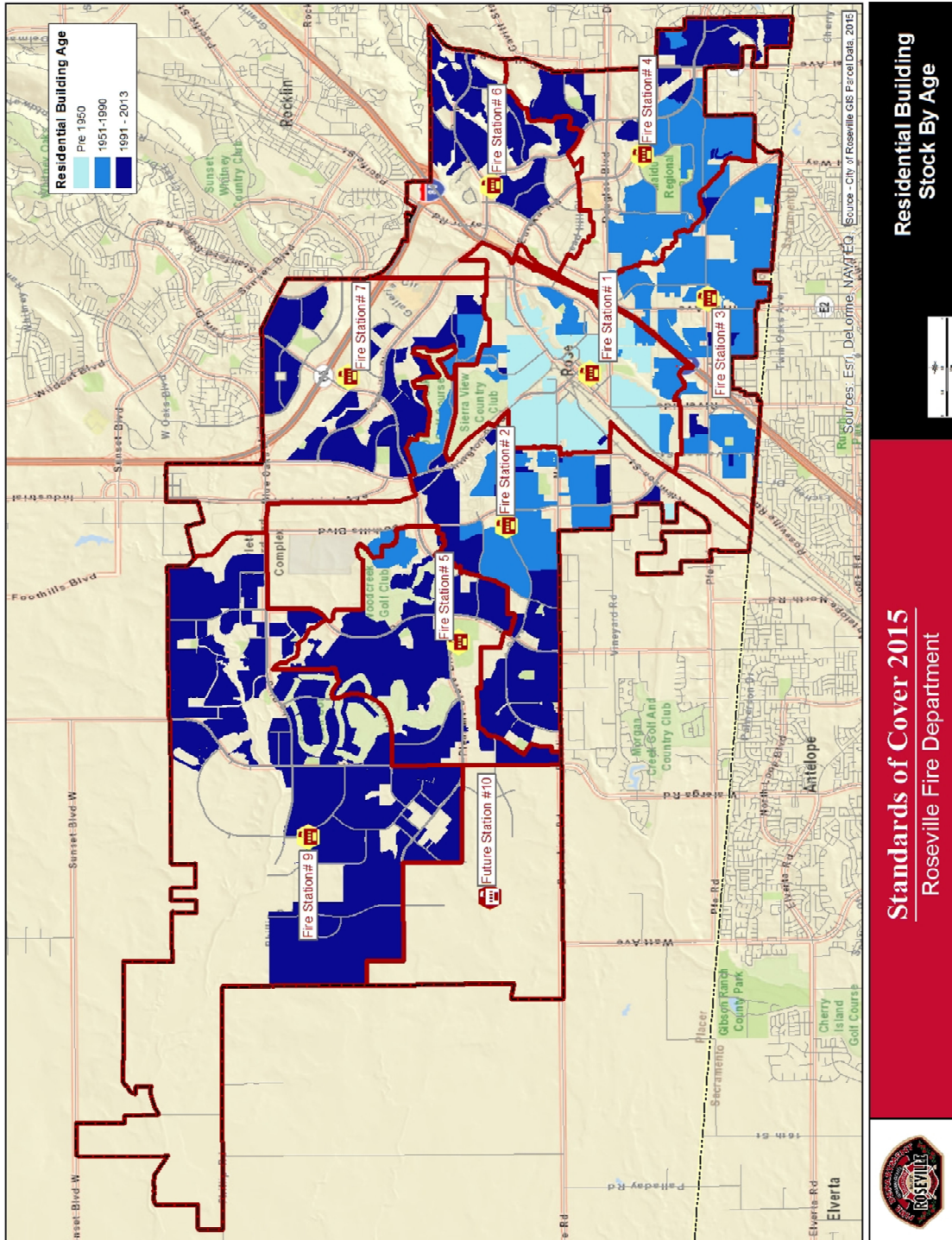
Appendix B: Maps

Developed Undeveloped Areas





Building Stock by Age



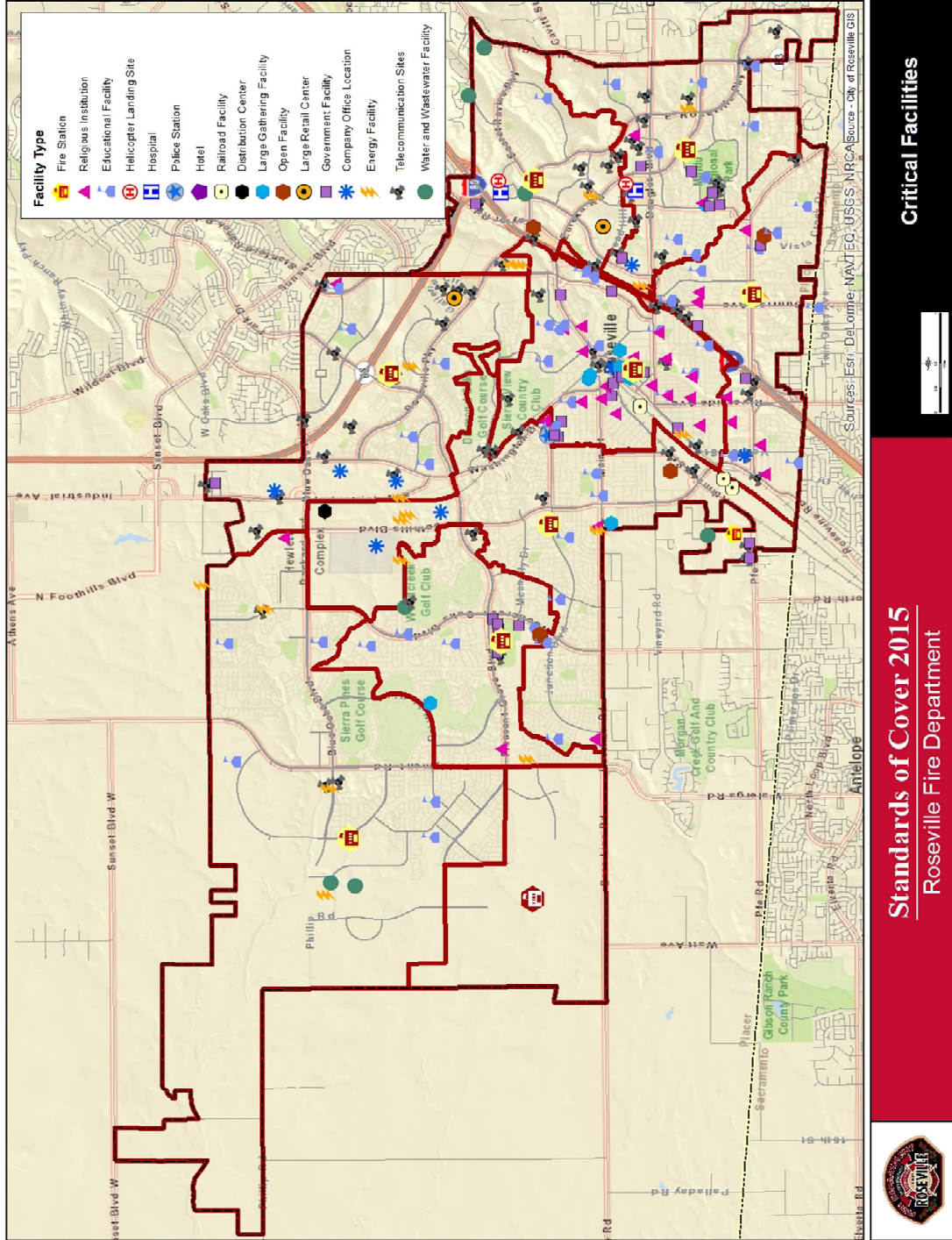
Standards of Cover 2015
Roseville Fire Department

Residential Building Stock By Age



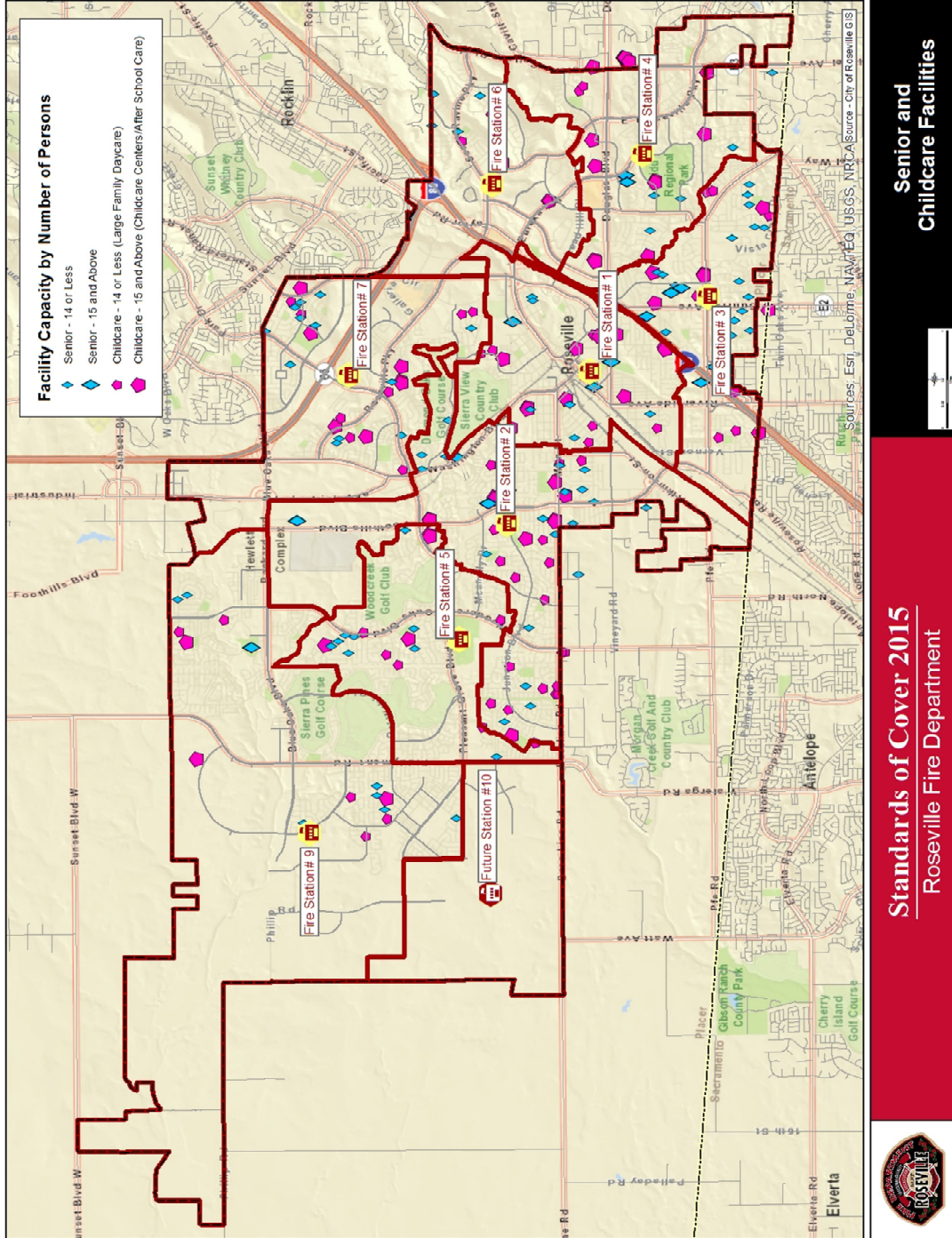


Critical Facilities



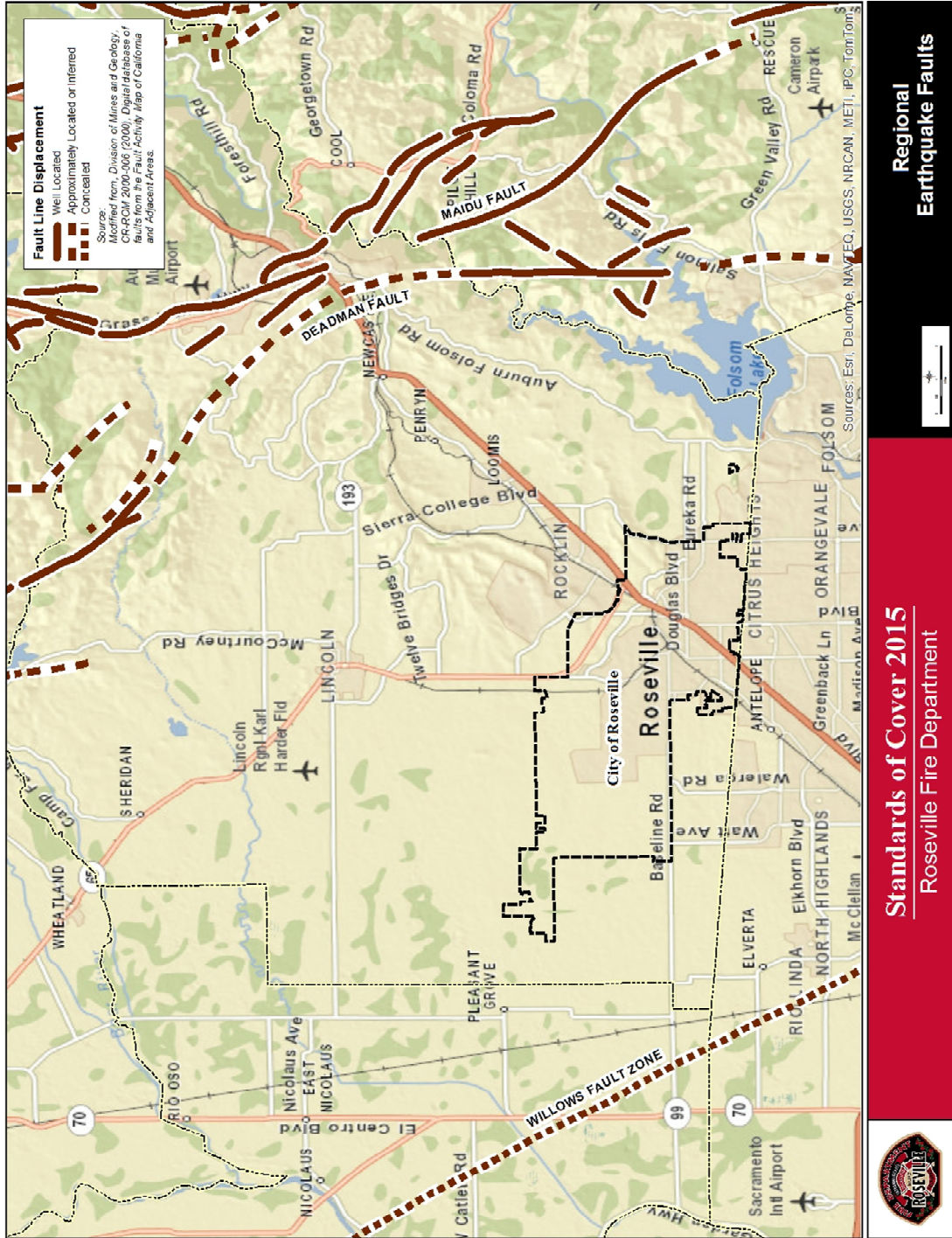


Senior Care Facilities



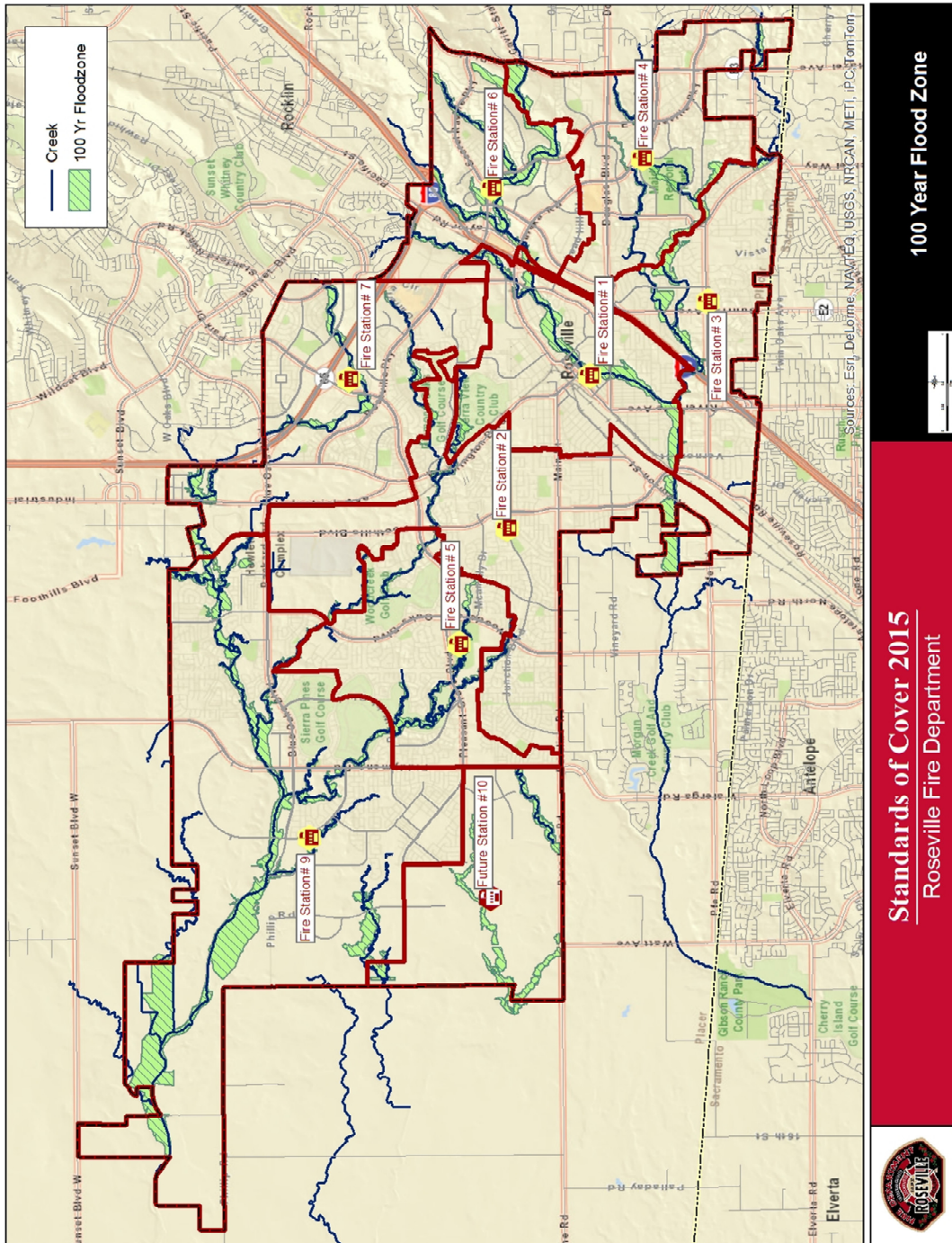


Earthquake Faults



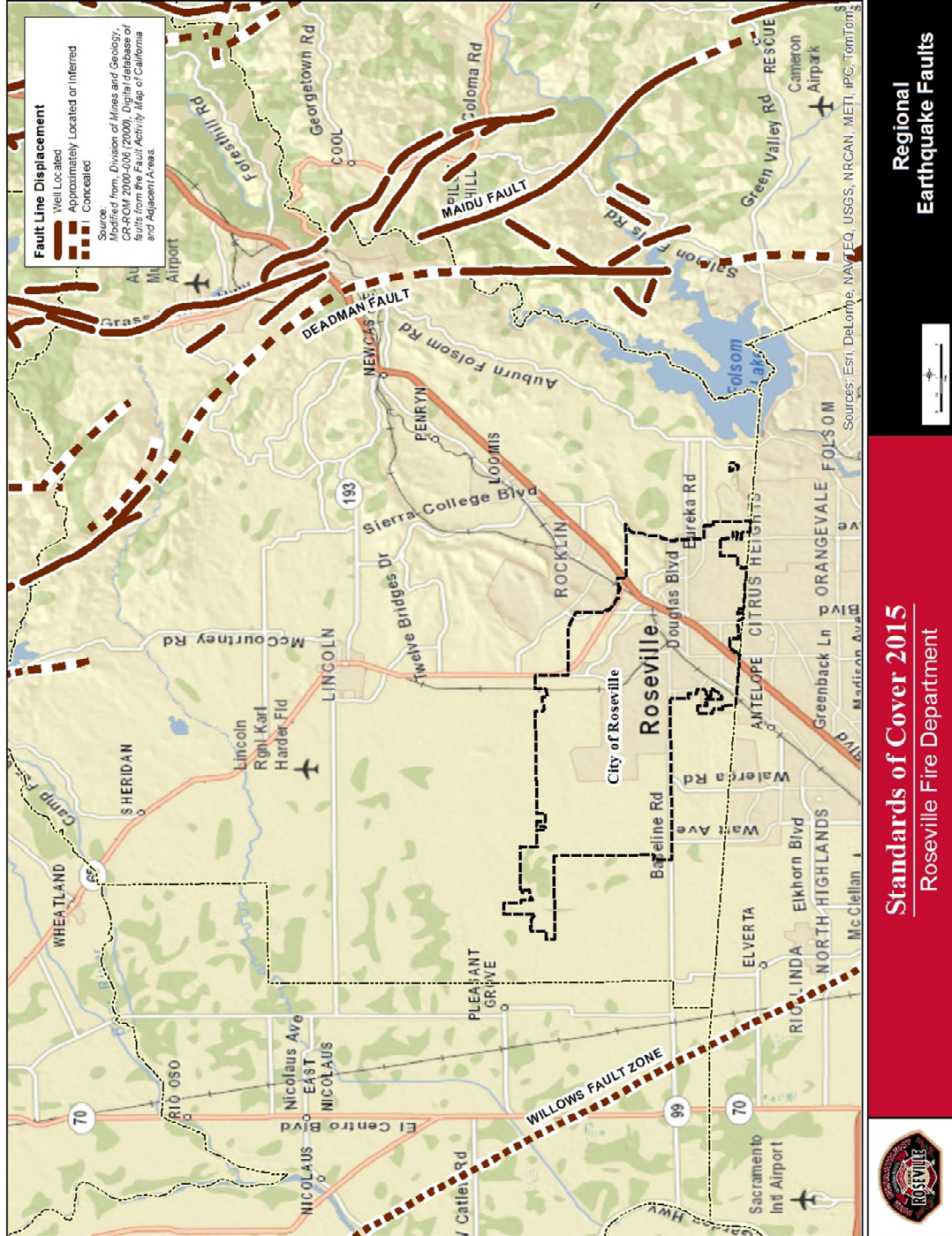


100 Year Flood Zone



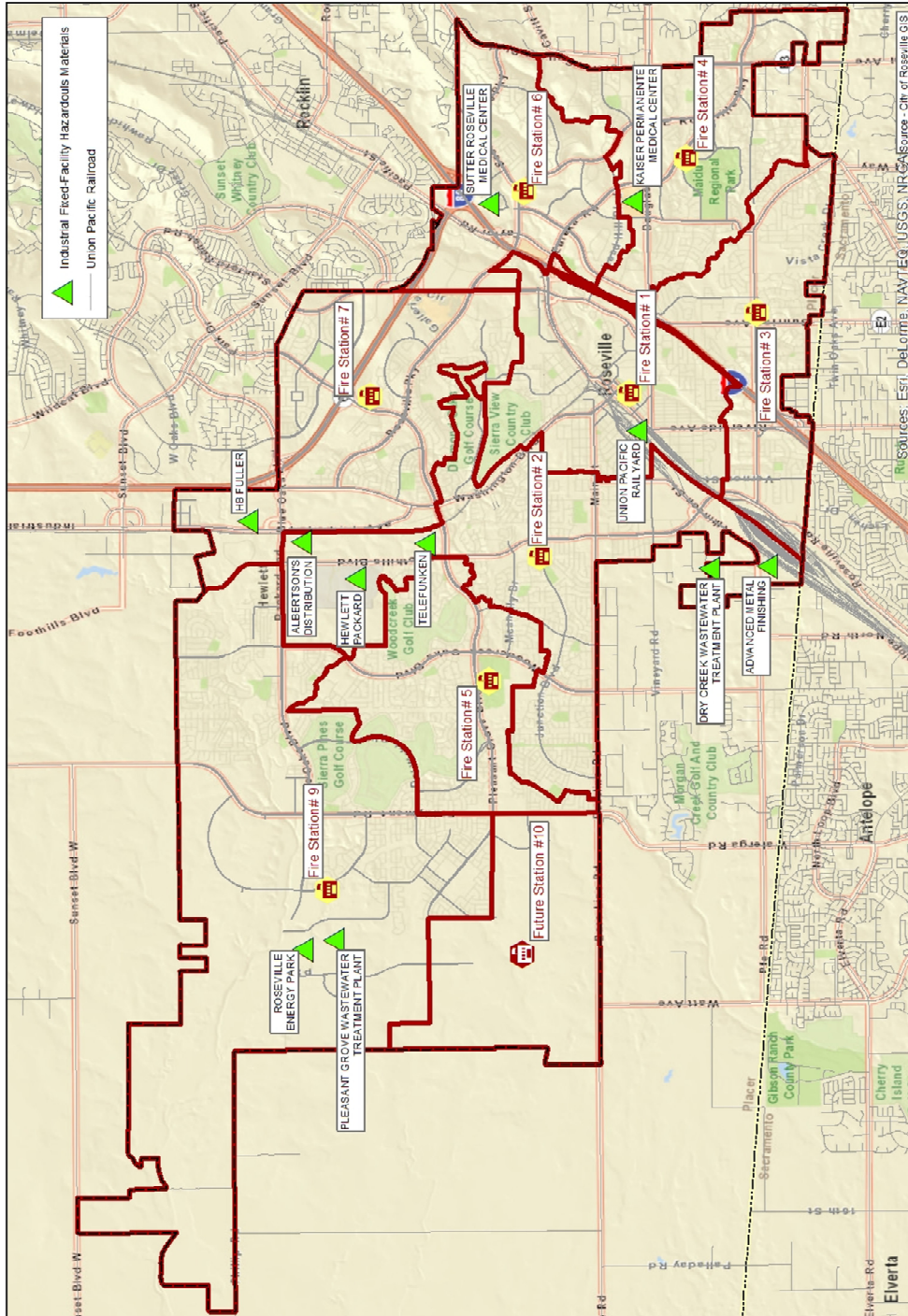


Earthquake Faults





Industrial Fixed Facilities HazMat

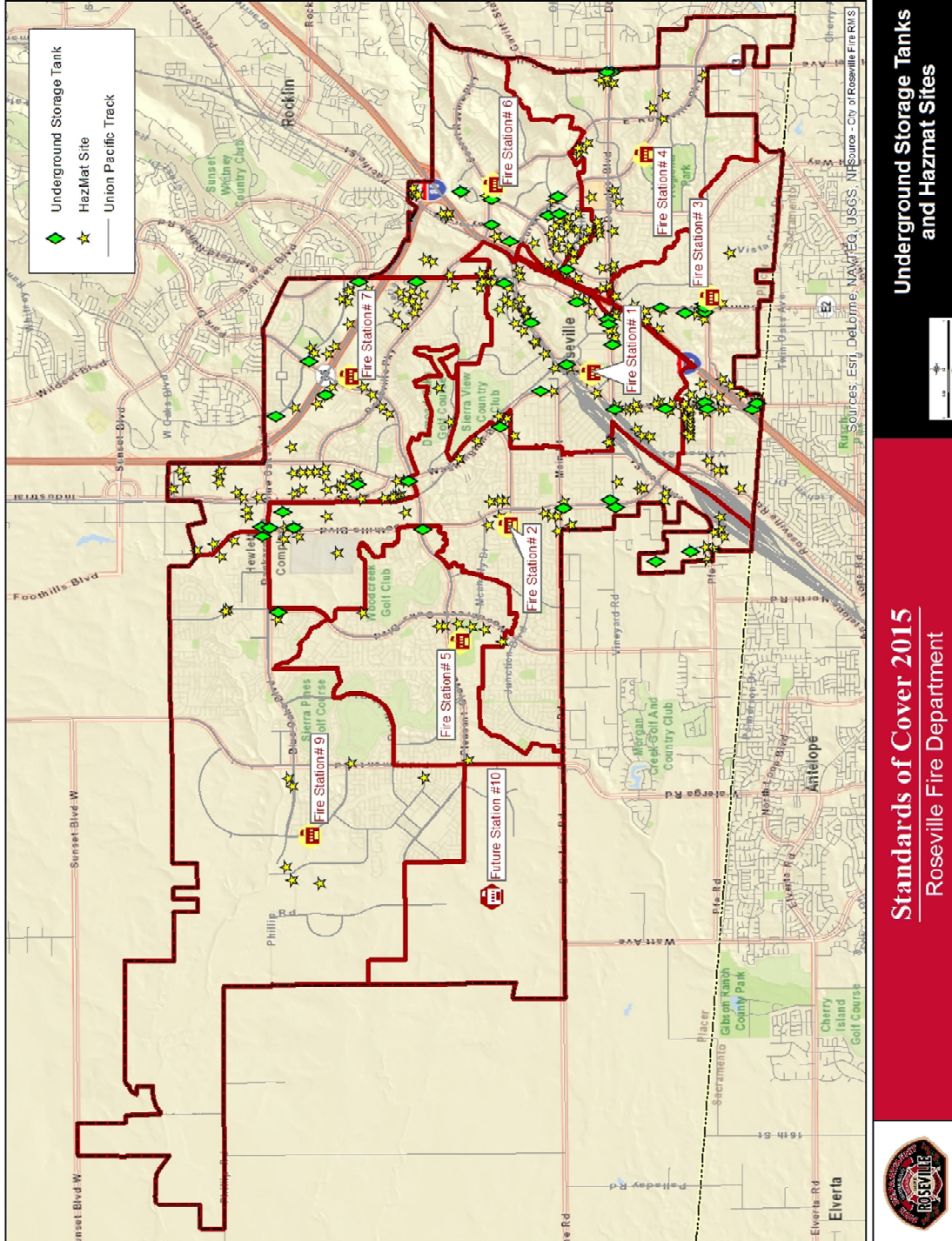


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Industrial Fixed-Facilities with Hazardous Materials



UST HazMat Sites



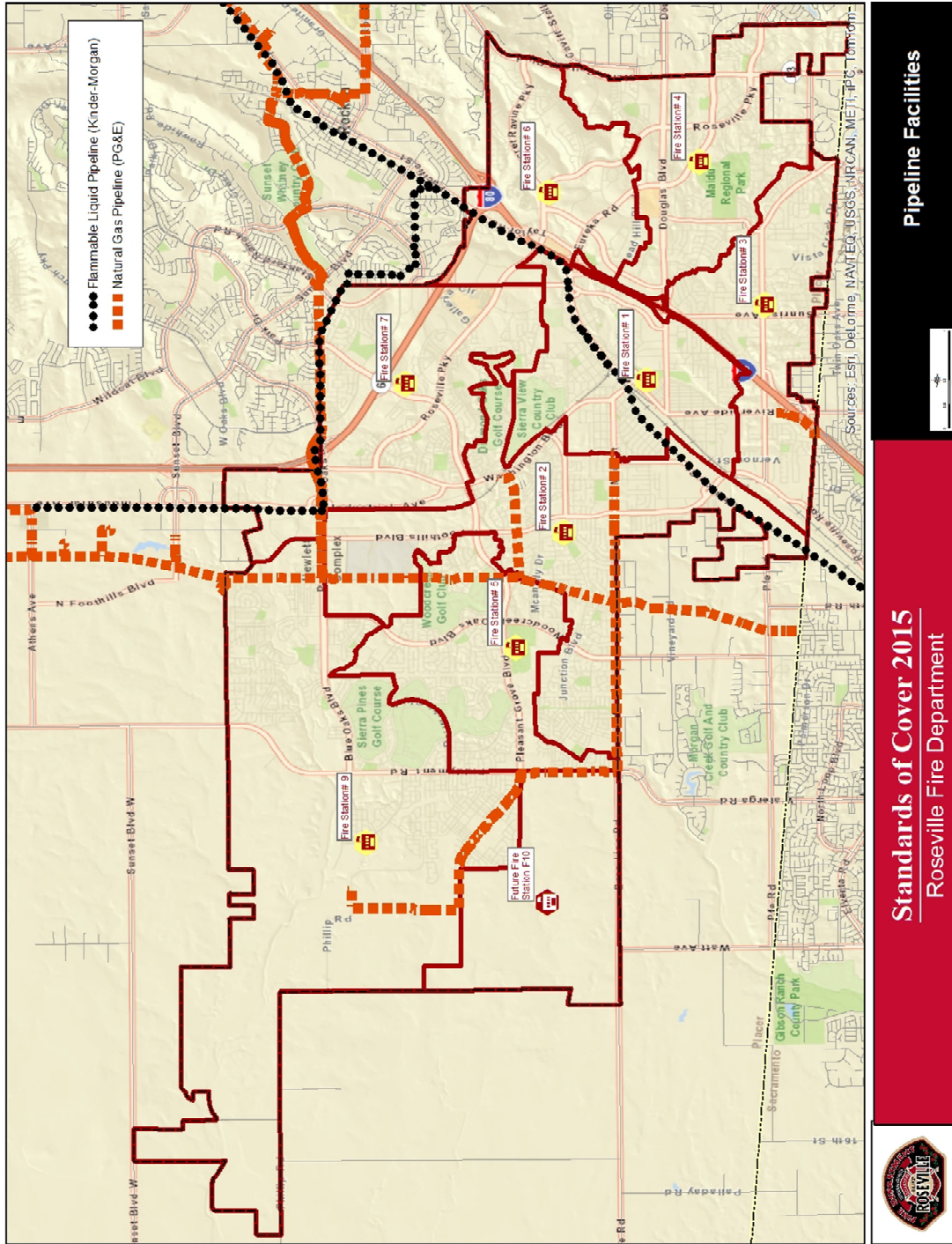
Standards of Cover 2015
 Roseville Fire Department

Underground Storage Tanks
 and Hazmat Sites



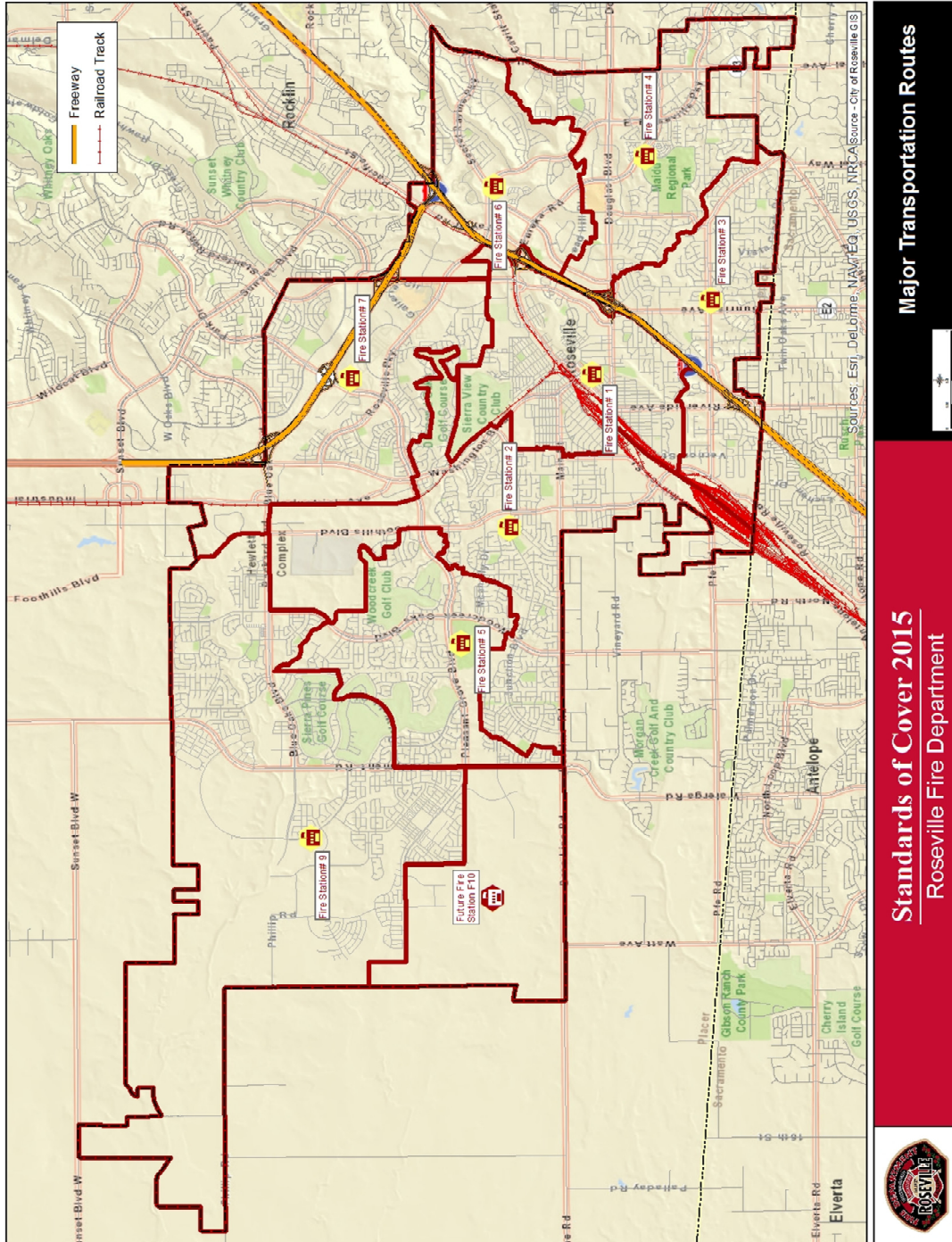


Pipeline Facilities





Major Transportation Routes



Major Transportation Routes

Standards of Cover 2015
Roseville Fire Department





Appendix C: Data Analysis of Incidents 01/01/10 to 06/30/15

Analysis of Incidents from 01/01/10 to 06/30/15

90% Baseline Performance

Incident Type Codes Used for this Analysis (@ is a wildcard character)

All Incidents ---> Selected incidents between 01/01/10 to 06/30/15

Fire & EMS ---> Incident Type Codes 1@, 3@

EMS ---> Incident Type Codes 300@, 311@, 320@, 321@

All Fires ---> Incident Type Codes 1@

Building Fires ---> Incident Type Codes 111@, 112@, 12@, 100@, 113@, 114@, 115@, 116@, 117@, 118@, 110@, 123@

Wildland Fires ---> Incident Type Codes 14@, 17@

Tech Rescue ---> Incident Type Codes 35@, 36@, 322@, 323@, 324@, 381@, 331@, 34@, 35@, 36@, 37@, 38@

Haz Mat ---> Incident Type Codes 41@, 42@, 43@, 44@, 45@, 46@, 47@, 400@, 48@, 2@, 4@

Outlier Definitions Used for Performance Calculations

Call Processing Outlier Limit is 60 seconds.

Outlier limit has been ignored for Call Processing calculations.

Incidents with zero Call Processing seconds have been eliminated as outliers.

Turnout Time Outlier Limit is 240 seconds.

Incidents beyond Turnout Time limit have been eliminated as outliers.

Incidents with zero Turnout Time seconds have been eliminated as outliers.

Travel Time Outlier Limit is 780 seconds.

Incidents beyond Travel Time limit have been eliminated as outliers.

Incidents with zero Travel Time seconds have been eliminated as outliers.

Dispatch to Arrival Outlier Limit is 402 seconds.

Outlier limit has been ignored for Dispatch to Arrival calculations.

Incidents with zero Dispatch to Arrival seconds have been eliminated as outliers.

Call to Arrival Outlier Limit is 900 seconds.

Incidents beyond Call to Arrival limit have been eliminated as outliers.

Incidents with zero Call to Arrival seconds have been eliminated as outliers.

ERF Incidents with Travel or Call to Arrival Times greater than 3,600 seconds have been eliminated as outliers.

ERF Incidents with zero second Travel or Call to Arrival Times have been eliminated as outliers.

Baseline	14 FF					
	All	Fire	Building Fire ERF	EMS	Hazmat	TechRescue
Call Process	60	60	60	60	60	60
Turnout	120	103	120	60	120	103
Travel	312	312	510	312	312	312
Dispatch-Arriv	432	415	630	372	432	415
Call-Arrival	492	475	690	432	492	475

2015

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			14 FF			
Minutes	All	Fire	Building Fire ERF	EMS	Hazmat	TechRescue
Call Process	0:01:00	0:01:00	0:01:00	0:01:00	0:01:00	0:01:00
Turnout	0:02:00	0:01:43	0:02:00	0:01:00	0:02:00	0:01:43
Travel	0:05:12	0:05:12	0:08:30	0:05:12	0:05:12	0:05:12
Dispatch-Arriv	0:07:12	0:06:55	0:10:30	0:06:12	0:07:12	0:06:55
Call-Arrival	0:08:12	0:07:55	0:11:30	0:07:12	0:08:12	0:07:55

How to read Performance Measurements

Example performance measurement: 244 (30,724)

The 244 represents the number of seconds it takes to reach 90% compliance for this performance category.

The number in parentheses represents the number of records used for this calculation.

The higher the number used for the calculation the more stable the calculation.

The lower the number used for the calculation the more volatile the calculation.

Measurements based on 20 or fewer incidents can be very volatile.

All Incidents - Department-Wide							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:49 (53,526)	02:03 (9,317)	01:56 (9,281)	01:42 (9,941)	01:41 (10,178)	01:44 (10,225)	01:48 (4,584)
Turnout	01:56 (50,986)	01:56 (8,756)	01:56 (8,637)	01:54 (9,265)	01:55 (9,479)	01:55 (9,629)	02:01 (5,220)
Travel-Distribution	05:11 (53,286)	05:11 (9,131)	05:05 (9,124)	05:11 (9,706)	05:08 (9,864)	05:15 (10,024)	05:18 (5,437)
Call to Arrival-Distribution	07:39 (54,153)	07:51 (9,262)	07:41 (9,232)	07:36 (9,882)	07:30 (10,074)	07:38 (10,191)	07:38 (5,512)
Fire & EMS - Department-Wide							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:41 (46,738)	01:51 (8,020)	01:46 (8,044)	01:33 (8,520)	01:35 (8,900)	01:39 (9,142)	01:43 (4,112)
Turnout	01:55 (44,825)	01:55 (7,605)	01:54 (7,553)	01:53 (8,014)	01:54 (8,331)	01:55 (8,629)	02:00 (4,693)
Travel-Distribution	05:05 (46,673)	05:05 (7,883)	04:59 (7,930)	05:04 (8,356)	05:01 (8,640)	05:11 (8,978)	05:17 (4,886)
Call to Arrival-Distribution	07:28 (47,352)	07:36 (7,976)	07:27 (8,022)	07:22 (8,482)	07:19 (8,814)	07:31 (9,114)	07:36 (4,944)
EMS - Department-Wide							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:37 (42,182)	01:45 (7,214)	01:41 (7,215)	01:29 (7,632)	01:31 (8,033)	01:35 (8,309)	01:40 (3,779)
Turnout	01:54 (40,694)	01:54 (6,882)	01:53 (6,809)	01:52 (7,227)	01:54 (7,556)	01:54 (7,878)	01:59 (4,342)
Travel-Distribution	05:04 (42,201)	05:03 (7,104)	04:58 (7,125)	05:03 (7,501)	05:00 (7,814)	05:10 (8,161)	05:17 (4,496)
Call to Arrival-Distribution	07:24 (42,744)	07:30 (7,177)	07:23 (7,198)	07:19 (7,593)	07:17 (7,952)	07:27 (8,282)	07:34 (4,542)

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All Fires - Department-Wide							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:56 (1,156)	02:56 (229)	03:14 (195)	02:54 (209)	02:47 (252)	03:00 (193)	02:21 (78)
Turnout	02:22 (1,007)	02:16 (201)	02:22 (168)	02:18 (180)	02:20 (215)	02:27 (159)	02:38 (84)
Travel-Distribution	05:28 (1,133)	05:28 (220)	05:21 (189)	05:24 (200)	05:59 (237)	05:04 (187)	04:59 (100)
Call to Arrival-Distribution	08:35 (1,193)	08:57 (228)	09:06 (200)	08:09 (210)	08:34 (255)	08:12 (194)	07:27 (106)
Building Fires - Department-Wide							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:14 (411)	02:36 (88)	01:59 (58)	02:54 (80)	02:05 (82)	01:49 (64)	02:04 (39)
Turnout	02:27 (378)	02:16 (81)	02:41 (54)	02:15 (71)	02:37 (74)	02:27 (62)	02:32 (36)
Travel-Distribution	04:59 (395)	04:44 (86)	05:10 (57)	04:27 (74)	05:00 (74)	05:00 (60)	05:26 (44)
Call to Arrival-Distribution	07:49 (423)	08:10 (88)	07:23 (60)	07:18 (79)	07:05 (83)	07:46 (65)	07:10 (48)
Call to Arrival-ERF F/f Arrivals	11:54 (117)	12:54 (29)	14:07 (16)	10:26 (21)	11:21 (21)	13:38 (14)	13:13 (16)
Wildland Fires - Department-Wide							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	04:28 (223)	04:51 (41)	04:18 (36)	04:04 (41)	04:43 (54)	04:18 (45)	02:45 (6)
Turnout	02:57 (152)	02:11 (28)	03:20 (26)	02:39 (29)	02:13 (36)	03:26 (25)	01:37 (8)
Travel-Distribution	07:19 (220)	07:31 (36)	07:14 (34)	05:57 (40)	08:02 (54)	06:50 (43)	06:20 (13)
Call to Arrival-Distribution	10:16 (234)	10:29 (40)	11:19 (37)	09:52 (43)	10:00 (56)	10:14 (44)	08:15 (14)
Technical Rescue - Department-Wide							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:09 (3,399)	02:22 (577)	02:08 (634)	01:57 (679)	02:03 (615)	02:03 (640)	02:28 (254)
Turnout	01:50 (3,123)	01:50 (522)	01:53 (576)	01:45 (607)	01:48 (560)	01:52 (592)	01:59 (266)
Travel-Distribution	05:18 (3,337)	05:05 (559)	05:21 (616)	05:12 (655)	05:24 (589)	05:29 (630)	05:18 (288)
Call to Arrival-Distribution	08:03 (3,413)	07:58 (571)	08:16 (624)	07:43 (679)	07:57 (607)	08:08 (638)	08:17 (294)
Haz Mat - Department-Wide							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:41 (658)	02:28 (162)	02:39 (131)	03:50 (132)	02:25 (111)	02:19 (94)	02:28 (28)
Turnout	02:08 (597)	02:16 (145)	02:16 (115)	02:07 (117)	02:07 (99)	01:56 (85)	01:54 (36)
Travel-Distribution	05:46 (660)	05:36 (160)	05:36 (130)	05:44 (132)	05:38 (108)	06:11 (93)	06:06 (37)
Call to Arrival-Distribution	09:04 (669)	08:58 (165)	09:06 (131)	09:01 (131)	09:06 (108)	09:14 (95)	08:20 (39)
All Incidents - Station 1							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:03 (9,547)	02:13 (1,850)	02:04 (1,825)	01:59 (1,728)	01:48 (1,802)	02:01 (1,676)	02:17 (666)

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Turnout	02:02 (8,683)	01:56 (1,690)	02:02 (1,616)	02:04 (1,534)	02:03 (1,628)	02:04 (1,510)	02:12 (705)
Travel-Distribution	04:36 (9,308)	04:35 (1,796)	04:43 (1,761)	04:48 (1,671)	04:32 (1,706)	04:25 (1,610)	04:38 (764)
Call to Arrival-Distribution	07:13 (9,554)	07:15 (1,832)	07:22 (1,803)	07:25 (1,719)	06:56 (1,766)	06:56 (1,654)	07:09 (780)
Fire & EMS - Station 1							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:53 (8,043)	02:02 (1,547)	01:56 (1,528)	01:44 (1,414)	01:39 (1,496)	01:56 (1,474)	02:09 (584)
Turnout	02:02 (7,436)	01:54 (1,435)	01:59 (1,383)	02:03 (1,284)	02:03 (1,377)	02:04 (1,335)	02:12 (622)
Travel-Distribution	04:29 (7,865)	04:32 (1,504)	04:28 (1,479)	04:34 (1,371)	04:21 (1,425)	04:22 (1,419)	04:35 (667)
Call to Arrival-Distribution	06:57 (8,053)	07:01 (1,532)	07:08 (1,515)	07:06 (1,402)	06:41 (1,468)	06:51 (1,455)	07:04 (681)
EMS - Station 1							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:50 (7,411)	02:01 (1,425)	01:55 (1,411)	01:42 (1,309)	01:36 (1,352)	01:53 (1,367)	02:08 (547)
Turnout	02:01 (6,877)	01:53 (1,324)	01:58 (1,275)	02:04 (1,200)	02:03 (1,245)	02:03 (1,244)	02:12 (589)
Travel-Distribution	04:30 (7,260)	04:33 (1,385)	04:30 (1,370)	04:36 (1,272)	04:22 (1,289)	04:21 (1,317)	04:35 (627)
Call to Arrival-Distribution	06:57 (7,416)	07:00 (1,409)	07:08 (1,398)	07:06 (1,297)	06:41 (1,324)	06:51 (1,350)	07:04 (638)
All Fires - Station 1							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:36 (227)	02:42 (45)	02:06 (36)	02:14 (37)	02:03 (51)	02:44 (44)	03:47 (14)
Turnout	02:27 (205)	02:11 (42)	02:17 (35)	01:51 (30)	02:27 (48)	02:27 (38)	02:38 (12)
Travel-Distribution	04:13 (220)	04:59 (44)	03:55 (37)	03:44 (34)	04:11 (47)	04:13 (42)	03:57 (16)
Call to Arrival-Distribution	07:12 (235)	07:43 (46)	06:51 (38)	06:13 (37)	06:36 (51)	06:47 (45)	06:56 (18)
Building Fires - Station 1							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:23 (99)	01:46 (19)	01:59 (11)	02:57 (20)	02:13 (23)	01:18 (18)	03:47 (8)
Turnout	02:29 (89)	02:19 (18)	02:17 (11)	02:06 (16)	02:37 (22)	02:27 (18)	02:29 (4)
Travel-Distribution	03:55 (91)	04:01 (18)	03:06 (11)	03:40 (18)	03:23 (19)	04:05 (17)	02:42 (8)
Call to Arrival-Distribution	06:31 (103)	07:24 (19)	05:49 (12)	06:13 (20)	06:25 (23)	06:33 (19)	06:01 (10)
Wildland Fires - Station 1							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	03:05 (32)	01:58 (10)	02:34 (5)	07:40 (3)	01:55 (7)	02:56 (6)	00:37 (1)
Turnout	02:09 (27)	02:09 (9)	03:26 (5)	01:40 (2)	01:27 (6)	01:38 (4)	01:30 (1)
Travel-Distribution	03:55 (31)	03:15 (9)	07:14 (5)	03:25 (3)	03:41 (7)	02:24 (6)	05:07 (1)

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Call to Arrival-Distribution	07:14 (32)	06:24 (10)	11:11 (5)	07:57 (3)	06:03 (7)	06:15 (6)	07:14 (1)
Technical Rescue - Station 1							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:01 (405)	02:13 (77)	01:55 (81)	02:36 (68)	01:40 (93)	01:56 (63)	01:53 (23)
Turnout	01:55 (354)	01:45 (69)	02:03 (73)	01:38 (54)	01:55 (84)	01:49 (53)	02:08 (21)
Travel-Distribution	04:19 (385)	04:19 (75)	04:09 (72)	04:28 (65)	03:56 (89)	04:29 (60)	04:27 (24)
Call to Arrival-Distribution	06:51 (402)	06:42 (77)	06:30 (79)	07:08 (68)	06:23 (93)	06:51 (60)	07:04 (25)
Haz Mat - Station 1							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	03:27 (161)	03:40 (33)	02:53 (33)	04:40 (34)	02:25 (31)	01:59 (22)	02:34 (8)
Turnout	02:07 (134)	01:52 (26)	02:45 (29)	01:56 (27)	01:51 (24)	01:50 (20)	01:52 (8)
Travel-Distribution	05:35 (162)	04:48 (33)	06:50 (34)	05:35 (35)	05:05 (29)	05:23 (22)	03:54 (9)
Call to Arrival-Distribution	09:18 (166)	09:25 (35)	10:31 (34)	09:01 (35)	09:06 (30)	08:48 (23)	06:57 (9)
All Incidents - Station 2							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:40 (6,815)	01:52 (1,237)	01:41 (1,164)	01:34 (1,321)	01:35 (1,291)	01:37 (1,237)	01:43 (565)
Turnout	01:56 (6,619)	01:51 (1,191)	01:55 (1,109)	02:00 (1,242)	01:53 (1,222)	01:59 (1,187)	02:01 (668)
Travel-Distribution	04:51 (6,863)	04:40 (1,234)	04:35 (1,154)	04:51 (1,296)	04:53 (1,274)	05:01 (1,214)	05:03 (691)
Call to Arrival-Distribution	07:17 (6,944)	07:15 (1,246)	07:08 (1,169)	07:11 (1,312)	07:13 (1,287)	07:37 (1,234)	07:14 (696)
Fire & EMS - Station 2							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:33 (6,166)	01:40 (1,127)	01:34 (1,052)	01:26 (1,168)	01:32 (1,172)	01:32 (1,117)	01:39 (530)
Turnout	01:55 (6,002)	01:49 (1,086)	01:52 (1,003)	01:59 (1,103)	01:54 (1,111)	01:58 (1,070)	01:59 (629)
Travel-Distribution	04:45 (6,222)	04:35 (1,126)	04:30 (1,042)	04:43 (1,148)	04:49 (1,157)	04:56 (1,098)	05:03 (651)
Call to Arrival-Distribution	07:07 (6,296)	07:01 (1,137)	06:55 (1,058)	06:58 (1,162)	07:08 (1,169)	07:27 (1,116)	07:13 (654)
EMS - Station 2							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:31 (5,674)	01:38 (1,043)	01:33 (983)	01:23 (1,061)	01:31 (1,088)	01:30 (1,013)	01:34 (486)
Turnout	01:55 (5,557)	01:48 (1,014)	01:51 (942)	01:59 (1,011)	01:55 (1,033)	01:57 (977)	01:59 (580)
Travel-Distribution	04:46 (5,730)	04:32 (1,043)	04:31 (973)	04:45 (1,043)	04:49 (1,075)	04:57 (998)	05:03 (598)
Call to Arrival-Distribution	07:07 (5,791)	06:59 (1,053)	06:54 (987)	06:59 (1,053)	07:08 (1,084)	07:27 (1,012)	07:13 (602)

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All Fires - Station 2							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:58 (175)	03:28 (35)	04:04 (24)	01:48 (39)	01:56 (29)	03:39 (35)	02:42 (13)
Turnout	02:11 (157)	02:14 (29)	02:09 (20)	02:08 (35)	01:43 (28)	02:20 (28)	02:36 (17)
Travel-Distribution	04:49 (179)	05:14 (34)	04:02 (24)	04:31 (41)	04:50 (29)	04:27 (32)	04:46 (19)
Call to Arrival-Distribution	07:35 (185)	07:54 (35)	06:58 (25)	07:33 (41)	07:13 (30)	08:18 (35)	07:07 (19)
Building Fires - Station 2							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:49 (63)	02:36 (12)	01:01 (6)	01:35 (17)	02:00 (11)	01:49 (11)	01:40 (6)
Turnout	02:14 (62)	02:14 (11)	02:09 (6)	02:04 (17)	01:53 (10)	02:20 (10)	02:36 (8)
Travel-Distribution	04:31 (65)	03:26 (12)	03:01 (6)	04:10 (19)	03:50 (11)	03:31 (9)	04:46 (8)
Call to Arrival-Distribution	07:35 (67)	07:41 (12)	05:51 (6)	06:58 (19)	06:15 (11)	08:11 (11)	07:07 (8)
Wildland Fires - Station 2							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	04:29 (25)	03:28 (6)	04:29 (3)	03:20 (6)	01:13 (2)	03:39 (8)	
Turnout	02:39 (13)	01:46 (2)	03:18 (2)	02:08 (3)	01:44 (2)	02:39 (4)	
Travel-Distribution	05:43 (25)	04:20 (5)	02:42 (3)	04:20 (6)	04:50 (3)	04:38 (7)	06:20 (1)
Call to Arrival-Distribution	10:09 (27)	06:24 (6)	07:25 (3)	07:40 (6)	05:37 (3)	10:14 (8)	06:20 (1)
Technical Rescue - Station 2							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:39 (317)	02:13 (49)	01:34 (45)	01:28 (68)	01:28 (55)	01:30 (69)	01:39 (31)
Turnout	01:48 (288)	01:43 (43)	01:53 (41)	01:32 (57)	01:34 (50)	01:57 (65)	01:48 (32)
Travel-Distribution	04:21 (313)	04:35 (49)	04:09 (45)	03:53 (64)	04:10 (53)	04:21 (68)	04:58 (34)
Call to Arrival-Distribution	06:44 (320)	07:07 (49)	06:45 (46)	05:54 (68)	06:25 (55)	06:50 (69)	06:46 (33)
Haz Mat - Station 2							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	03:10 (59)	01:59 (18)	02:32 (14)	02:27 (5)	05:44 (10)	03:10 (11)	01:19 (1)
Turnout	02:24 (55)	02:38 (18)	02:07 (11)	02:20 (5)	01:25 (7)	01:56 (11)	02:43 (3)
Travel-Distribution	05:54 (62)	04:09 (19)	04:47 (14)	03:45 (5)	08:14 (10)	06:16 (11)	02:57 (3)
Call to Arrival-Distribution	08:30 (60)	07:51 (19)	08:14 (14)	07:09 (5)	09:38 (8)	08:36 (11)	05:48 (3)
All Incidents - Station 3							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:41 (10,499)	02:02 (1,715)	01:55 (1,670)	01:34 (1,871)	01:32 (2,012)	01:32 (2,175)	01:36 (1,056)
Turnout	01:49 (10,096)	01:51 (1,617)	01:56 (1,557)	01:40 (1,753)	01:54 (1,898)	01:46 (2,068)	01:46 (1,203)

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Travel-Distribution	04:29 (10,444)	04:43 (1,678)	04:33 (1,635)	04:15 (1,826)	04:27 (1,939)	04:22 (2,136)	04:41 (1,230)
Call to Arrival-Distribution	06:55 (10,637)	07:22 (1,702)	07:10 (1,660)	06:32 (1,857)	06:54 (1,987)	06:38 (2,178)	06:58 (1,253)
Fire & EMS - Station 3							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:34 (9,413)	01:51 (1,473)	01:41 (1,457)	01:29 (1,675)	01:29 (1,831)	01:28 (2,002)	01:32 (975)
Turnout	01:48 (9,095)	01:50 (1,397)	01:54 (1,368)	01:38 (1,576)	01:52 (1,731)	01:46 (1,910)	01:46 (1,113)
Travel-Distribution	04:23 (9,399)	04:28 (1,448)	04:19 (1,434)	04:10 (1,638)	04:20 (1,769)	04:19 (1,971)	04:36 (1,139)
Call to Arrival-Distribution	06:42 (9,543)	07:09 (1,460)	06:49 (1,449)	06:17 (1,661)	06:43 (1,812)	06:33 (2,003)	06:49 (1,158)
EMS - Station 3							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:30 (8,643)	01:46 (1,334)	01:39 (1,318)	01:26 (1,532)	01:24 (1,681)	01:25 (1,872)	01:31 (906)
Turnout	01:47 (8,365)	01:50 (1,268)	01:52 (1,244)	01:37 (1,441)	01:53 (1,592)	01:45 (1,788)	01:44 (1,032)
Travel-Distribution	04:17 (8,637)	04:25 (1,313)	04:12 (1,301)	04:03 (1,498)	04:17 (1,625)	04:18 (1,842)	04:36 (1,058)
Call to Arrival-Distribution	06:36 (8,756)	06:54 (1,322)	06:41 (1,311)	06:11 (1,518)	06:36 (1,662)	06:30 (1,871)	06:48 (1,072)
All Fires - Station 3							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:21 (148)	02:03 (31)	02:19 (23)	02:29 (26)	02:56 (35)	01:30 (16)	02:12 (17)
Turnout	02:32 (139)	02:00 (30)	03:36 (20)	02:14 (23)	02:34 (31)	02:00 (16)	02:32 (19)
Travel-Distribution	04:31 (137)	05:09 (30)	06:36 (21)	03:51 (23)	04:05 (30)	03:04 (16)	03:57 (17)
Call to Arrival-Distribution	07:27 (151)	09:52 (31)	07:52 (24)	06:24 (25)	07:27 (35)	06:01 (17)	06:29 (19)
Building Fires - Station 3							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:21 (55)	01:50 (15)	02:19 (13)	02:54 (11)	01:51 (8)	01:13 (3)	01:16 (5)
Turnout	02:32 (50)	02:07 (14)	03:36 (11)	02:15 (10)	01:47 (7)	01:56 (3)	02:32 (5)
Travel-Distribution	03:55 (49)	04:14 (15)	03:55 (12)	02:38 (8)	03:25 (7)	03:05 (3)	02:56 (4)
Call to Arrival-Distribution	07:15 (55)	08:08 (15)	07:07 (14)	06:17 (10)	05:33 (8)	05:35 (3)	06:06 (5)
Wildland Fires - Station 3							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:05 (15)	01:58 (2)	00:48 (1)	01:15 (3)	01:44 (4)	02:05 (4)	02:55 (1)
Turnout	03:44 (15)	01:24 (2)	03:55 (1)	01:34 (3)	01:59 (4)	03:44 (4)	00:30 (1)
Travel-Distribution	06:36 (14)	07:31 (2)	06:36 (1)	03:15 (3)	06:25 (4)	02:45 (3)	04:50 (1)
Call to Arrival-Distribution	10:31 (15)	10:31 (2)	11:19 (1)	05:13 (3)	07:27 (4)	07:27 (4)	08:15 (1)

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Technical Rescue - Station 3							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:02 (622)	02:23 (108)	01:58 (116)	01:43 (117)	01:54 (115)	02:09 (114)	01:42 (52)
Turnout	01:47 (591)	01:49 (99)	01:50 (104)	01:41 (112)	01:47 (108)	01:42 (106)	01:48 (62)
Travel-Distribution	05:20 (625)	05:08 (105)	05:15 (112)	04:56 (117)	05:50 (114)	05:24 (113)	05:10 (64)
Call to Arrival-Distribution	08:04 (636)	07:58 (107)	08:19 (114)	07:31 (118)	08:30 (115)	08:04 (115)	06:57 (67)
Haz Mat - Station 3							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:12 (92)	02:14 (23)	02:03 (21)	02:50 (19)	01:40 (15)	01:58 (12)	02:07 (2)
Turnout	02:02 (86)	02:00 (21)	02:05 (18)	02:00 (16)	02:02 (15)	02:05 (11)	01:53 (5)
Travel-Distribution	05:22 (92)	07:40 (22)	05:22 (20)	03:40 (19)	04:40 (15)	04:38 (12)	04:30 (4)
Call to Arrival-Distribution	08:31 (94)	10:19 (23)	08:31 (20)	08:10 (19)	07:04 (15)	07:31 (13)	07:13 (4)
All Incidents - Station 4							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:46 (6,297)	02:00 (1,136)	01:54 (1,080)	01:36 (1,149)	01:43 (1,217)	01:44 (1,153)	01:36 (562)
Turnout	01:50 (6,129)	01:58 (1,080)	01:46 (1,028)	01:47 (1,103)	01:45 (1,150)	01:47 (1,109)	01:58 (659)
Travel-Distribution	04:37 (6,330)	04:52 (1,116)	04:53 (1,079)	04:24 (1,132)	04:24 (1,189)	04:41 (1,142)	04:24 (672)
Call to Arrival-Distribution	07:03 (6,407)	07:40 (1,128)	07:19 (1,083)	06:45 (1,147)	06:45 (1,208)	06:58 (1,159)	06:40 (682)
Fire & EMS - Station 4							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:40 (5,418)	01:52 (1,002)	01:46 (938)	01:25 (967)	01:38 (1,017)	01:38 (1,009)	01:35 (485)
Turnout	01:48 (5,285)	01:55 (952)	01:45 (898)	01:45 (935)	01:43 (961)	01:47 (973)	01:57 (566)
Travel-Distribution	04:33 (5,449)	04:49 (985)	04:52 (940)	04:15 (954)	04:19 (992)	04:38 (1,001)	04:24 (577)
Call to Arrival-Distribution	06:55 (5,514)	07:29 (995)	07:08 (943)	06:28 (966)	06:38 (1,010)	06:48 (1,014)	06:38 (586)
EMS - Station 4							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:38 (4,867)	01:50 (900)	01:43 (839)	01:24 (864)	01:38 (920)	01:38 (893)	01:36 (451)
Turnout	01:48 (4,762)	01:57 (854)	01:44 (805)	01:44 (839)	01:42 (876)	01:46 (859)	01:57 (529)
Travel-Distribution	04:34 (4,896)	04:50 (883)	04:53 (839)	04:15 (854)	04:18 (900)	04:40 (884)	04:24 (536)
Call to Arrival-Distribution	06:54 (4,954)	07:29 (893)	07:05 (842)	06:31 (863)	06:36 (915)	06:51 (897)	06:38 (544)
All Fires - Station 4							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2

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Call Processing	02:06 (130)	02:35 (32)	01:51 (28)	01:13 (19)	03:14 (22)	01:48 (18)	01:20 (11)
Turnout	02:18 (123)	02:06 (30)	02:15 (29)	02:19 (19)	01:52 (19)	02:13 (15)	01:58 (11)
Travel-Distribution	05:00 (135)	04:16 (32)	05:10 (29)	04:27 (19)	05:06 (22)	05:00 (18)	04:55 (15)
Call to Arrival-Distribution	08:20 (135)	08:19 (32)	09:11 (29)	07:22 (19)	08:26 (22)	07:29 (18)	06:57 (15)
Building Fires - Station 4							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:51 (54)	01:53 (11)	01:06 (12)	00:54 (6)	01:12 (6)	01:27 (11)	01:20 (8)
Turnout	02:13 (54)	02:06 (11)	02:09 (12)	01:37 (6)	01:46 (6)	02:13 (11)	01:48 (8)
Travel-Distribution	05:00 (57)	03:26 (11)	05:10 (12)	04:27 (6)	05:06 (6)	05:00 (11)	04:55 (11)
Call to Arrival-Distribution	07:29 (57)	06:31 (11)	07:19 (12)	06:18 (6)	08:34 (6)	08:27 (11)	06:57 (11)
Wildland Fires - Station 4							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	04:16 (26)	02:35 (7)	03:03 (5)	02:06 (3)	04:17 (7)	04:16 (3)	00:59 (1)
Turnout	03:25 (19)	03:25 (6)	03:37 (5)	01:46 (3)	03:20 (4)	00:46 (1)	
Travel-Distribution	05:04 (26)	05:14 (7)	08:55 (5)	03:52 (3)	04:04 (7)	05:04 (3)	01:25 (1)
Call to Arrival-Distribution	09:35 (26)	09:35 (7)	11:23 (5)	07:22 (3)	08:20 (7)	06:45 (3)	06:26 (1)
Technical Rescue - Station 4							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:47 (421)	01:57 (70)	02:25 (71)	01:35 (84)	01:35 (75)	01:35 (98)	01:27 (23)
Turnout	01:41 (400)	01:40 (68)	01:37 (64)	01:37 (77)	01:47 (66)	01:43 (99)	01:23 (26)
Travel-Distribution	04:20 (418)	04:33 (70)	04:25 (72)	04:02 (81)	04:04 (70)	04:20 (99)	04:06 (26)
Call to Arrival-Distribution	06:37 (425)	06:47 (70)	07:05 (72)	06:08 (84)	06:30 (73)	06:22 (99)	06:27 (27)
Haz Mat - Station 4							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:46 (59)	02:21 (14)	02:59 (10)	04:40 (13)	01:47 (11)	02:09 (8)	01:11 (3)
Turnout	01:57 (58)	02:11 (12)	01:52 (10)	02:02 (14)	01:23 (10)	01:35 (8)	01:14 (4)
Travel-Distribution	05:12 (62)	04:46 (14)	04:52 (10)	05:12 (14)	04:45 (11)	04:25 (8)	05:13 (5)
Call to Arrival-Distribution	09:02 (63)	08:53 (14)	08:40 (11)	09:22 (14)	06:56 (11)	07:03 (8)	07:38 (5)
All Incidents - Station 5							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:39 (6,067)	01:45 (1,161)	01:44 (1,280)	01:32 (1,152)	01:34 (1,021)	01:37 (1,031)	01:33 (422)
Turnout	01:54 (5,905)	01:58 (1,134)	01:50 (1,228)	02:00 (1,111)	01:51 (946)	01:50 (981)	01:54 (505)
Travel-Distribution	05:21 (6,100)	05:39 (1,153)	05:22 (1,276)	05:31 (1,136)	05:09 (998)	05:05 (1,018)	05:01 (519)
Call to Arrival-Distribution	07:44 (6,149)	08:06 (1,160)	07:48 (1,278)	07:50 (1,146)	07:24 (1,016)	07:29 (1,026)	07:10 (523)

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Fire & EMS - Station 5							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:33 (5,411)	01:35 (1,051)	01:35 (1,153)	01:24 (1,044)	01:33 (918)	01:35 (880)	01:33 (365)
Turnout	01:53 (5,283)	01:58 (1,031)	01:49 (1,113)	01:58 (1,010)	01:53 (848)	01:50 (840)	01:53 (441)
Travel-Distribution	05:19 (5,453)	05:32 (1,046)	05:18 (1,150)	05:25 (1,033)	05:08 (898)	04:57 (871)	05:00 (455)
Call to Arrival-Distribution	07:36 (5,491)	07:55 (1,049)	07:40 (1,154)	07:46 (1,040)	07:23 (914)	07:24 (876)	07:04 (458)
EMS - Station 5							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:30 (5,144)	01:33 (998)	01:30 (1,094)	01:23 (987)	01:30 (879)	01:33 (837)	01:29 (349)
Turnout	01:53 (5,046)	01:58 (982)	01:48 (1,061)	01:58 (957)	01:51 (820)	01:50 (804)	01:53 (422)
Travel-Distribution	05:18 (5,185)	05:34 (995)	05:19 (1,093)	05:25 (977)	05:05 (860)	04:53 (828)	04:57 (432)
Call to Arrival-Distribution	07:35 (5,219)	07:55 (997)	07:39 (1,096)	07:46 (984)	07:19 (874)	07:20 (833)	07:07 (435)
All Fires - Station 5							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	04:07 (78)	02:33 (16)	03:40 (17)	01:34 (14)	04:13 (20)	04:07 (9)	02:15 (2)
Turnout	02:25 (57)	02:11 (13)	02:27 (11)	02:49 (14)	02:20 (12)	01:09 (6)	01:41 (1)
Travel-Distribution	05:42 (76)	05:00 (14)	05:10 (16)	05:32 (14)	07:19 (20)	04:29 (9)	06:49 (3)
Call to Arrival-Distribution	08:45 (78)	07:53 (15)	08:45 (17)	08:00 (13)	10:15 (21)	07:46 (9)	06:49 (3)
Building Fires - Station 5							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:15 (28)	02:20 (11)	02:37 (4)	01:34 (4)	01:27 (5)	02:12 (2)	02:15 (2)
Turnout	02:16 (23)	02:11 (9)	02:27 (2)	01:41 (4)	02:36 (5)	01:05 (2)	01:41 (1)
Travel-Distribution	05:00 (29)	04:33 (10)	05:42 (4)	03:57 (4)	04:39 (6)	04:29 (2)	06:49 (3)
Call to Arrival-Distribution	07:14 (30)	07:14 (11)	07:51 (4)	06:29 (4)	05:56 (6)	07:46 (2)	06:49 (3)
Wildland Fires - Station 5							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	04:28 (26)	02:33 (2)	04:18 (6)	33:43 (5)	04:22 (10)	04:28 (3)	
Turnout	03:13 (13)	01:13 (1)	03:20 (3)	03:13 (5)	02:20 (4)		
Travel-Distribution	08:44 (24)	12:21 (1)	07:46 (5)	05:37 (5)	07:49 (10)	08:44 (3)	
Call to Arrival-Distribution	11:35 (24)	00:22 (1)	10:00 (6)	08:08 (4)	10:15 (10)	11:35 (3)	
Technical Rescue - Station 5							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2

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Call Processing	01:55 (188)	01:51 (37)	01:48 (42)	01:44 (43)	01:19 (19)	02:04 (34)	02:49 (13)
Turnout	01:51 (179)	02:01 (36)	01:46 (41)	01:46 (39)	01:33 (16)	02:03 (30)	01:51 (17)
Travel-Distribution	05:05 (190)	04:48 (37)	04:47 (41)	04:58 (42)	04:20 (18)	07:07 (34)	04:57 (18)
Call to Arrival-Distribution	07:58 (192)	08:35 (37)	07:12 (41)	06:28 (43)	07:09 (19)	09:58 (34)	06:40 (18)
Haz Mat - Station 5							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	03:19 (37)	02:22 (9)	04:17 (13)	03:00 (6)	00:53 (3)	06:08 (5)	01:46 (1)
Turnout	01:57 (33)	02:10 (9)	01:42 (11)	01:45 (5)	02:25 (3)	01:35 (4)	01:19 (1)
Travel-Distribution	05:31 (35)	05:25 (8)	05:18 (13)	05:31 (5)	03:53 (3)	07:17 (5)	05:20 (1)
Call to Arrival-Distribution	08:59 (35)	08:21 (9)	08:59 (12)	11:48 (5)	07:10 (3)	07:39 (5)	08:25 (1)
All Incidents - Station 6							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:58 (4,162)	02:14 (687)	02:15 (693)	01:56 (769)	01:50 (776)	01:47 (874)	01:59 (363)
Turnout	01:51 (3,956)	01:53 (635)	01:47 (642)	01:45 (709)	01:53 (724)	01:51 (819)	01:52 (427)
Travel-Distribution	05:03 (4,104)	05:10 (654)	05:33 (682)	05:11 (739)	04:51 (735)	04:36 (853)	04:53 (441)
Call to Arrival-Distribution	07:37 (4,209)	08:07 (677)	08:06 (690)	07:51 (761)	07:15 (765)	07:20 (868)	07:06 (448)
Fire & EMS - Station 6							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:48 (3,464)	01:58 (545)	02:06 (572)	01:45 (611)	01:43 (654)	01:43 (766)	01:44 (316)
Turnout	01:48 (3,318)	01:48 (513)	01:41 (529)	01:40 (571)	01:50 (612)	01:51 (719)	01:53 (374)
Travel-Distribution	04:55 (3,437)	05:05 (523)	05:17 (565)	05:00 (595)	04:44 (618)	04:35 (751)	04:39 (385)
Call to Arrival-Distribution	07:22 (3,519)	07:48 (539)	08:01 (573)	07:13 (611)	07:08 (643)	07:13 (763)	07:05 (390)
EMS - Station 6							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:37 (2,742)	01:41 (431)	01:45 (422)	01:38 (467)	01:34 (523)	01:34 (637)	01:28 (262)
Turnout	01:46 (2,672)	01:45 (413)	01:37 (399)	01:37 (441)	01:52 (496)	01:50 (601)	01:49 (322)
Travel-Distribution	04:28 (2,746)	04:57 (417)	04:45 (418)	04:12 (458)	04:21 (501)	04:20 (624)	04:19 (328)
Call to Arrival-Distribution	06:47 (2,797)	07:16 (427)	07:00 (422)	06:38 (465)	06:30 (517)	06:38 (634)	06:48 (332)
All Fires - Station 6							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	04:27 (116)	03:36 (26)	06:16 (23)	02:36 (16)	01:56 (25)	03:33 (22)	02:45 (4)
Turnout	02:25 (89)	02:25 (21)	01:44 (14)	02:35 (13)	02:13 (20)	02:16 (16)	02:27 (5)
Travel-Distribution	05:36 (111)	06:24 (25)	05:33 (21)	05:50 (16)	03:57 (21)	05:36 (21)	03:55 (7)
Call to Arrival-Distribution	09:04 (120)	10:01 (25)	09:06 (24)	08:52 (17)	08:13 (25)	09:12 (22)	05:50 (7)

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Building Fires - Station 6							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	04:31 (25)	02:16 (7)	01:45 (2)	03:27 (6)	01:34 (7)	06:14 (2)	01:09 (1)
Turnout	02:24 (22)	01:52 (6)	01:36 (2)	02:24 (5)	02:53 (5)	01:24 (1)	02:26 (3)
Travel-Distribution	04:19 (24)	04:19 (7)	05:11 (2)	04:01 (6)	03:57 (5)	02:51 (1)	02:45 (3)
Call to Arrival-Distribution	08:29 (27)	08:29 (7)	07:23 (2)	08:44 (6)	06:22 (7)	06:56 (2)	05:16 (3)
Wildland Fires - Station 6							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	05:43 (29)	06:10 (5)	05:24 (6)	02:06 (3)	05:43 (8)	02:40 (6)	02:45 (1)
Turnout	02:43 (17)	01:10 (3)	01:46 (2)	02:43 (3)	02:13 (6)	03:55 (3)	
Travel-Distribution	07:16 (29)	07:16 (5)	05:09 (6)	06:03 (4)	05:23 (7)	05:36 (6)	03:05 (1)
Call to Arrival-Distribution	10:04 (31)	10:18 (5)	08:37 (7)	09:15 (4)	09:25 (8)	09:12 (6)	05:50 (1)
Technical Rescue - Station 6							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:14 (606)	02:49 (88)	02:14 (127)	01:48 (128)	02:15 (106)	02:03 (107)	02:41 (50)
Turnout	01:49 (557)	01:48 (79)	01:51 (116)	01:41 (117)	01:42 (96)	01:50 (102)	01:54 (47)
Travel-Distribution	06:12 (580)	05:07 (81)	06:19 (126)	07:11 (121)	05:45 (96)	05:15 (106)	06:21 (50)
Call to Arrival-Distribution	09:06 (602)	09:06 (87)	09:54 (127)	09:12 (129)	08:20 (101)	08:41 (107)	08:39 (51)
Haz Mat - Station 6							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:02 (118)	02:01 (33)	01:44 (20)	02:31 (24)	01:57 (15)	02:14 (22)	01:43 (4)
Turnout	01:49 (108)	01:49 (29)	01:31 (18)	02:03 (22)	02:21 (15)	01:38 (19)	01:51 (5)
Travel-Distribution	05:30 (115)	05:24 (31)	04:48 (19)	06:11 (24)	05:30 (15)	04:34 (21)	09:00 (5)
Call to Arrival-Distribution	08:57 (117)	09:20 (32)	07:15 (20)	08:57 (24)	08:01 (15)	09:23 (21)	10:01 (5)
All Incidents - Station 7							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:06 (5,102)	02:19 (857)	02:10 (869)	01:52 (968)	02:01 (992)	01:56 (979)	02:23 (437)
Turnout	02:02 (4,693)	02:08 (773)	01:58 (791)	02:02 (890)	01:59 (894)	02:01 (890)	02:13 (455)
Travel-Distribution	05:03 (5,057)	04:49 (838)	05:03 (849)	04:49 (949)	05:01 (963)	05:24 (952)	05:17 (506)
Call to Arrival-Distribution	07:40 (5,148)	07:42 (854)	07:51 (857)	07:18 (965)	07:29 (984)	07:55 (972)	07:58 (516)
Fire & EMS - Station 7							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:55 (4,394)	01:51 (703)	01:57 (732)	01:49 (809)	01:55 (870)	01:53 (895)	02:19 (385)
Turnout	02:00 (4,062)	02:04 (646)	01:56 (670)	02:00 (747)	01:54 (789)	01:59 (816)	02:18 (394)
Travel-Distribution	04:55 (4,358)	04:37 (687)	04:57 (716)	04:42 (798)	04:51 (845)	05:17 (870)	05:14 (442)

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Call to Arrival-Distribution	07:26 (4,432)	07:10 (700)	07:29 (725)	07:16 (810)	07:09 (861)	07:41 (889)	07:54 (447)
EMS - Station 7							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:46 (3,643)	01:44 (583)	01:49 (607)	01:37 (667)	01:44 (719)	01:43 (738)	02:12 (329)
Turnout	01:59 (3,394)	02:03 (540)	01:54 (560)	02:02 (623)	01:54 (655)	01:59 (680)	02:12 (336)
Travel-Distribution	04:50 (3,615)	04:33 (570)	04:50 (596)	04:35 (660)	04:49 (700)	05:07 (718)	05:17 (371)
Call to Arrival-Distribution	07:18 (3,672)	07:04 (582)	07:23 (604)	07:09 (669)	07:01 (710)	07:29 (733)	07:51 (374)
All Fires - Station 7							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:12 (146)	03:41 (20)	01:40 (28)	02:50 (20)	02:09 (37)	01:48 (32)	01:35 (9)
Turnout	02:12 (133)	02:32 (19)	02:07 (26)	01:58 (17)	01:56 (30)	02:07 (28)	02:36 (13)
Travel-Distribution	05:17 (148)	04:44 (20)	05:21 (27)	05:30 (20)	05:00 (34)	05:12 (32)	05:22 (15)
Call to Arrival-Distribution	08:12 (154)	08:17 (20)	09:11 (28)	07:21 (20)	07:06 (38)	07:34 (32)	07:35 (16)
Building Fires - Station 7							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:12 (41)	02:12 (7)	01:40 (7)	02:50 (4)	02:09 (8)	01:34 (11)	01:39 (4)
Turnout	02:18 (36)	02:18 (6)	02:07 (7)	02:27 (3)	02:02 (5)	02:09 (11)	03:05 (4)
Travel-Distribution	04:44 (39)	03:52 (7)	05:10 (7)	04:26 (4)	04:38 (6)	03:50 (11)	03:28 (4)
Call to Arrival-Distribution	07:49 (41)	07:49 (7)	08:46 (7)	07:18 (4)	06:34 (8)	06:43 (11)	07:52 (4)
Wildland Fires - Station 7							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	03:53 (30)	01:07 (2)	01:26 (6)	03:55 (6)	03:13 (7)	01:30 (7)	01:01 (2)
Turnout	02:36 (29)	03:16 (2)	01:52 (6)	02:39 (4)	02:56 (5)	01:38 (6)	01:37 (6)
Travel-Distribution	05:57 (34)	03:57 (1)	04:39 (6)	05:24 (6)	03:47 (7)	05:56 (7)	04:28 (7)
Call to Arrival-Distribution	09:04 (37)	08:20 (2)	06:35 (6)	07:11 (6)	08:40 (8)	08:12 (7)	07:35 (8)
Technical Rescue - Station 7							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:37 (605)	02:11 (100)	02:43 (97)	02:39 (122)	02:31 (114)	02:39 (125)	03:15 (47)
Turnout	02:00 (535)	02:00 (87)	01:56 (84)	01:49 (107)	02:00 (104)	01:59 (108)	02:26 (45)
Travel-Distribution	05:12 (595)	04:50 (97)	04:55 (93)	04:52 (118)	04:54 (111)	06:07 (120)	04:48 (56)
Call to Arrival-Distribution	08:14 (606)	07:32 (98)	08:43 (93)	07:43 (121)	07:40 (113)	08:52 (124)	08:21 (57)
Haz Mat - Station 7							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:22 (79)	02:22 (20)	02:18 (15)	04:02 (14)	02:34 (15)	01:33 (9)	02:19 (6)

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Turnout	02:31 (72)	02:35 (18)	01:43 (14)	02:11 (12)	02:57 (14)	01:25 (8)	01:48 (6)
Travel-Distribution	05:51 (79)	04:30 (21)	05:32 (15)	05:34 (13)	05:09 (14)	07:43 (9)	06:11 (7)
Call to Arrival-Distribution	08:32 (81)	07:36 (21)	08:12 (15)	06:56 (13)	08:47 (15)	09:46 (9)	08:20 (8)
All Incidents - Station 8							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:44 (2,148)	02:03 (540)	01:40 (613)	01:38 (723)	01:37 (269)		00:53 (3)
Turnout	02:04 (2,038)	02:09 (513)	02:06 (588)	01:58 (682)	02:02 (252)		02:01 (3)
Travel-Distribution	06:19 (2,118)	06:25 (530)	06:11 (607)	06:12 (710)	06:38 (268)		05:32 (3)
Call to Arrival-Distribution	08:57 (2,129)	09:05 (531)	08:56 (607)	08:43 (719)	09:16 (269)		07:40 (3)
Fire & EMS - Station 8							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:34 (1,847)	01:46 (460)	01:33 (537)	01:26 (611)	01:29 (237)		00:50 (2)
Turnout	02:03 (1,765)	02:09 (441)	02:05 (520)	01:54 (578)	01:53 (224)		01:18 (2)
Travel-Distribution	06:11 (1,830)	06:13 (453)	06:06 (533)	06:02 (606)	06:28 (236)		05:32 (2)
Call to Arrival-Distribution	08:43 (1,834)	08:51 (453)	08:55 (532)	08:33 (610)	08:51 (237)		07:40 (2)
EMS - Station 8							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:26 (1,651)	01:35 (407)	01:25 (476)	01:24 (552)	01:22 (215)		00:50 (1)
Turnout	02:02 (1,591)	02:09 (397)	02:05 (462)	01:54 (527)	01:52 (204)		01:18 (1)
Travel-Distribution	06:11 (1,641)	06:15 (405)	06:06 (472)	06:04 (549)	06:33 (214)		05:32 (1)
Call to Arrival-Distribution	08:42 (1,643)	08:53 (402)	08:48 (474)	08:33 (551)	08:56 (215)		07:40 (1)
All Fires - Station 8							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	03:06 (55)	03:21 (15)	02:24 (10)	03:05 (24)	03:04 (6)		
Turnout	02:36 (45)	01:54 (12)	02:38 (9)	02:13 (20)	01:36 (4)		
Travel-Distribution	06:38 (52)	07:57 (13)	04:44 (10)	05:50 (23)	04:32 (6)		
Call to Arrival-Distribution	09:33 (55)	10:29 (15)	09:33 (10)	09:16 (24)	06:49 (6)		
Building Fires - Station 8							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	03:21 (14)	03:21 (2)	01:26 (2)	01:12 (7)	02:23 (3)		
Turnout	01:55 (13)	01:37 (2)	02:48 (2)	01:37 (6)	01:36 (3)		
Travel-Distribution	06:38 (14)	07:57 (2)	06:38 (2)	04:11 (7)	04:32 (3)		
Call to Arrival-Distribution	10:29 (14)	10:29 (2)	09:58 (2)	06:14 (7)	07:05 (3)		
Wildland Fires - Station 8							

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90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	03:05 (11)	00:56 (3)		03:05 (8)			
Turnout	02:36 (7)	01:10 (2)		03:58 (5)			
Travel-Distribution	07:23 (10)	10:13 (3)		05:50 (7)			
Call to Arrival-Distribution	09:16 (11)	10:29 (3)		07:43 (8)			
Technical Rescue - Station 8							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:22 (141)	02:42 (38)	02:04 (51)	02:17 (35)	01:33 (16)		00:41 (1)
Turnout	02:02 (129)	01:45 (32)	02:00 (49)	02:05 (31)	02:24 (16)		01:14 (1)
Travel-Distribution	05:34 (137)	04:29 (35)	05:59 (51)	05:35 (34)	06:07 (16)		05:04 (1)
Call to Arrival-Distribution	08:16 (136)	06:46 (36)	08:59 (48)	07:55 (35)	08:25 (16)		06:59 (1)
Haz Mat - Station 8							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:39 (30)	01:54 (9)	02:17 (4)	02:39 (14)	03:14 (3)		
Turnout	02:17 (29)	02:03 (9)	02:24 (3)	02:54 (14)	02:17 (3)		
Travel-Distribution	06:49 (30)	06:00 (9)	11:07 (4)	06:47 (14)	06:49 (3)		
Call to Arrival-Distribution	09:54 (29)	09:54 (9)	14:13 (4)	08:57 (13)	11:38 (3)		
All Incidents - Station 9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:35 (2,712)	02:36 (84)	02:22 (63)	01:46 (218)	01:34 (767)	01:31 (1,082)	01:28 (498)
Turnout	02:03 (2,715)	01:57 (80)	01:54 (59)	02:03 (209)	01:59 (737)	02:00 (1,047)	02:15 (583)
Travel-Distribution	06:38 (2,794)	07:11 (83)	06:48 (61)	06:44 (213)	06:33 (762)	06:34 (1,079)	06:35 (596)
Call to Arrival-Distribution	09:11 (2,803)	10:10 (84)	10:21 (62)	09:37 (218)	09:00 (761)	08:55 (1,081)	08:56 (597)
Fire & EMS - Station 9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:29 (2,448)	01:43 (73)	02:00 (57)	01:35 (192)	01:26 (678)	01:27 (985)	01:28 (463)
Turnout	02:03 (2,460)	01:57 (70)	01:57 (53)	02:03 (188)	01:59 (653)	01:59 (952)	02:15 (544)
Travel-Distribution	06:34 (2,529)	07:03 (72)	06:48 (55)	06:35 (189)	06:34 (674)	06:30 (981)	06:34 (558)
Call to Arrival-Distribution	08:57 (2,535)	09:50 (73)	09:37 (56)	09:16 (192)	08:55 (673)	08:49 (983)	08:50 (558)
EMS - Station 9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:27 (2,341)	01:30 (65)	01:47 (53)	01:30 (183)	01:25 (645)	01:25 (949)	01:27 (446)
Turnout	02:02 (2,367)	01:47 (64)	01:54 (50)	02:03 (180)	01:59 (624)	01:59 (921)	02:15 (528)
Travel-Distribution	06:34 (2,422)	07:11 (65)	06:46 (52)	06:32 (180)	06:29 (638)	06:31 (945)	06:34 (542)
Call to Arrival-Distribution	08:55 (2,427)	09:48 (65)	09:36 (52)	09:02 (183)	08:49 (639)	08:49 (947)	08:54 (541)

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All Fires - Station 9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	04:25 (48)	05:38 (6)	03:25 (3)	01:36 (3)	03:50 (19)	04:18 (12)	05:10 (5)
Turnout	02:49 (36)	02:04 (4)	02:57 (2)	02:14 (3)	02:47 (16)	02:50 (7)	02:49 (4)
Travel-Distribution	09:00 (48)	06:01 (5)	06:50 (2)	10:51 (4)	09:44 (21)	06:45 (12)	05:48 (4)
Call to Arrival-Distribution	11:22 (49)	11:06 (6)	13:38 (3)	14:04 (4)	10:05 (19)	09:28 (12)	11:00 (5)
Building Fires - Station 9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:26 (18)	02:43 (4)			01:03 (9)	01:03 (3)	00:55 (2)
Turnout	02:40 (17)	02:04 (4)			02:40 (9)	02:50 (3)	01:42 (1)
Travel-Distribution	06:01 (17)	06:01 (4)			07:10 (9)	05:02 (3)	05:48 (1)
Call to Arrival-Distribution	08:57 (18)	09:27 (4)			08:57 (9)	08:12 (3)	08:25 (2)
Wildland Fires - Station 9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	05:17 (16)	11:22 (1)	03:25 (3)		03:50 (6)	04:18 (6)	
Turnout	02:54 (7)		02:57 (2)	02:12 (1)	01:25 (3)	02:54 (1)	
Travel-Distribution	09:00 (16)		06:50 (2)	04:07 (1)	09:21 (7)	06:45 (6)	
Call to Arrival-Distribution	12:50 (17)	11:22 (1)	13:38 (3)	06:19 (1)	10:05 (6)	09:28 (6)	
Technical Rescue - Station 9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:36 (59)	02:21 (2)	00:48 (1)	01:52 (6)	01:25 (14)	01:13 (24)	01:47 (12)
Turnout	01:53 (57)	01:42 (2)	01:16 (1)	01:53 (5)	01:56 (13)	01:45 (24)	01:59 (12)
Travel-Distribution	06:03 (59)	05:22 (2)	02:21 (1)	07:49 (5)	06:12 (15)	06:03 (24)	05:55 (12)
Call to Arrival-Distribution	08:10 (59)	08:38 (2)	04:25 (1)	10:34 (5)	08:15 (15)	08:10 (24)	07:30 (12)
Haz Mat - Station 9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:56 (20)	02:02 (2)	01:52 (1)	03:45 (2)	01:39 (7)	03:18 (5)	02:28 (3)
Turnout	02:19 (19)	02:32 (2)	01:49 (1)	01:52 (1)	01:37 (7)	02:29 (4)	02:19 (4)
Travel-Distribution	08:00 (20)	04:27 (2)	06:40 (1)	09:10 (2)	05:38 (7)	08:00 (5)	06:19 (3)
Call to Arrival-Distribution	10:32 (21)	08:05 (2)	10:21 (1)	12:55 (2)	09:41 (7)	11:18 (5)	07:36 (4)
All Incidents - FS8_9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:39 (4,860)	02:05 (624)	01:43 (676)	01:41 (941)	01:34 (1,036)	01:31 (1,082)	01:28 (501)
Turnout	02:04 (4,753)	02:08 (593)	02:05 (647)	02:00 (891)	02:00 (989)	02:00 (1,047)	02:14 (586)

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Travel-Distribution	06:31 (4,912)	06:30 (613)	06:19 (668)	06:23 (923)	06:34 (1,030)	06:34 (1,079)	06:35 (599)
Call to Arrival-Distribution	09:03 (4,932)	09:18 (615)	09:07 (669)	08:55 (937)	09:09 (1,030)	08:55 (1,081)	08:56 (600)
Fire & EMS - FS8_9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:31 (4,295)	01:46 (533)	01:36 (594)	01:29 (803)	01:27 (915)	01:27 (985)	01:28 (465)
Turnout	02:03 (4,225)	02:07 (511)	02:04 (573)	01:58 (766)	01:59 (877)	01:59 (952)	02:14 (546)
Travel-Distribution	06:24 (4,359)	06:24 (525)	06:14 (588)	06:11 (795)	06:33 (910)	06:30 (981)	06:34 (560)
Call to Arrival-Distribution	08:53 (4,369)	09:07 (526)	09:01 (588)	08:37 (802)	08:55 (910)	08:49 (983)	08:50 (560)
EMS - FS8_9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:27 (3,992)	01:34 (472)	01:28 (529)	01:25 (735)	01:24 (860)	01:25 (949)	01:27 (447)
Turnout	02:02 (3,958)	02:08 (461)	02:04 (512)	01:57 (707)	01:55 (828)	01:59 (921)	02:15 (529)
Travel-Distribution	06:24 (4,063)	06:25 (470)	06:14 (524)	06:10 (729)	06:32 (852)	06:31 (945)	06:34 (543)
Call to Arrival-Distribution	08:50 (4,070)	09:07 (467)	08:58 (526)	08:35 (734)	08:51 (854)	08:49 (947)	08:54 (542)
All Fires - FS8_9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	03:50 (103)	05:38 (21)	03:25 (13)	01:58 (27)	03:50 (25)	04:18 (12)	05:10 (5)
Turnout	02:47 (81)	01:57 (16)	02:48 (11)	02:14 (23)	02:47 (20)	02:50 (7)	02:49 (4)
Travel-Distribution	07:23 (100)	06:48 (18)	06:38 (12)	06:55 (27)	09:21 (27)	06:45 (12)	05:48 (4)
Call to Arrival-Distribution	10:29 (104)	10:29 (21)	11:47 (13)	09:19 (28)	10:05 (25)	09:28 (12)	11:00 (5)
Building Fires - FS8_9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:23 (32)	02:43 (6)	01:26 (2)	01:12 (7)	01:03 (12)	01:03 (3)	00:55 (2)
Turnout	02:40 (30)	01:57 (6)	02:48 (2)	01:37 (6)	02:40 (12)	02:50 (3)	01:42 (1)
Travel-Distribution	06:38 (31)	06:01 (6)	06:38 (2)	04:11 (7)	07:10 (12)	05:02 (3)	05:48 (1)
Call to Arrival-Distribution	09:27 (32)	09:27 (6)	09:58 (2)	06:14 (7)	08:57 (12)	08:12 (3)	08:25 (2)
Wildland Fires - FS8_9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	04:18 (27)	11:22 (4)	03:25 (3)	03:05 (8)	03:50 (6)	04:18 (6)	
Turnout	02:57 (14)	01:10 (2)	02:57 (2)	02:36 (6)	01:25 (3)	02:54 (1)	
Travel-Distribution	09:00 (26)	10:13 (3)	06:50 (2)	05:50 (8)	09:21 (7)	06:45 (6)	
Call to Arrival-Distribution	11:47 (28)	11:22 (4)	13:38 (3)	07:43 (9)	10:05 (6)	09:28 (6)	
Technical Rescue - FS8_9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2

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Call Processing	02:08 (200)	02:42 (40)	02:04 (52)	02:11 (41)	01:33 (30)	01:13 (24)	01:47 (13)
Turnout	02:00 (186)	01:45 (34)	02:00 (50)	01:53 (36)	02:24 (29)	01:45 (24)	01:59 (13)
Travel-Distribution	05:50 (196)	04:29 (37)	05:59 (52)	05:35 (39)	06:12 (31)	06:03 (24)	05:55 (13)
Call to Arrival-Distribution	08:16 (195)	07:12 (38)	08:59 (49)	07:59 (40)	08:25 (31)	08:10 (24)	07:30 (13)
Haz Mat - FS8_9							
90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:56 (50)	02:02 (11)	02:17 (5)	02:56 (16)	02:59 (10)	03:18 (5)	02:28 (3)
Turnout	02:19 (48)	02:12 (11)	02:24 (4)	02:54 (15)	02:17 (10)	02:29 (4)	02:19 (4)
Travel-Distribution	07:23 (50)	06:00 (11)	11:07 (5)	06:47 (16)	06:49 (10)	08:00 (5)	06:19 (3)
Call to Arrival-Distribution	10:21 (50)	09:54 (11)	14:13 (5)	10:32 (15)	10:01 (10)	11:18 (5)	07:36 (4)