



Re-Accreditation Report

**Roseville Fire Department
401 Oak Street #402
Roseville, CA 95678-2618
United States of America**

**This report was prepared on June 9, 2010
by the
Commission on Fire Accreditation International
for the
Roseville Fire Department**

**This report represents the findings
of the peer assessment team that visited the
Roseville Fire Department
on June 6 – 9, 2010**

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INTRODUCTION

The Roseville Fire Department first received accredited agency status in March, 2005. This is their first re-accreditation report.

The Roseville Fire Department recently received accreditation candidate status. On March 18, 2010 the department asked the CFAI for a site visit to determine if they could be recommended for accreditation. On March 18, 2010, the CFAI appointed a Peer Assessment Team. The Peer Team Leader approved the documents for site visit on May 7, 2010. The Peer Assessment Team conducted an on-site visit of the Roseville Fire Department June 6 – 10, 2010

In preparation for the on site visit, each team member was provided access and reviewed the Roseville Fire Department's Self-Assessment Manual on the CPSE SharePoint Site. This manual produced by the Roseville Fire Department represented a significant effort by the staff of the department and other community agencies. The department did not use any consultant to assist them with completing any documents required for Accreditation.

The City of Roseville was incorporated in 1909 and officially became a Chartered City in California in 1955. The original city had less than 2,500 persons and has grown to over 118,000. The fire department provides a full range of services and support to the local communities and will provide State wide response when requested.

Composition

The city is primarily a residential community. There is also a large contingent of retail shopping centers and numerous multi-family housing units. There is also a Union Pacific Railroad marshalling yard that dissects the community. The average population per household is 2.47 persons.

There are 35 square miles within the city limits protected by the department. The city is divided by two freeways 65 and 80. The community is the largest in Placer County and boasts one of the highest retail sales taxes for the State.

Government

Council/ Manager

Five City Council members elected at large, with one being the Mayor and one being the Mayor Pro-Tem.

Fire Department

8 Fire Stations

- 122 uniform and civilian personnel
- 8 engine companies (Type I engine)
- 2 ladder companies (Type I truck)
- 2 shift command vehicles
- 1 hazardous materials unit
- 1 medium rescue
- 4 reserve engines (Type I engine)

- 3 brush engines (Type III engines)
- 2 grass units (Type IV engines)
- 2 water craft
- 1 engine (Type I for training)
- 1 mobile air unit

EXECUTIVE SUMMARY

The Commission on Fire Accreditation International (CFAI) has completed a comprehensive review and appraisal of the Roseville Fire Department based upon the 7th Edition of the Fire and Emergency Services Self Assessment Manual. The Commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The assessment team's objectives were to validate the department's self study accreditation manual, identify and make recommendations for improvement, issue a report of findings and conclude if the department is eligible for an award of accreditation.

The Roseville Fire Department is to be commended for its participation in this very comprehensive and detailed accreditation process. All members of the department and city staff were very open, responsive, and candid. This approach greatly aided the team in its limited four-day site visit. The benefits obtained will improve the quality of the fire service delivery system and the community's emergency services.

The Roseville Fire Department is a very dynamic and progressive department. Their emergency service area has expanded in recent years. The department has managed to keep pace with the growth and at the same time add resources that not only serve the growth area but also provide improved in-depth emergency resources to the existing community.

The Roseville Fire Department's accreditation self study reflected a genuine appraisal of current performance and improvement needs. This study represents a very time consuming detailed analysis of the department and their personnel are to be commended for their efforts.

The summaries of findings by the Peer Assessment Team are as follows:

Core Competencies and Criteria

The department met all core competencies and criteria.

Standard of Cover

Elements of the Department's Community Risk Analysis were found in various documents within the department. These documents have all necessary hazard assessment, but they should be brought together into one comprehensive document. The Standard of Cover document was found to be in need of Standard of Cover statements specific to fire, EMS, Hazardous Materials and Technical Rescue. The necessary data by the department was presented, and the department was able to split it into the various emergency response categories and validated the SOC response objectives. The document is available via hard copy upon request. The following time and performance objectives for emergency response has been approved and adopted by the fire department management, city manager, and city council.

Benchmark Fire Suppression Objective

For 80% of fire responses, the first due apparatus shall arrive within six minutes thirty seconds Total Response Time (alarm to arrival).

The first due unit, either a Type I engine or Type I truck, shall be capable of providing three staff, conduct an initial size-up and report conditions, advance an appropriate attack line to the point of access into the building, operate the pump to supply water, secure a 5” large diameter hose (LDH) water supply whenever possible, make search while aggressively attacking the fire, the initial attack line should be from the uninvolved towards the involved portion of the building, conduct a primary search for occupants and provide all clear benchmark if no life hazard exists, and provide CAN (Conditions, Actions, Needs) reports to IC.

Baseline Fire Suppression Objective

The department met its stated standard of cover response objective(s) as follows:

For 90% of fire suppression responses were met in 2009, the first-due apparatus shall arrive within seven minutes forty-two seconds (one minute call processing, one minute thirty seconds turnout, and five minute twelve second response) Total Response Time (alarm to arrival).

2007 – The department had 324 fire responses and the department met the response objective of 90% total response time (alarm to arrival) of eight minutes fifty-two seconds (291 responses made this total).

2008 – The department had 267 fire responses and the department met the response objective of 90% total response time (alarm to arrival) of eight minutes thirty-nine seconds (239 responses made this total).

2009 – The department had 234 fire responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes forty seconds (210 responses made this total).

2010 (first five months) – the department had 53 fire responses and the department met the response objective of 90% total response time (alarm to arrival) of eight minutes twenty-two seconds (48 responses made this total).

The first due unit, either a Type I engine or Type I truck, shall be capable of providing three staff, conducting an initial size-up and reporting conditions, advancing an appropriate attack line to the point of access into the building, operating the pump to supply water, securing a 5” large diameter hose (LDH) water supply whenever possible, making a search while aggressively attacking the fire, the initial attack line should be from the uninvolved towards the involved portion of the building, conducting a primary search for occupants and providing an all clear benchmark if no life hazard exists, and providing CAN (Conditions, Actions, Needs) reports to IC.

For 80% of all moderate risk fires, an effective response force (ERF) arrives within eleven minutes, thirty seconds total response time. The response for this is two Type I engines (with three personnel each), one Type I truck (with four personnel), and one Battalion Chief (with one person).

2009 – The department had 8 fire responses that had the ERF arrive on-scene and met the response objective of 90% total response time (alarm to arrival) of thirteen minutes fifty-two seconds (7 responses made this total).

The ERF is capable of establishing command, uninterrupted water supply, advancing an attack line and backup line, forcible entry, utility control, victim search and rescue, ventilation, and salvage and overhaul operations, in accordance with Standard Operating Procedures 6.01.100 RFD Fireground Operations.

Benchmark EMS Objective

For 90% of all priority EMS Incidents, an ALS fire unit will arrive in seven minutes and forty-two seconds or less total response time (alarm to arrival). All of Roseville Fire Department apparatus are staffed with a minimum of one paramedic 24/7.

Baseline EMS Objective

The department met its stated standard of cover response objective as follows:

For 90% of all priority EMS incidents, an ALS fire unit arrived within seven minutes fifty-two seconds total response time (alarm to arrival). All Roseville Fire Department apparatus are staffed with a minimum of one paramedic 24/7.

2007 – The department had 6,246 EMS responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes fifty-two seconds (5,594 responses made this total).

2008 – The department had 6,734 EMS responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes forty-seven seconds (6,030 responses made this total).

2009 – The department had 7,045 EMS responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes thirty-three seconds (6,309 responses made this total).

2010 (first five months) – the department had 2,443 EMS responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes seventeen seconds (2,194 responses made this total).

For 90% of all Mass Casualty Incidents (MCI), an effective response force (ERF) will arrive in thirteen minutes or less, total response time (alarm to arrival).

Since 2007, the department has not had a response for an MCI.

The ERF is capable of establishing and initiating all required sector of a MCI.

Benchmark Hazardous Materials Objective(s)

For 90% of all potential low or high level hazardous materials incidents, the first due apparatus arrives within seven minutes forty-two seconds or less total response time (alarm to arrival).

The first-due apparatus is capable of assessing the situation to determine the presence of a potential hazardous material/explosive device; determining the need for additional resources, estimating the potential harm without intervention (utilizing resources such as ERG, FOG, etc.) and begin establishing a hot, warm and cold exclusion zones.

Baseline Hazardous Materials Objective(s)

The department met its stated standard of cover response objective(s) as follows:

For 90% of all low or high level hazardous materials incidents were met in 2009, the first-due apparatus will arrive within eight minutes twenty-five seconds or less total response (alarm to arrival).

2007 – The department had 240 hazardous materials responses and the department met the response objective of 90% total response time (alarm to arrival) of nine minutes thirty-three seconds (215 responses made this total).

2008 – The department had 179 hazardous materials responses and the department met the response objective of 90% total response time (alarm to arrival) of nine minutes fifty-seven seconds (161 responses made this total).

2009 – The department had 172 hazardous materials responses and the department met the response objective of 90% total response time (alarm to arrival) of eight minutes twenty-five seconds (154 responses made this total).

2010 (first five months) – the department had 43 hazardous materials responses and the department met the response objective of 90% total response time (alarm to arrival) of eight minutes nine seconds (38 responses made this total).

For 90% of all low level hazardous materials incident the effective response force (ERF) will arrive in ten minutes or less, total response time (alarm to arrival).

2009 – The department had 9 Haz-mat responses that had the ERF arrive on-scene and met the response objective of 90% total response time (alarm to arrival) of ten minutes (8 responses made this total).

For 90% of all high level hazardous material incidents the effective response force (ERF) will arrive in eleven minutes forty-five seconds or less total response time (alarm to arrival).

2009 – The department had 12 Haz-Mat responses that had the ERF arrive on-scene and met the response objective of 90% total response time (alarm to arrival) of eleven minutes forty-five seconds (9 responses made this total).

The unit is capable of providing technical expertise, knowledge, skills and abilities in order to mitigate a hazardous materials incident.

Benchmark Technical Rescue Objective

For 90% of all potential hazardous materials incident, the first due apparatus arrives within six minutes thirty seconds or less total response time (alarm to arrival).

The first-due apparatus is capable of assessing the situation to determine the potential for a technical rescue incident, determining the need for additional resources, estimating the potential harm without intervention and begin establishing a hot, warm and cold exclusion zones.

For 90% of technical rescue incidents, the Technical Rescue Team (TRT) Effective Response Force (ERF) arrives within eight minutes forty-two seconds or less total response time (alarm to arrival). The TRT EFR is capable of providing technical expertise, knowledge, skills, and abilities during technical rescue incidents.

Baseline Technical Rescue Objectives

The department met its stated standard of cover response objective as follows:

For 90% of all potential technical rescue responses were met in 2009, the first-due apparatus arrives within six minutes forty seconds or less total response time (alarm to arrival).

2007 – The department had 182 technical rescue responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes fifteen seconds (163 responses made this total).

2008 – The department had 153 technical rescue responses and the department met the response objective of 90% total response time (alarm to arrival) of eight minutes four seconds (137 responses made this total).

2009 – The department had 205 technical rescue responses and the department met the response objective of 90% total response time (alarm to arrival) of six minutes thirty-seven seconds (184 responses made this total).

2010 (first five months) – the department had 72 technical responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes thirteen seconds (65 responses made this total).

The first-due apparatus is capable of assessing the situation to determine if a technical rescue response is required, requesting additional resources, controlling the hazards, and providing advanced life support to any victim without endangering personnel.

For 90% of technical rescue incidents, the Technical Rescue Team (TRT) Effective Response Force (ERF) arrives within eight minutes forty-two seconds or less total response time (alarm to arrival). The TRTEFR is capable of providing technical expertise, knowledge, skills, and abilities during technical rescue incidents.

2009 – The department had 6 technical rescue responses that had the ERF arrive on-scene and met the response objective of 90% total response time (alarm to arrival) of eight minutes forty-two seconds (5 responses made this total).

CONCLUSIONS

The self-study manual produced by the Roseville Fire Department demonstrated the review was accomplished and after editing during the per visit phase with further adjustments made during the site visit the department has a document that will assist with moving into the future. The manual represented a significant effort by the staff of the department to produce and presented a quality document.

- The Roseville Fire Department has demonstrated that all core competencies have been met and received a credible rating.
- The Roseville Fire Department has demonstrated that all applicable criteria have been met and received a credible rating.
- The Peer Assessment Team recommends Re-Accredited Agency Status for the Roseville Fire Department from the Commission on Fire Accreditation International.

RECOMMENDATIONS

The Peer Assessment Team conducted an exit interview with the department consisting of the City Manager, the Fire Chief and most all the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The department was given an opportunity to respond to any errors in findings of fact.

Strategic Recommendations

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

1. The Department should formalize the Technical Rescue Program by developing additional Standard Operating Procedures for all the technical rescue disciplines the department offers. There are draft procedures for Tower Rescue, Dive Rescue, and Rope Rescue that should be formally adopted and implemented for use by staff. There are no procedures for Swift-Water or Structural Collapse. It is recommended that SOP's are developed and implemented for these disciplines. (5E.4)
2. The department has several documents comprising a detailed risk/hazard analysis, but these documents are located in various locations and are in need of being compiled into one all inclusive document. (2B.1)
3. Public Education is a well recognized component of community risk reduction and is therefore an important fire department function. However, recent economic conditions have resulted in elimination of a dedicated public education position within the Roseville Fire Department. The department should continue to explore ways to provide effective public education with existing resources while also striving to restore a dedicated public education specialist. (5C.2)
4. To make the most of the limited resources they have available for public education, the Roseville Fire Department should target some of their public education efforts towards specific audiences and/or behaviors identified as a result of community risk analysis. (5C.4)
5. There is a comprehensive monthly and quarterly facility inspection program in place that requires the Company Officer to perform these inspections. Recommend the Fire Prevention Bureau schedule and perform an annual facility inspection with the results of all facility inspections kept in a central location. (6A.4)
6. The private ambulance company (AMR) is a part of every EMS dispatch and therefore needs to be considered in development and evaluation of the Standard of Response Coverage. Though the Sierra Sacramento Valley EMS Agency monitors AMR's response performance and provides a report stating that they are in compliance, the Roseville Fire Department should attempt to obtain actual responses times for evaluation within the context of their own response objectives and SOC. (5G.1)
7. The Roseville Communication Center has made significant adjustments to fire dispatch procedures and have seen a significant improvement. Performance measures have been established and are being monitored; however these are being reported as averages.

Performance measures and reporting should be adjusted to fractals instead of averages to be in line with other SOC response measures and the expectations of CFAI.

8. The department has done an admirable job of evaluating their established response standards, but these standards need to incorporate a more holistic evaluation of the emergency response program, in addition to the evaluation of the entire department, the evaluation needs to be completed on a station response department and by the specific call type. (5A.1, 5A.7, 5E.1, 5E.6, 5F.1, 5F.6, 5G.1)

Specific Recommendations

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

Category VI: Physical Resources

Criterion 6D – Tools and Small Equipment

Performance Indicator

6D.4 An inventory control and maintenance tracking system is in place and is current.

There is a need to assure that all computerized records are maintained on a department wide basis with routine backup.

Category VII: Human Resources

Criterion 7F - Risk Management and Personnel Safety

Performance Indicator

7F.6 The agency has a health/physical fitness program and provisions for noncompliance by employees/members are written and understood.

The Department currently has an informal and optional physical fitness program. The Department should implement a formal total Firefighter Fitness Program.

Category VIII: Training and Competency

Criterion 8A - Training and Education Program Requirements

Performance Indicator

8A.5 A command and staff development program is in place.

The Department should follow through on their plan to develop a Command and Staff Development program in house.

Criterion 8B - Training and Education Program Performance

Performance Indicator

8B.2 The organization provides both short- and long-range training schedules.

Although training is currently scheduled quarterly and an annual training plan is developed, long range planning of two years or more should be considered.

Category IX: Essential Resources

Criterion 9A – Water Supplies

Performance Indicator

9A.7 Fire hydrants should be easily located, maintained, and tested so that each hydrant location is visible and accessible at all times.

The Roseville fire protection area contains over 4,500 public hydrants and over 1,400 private hydrants. While the public hydrants are well maintained by the city's Environmental Utilities Department, there are no provisions for testing and maintenance of the private hydrants. The department should complete efforts to develop and implement a maintenance program for private hydrants.

Category X: External Systems Relationships

Criterion 10A – External Agency Relationships

Performance Indicator

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

The Roseville Fire Department acknowledges it does not have a conflict resolution policy in place and they maintain they have not experienced any difficulties or challenges. They need to develop and implement a conflict resolution policy in the event of any potential conflict in the future.

OBSERVATIONS

Category I — Governance and Administration

The City of Roseville was legally chartered by the State of California on January, 5, 1955 as a local municipality. The charter established the roles, responsibilities and powers of the City Council and establishes the City Manager. Section 38611 of the California Government Code requires the General Law Cities to provide a fire department. Section 2.11 of the Charter enables the City Manager to appoint department directors through administrative policies and through Administrative Regulation 1.10.1. The City Manager establishes the various departments of the City and duties of department directors, of which the position of Fire Chief was established with duties and responsibilities.

The citywide organizational structure places the fire department in a hierarchical role reporting to the City Manager allowing freedom from undue political ambiguity, and yet still establishes the relationship with other organizational components. The fire department enjoys a certain amount of organizational and operational independence that works well for the department.

The City Council ensures compliance with basic department policies through the established budget review and approval process. The annual budget is reviewed and amended at the six-month mark. The Fire Chief ensures compliance throughout the department through a quarterly reporting program, which covers goals and objectives of the organization. This is then presented to City Management staff. The Fire Chief is also authorized to establish policies within the department that are not governed by existing city policy and when the policy lies within his scope of responsibility. Any additional changes would require approval of the City Manager and/or the City Council.

The City Council approves the administrative structure of the fire department through the annual budget process. The current structure and funding for the department is budgeted and approved on an annual basis. Any changes require approval of the City Manager and City Council.

The department's governance and administration program has been verified and validated and meet department goals and objectives.

Category II — Assessment and Planning

The City has an extensive Geographic Information System (GIS) in place for use by all departments, which establishes the boundaries of the jurisdiction. The maps are available to response units in hard copy map books or electronically in various formats on each engine, truck and command unit. Formats include national maps in conjunction with Global Positioning Systems (GPS) and Automated Vehicle Locators (AVL) for situational awareness and routing. The department has organized the community into nine (9) response districts and sub-divided into 135 reporting districts. The nine districts give the ability to evaluate hazard/risks assessments for each primary reporting apparatus, and then the sub-divided reporting districts gives the ability to data mine the response data for a better evaluation of the response apparatus.

Data collection and storage is accomplished utilizing ZOLL Records Management System (RMS). The system has data stored since 2000 when it was implemented. All data elements in the database can be extracted in custom reports that will allow detailed analysis, including reporting districts.

All economic and demographic information is utilized during the assessment and planning phase. In today's economic environment utilizing this information for planning purposes is essential. The forecasted sales tax for 2010 indicates an increase of 1.3%, which would be the first increase, noted over the last two fiscal years, however, the county unemployment rate remains above 9%.

The department has several documents that have been utilized over the years for the identification and evaluation of the risk/hazard determination in the entire department. These documents include the Roseville Multi-Hazard Mitigation Plan, Flood Plan, Wildland Map, RHAVE documentation, and building assessments, which are completed on each building in the individual reporting districts. These documents have all of the information for a comprehensive Risk/Hazard Assessment; however this information needs to be compiled into one all inclusive document. The planning processes to complete all of these very detailed documents have all of the elements to make a comprehensive risk/hazard assessment document. The department has developed a "Standards of Cover" (SOC) document, which was presented to a special Community Standards and Visioning Committee (CSVC). The CSVC endorsed the response time standards and "SOC". The standards have been adopted by the City Council, and are included in the departments Standard Operating Procedures Manual (SOP's 6.01.0450, 6.01.0600, 6.05.1000, 6.05.0400). The compliance is measured by the outputs indicated in the City's budget.

The department's assessment and planning program has been verified and validated and meet department goals and objectives.

Category III — Goals and Objectives

The departments and CFAI requirements and standards for the developed and adopted Standards of Cover (SOC) met their standards for an urban deployment in the following areas: fire, EMS, and Rescue, but did not meet for Hazardous Materials (Haz Mat). The department was able to demonstrate that this deviation was not a gross deviation based on the history of responses dealing with Haz Mat. During the site visit the department found their previous evaluation of SOC data was lacking in meeting the current CFAI requirements and has already begun the processes needed to do a more complete data analysis.

The City's General Plan (Long-range Plan) and Annual Program/Performance Budget have been adopted to implement the fire department's long range plans. The General Plan outlines department fire protection, fire hazards, Standard Operating Procedures Manual, and the outlook in three areas: Fire Protection, Hazardous Materials, and Health Services. General Goals are included in each area with long-range policies and specific implementation measures to guide the implementation of department programs and services of which all goals and objectives are articulated to department members by the appropriate program directors. The department has five goals, which are specifically used in the City's budgeting program

budget, and to implement those goals they have developed twenty-five objectives. All goals and objectives are evaluated on a quarterly basis in documentation presented to the City Manager and City Council. Published materials that portray the department's vision, mission, goals and objectives can be found on the Intranet, departmental flyers, in the City's general plan, and SOP 2.01.0200.

The department recognizes that the process of developing their Standards of Cover (SOC) provided them with an excellent tool for analysis of where they have issues with appropriate responses to emergency conditions. The performance analysis was completed as a City-wide evaluation, and during the site visit the department found that the evaluation process that was discussed would assist in looking at these responses more completely than they have, by breaking down data into the four main response categories and then looking at the smaller reporting districts. The analysis they have completed to date has demonstrated their need to reallocate some response areas to other apparatus due to response reliability. The SOC data has been utilized in planning for needed resources and has been used to develop a plan for future annexation that the City has planned or already is in the process of bringing into the City.

The department plans to utilize response data analyzed on an annual basis to monitor progress of identified objectives and documented via the CPSE Annual Compliance Report submissions. The department has already begun the process of updating their SOC to incorporate the four response programs and the 90% measure of their performance.

The department plans to continue to review and update its mission, goals and objectives as appropriate. The Strategic Planning Document is updated with each quarterly or bi-annual report as necessary. There are plans to submit the department Standards of Cover document through the City Manager to the City Council for formal adoption.

The department's goals and objectives program has been verified and validated and meet department goals and objectives.

Category IV — Financial Resources

The City of Roseville operates a fully functional Finance Department, which is responsible for direction and preparation of the final budget and financial planning documents. The primary sources of funding the City's budget are through sales and property taxes. The fire department's personnel responsible to oversee the budgeting and review process are the Division Chief of Support Services and an Administrative Analyst. The process utilized for the budgeting process has proven successful over the years, and with the mid-year review, allows matching financial projections to the approved budget. The budgeting process for the city is built around goals and objectives for each program, with performance measures. Contingency funds are also planned as part of the annual budget process to facilitate replacement and/or repair for items not anticipated.

The annual budgeting processes provided by the Finance Department include training on the computer system, multiple schedules, and user/budget manuals. The Finance Department also leads the mid-year review to refine projections. The schedule reviewed for fiscal year 2010-2011 was very detailed, giving the fire department the ability to know when deadlines for the

various components are due, which personnel and vehicles are the first to be completed and turned in for review since these are normally the largest budget areas.

Internally, the department uses a method of information collection and review to complete the budget. The first phase is a comprehensive needs analysis from company officers for station or department needs. The budget is prepared and reviewed by department staff. The City Manager reviews a detailed line-item budget for the department, and then the budget proceeds to Council work session, public hearings and then final budget approval. The department has the following income sources: Motor Vehicle Cost Recovery Program (non-resident at Fault Driver), financial support is provided through Sierra Community College reimbursing the department for two hours of training per person per shift, and Fire Prevention activities.

The City of Roseville has received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for their Comprehensive Annual Financial Report (CAFR), and has submitted the certificate and their Comprehensive Annual Financial Report as prima facie compliance.

The department's financial resources program has been verified and validated and meet department goals and objectives.

Category V—Programs

Criterion 5A – Fire Suppression

The fire department's response and deployment standards are based upon the population density and fire demand of the community. Eight fire stations provide citywide coverage and departmental staffing is based upon station location, incident type and frequency. There are plans to replace station five and station eight within the next nine years and there are plans for future development to construct station nine with an expected completion date of spring 2012. Apparatus are assigned to meet anticipated fire demand and complement citywide service demand objectives. Each fire station has one engine company assigned and there is a ladder company located at station one and station seven. There are brush or grass fire trucks placed at five of the stations around the city which are cross staffed and a medium rescue vehicle is located at station seven. National Standards, as well as State of California standards, Department Directives and other policies provide direction for the program. The fire department has historically used FIRESCOPE and recently adopted the National Incident Management System (NIMS). The ICS program meets R.F.D. SOP Manual, Section 6.01.1000, Fire Ground Operations Manual. All firefighters graduating from the fire academy come to the fire department trained to the ICS 100 and 200 levels. All firefighters conduct annual SIMS training on-line and take the end of course tests. The fire department uses the Zoll RMS/ BIOKEY records management information system as its fire reporting system and submits all reports to NFIRS.

The department's baseline service level objectives are as follows:

For 90% of urban fire suppression responses, the first-due apparatus shall arrive within seven minutes forty-two seconds (one minute call processing, one minute thirty seconds turnout, and five minute twelve second response) Total Response Time (alarm to arrival).

2007 – The department had 324 fire responses and the department met the response objective of 90% total response time (alarm to arrival) of 8 minutes fifty-two seconds (291 responses made this total).

2008 – The department had 267 fire responses and the department met the response objective of 90% total response time (alarm to arrival) of eight minutes thirty-nine seconds (239 responses made this total).

2009 – The department had 234 fire responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes forty seconds (210 responses made this total).

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The first due unit, either a Type I engine or Type I truck, shall be capable of providing three staff, conducting an initial size-up and report conditions, advancing an appropriate attack line to the point of access into the building, operating the pump to supply water, securing a 5” large diameter hose (LDH) water supply whenever possible, making search while aggressively attacking the fire, the initial attack line should be from the uninvolved towards the involved portion of the building, conducting a primary search for occupants and providing all clear benchmark if no life hazard exists, and providing CAN (Conditions, Actions, Needs) reports to IC.

For 80% of all moderate risk fires, an effective response force (ERF) arrives within eleven minutes, thirty seconds total response time. The response for this is two Type I engines (with three personnel each), one Type I truck (with four personnel), and one Battalion Chief (with one person).

2009 – The department had 8 fire responses that had the ERF arrive on-scene and met the response objective of 90% total response time (alarm to arrival) of thirteen minutes fifty-two seconds (7 responses made this total).

The ERF is capable of establishing command, uninterrupted water supply, advancing an attack line and backup line, forcible entry, utility control, victim search and rescue, ventilation, and salvage and overhaul operations, in accordance with Standard Operating Procedures 6.01.100 RFD Fireground Operations.

It was demonstrated that Roseville Fire Department met all baseline service level objectives in 2009. The department determined that there were dispatch errors taking place and found ways to reduce call processing times and implemented those fixes thus reducing call processing time to fifty-five seconds 95% of the time from call received to dispatch and 100% of the time sixty seconds from call received to dispatch. They have also purchased additional equipment for stations and dispatch to reduce call processing and dispatching of apparatus times, with these fixes it should reduce not only call processing but turnout times.

All fire apparatus utilized for fire suppression activity exceed NFPA 1901 Standard for Automotive Fire Apparatus and all referenced publications contained therein. New apparatus is purchased and equipped in accordance with NFPA 1901 and State of California requirements and is further equipped to meet the department's inventory requirements and deployment objectives after delivery (i.e., Special Operations Apparatus). Before a new apparatus is purchased, the fire department has an apparatus committee that determines what is needed on any new vehicle purchased, and then their findings are submitted to the Fire Chief for final approval. Fire apparatus is covered by R.F.D. SOP section 4.02, Apparatus/Vehicles. Inspection and maintenance procedures for fire apparatus are established and carried out in accordance with fire department directives. Fire apparatus equipment inventories are established and carried out in accordance within the guidelines established by R.F.D. SOP section 4.03, Tools and Equipment. The apparatus committee is proactive with a comprehensive tools and equipment program; their job is to identify and procure any new equipment for the fire department. All eight engines are equipped in an identical manner and both ladder trucks are equipped identically as well, which provides for continuity when members of a different engine company can locate a piece of equipment in the same place on any apparatus.

Current departmental operating policies, procedures and guidelines are identified in the Roseville Fire Department SOP Manual. These SOP's are available to all members of the department at their work sites, electronically on the department intranet, and in hard copy form as part of the station/bureau library. The Incident Management System Manual and select operational directives can also be accessed on all apparatus electronically on the mobile data computers (MDC). The SOP's are categorized in 34 distinct areas; examples of some of the sections are: Master Planning and Assessments, Financial Management, Job Descriptions, Apparatus/Vehicles, Physical Fitness, and Fire Suppression.

Criterion 5B – Fire Prevention / Life Safety Program

The Roseville Fire Department has a Fire Prevention Division with two distinct enforcement elements – the fire code based annual inspection program and the hazardous materials program which is regulated by the State of California under the Certified Unified Program. Current prevention staff includes a Fire Marshal, three (3) Senior Fire Inspectors, five (5) Fire Inspector I/II's, and a Life Safety/Hazardous Materials Officer. All fire inspectors are considered sworn positions, however they are not required to have or maintain firefighting skills. Recent budget cuts have reduced the Division staffing by three (3) - an Assistant Fire Marshal, a Fire Inspector I/II, and a Public Education Specialist. Creative redistribution of responsibilities and a decline in development have allowed the Division to maintain performance goals.

The Division performs plan review for site access, fire flow water supply, and fire protection systems. There are performance measures for plan review which the department is currently meeting. A written joint agreement between the Building and Fire departments defines the responsibility for plan review, inspections, and which department is the authority having jurisdiction in various circumstances. The working relationship between the Fire, Building, and the Environment Utilities Departments seems to be very good.

As required by the State of California, the department has adopted and currently operates under the 2007 California Fire Code which is essentially the 2006 International Fire Code

with local amendments. In addition, the City has adopted local ordinances for mid and high rise buildings. The Division maintains good documentation policies, procedures, and code clarifications. External customers have easy access to appropriate documentation through the department's website.

The Roseville Fire Department is a Certified Unified Program Agency (CUPA). This is a State of California program dealing with hazardous materials and waste inspections. All hazardous waste generators and facilities that use, store, or handle permitable quantities of hazardous materials must be inspected annually under this program. This is a point of emphasis for the Division, and a reorganization of responsibilities has enabled them to meet associated goals and obligations.

The department's fire prevention/life safety program has been verified and validated and meet department goals and objectives.

Criterion 5C – Public Education Program

The Roseville Fire Department values public education, but recent economic challenges have left them without a dedicated public education specialist. The Fire Marshal worked with his staff to prioritize education activities and some had to be discontinued. Various members of the Fire Prevention and Operations Divisions have stepped up to assist with public education efforts. Current programs include station tours, child safety seat fitting, fire extinguisher training on request, Vial of Life program targeting seniors, and a drinking and driving program for the high schools. A very creative grade school fire safety program has been designed to use an assembly format to reach large numbers of kids with minimal resources. The initial pilot program over the last year reached 13 schools and over 4,000 kids and faculty.

Public education activities are tracked in the Fire Records Management System (RMS). The division does a nice job of tracking contacts and workload. There are performance goals which they are currently meeting. The program would benefit from a more thorough analysis of community risk, so that limited resources could be targeted to specific audiences and/or behaviors.

The department's public education program has been verified and validated and meet department goals and objectives.

Criterion 5D – Fire Investigation Program

The Department has described and defined the Fire Marshal's Office as having the statutory responsibility to investigate fires and determine fire origin and cause. The Fire Investigations branch of the Fire Marshal's Office investigates any suspicious fires, fire deaths, injuries, and Wildland fires.

The Fire Marshal and all Fire Investigators have full police powers IAW State of California regulations and P.C. 8-32, Police Officer Training; however, only Lead Fire Investigators are authorized to carry a firearm. All Lead Fire Investigators are required to attend quarterly firearms training and remain proficient with their weapons. All Fire Investigators are

integrated into the city's criminal justice system with the authority to write citations and are granted arrest powers.

The Fire Investigations branch is staffed by the Fire Marshal, two Lead Fire Investigators, and six Fire Investigators, with one Lead Fire Investigator and one Fire Investigator vacancy. The Fire Investigators are assisted in any investigations by eight assigned Fire Inspectors and a Hazardous Materials Officer. The department conducts fire cause determination, fire injury investigations, and maintains approximately an 80% case closure rate. The department has a very low occurrence of arson which facilitates closing fire investigations in a timely manner. Investigations are conducted using NFPA 921, *Guide for Fire and Explosion Investigations, 2008 edition*, California Fire Code 104.10, Appendix Chapter 1, *2007 edition*, and California Penal Code 830.37, *2010 edition*. Fire Investigators are equipped with department cars, a pick-up truck with a fire investigation and evidence collection kit, 800 MHz radios, cell phones, traditional fire department protective gear, and equipment.

In 2008, the Fire Marshal implemented the Fire Investigation Program in place at the current time, and in 2009 the Fire Investigation program was staffed and placed into service. The Fire Marshal established three levels of fire investigations; Level I investigations are performed at the Company Officer level, Level II investigations are performed by the Fire Investigators using city resources, and Level III investigations are performed using city resources and external resources such as the Sacramento Sierra Arson Task Force. The Fire Marshall also runs a juvenile firesetter program aimed at educating juveniles suspected of or proven guilty of starting fires. The juvenile firesetter program is designed to educate the juvenile and their parent(s) about the dangers of fire.

The department's incident reporting system, Fire RMS, tracks all calls and captures information. The department uses Fire Files Fire Investigation Case Management System to input and track all of their fire investigation data. Information is sent to the Roseville Police Department Criminal Records System and if a person or persons of interest are identified, the system will send the information to the State of California, Federal Police agencies, and the National Crime Information Center. The department manually analyzes reports from their Fire Files Fire Investigation Case Management System to determine trends and patterns and is also able to provide specific data on arrests, conviction rates or case clearance rates. Fire Investigators are provided access to departmental computers to assist in report writing, information sharing through the Roseville Police Department Criminal Records System, and communicate via E-mail with other fire and law enforcement agencies. The department's appraisal and plans were validated and verified and found to meet department goals and objectives.

The department's fire investigation program has been verified and validated and meet department goals and objectives.

Criterion 5E – Technical Rescue

The department currently maintains a Technical Rescue Team (TRT) with approximately 40 personnel with a fully equipped and typed Medium Urban Search and Rescue company which has the capability to respond and mitigate most technical rescue incidents such as confined space rescue, trench rescue, high and low angle rescue, tower rescue, complex extrications, swift-water rescue, dive rescue and structural collapse.

The Rescue unit will respond as part of a three- piece Rescue Task Force when requested with additional companies called as needed.

Training is conducted internally using staff personnel with expertise in their respective discipline. The City's ROSEU RMS captures all data pertaining to technical rescue training activities and provides detailed reports for analysis of the program.

Equipment availability, supplies and material are sufficient to meet the Department's stated objective.

The department met its stated standard of cover response objective as follows:

For 90% of all potential technical rescue responses, the first-due apparatus arrives within six minutes forty seconds or less total response time (alarm to arrival).

2007 – The department had 182 technical rescue responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes fifteen seconds (163 responses made this total).

2008 – The department had 153 technical rescue responses and the department met the response objective of 90% total response time (alarm to arrival) of eight minutes four seconds (137 responses made this total).

2009 – The department had 205 technical rescue responses and the department met the response objective of 90% total response time (alarm to arrival) of six minutes thirty-seven seconds (184 responses made this total).

2010 (first five months) – the department had 72 technical responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes thirteen seconds (65 responses made this total).

The first-due apparatus is capable of assessing the situation to determine if a technical rescue response is required, request additional resources, control the hazards, and provide advanced life support to any victim without endangering personnel.

For 90% of technical rescue incidents, the Technical Rescue Team (TRT) Effective Response Force (ERF) arrives within eight minutes forty-two seconds or less total response time (alarm to arrival). The TRT EFR is capable of providing technical expertise, knowledge, skills, and abilities during technical rescue incidents.

2009 – The department had 6 technical rescue responses that had the ERF arrive on-scene and met the response objective of 90% total response time (alarm to arrival) of eight minutes forty-two seconds (5 responses made this total).

It was demonstrated that Roseville Fire Department met all baseline service level objectives in 2009. The department determined that there were dispatch errors taking place and found ways to reduce call processing times and implemented those fixes thus reducing call processing time to fifty-five seconds 95% of the time from call received to dispatch and 100% of the time sixty seconds from call received to dispatch.

They have also purchased additional equipment for stations and dispatch to reduce call processing and dispatching of apparatus times, with these fixes it should reduce not only call processing but turnout times.

Standard Operating Procedures are in place for Confined Space, Trench Rescue and Rope Usage. There are draft Procedures for Tower Rescue, Dive Rescue, and Rope Rescue that should be formally adopted and implemented for use by staff. There are no Procedures for Swift-Water or Structural Collapse. It is recommended that SOP's are developed and implemented for these disciplines.

Criterion 5F – Hazardous Materials

The Roseville hazardous materials team is well-developed and supported. The team has state of the art equipment and apparatus that assists the team in accomplishing team and department response goals. It is equipped and typed as a Type I Cal-EMA Haz-mat team. The team is strategically located within the city and exists in the response territory with an occupancy that requires the most frequent use of the team.

The City of Roseville Fire Department operates a fully staffed, type-I Hazardous Materials Response Team in a tiered response system that expands with the incident. Level I incidents are those incidents that can be safely handled by engine company personnel trained to the First Responder Operations (FRO) level. Level II incidents are those incidents requiring the expertise of the departmental hazardous materials response team personnel trained to the specialist level, of which there are 59 members. Level III incidents are those incidents, which require the specialized expertise of outside contractors.

There are sufficient SOP's in place to verify that personnel are operating in a standardized manner within the rules and regulations set forth by state and federal regulation. The Department utilizes the Fire RMS system to record, track and reports their Hazmat training activities.

The Roseville Fire Department has significant potential for hazardous materials events with a major railway marshalling yard within the city, as well as industry utilizing significant amounts of chemicals in their industrial process.

The Roseville Fire Department cooperates with the Sacramento Metro Fire District hazmat response team and the Placer County hazmat response team in the event that a need for mutual aid response is required.

The department's baseline service level objectives are as follows:

For 90% of all low or high level hazardous materials incidents, the first-due apparatus will arrive within eight minutes ten seconds or less total response (alarm to arrival).

2007 – The department had 240 hazardous materials responses and the department met the response objective of 90% total response time (alarm to arrival) of nine minutes twenty seconds (215 responses made this total).

2008 – The department had 179 hazardous materials responses and the department met the response objective of 90% total response time (alarm to arrival) of nine minutes forty seconds (161 responses made this total).

2009 – The department had 172 hazardous materials responses and the department met the response objective of 90% total response time (alarm to arrival) of eight minutes nine seconds (154 responses made this total).

2010 (first five months) – the department had 43 hazardous materials responses and the department met the response objective of 90% total response time (alarm to arrival) of eight minutes nine seconds (38 responses made this total).

For 90% of all low level hazardous materials incident the effective response force (ERF) will arrive in ten minutes or less, total response time (alarm to arrival).

2009 – The department had 9 fire responses that had the ERF arrive on-scene and met the response objective of 90% total response time (alarm to arrival) of ten minutes (8 responses made this total).

For 90% of all high level hazardous material incidents the effective response force (ERF) will arrive in eleven minutes forty-five seconds or less total response time (alarm to arrival).

2009 – The department had 12 fire responses that had the ERF arrive on-scene and met the response objective of 90% total response time (alarm to arrival) of eleven minutes forty-five seconds (9 responses made this total).

The unit is capable of providing technical expertise, knowledge, skills and abilities in order to mitigate a hazardous materials incident.

It was demonstrated that Roseville Fire Department met all baseline service level objectives in 2009. The department determined that there were dispatch errors taking place and found ways to reduce call processing times and implemented those fixes thus reducing call processing time to fifty-five seconds 95% of the time from call received to dispatch and 100% of the time sixty seconds from call received to dispatch. They have also purchased additional equipment for stations and dispatch to reduce call processing and dispatching of apparatus time, with these fixes it should reduce not only call processing but turnout times.

Criterion 5G – Emergency Medical Services

The fire department provides Basic Life Support (BLS) and Advanced Life Support (ALS) for the city of Roseville. All response personnel are trained to a minimum of Emergency Medical Technician 1. There are currently 68 paramedics and 34 EMT 1 providers working for the department. All newly hired firefighters must have paramedic certification. EMTs are certified through the California State Fire Marshal's office, while paramedics are licensed through the State of California. The Sierra-Sacramento Valley Emergency Medical Services Agency (SSV-EMS) is a Regional Joint Powers Local Emergency Medical Services Agency for the counties of Placer, Yolo, Nevada, Sutter, and Yuba, and provides medical oversight for the Roseville Fire Department.

Eight ALS engines and two ALS trucks provide the emergency medical service. Engines are staffed by a Captain, an Engineer, and a Firefighter/Paramedic. Trucks have a Captain, an Engineer, and two Firefighter/Paramedics. Apparatus must maintain a minimum of one firefighter/paramedic. A stipend is paid to Captains and Engineers as an incentive to maintain their paramedic training and license, so an apparatus could have up to 3 or 4 paramedics.

A private ambulance company, currently American Medical Response (AMR), is part of every EMS dispatch. The ambulance's primary function is patient transport, but will take responsibility for patient care if they arrive before the fire department. The ambulance is staffed by a minimum of one EMT and one Paramedic. When appropriate, the fire department paramedic will accompany the patient to the hospital in the private ambulance. Transfer of care is covered by policy. An ambulance provider agreement between AMR and SSV-EMS defines expectations including response performance standards.

The department employs a Registered Nurse as the EMS Continuous Quality Improvement (CQI) manager, which contributes to an ambitious and effective continuing education and quality improvement program.

The department's baseline service level objectives are as follows:

For 90% of all priority EMS incidents, an ALS fire unit arrived within seven minutes forty-two seconds total response time (alarm to arrival). All Roseville Fire Department apparatus are staffed with a minimum of one paramedic 24/7.

2007 – The department had 6,246 EMS responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes thirty-one seconds (5,594 responses made this total).

2008 – The department had 6,734 EMS responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes twenty-eight seconds (6,030 responses made this total).

2009 – The department had 7,045 EMS responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes nineteen seconds (6,309 responses made this total).

2010 (first five months) – the department had 2,443 EMS responses and the department met the response objective of 90% total response time (alarm to arrival) of seven minutes ten seconds (2,194 responses made this total).

For 90% of all Mass Casualty Incidents (MCI), an effective response force (ERF) will arrive in thirteen minutes or less, total response time (alarm to arrival).

The department has not had a response for an MCI.

The ERF is capable of establishing and initiating all required sector of a MCI.

It was demonstrated that Roseville Fire Department met all baseline service level objectives in years 2007, 2008, 2009 and 2010 (first five months). The department determined that there were dispatch errors taking place and found ways to reduce call processing times and

implemented those fixes thus reducing call processing time to fifty-five seconds 95% of the time from call received to dispatch and 100% of the time in sixty seconds from call received to dispatch. They have also purchased additional equipment for stations and dispatch to reduce call processing and dispatching of apparatus time, with these fixes it should reduce not only call processing but turnout times.

Criterion 5H – Domestic Preparedness Planning and Response

In 2001, the Roseville City Council adopted Ordinance 3757 to implement Title 9, Section 9.28.075, Emergency Management System to the Roseville Municipal Code as mandated by the criteria contained in the Standardized Emergency Management System (SEMS) as published by the State of California *Title 19, Division 2, Chapter 1* of the California Code of Regulations. The State of California requires each city within the state to develop and maintain a current Emergency Operations Plan (EOP) which addresses their planned response to extraordinary emergency situations.

The Roseville Fire Department utilizes the Emergency Operations Plan which was adopted by City Council in June 2004 in accordance with the requirements of the Standardized Emergency Management System (SEMS). The plan is a citywide response to an all hazard approach to widespread disasters and emergencies that exceed the capacity of any one department. The emergency Operations Plan serves as a directive for activating the Roseville Emergency Operations Center (EOC), as well as general instructions for participating City departments' responsibilities. The Emergency Operations Plan is being updated at the present time and when approved, the new EOP will be distributed to all appropriate agencies.

The Roseville Fire Department has conducted a Vulnerability Assessment study in preparation of the EOP 2004 Basic Plan. The EOP 2004 has included in the Basic Plan a Hazard Analysis Worksheet, and a Hazard Analysis Matrix. In addition to the EOP, the Fire Department adopted a Multi-Hazard Mitigation Plan on July 20, 2005 to meet the requirements of the Disaster Mitigation Act of 2000. Studies were divided into Natural Hazards and Man-Made Hazards, and the man-made hazards were subdivided into Intentional and Unintentional subcategories.

The city's EOP describes the organization for the management of a large-scale emergency. This plan is a functionally based Emergency Operations Center (EOC) structure and the incident command system is advocated. In a major emergency, the City Manager assumes the role of Director of Emergency Services and receives staff support and advice from the Incident Commander, Emergency Preparedness Manager, and EOC Executive staff. The Fire Chief or his delegate assumes the role of Incident Commander and reports to the EOC. The city has adopted the NIMS and ICS systems to support operations IAW State of California law. The EOC has been moved to a new city library where a state of the art facility has been constructed. The 800 MHz radio system has a link-up tied into the buildings systems along with phone, computer, and electrical access. There are reading rooms in the library that can be converted to offices for incident managers in a very short time.

The department's domestic preparedness planning and response program has been verified and validated and meet department goals and objectives.

Criterion 5I – Aviation Rescue and Fire Fighting Services

The Roseville Fire Department has no responsibility for providing fire protection and EMS response to an airport. There are no airports or any runways located in the City.

Criterion 5J – Marine and Shipboard Rescue and Fire Fighting Services

The Roseville Fire Department has no water way that supports ships; the waterways in the department's response area are in place for recreational watercraft.

Criterion 5K – Other Programs

The Roseville Fire Department has no additional programs.

Category VI — Physical Resources

The Roseville Fire Department maintains eight fire stations with ten apparatus in use and one training facility. The fire stations are located around the city based upon service demand and response time.

The department Command Section, Fire Marshal's Office (FMO), Fire Inspectors, EMS Liaison, and support staff all operate out of Fire Station #1. The Training Officer is located at the Fire Training Center (FTC) which has a drill tower, drafting tank, and natural gas burn rooms. The Fire Department also maintains a state of the art SCBA fit testing and maintenance shop located at the Fire Training Center along with a storage building used for housing apparatus. There is a need to assure that all computerized records are maintained on a department wide basis with routine backup. The logistics function is located in Fire Station #1 and is well managed and stocked to assure that any and all items required by the department are readily available. Logistics also provides a personnel rehabilitation vehicle to all long term incidents to provide cold drinks and cooling.

All facilities undergo a monthly inspection IAW SOP 4.01.0150 and using the Roseville Fire Department Monthly Fire Station Inspection Checklist. Quarterly inspections are required using the Roseville Fire Department Quarterly Fire Station Inspection Checklist. Company Officers are required to perform this inspection monthly and quarterly on the first Wednesday of the month. Team visits to fire stations revealed a real pride in ownership of these stations by the assigned crews from the oldest to the newest station each was found to be clean and well kept.

The present Capital Improvement Program includes funding for construction of five new fire stations by 2020, with three of the stations replacing current fire stations and the other two stations will be open with new fire companies. There is funding to construct a new fire station #9 (currently in design) and the Fire Department is in the process of finding property to build a new Station #8 to replace the current Station #8 which is housed in a leased building.

The department operates a fleet of forty five different types of vehicles. Roseville Fleet Maintenance is responsible for apparatus, staff and smaller support vehicle maintenance and repair.

Apparatus technicians are Automotive Service Excellence Certified (ASE) with one mechanic NFPA certified and three additional mechanics are pump maintenance trained. The city also utilizes outside certified vendors for special maintenance and testing services.

The vehicle maintenance division is modern and well managed with clean work areas and a state of the art records management system called Square Rigger which tracks every vehicle in the fleet. There is direct communication to and from the department to schedule service work based upon preventive maintenance schedules. Vehicle hours are tracked through the vehicle fueling system, and when a fire apparatus logs 300 hours, the maintenance data system sends a notice to the Fire Department for that particular vehicle to receive maintenance to include oil changes, filters, transmission inspection, and brake and safety inspections. When an apparatus logs 900 hours, the apparatus is sent to the maintenance shop for a 300 hour maintenance check and a more in-depth inspection to include removing the differentials from the vehicles to inspect for wear and tear. Support vehicles are due for maintenance every 6,000 miles. Work flow is tracked in a paperless system from arrival at the maintenance shop to return to service through Square Rigger. Department personnel perform routine maintenance such as light bulb replacement. Mechanics are ASE certified for the work they perform. There is a well stocked parts supply area that is well managed to control loss, and there is a library which contains vehicle maintenance manuals in the front end of the maintenance facility. Parts section personnel are assigned to the service area where they immediately meet with the mechanic upon arrival of the vehicle to determine which parts will be required for the scheduled work and they then bring the parts to the work area to avoid delay. There is a special Fire Department parts rack for placing the parts located in the heavy-duty vehicle maintenance bays.

Support vehicles are provided to address administrative, fire inspections, and command responsibilities. The department also has specialized vehicles to support operational areas of hazardous materials, technical rescue, Wildland firefighting, and water rescue response.

The fire department provides an engine at the Fire Training Center to support training activities. Apparatus selection is accomplished through the work of an apparatus committee headed by a Battalion Chief and staffed with other members of the Fire Department. Vehicle and apparatus issues are coordinated through the Battalion Chief and the Apparatus Committee. The Fire Department works with the Departments of Finance/Purchasing and Fleet Maintenance with regards to the purchase of apparatus. The average life span of a piece of fire apparatus is 13 years, and the fire department projects replacement vehicles in their long range budget at 110% of the cost of the current apparatus. The department maintains a formal apparatus replacement plan to ensure that future needs are met. Vehicles are replaced based on an assessment of each vehicle's serviceability at the end of the 13 year life cycle. The fire department will continue to evaluate apparatus and vehicle needs.

The department has assigned apparatus specification development to an appointed Battalion Chief and the Apparatus Committee. The department's Apparatus Committee works with Fleet Maintenance in the development of apparatus specifications using NFPA 1901, *Standard for Automotive Fire Apparatus* and State of California specifications for all fire apparatus specifications. The Fire Department is responsible for ensuring the specifications for all new vehicles meet state and local procurement laws. Specialty apparatus specifications are developed with members of the Apparatus Committee providing input.

The department has a comprehensive safety program and provides a high quality supply of safety equipment for its employees. State law and department regulations require seat belt use at all times and is strictly enforced. Two sets of structural PPE including ear protection, one set of Wildland gear, one reflective traffic vest, raingear, and an EMS “fanny pack” are provided as personal issue. Every firefighter is issued a set of work boots, a set of Wildland boots (which a reimbursement policy is in place for employees to purchase these), and structural firefighting boots as part of the foot protection PPE. Company Officers are charged with the regular inspection of this equipment and internal cleaning and repair facilities are utilized. Station one, station seven, and the Fire Training Center all have an industrial extractor and industrial dryer assigned. All personnel are required to clean their bunker liners every six months, however, they are encouraged to clean their liners more frequently. Every piece of protective clothing contains a bar code and upon laundering of the liners, the bar code is scanned and recorded in the computerized record keeping system and the records are maintained by the Battalion Chief responsible for these records. Safety equipment is integrated in a risk management and safety program that includes in station and on scene activities.

The department’s physical resources program has been verified and validated and meet department goals and objectives.

Category VII — Human Resources

The City of Roseville Human Resources Director is a City department head charged with administering the City’s personnel, risk management and training programs. The Human Resources Director reports to the Director of Administrative Services. The Human Resources Director oversees all personnel related functions including hiring, compensation, classification, discipline, benefits, employee training and risk management.

The City of Roseville Human Resources Department is adequately staffed to address assigned responsibilities. The administrative policies and practices for Human Resources Administration are based on local, state, and federal requirements. The documents used to administer personnel related matters are comprised of the “City of Roseville Personnel Rules and Regulations,” “City of Roseville Administrative Regulations,” and “Roseville Fire Department Standard Operating Procedures.” All of these documents are available electronically to all personnel.

The recruiting process is inclusive of many members within the Fire Department. Although the Human Resources Department is ultimately responsible for recruitment, the Fire Chief, Division Chiefs, Battalion Chiefs, and Captains are very involved in the process. The mechanisms in place for the recruiting and promotional process are comprehensive and well documented. There is a low turnover rate amongst fire service personnel, and it is regular practice for exit interviews to take place with the Human Resources Department.

The City of Roseville has a system in place to identify workplace hazards. It follows California’s “Injury and Illness Prevention Program” as identified by State law. The City has a “Hazard” reporting system as well as a safety suggestion system. A City safety committee meets monthly to review suggestions/concerns. The fire department standard practice manual contains a “Health and Safety” section that addresses all aspects of firefighter safety.

Cardiovascular and weight equipment is available for use by employees, and there is time allotted throughout the day for use of the equipment. The Department currently has an informal and optional physical exercise program. The Department should implement a formal total firefighter fitness program.

The department's human resources program has been verified and validated and meet department goals and objectives.

Category VIII — Training and Competency

The department has a thorough and comprehensive training program. The department utilizes performance-based training with objective skill and task sheets developed for all stages of training within the organization and are in compliance with California State requirements for maintenance Certifications (EMT-1A, Paramedic, etc). Task books are utilized for Engineer, Captain and Battalion Chief.

The Training Division delivers training consistent with the legal requirements in the following areas; Respiratory Protection Programs, Wildland Firefighting, Mass Casualty Incidents, Emergency Medical Technician/ CPR, Sudden Infant Death Syndrome, Infectious Disease Control, Personal Protective Equipment, Fire Fighting, Night Drills, Confined Space, Hazardous Materials, Driver Safety/EVOC, Incident Command System.

The department currently has a state of the art training facility within its jurisdiction, which sits on approximately three acres of land. They have a long standing agreement with Sierra College, and through this agreement, the training center has received Regional Academy status from the State Fire Marshal's Office.

The Fire Department has adopted a Learning Management System (LMS). This computer program records the day-to-day training that is accomplished on duty as, well as training accomplished by members outside of the organization. This provides detailed reports for analysis of the training program.

All Standard Operating Procedures and performance based training is available to all employees.

The department is in the process of examining the use of distance learning technologies and computer based training in an effort to provide training without negatively impacting service delivery.

It is recommended that the department formally develop long-range training plans and schedules.

The department's training and competency program has been verified and validated and meet department goals and objectives.

Category IX — Essential Resources

Criterion 9A – Water Supply

The Roseville Fire Department has an adequate and reliable water supply for firefighting purposes. All developed areas of the city are served by the domestic water supply and hydrant system, which includes over 4,500 public hydrants and 1,400 private hydrants. Certain older areas of the city have undersized mains and do not meet current fire flow standards. There is a master plan to gradually upgrade these areas, and some work has already been completed. The primary water source is Folsom Lake, with four well sites which can be accessed under specific conditions.

Water supply for the area is primarily handled by the City of Roseville Environmental Utilities (EU) Department. The Fire Prevention Division works closely with the EU Department on all new projects to determine required fire flow and hydrant placement. The department uses Appendix B of the California Fire Code, as amended and adopted by the Roseville City Council to determine fire flow. The minimum fire flow is 1,500 gallons per minute (GPM) for all buildings. The EU keeps water main and hydrant maps in a GIS based system. These maps are updated as needed and distributed annually. The fire department's GIS specialist produces response maps with hydrant locations which are updated as needed.

The EU Department has responsibility for testing and maintenance of public hydrants. Public hydrants are flushed and tested by the Environmental Utilities Department once every four years. Maintenance includes exercising valves, replacing caps, lubricating threads, etc. Hydrant visibility and access is checked during occupancy fire inspections conducted by fire inspectors and company inspectors. Privately owned fire hydrants are not currently maintained on a regular basis. The Fire Marshal is working on a program to have private hydrants serviced in accordance with the mandated National Fire Protection Association Standard 25 (NFPA 25), Inspection, Testing and Maintenance of Water-Based Fire Protection Systems, 2006 California Edition as adopted by the State of California and enforced in Roseville.

The Fire Department has very limited plans for alternative sources of water in the event of a major disruption. Well sites can provide a very limited supplement, and there are interties between the City of Roseville and neighboring jurisdictions which can be accessed under certain circumstances. The department essentially depends on 500 gallon water tanks and automatic and mutual aid for water tenders from neighboring jurisdictions.

The department's water supply program has been verified and validated and meet department goals and objectives.

Criterion 9B – Communication Systems

The City of Roseville operates a trunked, legally licensed analog 800 MHz radio system that appears to service the community very well. The fire and police departments, in conjunction with Roseville's public safety Information Technology (IT) staff, have implemented a comprehensive interoperable radio system with appropriate back up and redundancies using common systems and frequencies, as well as multi-mode radios. The system is a two-site simulcast system. Currently there are ten frequencies licensed to the city. The system gives

priority to public safety departments and agencies. The fire department specifically has one dispatch talk group, two command talk groups, five tactical talk groups, one prevention talk group, one training talk group, and one emergency announce talk group. All emergency vehicles have mobile radios installed in them that cover 800 MHz Roseville and Sacramento County systems and VHF radios covering all local fire agencies as well as local, state and federal interoperability channels. All on-duty emergency personnel have an 800 MHz and VHF portable radio assigned to them.

The system allows for interoperability with other city agencies, local hospitals, and fire agencies within Sacramento County. Because Roseville is the only fire department in Placer County area with the 800 MHz system, they have provided 800 MHz radios for each position in neighboring departments. There are well developed SOPs which address radio procedures. Roseville completed the National 800 MHz rebanding project in May of 2010.

The Division Chief of Support Services manages specialized resources that enhance the radio system and interoperable communications. These include 800 MHz and VHF portable caches and field radio gateways and repeaters for immediate deployment. The city has an ordinance requiring building owners to install and maintain bi-directional amplifiers (BDA) if radio reception doesn't meet a specific threshold. The impact and effectiveness of these systems is monitored closely.

The communications center serves the Roseville Police and Fire Departments and is run by the Roseville Police Department. It is staffed by a Support Services Commander, an Administrative Supervisor, three communication supervisors, and 17 full-time and part-time dispatchers. Minimum staffing levels vary based on peak hour activity, with only 3 dispatchers on between 0200 and 0800. Supervisors can be accessed 24/7 by department provided cell phones.

The dispatch center was built in 1997 to applicable standards. It is well equipped and modern. The CAD system is Tiburon. The Placer County Sheriff's Communication Center operates the same CAD system and can take over dispatch operations if necessary. The city also has a "mutual aid" agreement with the neighboring city of Rocklin to take over phones and dispatch if necessary. Systems are in place to make the transition to back up facilities quick and easy. They are preparing to replace the current CAD system and the RFP/RFI process has just recently started. Placer County and neighbor Citrus Heights are participating in the RFI.

There are written manuals and operating procedures which are reviewed and updated on a regular basis. Emergency Medical Dispatch protocols are used for EMS calls. There are associated performance standards which are monitored closely. Review of fire dispatch and performance measurements are conducted on a monthly basis along with the mandated EMD review. Recent modifications to dispatch procedures have resulted in dispatch processing times averaging 50 seconds.

Though the dispatch center is run by the Police Department, the Fire Department is very actively involved in dispatch operations.

The department's communication systems program has been verified and validated and meet department goals and objectives.

Criterion 9C & D – Administrative Support Services & Office Systems

As a part of the City of Roseville, many support services including finance, human resources, risk management, and legal are provided through the city. The Fire Department currently has three major Divisions. The Fire Chief has responsibility for Operations and Training, in addition to his regular administrative duties. A Division Chief is in charge of Support Services including administrative staff, planning, Information technology, and communications. A Fire Marshal manages Fire/Prevention/Abatement. Recent budget cuts have resulted in loss of key management and support positions. Responsibilities have been redistributed among remaining staff. While they are working hard to make things work, the lack of management and support has had a negative impact on the organization.

Office equipment and systems are adequate, but the workspaces would benefit from reorganization to make them more efficient. Office system, information technology and support seem to be good.

The department's administrative support services and office systems program has been verified and validated and meet department goals and objectives.

Category X – External Systems Relationships

The Roseville Fire Department has written Mutual Aid agreements with neighboring agencies. The fire department is a member of the Western Placer County Cooperative Fire Service Response Agreement and has mutual aid agreements with 14 other jurisdictions as a result of the mutual aid package. The City of Roseville City Council approved the Western Placer County Cooperative Fire Service Response Agreement on May 17, 2006. The mutual aid agreement is reviewed biennially by all agencies affected and it is under review at the present time. The mutual aid agreement is required by the California Department of Forestry and Fire Protection (CalFire). The City utilizes WebEOC which allows the city to access the web to share, exchange, and update other agencies with information.

The city is geographically located in Northern California North-East of Sacramento. The city has a major railroad switching yard located in the center of town. This switching yard is a major switching yard for the Union Pacific Railroad. The city is viewed by the Department of Justice as an unlikely target opportunity for possible terrorist or WMD attacks.

Due to the economic downturn, the Fire Department has been collaborating with the neighboring cities of Rocklin and Lincoln on an initiative entitled Regional Cooperative Fire Protection as a way to improve the efficiency of emergency service delivery. The Fire Department also has automatic mutual aid agreements such as the Placer County Hazardous Materials Plan due to their extensive Haz-Mat program, the Statewide Mutual Aid Plan, Operational Area Mutual Aid, and Strike Team Plan. The Fire Department's communication system allows for interoperability and conforms to the standard set forth by the Sacramento UASI Tactical Interoperable Communications Plan (TICP).

The Fire Department has an outstanding relationship with the City Police Department. Fire Department Dispatch is conducted from the Police Department and the Fire Department has input into dispatch matters. The Fire Inspection Bureau works closely with the Police Department on fire investigations. Police Detectives are assigned to fire investigation teams,

data is collected, and the Police Department crime lab will process any evidence within their capabilities. Any criminal data collected is given to the Police Department and entered into the Roseville Police Criminal Record System. Any important information is then transmitted to California and Federal Police Agencies.

The city receives all of their water, electrical power, and sanitation services from the city. The Fire Department has a strong working relationship with the Water Department. The agreements between the Fire Department and the Water Department allows for intra-agency cooperation. The electric power plant and waste water treatment facility are located on the West end of the city. The Fire Department has strong working relationships with the electrical and waste water plants, and the electric company invites the Fire Department to their facility during the year to conduct training evolutions involving high voltage electricity.

The department Strategic Plan references standardization of departmental operations encompassing evaluations of directives, incident command and other documents that pertinent to the overall mission.

Each functional division within the department has unique external relationships. The Operations Division has external relationships that impact Hazardous Materials service delivery into neighboring communities. There are written mutual aid agreements with an objective to initiate automatic aid with neighboring Cities.

The department understands and supports the need to integrate resources across jurisdictional boundaries and provides response capabilities for other jurisdictions in the area. The department's mutual aid agreements contain a clause that will allow further development of automatic aid responses. The Fire Department has a gateway that allows different communities with different frequencies to talk to each other on a common channel during emergencies.

The department's Technical Rescue Team operates as an integral part of Regional Response Team. The Hazardous Materials Response Team is available to deploy to neighboring cities upon request from local Fire Departments.

The department is also a partner in the Sierra Community College District Regional Fire Academy and maintains a regional training facility at the Fire Training Center with classrooms, a training tower, and burn building to conduct live fire training evolutions. The Fire department participates in the State Accredited Regional Fire Academy and they support in-service training programs through the Sierra Community College.

The Fire Marshal's Office (FMO) is a member of the Sacramento Sierra Arson Task Force and they have significant local, state and federal relationships that define daily code enforcement and evaluation of the risk factors within the city. The Fire Marshal's Office maintains a good working relationship with other agencies in the area.

The department's external systems relationships program has been verified and validated and meet department goals and objectives.