

Categories/Criteria/Performance Indicators	Category	Criterion	Core Competency	PI	Category Manager
<p><b>Category I — Governance and Administration</b></p> <p>For purposes of this Category, Governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services, and interprets the agency’s activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.</p>	I				D/C Hinde
<p><b>Criterion 1A: Governing Body</b></p> <p><b>The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources.</b></p>	I	1A			D/C Hinde
<p><b>CC 1A.1 The agency is legally established.</b></p>	I	1A	x	01A.01	D/C Hinde
<p><b>CC 1A.2 The agency <u>complies</u> with <u>legal requirements</u> of local, state/provincial, and federal governments (i.e. <u>inspection reports, regulatory references, meeting minutes, and legal opinions</u>).</b></p>	I	1A	x	01A.02	D/C Hinde
<p>1A.3 The agency has a <u>methodology</u> to <u>monitor and track</u> applicable local, state/provincial, and federal requirement changes.</p>	I	1A		01A.03	D/C Hinde
<p>1A.4 The <u>governing body</u> of the agency periodically <u>reviews</u> and approves services and programs.</p>	I	1A		01A.04	D/C Hinde
<p>1A.5 The <u>method</u> used to select the agency’s <u>chief fire officer/chief executive officer</u> includes <u>evaluation of candidate qualifications and credentials</u>.</p>	I	1A		01A.05	D/C Hinde

1A.6 The role and composition of various policy making, planning, and special purpose bodies are defined by the governing body in an organization chart.	I	1A		01A.06	D/C Hinde
1A.7 The governing body or designated authority approves the organizational structure that carries out the agency's mission.	I	1A		01A.07	D/C Hinde
1A.8 The governing body has policies to preclude individual participation of governing board members and staff in actions involving possible conflict of interest.	I	1A		01A.08	D/C Hinde
1A.9 A communication process is in place between the governing body and the administrative structure of the agency.	I	1A		01A.09	D/C Hinde
1A.10 The governing body publishes a mission statement.	I	1A		01A.10	D/C Hinde
<b>Criterion 1B: Agency Administration</b> <b>The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and objectives.</b>	I	1B			D/C Hinde
<b>CC 1B.1 The administrative structure reflects the agency's mission, goals, objectives, size, and complexity.</b>	I	1B	x	<b>01B.01</b>	D/C Hinde
1B.2 Financial, equipment, and personnel resource allocation reflects the agency's mission, goals, and objectives.	I	1B		01B.02	D/C Hinde
1B.3 Personnel functions, roles, and responsibilities are defined in writing and a current organization chart exists that includes the agency's relationship to the governing body.	I	1B		01B.03	D/C Hinde

<p><b>Category II — Assessment and Planning</b>  Assessment and planning are defined as the processes used to identify the community’s fire protection and other emergency service needs to identify potential goals and objectives. All agencies should have a basic source of data and information to logically and rationally define the organization’s mission. Assessment and planning is critical to the establishment of service level objectives, standards of cover, and ultimately, the quality of program outcomes.</p>	II				Planning Manager Gutschick
<p><b>Criterion 2A: Documentation of Area Characteristics</b>  <b>The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development.</b></p>	II	2A			Planning Manager Gutschick
<p>2A.1 <u>Service area boundaries</u> for the agency are <u>identified, documented, and legally adopted</u> by the authority having jurisdiction.</p>	II	2A		02A.01	Planning Manager Gutschick
<p>2A.2 <u>Boundaries for other service responsibility areas</u>, such as automatic aid, mutual aid, and contract areas, are <u>identified, documented, and appropriately approved</u> by the authority having jurisdiction.</p>	II	2A		02A.02	Planning Manager Gutschick
<p><b>CC 2A.3 The agency has a <u>documented and adopted methodology</u> for organizing the response area(s) into <u>geographical planning zones</u>.</b></p>	II	2A	x	02A.03	Planning Manager Gutschick
<p><b>CC 2A.4 The agency <u>assesses the community by planning zone</u> and <u>considers the population density</u> within <u>planning zones and population areas</u>, as applicable, for the purpose of developing total response time standards.</b></p>	II	2A	x	02A.04	Planning Manager Gutschick

2A.5 Data that includes <u>property, life, injury, environmental, and other associated losses</u> , as well as the <u>human and physical assets preserved</u> and or saved, are recorded for a minimum of three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.	II	2A		02A.05	Planning Manager Gutschick
2A.6 The agency utilizes its <u>adopted planning zone</u> methodology to identify response area characteristics such as population, transportation systems, area land use, topography, geography, geology, physiography, climate, hazards and risks, and service provision capability demands.	II	2A		02A.06	Planning Manager Gutschick
2A.7 <u>Significant socio-economic and demographic characteristics</u> for the response area are identified, such as key employment types and centers, assessed values, blighted areas, and population earning characteristics.	II	2A		02A.07	Planning Manager Gutschick
2A.8 The agency <u>identifies and documents</u> all safety and remediation programs, such as fire prevention, public education, injury prevention, public health, and other similar programs, currently active within the response area.	II	2A		02A.08	Planning Manager Gutschick
2A.9 The agency <u>identifies critical infrastructure</u> within the planning zones.	II	2A		02A.09	Planning Manager Gutschick
<b>Criterion 2B: All-Hazard Risk Assessment and Response Strategies</b> The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact considers such factors as cultural, economic, historical, and environmental values, and operational characteristics.	II	2B			Planning Manager Gutschick

<b>CC 2B.1 The agency has a <u>documented and adopted methodology</u> for identifying, assessing, categorizing, and classifying risks throughout the community or area of responsibility.</b>	<b>II</b>	<b>2B</b>	<b>x</b>	<b>02B.01</b>	Planning Manager Gutschick
2B.2 The historical emergency and non-emergency <u>service demands frequency</u> for a minimum of three immediately previous years and the <u>future probability</u> of emergency and non-emergency service demands, by service type, have been identified and documented by planning zone.	II	2B		02B.02	Planning Manager Gutschick
2B.3 Event <u>consequence loss and save data</u> that includes <u>property, life, injury, environmental, and other losses and saves</u> are assessed for three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.	II	2B		02B.03	Planning Manager Gutschick
<b>CC 2B.4 The agency's risk identification, analysis, categorization, and classification methodology has been utilized to <u>determine and document</u> the different categories and classes of risks within each planning zone.</b>	<b>II</b>	<b>2B</b>	<b>x</b>	<b>02B.04</b>	Planning Manager Gutschick
2B.5 Fire protection and detection systems are <u>incorporated into the risk analysis</u> .	II	2B		02B.05	Planning Manager Gutschick
2B.6 The agency <u>assesses critical infrastructure</u> within the planning zones for capabilities and capacities to meet the demands posed by the risks.	II	2B		02B.06	Planning Manager Gutschick

<p><b>Criterion 2C: Current Deployment and Performance</b>  <b>The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the agency’s deployment practices are consistent jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency, and outcomes throughout all service areas. The agency develops procedures, practices, and programs to appropriately guide its resource deployment.</b></p>	II	2C			Planning Manager Gutschick
<p><b>CC 2C.1 Given the levels of risks, area of responsibility, demographics, and socio-economic factors, the agency has <u>determined, documented, and adopted a methodology</u> for the consistent provision of service levels in all service program areas through response coverage strategies.</b></p>	II	2C	x	02C.01	Planning Manager Gutschick
<p><b>CC 2C.2 The agency has a <u>documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each planning zone and total response area.</u></b></p>	II	2C	x	02C.02	Planning Manager Gutschick
<p><b>2C.3 Fire protection systems and detection systems are <u>identified and considered</u> in the development of appropriate response strategies.</b></p>	II	2C		02C.03	Planning Manager Gutschick
<p><b>CC 2C.4 A <u>critical task analysis of each risk category and risk class has been conducted</u> to determine the first- due and effective response force capabilities, and a <u>process is in place to validate and document the results.</u></b></p>	II	2C	x	02C.04	Planning Manager Gutschick

CC 2C.5 The agency has <u>identified the total response time components</u> for delivery of services in each service program area and found those services consistent and reliable within the entire response area.	II	2C	x	02C.05	Planning Manager Gutschick
2C.6 The agency has <u>identified the total response time components</u> for delivery of services in each service program area and assessed those services in each planning zone.	II	2C		02C.06	Planning Manager Gutschick
CC 2C.7 The agency has <u>identified efforts to maintain and improve its performance in the delivery of its emergency services for the past three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.</u>	II	2C	x	02C.07	Planning Manager Gutschick
2C.8 The <u>agency's resiliency has been assessed</u> through its deployment policies, procedures, and practices.	II	2C		02C.08	Planning Manager Gutschick
<b>Criterion 2D: Plan for Maintaining and Improving Response Capabilities</b> The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency, and safety of its operations, notwithstanding any outside influences beyond its control. The agency has identified the impacts of these outside influences to the authority having jurisdiction.	II	2D			Planning Manager Gutschick
CC 2D.1 The agency has documented and adopted methodology for assessing performance adequacies, consistencies, reliabilities, resiliencies, and <u>opportunities for improvement</u> for the total response area.	II	2D	x	02D.01	Planning Manager Gutschick

2D.2 The agency <u>continuously monitors, assesses, and internally reports, at least quarterly</u> , on the ability of the existing delivery system to meet expected outcomes and identifies the remedial actions most in need of attention.	II	2D		02D.02	Planning Manager Gutschick
<b>CC 2D.3 The performance monitoring methodology identifies, at least annually, future external influences, altering conditions, growth and development trends, and new or changing risks, for purposes of analyzing the balance of service capabilities with new conditions or demands.</b>	II	2D	x	02D.03	Planning Manager Gutschick
2D.4 The performance monitoring <u>methodology</u> supports the annual assessment of the efficiency and effectiveness of each service program at least annually in relation to industry research.	II	2D		02D.04	Planning Manager Gutschick
2D.5 Impacts of incident mitigation program efforts, (such as community risk reduction, public education, and community service programs), are <u>considered and assessed</u> in the <u>monitoring process</u> .	II	2D		02D.05	Planning Manager Gutschick
<b>CC 2D.6 <u>Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.</u></b>	II	2D	x	02D.06	Planning Manager Gutschick
<b>CC 2D.7 The agency has systematically developed a <u>continuous improvement plan</u> that details actions to be taken within an identified timeframe to <u>address existing gaps and variations</u>.</b>	II	2D	x	02D.07	Planning Manager Gutschick
2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps <u>in the operational capabilities and capacity</u> of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.	II	2D		02D.08	Planning Manager Gutschick
2D.9 On at least an annual basis, the agency <u>formally notifies the AHJ</u> of any gaps between current capabilities, capacity, and the level of service approved by the AHJ.	II	2D		02D.09	Planning Manager Gutschick

2D.10 The agency interacts with <u>external stakeholders and the AHJ</u> at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.	II	2D		02D.10	Planning Manager Gutschick
<b>Category III — Goals and Objectives</b> Agencies should establish general organizational goals designed to implement their assigned mission and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.	III				Planning Manager Gutschick
<b>Criterion 3A: Strategic Planning</b> <b>A strategic plan (3 [initial accreditation candidates] to 5 [currently accredited agencies] years in the future) is in place, and along with the budget is guiding the activities of the agency. The plan is submitted to the appropriate authority having jurisdiction (AHJ).</b>	III	3A			Planning Manager Gutschick
<b>CC 3A.1 The fire service <u>agency has a published strategic plan.</u></b>	III	3A	x	03A.01	Planning Manager Gutschick
3A.2 The <u>strategic plan is approved within the agency and submitted to the governing body</u> or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports.	III	3A		03A.02	Planning Manager Gutschick
<b>Criterion 3B: Goals and Objectives</b> <b>The agency's general goals and specific objectives direct its priorities in a manner consistent with its mission and are appropriate for the community it serves.</b>	III	3B			Planning Manager Gutschick

<b>CC 3B.1 The agency <u>publishes</u> general organizational goals directed toward achieving its long-range plans. The agency publishes corresponding specific objectives to implement these goals and incorporate the measurable elements of time, quantity, and quality.</b>	III	3B	x	03B.01	Planning Manager Gutschick
3B.2 The agency assesses its current status when establishing goals and objectives.	III	3B		03B.02	Planning Manager Gutschick
3B.3 The agency invites <u>internal and external stakeholder</u> participation in the development, implementation, and evaluation of the agency's goals and objectives.	III	3B		03B.03	Planning Manager Gutschick
3B.4 Published <u>materials accurately portray the agency's goals and objectives</u> as well as mission, vision and values in context.	III	3B		03B.04	Planning Manager Gutschick
3B.5 The governing body responsible for <u>establishing policy reviews</u> the agency's goals and objectives.	III	3B		03B.05	Planning Manager Gutschick
3B.6 When developing organizational values, the agency <u>consults its members</u> .	III	3B		03B.06	Planning Manager Gutschick
<b>Criterion 3C: Implementation of Goals and Objectives The agency uses a management process to implement its goals and objectives.</b>	III	3C			Planning Manager Gutschick
<b>CC 3C.1 Some form of organizational <u>management process is identified</u> and used to track progress and results of agency goals and objectives relating to general organizational and operational programs.</b>	III	3C	x	03C.01	Planning Manager Gutschick
<b>CC 3C.2 The agency <u>designates personnel to lead the implementation</u> of respective goals and objectives.</b>	III	3C	x	03C.02	Planning Manager Gutschick
3C.3 All members <u>receive information explaining</u> the agency's goals and objectives.	III	3C		03C.03	Planning Manager Gutschick

3C.4 The agency, when necessary, <u>identifies outside resources</u> that can be consulted in regards to accomplishing an agency's goals and objectives.	III	3C		03C.04	Planning Manager Gutschick
<b>Criterion 3D: Measurement of Organizational Progress</b> <b>Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically.</b>	III	3D			Planning Manager Gutschick
<b>CC 3D.1</b> The agency's goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency's <b>mission, vision, and long range plan(s).</b>	III	3D	x	<b>03D.01</b>	Planning Manager Gutschick
<b>CC 3D.2</b> The agency <u>evaluates</u> administrative and operational processes to determine improvements in <u>efficiency and execution</u> in pursuing organizational <b>objectives.</b>	III	3D	x	<b>03D.02</b>	Planning Manager Gutschick
3D.3 The agency provides <u>progress updates</u> to the governing body, its members, and the public regarding <u>goals and objectives.</u>	III	3D		03D.03	Planning Manager Gutschick

<p><b>Category IV — Financial Resources</b></p> <p>This category evaluates an agency’s financial condition to determine its ability to fund operational priorities and its prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment. Resources must be adequate to maintain the various programs to which an agency made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental. The chief fire officer or chief executive officer, professional staff, and governing board share responsibility for planning, management, and stability of financial resources. The chief fire officer and administrative staff have the ultimate responsibility of budget preparation. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction (AHJ), departments, divisions, and other units. Financial policies covering financial planning, revenue, and expenditures should be developed by the professional staff and adopted by the governing board. Financial polices shall be reviewed and revised on at least an annual basis to ensure continued relevance and address any gaps. In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency</p>	IV				Manager 2 Del Pozzo
<p><b>Criterion 4A: Financial Planning Agency planning involving broad staff participation activates financial planning and resource allocation. The agency’s plan for financing shall reflect sound strategic planning and a commitment to its stated goals and objectives. The agency must deem financial support for programs and services adequate to maintain the number and quality of personnel and other operational costs</b></p>	IV	4A			Manager 2 Del Pozzo

4A.1 The <u>governing body</u> and regulatory agencies give the agency appropriate <u>direction in budget and planning matters</u> within their scope of services.	IV	4A		04A.01	Manager 2 Del Pozzo
<b><u>CC 4A.2 Policies, guidelines and processes for developing the annual budget are defined and followed.</u></b>	IV	4A	x	04A.02	Manager 2 Del Pozzo
4A.3 The financial planning/ <u>budget adoption process</u> provides <u>transparency</u> for all expenditures and revenues for the agency.	IV	4A		04A.03	Manager 2 Del Pozzo
4A.4 The <u>budget process involves</u> input from appropriate persons or groups, including staff officers and other agency members.	IV	4A		04A.04	Manager 2 Del Pozzo
4A.5 The annual budget, short and long-range financial planning, and capital expenditures are <u>consistent with</u> agency priorities and support achievement of the agency's <u>strategic plan and goals and objectives</u> .	IV	4A		04A.05	Manager 2 Del Pozzo
4A.6 Budgeted <u>expenditures</u> are <u>consistent with projected</u> financial resources.	IV	4A		04A.06	Manager 2 Del Pozzo
<b>Criterion 4B: Financial Practices</b> <b>Financial management of the agency exhibits sound budgeting and control, proper recording, reporting, and auditing.</b>	IV	4B			Manager 2 Del Pozzo

4B.1 Financial resources management <u>adheres to generally accepted accounting practices (GAAP) as used by Government Finance Officers Association (GFOA) of the United States and Canada, National Advisory Council on State and Local Budgeting Practices (NACSLBP), or authority having jurisdiction (AHJ), and all financial management including: budgeting, accounting, and reporting. Appropriate safeguards are in place for expenditures, fiscal reports are provided for administrative decision making, and sufficient flexibility exists to meet contingencies.</u>	IV	4B		04B.01	Manager 2 Del Pozzo
4B.2 Financial administration <u>responsibilities are organized into specific assignments, which are supported by specific clearly-defined policies.</u>	IV	4B		04B.02	Manager 2 Del Pozzo
4B.3 The agency explains <u>projected operating deficit</u> (expenditures exceeding revenues in a budget year) and develops a plan to <u>rectify the deficit.</u>	IV	4B		04B.03	Manager 2 Del Pozzo
4B.4 The agency establishes and meets a schedule for <u>review of financial reports.</u>	IV	4B		04B.04	Manager 2 Del Pozzo
<b><u>CC 4B.5 Qualified auditors conduct annual independent financial audits for the prior fiscal year. If deficiencies exist, the agency makes plans to resolve audit exceptions.</u></b>	<b>IV</b>	<b>4B</b>	<b>x</b>	<b>04B.05</b>	Manager 2 Del Pozzo
4B.6 The agency and any <u>subsidiary entities or auxiliaries have financial risk management policies and programs that protect the agency and its assets.</u>	IV	4B		04B.06	Manager 2 Del Pozzo
4B.7 Programs designed to develop financial support from outside sources are <u>planned and coordinated</u> to reflect the objectives of the agency. Agency policies govern all fund raising activities; comply with GAAP and/or other recognized financial principles; and are subject to public disclosure and periodic independent financial audits.	IV	4B		04B.07	Manager 2 Del Pozzo

4B.8 Any revenue producing <u>organizations permitted to use the agency's name and/or reputation conform to agency principles of financial operation.</u>	IV	4B		04B.08	Manager 2 Del Pozzo
4B.9 The agency provides financial management policies on any <u>grant program where funding is received</u> from an outside source. Provisions to ensure compliance with all granting agency requirements must be outlined and monitored.	IV	4B		04B.09	Manager 2 Del Pozzo
4B.10 The agency has <u>adopted policies</u> of the financial management program which sets, and utilizes fees and charges.	IV	4B		04B.10	Manager 2 Del Pozzo
<b>Criterion 4C: Resource Allocation</b> <b>Appropriately allocated financial resources support the established organizational mission, the stated long-term plan, goals and objectives, maintain the quality of programs, and services. Financial stability is a fundamental aspect of an agency's integrity. The agency must ensure that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices</b>	IV	4C			Manager 2 Del Pozzo
<b>CC 4C.1 Given current and <u>anticipated revenues, the agency can maintain adopted levels of service.</u></b>	IV	4C	x	04C.01	Manager 2 Del Pozzo
4C.2 The <u>governing body has an investment policy.</u>	IV	4C		04C.02	Manager 2 Del Pozzo
4C.3 <u>Policies, guidelines, and processes exist for procurement practices</u> within the agency.	IV	4C		04C.03	Manager 2 Del Pozzo
4C.4 <u>Plans exist for the payment of long-term liabilities and debts.</u>	IV	4C		04C.04	Manager 2 Del Pozzo

4C.5 The agency projects future asset <u>maintenance costs</u> with related funding plans.	IV	4C		04C.05	Manager 2 Del Pozzo
4C.6 Financial <u>plans</u> avoid the use of <u>one-time funding sources</u> to cover ongoing costs unless plans are provided to ensure a means of continuity for personnel resources and <u>capital assets</u> .	IV	4C		04C.06	Manager 2 Del Pozzo
4C.7 The governing body has <u>adopted a general fund reserve policy</u> and established a time frame to meet established reserve fund levels. Operating revenues or expenditures should be established as the basis of the fund policy.	IV	4C		04C.07	Manager 2 Del Pozzo
4C.8 The agency maintains <u>contingency funds</u> in accordance with generally accepted accounting practices (GAAP) recommendations and anticipate budgetary restrictions and or <u>shortfalls</u> .	IV	4C		04C.08	Manager 2 Del Pozzo
<b>Category V — Programs</b> This category is defined as the agency services, activities, and responses provided for the community or facility that are designed, organized, and operated in compliance with the agency’s mission, goals, and objectives. Category VIII – Training and Competency, however, appraises the level of proficiency with which personnel actually perform within these programs.	V				Various

<b>Criterion 5A: Community Risk Reduction Program</b> The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting, and control of fires. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific community risk reduction program.	V	5A			D/C Hinde
CC 5A.1 The authority having jurisdiction has an adopted fire prevention and building code(s).	V	5A	x	05A.01	D/C Hinde
CC 5A.2 The code enforcement program ensures compliance with applicable fire protection law(s), local jurisdiction, hazard abatement, and agency objectives as defined in the community risk assessment and standards of cover.	V	5A	x	05A.02	D/C Hinde
CC 5A.3 The program has sufficient staff with specific expertise to meet the community risk reduction program goals, objectives, and identified community risks.	V	5A	x	05A.03	D/C Hinde
5A.4 A plan review process ensures that adopted codes and ordinances determine the construction of buildings and infrastructure (such as hydrants, access, street width).	V	5A		05A.04	D/C Hinde
CC 5A.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.	V	5A	x	05A.05	D/C Hinde
5A.6 The community risk reduction program identifies the frequency that occupancies are inspected.	V	5A		05A.06	D/C Hinde

5A.7 The agency sets <u>specific, targeted, and achievable annual loss reduction benchmarks</u> for fire incidents and fire casualties based upon the community risk assessment and baseline performance.	V	5A		05A.07	D/C Hinde
5A.8 Fire inspection personnel should receive <u>annual continuing education to maintain proficiency.</u>	V	5A		05A.08	D/C Hinde
<b>Criterion 5B: Public Education Program</b> <b>A public education program is in place and directed toward reducing specific risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The agency should conduct a thorough risk- analysis as part of activities in Category II to determine the need for a <u>specific public education program.</u></b>	V	5B			D/C Hinde
CC 5B.1 The public education program (such as development and delivery) <u>targets specific risks, behaviors, and audiences identified through incident, demographic, program data analysis, community risk assessment, and standards of cover.</u>	V	5B	x	05B.01	D/C Hinde
CC 5B.2 The program has <u>sufficient staff with specific expertise to meet the public education program goals, objectives, and identified community risks.</u>	V	5B	x	05B.02	D/C Hinde
CC 5B.3 The agency conducts a <u>formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance.</u>	V	5B	x	05B.03	D/C Hinde

5B.4 There are programs in place that identify large <u>loss potential or high risk audiences</u> (such as low socio- economic status, age, cultural/ethnic differences where appropriate), forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents (such as home safety visits, smoke alarm installations, free bicycle helmet programs, falls <u>prevention programs</u> , etc.)	V	5B		05B.04	D/C Hinde
5B.5 The agency should evaluate the <u>juvenile firesetter intervention program</u> . This program should refer all juveniles identified as involved in fire-play or fire setting behavior for educational intervention or other intervention services.	V	5B		05B.05	D/C Hinde
<b>Criterion 5C: Fire Investigation, Origin and Cause Program</b> The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for a fire investigation program.	V	5C			D/C Jones
<b>CC 5C.1</b> The agency's <u>fire investigation, origin, and cause program is authorized</u> by adopted statute, code, or ordinance.	V	5C	x	05C.01	D/C Jones
<b>CC 5C.2</b> The agency uses a consistent approach to the <u>scientific method</u> which is <u>utilized</u> to investigate and determine the origin and cause of all fires and explosions.	V	5C	x	05C.02	D/C Jones
<b>CC 5C.3</b> The program has <u>sufficient staff with specific expertise</u> to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks.	V	5C	x	05C.03	D/C Jones

5C.4 The agency has established written <u>agreements and procedures</u> , that are reviewed and revised at least annually, with relevant local, regional, state/provincial, and federal fire investigation agencies to ensure appropriate and consistent scene processing, evidence collection, and information sharing.	V	5C		05C.04	D/C Jones
<b>CC 5C.5 The agency conducts a <u>formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program</u> and its efforts to reduce fires based on community assessment, standards of cover, and measures performance.</b>	V	5C	x	<b>05C.05</b>	D/C Jones
<b>Criterion 5D: Domestic Preparedness, Planning and Response</b> The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.	V	5D			D/C Jones
<b>CC 5D.1 The agency publishes an <u>all-hazards plan</u> that defines roles and responsibilities of all participating departments and/or external agencies. The agency identifies and authorizes an appropriate <u>multi-agency organizational structure</u> to carry out the all-hazards plan <u>predetermined functions and duties</u>.</b>	V	5D	x	<b>05D.01</b>	D/C Jones
5D.2 The agency <u>complies with</u> the National Incident Management System (NIMS), or appropriate incident management system, and its operational methods are <u>compatible with all external response agencies</u> .	V	5D		05D.02	D/C Jones
5D.3 The <u>agency identifies and documents outside agency support</u> .	V	5D		05D.03	D/C Jones

5D.4 The agency has processes to record information and provide data on needed resources, scope, nature of the event, and field resources deployed to local, state/provincial, and federal agencies.	V	5D		05D.04	D/C Jones
5D.5 The agency, at least annually, conducts tests of and evaluates the <u>all-hazards plan and domestic preparedness, planning, and response program.</u>	V	5D		05D.05	D/C Jones
5D.6 The agency conducts and <u>documents a vulnerability assessment and has operational plans to protect the agency's specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems.</u>	V	5D		05D.06	D/C Jones
5D.7 The agency has a <u>documented</u> Continuity of Operations Plan (COOP) that is reviewed and updated at least every 5 years, to ensure essential operations are maintained.	V	5D		05D.07	D/C Jones
5D.8 The agency has processes in place for <u>intelligence sharing with other public safety agencies.</u>	V	5D		05D.08	D/C Jones
<b>Criterion 5E: Fire Suppression</b> The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category X performance indicators should address the agency's ability to receive aid from mutual aid partners in those areas. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for a specific fire suppression programs.	V	5E			D/C Jones

CC 5E.1 Given its standards of cover and emergency deployment objectives, the <u>agency meets its staffing, response time, station(s), pumping capacity, apparatus, and equipment deployment objectives</u> for each type and <u>magnitude of fire suppression incident(s)</u> .	V	5E	x	05E.01	D/C Jones
CC 5E.2 The agency uses a standardized incident <u>command/management system</u> , which is supported by <u>agency policy and training programs</u> .	V	5E	x	05E.02	D/C Jones
CC 5E.3 The agency conducts a <u>formal and documented appraisal</u> , at least annually, to determine the effectiveness of the fire suppression program and its <u>impact on meeting the agency's goals and objectives</u> .	V	5E	x	05E.03	D/C Jones
<b>Criterion 5F –Emergency Medical Services (EMS)</b> EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. For that reason, emergency medical response can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities. Agencies that only provide first responder services must also complete this criterion.	V	5F			D/C Jones
<b>Criterion 5F: Emergency Medical Services (EMS)</b> The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that meets <u>the needs of the community</u> .	V	5F		05F	D/C Jones
CC 5F.1 Given its standards of cover and emergency deployment objectives, the <u>agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives</u> for each type and magnitude of <u>emergency medical incident(s)</u> .	V	5F	x	05F.01	D/C Jones

CC 5F.2 The agency has <u>standing orders/protocols in place</u> to direct EMS response activities to meet the stated level of EMS response.	V	5F	x	05F.02	D/C Jones
CC 5F.3 The agency has <u>online and offline medical control</u> .	V	5F	x	05F.03	D/C Jones
CC 5F.4 The agency creates and maintains a patient care record, hard copy or electronic, for each patient encountered. This report contains provider impression, patient history, data regarding treatment rendered, and the patient disposition recorded. The agency must make reasonable efforts to protect reports from public access and maintain them as per local, state/provincial, and federal records retention requirements.	V	5F	x	05F.04	D/C Jones
CC 5F.5 The agency has a Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Freedom of Information and Protection of Privacy [FOIP] for Canada) compliance program in place for the EMS program that meets federal and state/provincial guidelines, and all personnel are properly trained in HIPAA/FOIP regulations and procedures.	V	5F	x	05F.05	D/C Jones
5F.6 The agency has a <u>quality improvement/quality assurance program (QI/QA) in place to improve system performance and patient outcomes</u> .	V	5F		05F.06	D/C Jones
CC 5F.7 The agency conducts a <u>formal and documented appraisal, at least annually, to determine the effectiveness of the EMS program and its impact on meeting the agency's goals and objectives. This should include an evaluation of the agency's standard operating procedures, protocols, and equipment</u> .	V	5F	x	05F.07	D/C Jones
5F.8 The agency <u>has developed a plan or has already implemented</u> a cardio pulmonary resuscitation (CPR) and public access defibrillation program for the community.	V	5F		05F.08	D/C Jones

<b>Criterion 5G: Technical Rescue</b> <b>The agency operates an adequate, effective, efficient, and safe program directed toward rescuing trapped or endangered persons from any life-endangering cause (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire). The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific technical rescue programs. Agencies that only provide first responder services must also complete this criterion.</b>	V	5G			D/C Jones
<b>CC 5G.1 Given the agency's standards of cover and emergency deployment objectives, the <u>agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives</u> for each type and level of risk of a technical rescue incident(s).</b>	V	5G	x	05G.01	D/C Jones
<b>5G.2 The agency establishes <u>minimum training and operational standards</u>; compliant with local, state/provincial, and national standards, and that all personnel who function in the technical rescue program meet training and operational standards.</b>	V	5G		05G.02	D/C Jones
<b>CC 5G.3 The agency conducts a <u>formal and documented appraisal, at least annually</u>, to determine the effectiveness of the technical rescue program and its <u>impact on meeting the agency's goals and objectives</u>. This appraisal must include a full-scale evaluation of the response components, including mutual aid, when part of the <u>deployment model</u>.</b>	V	5G	x	05G.03	D/C Jones

<p><b>Criterion 5H: Hazardous Materials (Hazmat)</b>  <b>The agency operates an adequate, effective, efficient, and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific hazardous materials program. Agencies that only provide first responder services must also complete this criterion.</b></p>	V	5H			D/C Jones
<p><b>CC 5H.1 Given the agency's standards of cover and emergency deployment objectives, the <u>agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives</u> for each type and <u>magnitude of hazardous materials incident(s).</u></b></p>	V	5H	x	05H.01	D/C Jones
<p>5H.2 The agency maintains appropriate <u>training, operations policies, and documentation</u> that response personnel are compliant with all applicable hazardous materials regulations and laws.</p>	V	5H		05H.02	D/C Jones
<p><b>CC 5H.3 The agency conducts a <u>formal and documented appraisal</u>, at least annually, to determine the effectiveness of the hazardous materials program and its impact on meeting the agency's goals and objectives. This appraisal must include a comprehensive evaluation of the response components, including mutual aid, when part of the deployment model.</b></p>	V	5H	x	05H.03	D/C Jones
<p>5H.4 The agency complies with all aspects of <u>applicable hazardous material regulations</u> such as, annual refresher training, medical monitoring of response personnel, annual physical examinations as applicable per standards, and <u>exposure record retention.</u></p>	V	5H		05H.04	D/C Jones

<b>Criterion 5I – Aviation Rescue and Fire Fighting Services</b> <b>This criterion report should be completed by agencies that have direct responsibility for operating programs that provide aircraft crash/rescue protection on airfields or that have identified an aircraft emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific aviation rescue and firefighting services program. Simply because aircraft fly over the jurisdiction is not reason enough to require this criterion be completed.</b>	V	5I			D/C Jones
<b>Criterion 5I: Aviation Rescue and Fire Fighting Services</b> <b>The agency operates an adequate, effective, efficient, and safe program directed toward an aviation accident or incident occurring at or in the immediate area.</b>	V	5I			D/C Jones
<b>CC 5I.1 Given its standards of cover and emergency deployment objectives, the <u>agency meets</u> its staffing, response time, station(s), extinguishing agent requirements, apparatus, and equipment deployment objectives for each type and magnitude of <u>aviation incident</u>.</b>	V	5I	x	05I.01	D/C Jones
<b>CC 5I.2 The agency conducts a <u>formal and documented appraisal, at least annually</u>, that includes an analysis of response procedures, equipment, training, and after action reports to determine the effectiveness of the aviation rescue and firefighting services program and <u>meeting the agency's goals and objectives</u>.</b>	V	5I	x	05I.02	D/C Jones

<p><b>Criterion 5J – Marine and Shipboard Rescue and Fire Fighting Services</b> This criterion report should be completed by agencies that have direct responsibility for operating programs that provide marine and shipboard firefighting and/or rescue services or that has identified a marine emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific marine and shipboard rescue and firefighting services program. Agencies that do provide Marine and Shipboard Rescue and Fire Fighting as a primary service to the community should not address Criterion 5J.</p>	V	5J			N/A
<p><b>Criterion 5J: The agency operates an adequate, effective, efficient, and safe program directed toward a marine or shipboard fire or incident occurring at or in the immediate area.</b></p>	V	5J		05J	N/A
<p><b>CC 5J.1</b> Given its standards of cover and emergency deployment objectives, the <u>agency meets</u> its staffing, response time, station(s), extinguishing agency requirements, apparatus, and equipment <u>deployment objectives</u> for each type and magnitude of <u>marine and shipboard incident</u>.</p>	V	5J	x	05J.01	N/A
<p><b>CC 5J.2</b> The agency conducts a <u>formal and documented appraisal, at least annually</u>, that includes an analysis of response procedures, equipment, training, and after action reports to determine the effectiveness of the marine and shipboard rescue and firefighting services program and meeting the agency’s goals and objectives.</p>	V	5J	x	05J.02	N/A

<b>Criterion 5K – Wildland Fire Services</b> <b>This criterion report applies to agencies that have direct responsibility for operating programs that provide wildland firefighting. The agency should address this criterion if there is an identified wildland risk in the risk-assessment commensurate with Category II, and/or if there are apparatus in service which directly support wildland fire services, which may include suppression, mitigation, and educational components.</b>	V	5K			D/C Jones
<b>Criterion 5K: Wildland Fire Services</b> <b>The agency operates an adequate, effective, and efficient program directed toward a wildland fire.</b>	V	5K			D/C Jones
<b>CC 5K.1 Given its standards of cover and emergency deployment objectives, the <u>agency meets</u> its staffing, response time, station(s), apparatus, and equipment <u>deployment objectives</u> for each type and magnitude of <u>wildland fire services incident</u>.</b>	V	5K	x	05K.01	D/C Jones
<b>CC 5K.2 The agency conducts a <u>formal and documented appraisal, at least annually</u>, to determine the effectiveness of the wildland fire services program, to include suppression, mitigation, educational activities, and its impact on meeting the agency’s goals and objectives.</b>	V	5K	x	05K.02	D/C Jones
<b>5K.3 The agency <u>has developed</u> a wildland risk assessment including: a fuel management plan, fire adaptive communities plan, and an inspection and code enforcement program.</b>	V	5K		05K.03	D/C Jones
<b>CC 5K.4 The agency conducts or participates in a wildland fire <u>training and certification/ qualification program that meets</u> wildland fire services <u>operational needs</u> and complies with local, state/ provincial, and <u>national/international standards</u>.</b>	V	5K	x	05K.04	D/C Jones

<p><b>Criterion 5L – Other Programs</b></p> <p><b>Note: The agency may provide an additional operational program designed to provide a specific service to the community in accordance with the agency's stated mission, goals, and objectives. In this case, the agency should replicate the "Criterion and Performance Indicators" format from Criterion 5J to depict other agency programs that are not already listed throughout Category V - Programs, and are a part of the agency's mission, goals, and objectives. Each major program should be numbered and listed separately.</b></p>	V	5L			D/C Jones
<p><b>CC 5L.1 Given its standards of cover and emergency deployment objectives, the <u>agency meets its staffing, response time, station(s), extinguishing agency requirements, apparatus, and equipment deployment objectives</u> for each type and magnitude of <u>technical rescue emergency incidents</u>.</b></p>	V	5L	x	05L.01	D/C Jones
<p><b>CC 5L.2 The agency conducts a <u>formal and documented appraisal, at least annually</u>, that includes an analysis of response procedures, equipment, training, and after action reports to determine the effectiveness of the technical rescue services program and meeting the agency's goals and objectives.</b></p>	V	5L	x	05L.02	D/C Jones
<p><b>Category VI — <i>Physical Resources</i></b></p> <p>Physical Resources Physical resources are defined as fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.</p>	VI				D/C Steckel

<b>Criterion 6A: Physical Resources Plan</b> <b>Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.</b>	VI	6A			D/C Steckel
6A.1 The development, construction, or <u>purchase of physical resources is consistent with the agency's goals and strategic plan.</u>	VI	6A		06A.01	D/C Steckel
<b>CC 6A.2 The governing body, administration, and staff are <u>involved in the planning for physical facilities.</u></b>	VI	6A	x	<b>06A.02</b>	D/C Steckel
<b>Criterion 6B: Fixed Facilities</b> <b>The agency designs, maintains, and manages fixed facility resources that meet the agency's goals and objectives.</b>	VI	6B			D/C Steckel
6B.1 Each function or program has <u>adequate facilities and storage space.</u> (e.g., operations, community risk reduction, training, support services, and administration).	VI	6B		06B.01	D/C Steckel
6B.2 <u>Buildings</u> and outbuildings are clean and in good repair, and the <u>surrounding grounds are well kept.</u> Maintenance is <u>conducted</u> in a systematic and <u>planned manner.</u>	VI	6B		06B.02	D/C Steckel

<p><b>CC 6B.3 <u>Facilities comply</u> with federal, state/provincial, and local codes and regulations at the time of construction, required upgrades for safety are identified, and where resources allow, addressed.</b></p> <p><b>For those items that warrant further attention, a plan for implementation is identified in the agency's long term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.)</b></p>	VI	6B	x	06B.03	D/C Steckel
<p><b>Criterion 6C: Apparatus, Vehicles, and Maintenance</b></p> <p><b>Apparatus resources are designed, purchased, and maintained to adequately meet the agency's goals and objectives.</b></p>	VI	6C			D/C Steckel
<p><b>CC 6C.1 <u>Apparatus types are appropriate</u> for the functions served (e.g., operations, staff support services, specialized services, and administration).</b></p>	VI	6C	x	06C.01	D/C Steckel
<p>6C.2 <u>A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial recognized standards, vehicle condition, department needs, and requirements.</u></p>	VI	6C		06C.02	D/C Steckel
<p>6C.3 <u>A process is in place for writing apparatus replacement specifications that allows for employee input.</u></p>	VI	6C		06C.03	D/C Steckel
<p><b>Criterion 6D: Apparatus Maintenance</b></p> <p><b>The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs.</b></p>	VI	6D			D/C Steckel

<p><b>CC 6D.1 An apparatus <u>maintenance program is established</u>. Apparatus maintenance, preventative maintenance, inspection, testing, and emergency repair is conducted by trained and certified technicians in accordance with the manufacturer's recommendations, and federal and/or state/ provincial regulations. Attention is given to the safety, health, and security aspects of <u>equipment operation and maintenance</u></b></p>	VI	6D	x	06D.01	D/C Steckel
<p>6D.2 The maintenance and <u>repair facility</u> is provided with <u>sufficient space</u> and equipped with appropriate tools.</p>	VI	6D		06D.02	D/C Steckel
<p>6D.3 An <u>adequate number of trained and certified maintenance personnel</u> are available to meet the program needs.</p>	VI	6D		06D.03	D/C Steckel
<p>6D.4 The level of <u>supervision is adequate</u> to manage the program.</p>	VI	6D		06D.04	D/C Steckel
<p>6D.5 The reserve vehicle fleet is adequate or a documented contingency plan is in place for the event that apparatus must be taken out of service.</p>	VI	6D		06D.05	D/C Steckel
<p><b>CC 6D.6 The <u>inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability of the agency.</u></b></p>	VI	6D	x	06D.06	D/C Steckel

<b>Criterion 6E: Tools, Supplies, and Small Equipment</b> <b>Equipment and supplies are adequate and designed to meet the agencies goals and objectives.</b>	VI	6E			D/C Steckel
6E.1 <u>Tools and equipment are distributed appropriately, are in sufficient quantities, and meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.).</u>	VI	6E		06E.01	D/C Steckel
6E.2 Tools and equipment <u>replacement is scheduled, budgeted, implemented, and is adequate to meet the agency's needs.</u>	VI	6E		06E.02	D/C Steckel
<b>CC 6E.3 Equipment <u>maintenance, testing, and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.</u></b>	VI	6E	x	<b>06E.03</b>	D/C Steckel
6E.4 An <u>inventory control and maintenance tracking system is in place and current.</u>	VI	6E		06E.04	D/C Steckel
6E.5 Supplies and materials allocation is based on <u>established objectives and appropriate to meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national standards.</u>	VI	6E		06E.05	D/C Steckel

<b>Criterion 6F: Safety Equipment</b> Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment (PPE) and related equipment (e.g., self-contained breathing apparatus).	VI	6F			D/C Steckel
<b>CC 6F.1 Safety equipment is identified and distributed to appropriate personnel.</b>	VI	6F	x	06F.01	D/C Steckel
6F.2 Distributed safety <u>equipment is sufficient</u> for the functions performed.	VI	6F		06F.02	D/C Steckel
6F.3 <u>Safety equipment replacement</u> is scheduled, budgeted, implemented, and <u>adequate</u> to meet the agency's needs.	VI	6F		06F.03	D/C Steckel
6F.4 Safety equipment <u>maintenance, testing, and inspections</u> are conducted by <u>trained and qualified personnel</u> , and appropriate records are kept.	VI	6F		06F.04	D/C Steckel
6F.5 A safety equipment <u>inventory control and maintenance tracking system</u> is in place and <u>current</u> .	VI	6F		06F.05	D/C Steckel

<p><b>Category VII — Human Resources</b>  Human resources are defined as all aspects of personnel administration, except those of training and competency, which are addressed in Category VIII. The heart of any organization is its people, and this category is designed to appraise the importance and results of the human resources program. Completing the human resources section may involve members from other governing entities or other elements of the community.</p>	VII				D/C Zuspan
<p><b>Criterion 7A: Human Resources Administration - General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.</b></p>	VII	7A			D/C Zuspan
<p><b>CC 7A.1 A human resources manager is <u>designated</u></b></p>	VII	7A	x	07A.01	D/C Zuspan
<p>7A.2 The human resources program has adequate <u>staffing to accomplish the human resources administrative functions.</u></p>	VII	7A		07A.02	D/C Zuspan
<p>7A.3 <u>Policies are established to direct the human resources administrative practices in accordance with local, state/provincial, and federal requirements. The policies are reviewed annually and updated as needed.</u></p>	VII	7A		07A.03	D/C Zuspan
<p><b>Criterion 7B: Recruitment, Selection, Retention and Promotion</b>  <b>Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.</b></p>	VII	7B			D/C Zuspan
<p>7B.1 A <u>mechanism</u> is in place to <u>identify and announce potential entry level, lateral, and promotional positions.</u></p>	VII	7B		07B.01	D/C Zuspan
<p>7B.2 The agency administration and its <u>members are part of the recruiting process.</u></p>	VII	7B		07B.02	D/C Zuspan

<b>CC 7B.3 <u>Processes and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.</u></b>	VII	7B	x	<b>07B.03</b>	D/C Zuspan
7B.4 The agency's workforce composition is <u>reflective of the service area demographics</u> , or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.	VII	7B		07B.04	D/C Zuspan
7B.5 A <u>new member orientation program</u> is in place.	VII	7B		07B.05	D/C Zuspan
<b>CC 7B.6 A supervised <u>probationary process is used to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills, and abilities.</u></b>	VII	7B	x	<b>07B.06</b>	D/C Zuspan
7B.7 The agency has an employee/member <u>recognition program</u> .	VII	7B		07B.07	D/C Zuspan
7B.8 The agency's working conditions and environment <u>attract, diverse and qualified applicants</u> , and retains a tenured workforce.	VII	7B		07B.08	D/C Zuspan
7B.9 The agency conducts exit interviews or periodic <u>employee surveys or other mechanisms are used to acquire feedback and improve policies and procedures.</u>	VII	7B		07B.09	D/C Zuspan
7B.10 The agency conducts <u>workforce assessments</u> and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.	VII	7B		07B.10	D/C Zuspan
<b>Criterion 7C: Personnel Policies and Procedures Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior.</b>	VII	7C			D/C Zuspan
<b>CC 7C.1 <u>Personnel policies, procedures, and rules are current, written, and communicated to all personnel.</u></b>	VII	7C	x	<b>07C.01</b>	D/C Zuspan

<b>CC 7C.2</b> The agency has a <u>policy that defines and prohibits sexual, racial, disability, or other forms of harassment, bias, and unlawful discrimination of employees/members and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.</u>	VII	7C	x	07C.02	D/C Zuspan
7C.3 A <u>disciplinary system is in place and enforced.</u>	VII	7C		07C.03	D/C Zuspan
7C.4 An internal <u>ethics and conflict of interest policy is published and communicated to employees/members.</u>	VII	7C		07C.04	D/C Zuspan
7C.5 A <u>grievance/ complaint procedure is published and communicated to employees/members.</u>	VII	7C		07C.05	D/C Zuspan
<b>Criterion 7D: Use of Human Resources - Human resources development and utilization is consistent with the agency's established mission, goals, and objectives.</b>	VII	7D			D/C Zuspan
7D.2 <u>Current written job descriptions exist for all positions, and incumbent personnel have input into revisions.</u>	VII	7D		07D.01	D/C Zuspan
<b>CC 7D.1</b> A <u>position classification system and a process by which jobs are audited and modified are in place.</u>	VII	7D	x	07D.01	D/C Zuspan
7D.3 A <u>personnel appraisal system is in place.</u>	VII	7D		07D.03	D/C Zuspan
7D.4 Methods for <u>employee/member input</u> or a suggestion program are in place.	VII	7D		07D.04	D/C Zuspan
7D.5 <u>Career and professional development programs are in place for all members</u>	VII	7D		07D.05	D/C Zuspan
7D.6 The agency has a <u>leadership development program and/or succession plan.</u>	VII	7D		07D.06	D/C Zuspan
<b>Criterion 7E: Personnel Compensation</b> A system and practices for providing employee/member compensation are in place.	VII	7E			D/C Zuspan

<b>CC 7E.1 <u>Rates of pay and compensation are published and available to all employees/members.</u></b>	VII	7E	x	07E.01	D/C Zuspan
7E.2 Member <u>benefits are defined, published, and communicated to all employees/members.</u>	VII	7E		07E.02	D/C Zuspan
<b>Criterion 7F: Occupational Health, Safety, and Risk Management</b> <b>The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability.</b>	VII	7F			D/C Zuspan
7F.1 A <u>specific person</u> or persons are <u>assigned responsibility</u> for implementing the occupational health, safety, and risk management programs.	VII	7F		07F.01	D/C Zuspan
7F.2 The agency's policies and <u>procedures</u> report, evaluate, address, and communicate <u>workplace hazards</u> as well as <u>unsafe/unhealthy conditions and work practices.</u>	VII	7F		07F.02	D/C Zuspan
7F.3 The agency documents steps taken to implement <u>risk reduction</u> and address identified workplace.	VII	7F		07F.03	D/C Zuspan
7F.4 <u>Procedures are established</u> and communicated specific to <u>minimizing occupational exposure to communicable diseases or chemicals.</u>	VII	7F		07F.04	D/C Zuspan
<b>CC 7F.5 The agency's <u>occupational health and safety training program</u> instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.</b>	VII	7F	x	07F.05	D/C Zuspan
7F.6 The agency uses <u>near miss reporting</u> to elevate the level of situational awareness in an effort <u>to teach and share lessons learned</u> from events that, except for a fortunate break in the chain of events, could have resulted in a fatality, injury, or property damage.	VII	7F		07F.06	D/C Zuspan

7F.7 The agency has a <u>process in place to investigate and document accidents, injuries, legal actions, etc.</u> The agency's information management system supports this process.	VII	7F		07F.07	D/C Zuspan
7F.8 The agency incorporates risk <u>management practices</u> to increase the level of <u>decision making</u> and the ability to identify unsafe conditions and practices during emergency operations.	VII	7F		07F.08	D/C Zuspan
<b>Criterion 7G: Wellness/Fitness Programs</b> <b>The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.</b>	VII	7G			D/C Zuspan
<b>CC 7G.1 The agency <u>provides for initial, regular, and rehabilitative medical, and fitness evaluations.</u></b>	VII	7G	x	07G.01	D/C Zuspan
7G.2 The agency provides personnel with <u>access to fitness facilities and equipment.</u>	VII	7G		07G.02	D/C Zuspan
7G.3 The agency <u>provides wellness/fitness training</u> to all employees/members.	VII	7G		07G.03	D/C Zuspan
7G.4 The agency <u>provides an employee/member assistance program</u> with timely access to critical incident stress debriefing and behavioral counseling resources.	VII	7G		07G.04	D/C Zuspan
7G.5 A <u>formal and documented appraisal is conducted, at least annually,</u> to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.	VII	7G		07G.05	D/C Zuspan

<p><b>Category VIII — Training and Competency</b>  Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library; other collections of materials that support teaching and learning; instructional methodologies and technologies; support services; distribution and maintenance systems for equipment and materials; instructional information systems, such as computers and software, telecommunications, other audio visual media, and facilities to utilize such equipment and services. If the agency does not have these resources available internally, external resources are identified and the agency has a plan in place to ensure compliance with training and education requirements.</p>	VIII				D/C Zuspan
<p><b>Criterion 8A: Training and Education Program Requirements - A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs.</b></p>	VIII	8A			D/C Zuspan
<p><b>CC 8A.1 The organization has a <u>process in place to identify training needs</u>. The process identifies the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions.</b></p>	VIII	8A	x	08A.01	D/C Zuspan
<p>8A.2 The agency's training program is consistent with the <u>mission statement</u>, goals and objectives and meets its needs.</p>	VIII	8A		08A.02	D/C Zuspan
<p>8A.3 The training program is consistent with legal requirements for performing mandatory training.</p>	VIII	8A		08A.03	D/C Zuspan
<p>8A.4 The agency identifies minimum levels of training required for all positions in the organization.</p>	VIII	8A		08A.04	D/C Zuspan
<p>8A.5 A command and staff <u>development program</u> is in place that encourages pursuit of professional credentialing.</p>	VIII	8A		08A.05	D/C Zuspan

<b>Criterion 8B: Training and Education Program Performance - Training and education programs are provided to support the agency's needs.</b>	VIII	8B			D/C Zuspan
8B.1 A <u>process is in place to ensure that personnel are appropriately trained.</u>	VIII	8B		08B.01	D/C Zuspan
8B.2 The agency <u>provides a training schedule that meets the organization's needs.</u>	VIII	8B		08B.02	D/C Zuspan
<b>CC 8B.3 The agency <u>evaluates individual and crew performance through validated and documented performance-based measurements.</u></b>	VIII	8B	x	<b>08B.03</b>	D/C Zuspan
8B.4 The agency analyzes student <u>evaluations to determine reliability of training conducted.</u>	VIII	8B		08B.04	D/C Zuspan
8B.5 The agency maintains a <u>training records management system that meets recognized standards.</u>	VIII	8B		08B.05	D/C Zuspan
<b>Criterion 8C: Training and Education Resources - Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, and diversity, and are current.</b>	VIII	8C			D/C Zuspan
<b>CC 8C.1 <u>Facilities and apparatus are provided to support the agency's all-hazards training needs. The agency has plans addressing any facilities and apparatus not available internally to complete training activities.</u></b>	VIII	8C	x	<b>08C.01</b>	D/C Zuspan
<b>CC 8C.2 The agency has <u>instructional personnel with teaching qualifications and expertise to meet its needs.</u></b>	VIII	8C	x	<b>08C.02</b>	D/C Zuspan
8C.3 <u>Instructional materials are current, support the training program, and are easily accessible.</u>	VIII	8C		08C.03	D/C Zuspan
8C.4 The agency has a <u>process for purchasing, developing, or modifying existing curriculum to meet its needs.</u>	VIII	8C		08C.04	D/C Zuspan

8C.5 <u>Equipment</u> utilized for training are properly maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.	VIII	8C		08C.05	D/C Zuspan
8C.6 The agency maintains a <u>current inventory</u> of all <u>training equipment</u> and resources.	VIII	8C		08C.06	D/C Zuspan
8C.7 A selection <u>process</u> is <u>in place</u> for training and educational resource materials.	VIII	8C		08C.07	D/C Zuspan
<b>CC 8C.8 <u>Training materials are evaluated at least annually, to reflect current practices and meet the needs of the agency.</u></b>	<b>VIII</b>	<b>8C</b>	<b>x</b>	<b>08C.08</b>	D/C Zuspan
<b>Category IX — Essential Resources</b> Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They should be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources such as water lines and hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams, lakes, cisterns, etc.	IX				Various
<b>Criterion 9A: Water Supply - The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria.</b>	IX	9A			D/C Jones
<b>CC 9A.1 The agency <u>establishes minimum fire flow requirements</u> for new development in accordance with nationally and internationally recognized standards. This information should be included in the fire risk evaluation and pre-fire planning process.</b>	<b>IX</b>	<b>9A</b>	<b>x</b>	<b>09A.01</b>	D/C Jones

<b>CC 9A.2 An <u>adequate and reliable water supply</u> is available for firefighting purposes for identified risks. The identified water supply sources are sufficient in volume and pressure based on nationally and internationally recognized structures, to control and extinguish fires.</b>	<b>IX</b>	<b>9A</b>	<b>x</b>	<b>09A.02</b>	D/C Jones
9A.3 The agency <u>maintains regular contact with the managers of public and private water systems</u> to stay informed about available water supplies.	IX	9A		09A.03	D/C Jones
9A.4 The agency <u>maintains copies of current water supply sources and hydrant maps</u> for its service area	IX	9A		09A.04	D/C Jones
9A.5 <u>Hydrant adequacy and placement</u> reflect the locality's <u>known hazards</u> and the agency's needs for dealing with those hazards. Hydrant placement is based on nationally and internationally recognized standards.	IX	9A		09A.05	D/C Jones
9A.6 Fire <u>hydrants are located</u> so that each is visible and accessible at all times.	IX	9A		09A.06	D/C Jones
9A.7 Public fire hydrants are <u>inspected, tested, and maintained</u> in accordance with nationally and internationally recognized standards. The agency's fire protection related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.	IX	9A		09A.07	D/C Jones
9A.8 The agency identifies and <u>plans for alternate sources of water supply</u> for those areas without hydrants, where hydrant flows are insufficient, or in the event of a major disruption in public water supply capabilities.	IX	9A		09A.08	D/C Jones
9A.9 The agency has <u>operational procedures in place</u> outlining the available water supply.	IX	9A		09A.09	D/C Jones

<b>Criterion 9B: Communication Systems - The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.</b>	IX	9B			D/C Jones
<b>CC 9B.1 <u>A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field.</u> When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an <u>operational plan is written.</u></b>	IX	9B	x	09B.01	D/C Jones
9B.2 The emergency communications system is <u>capable of receiving automatic and/or manual</u> early warning and other emergency reporting signals.	IX	9B		09B.02	D/C Jones
9B.3 The agency's <u>communications center(s) is/are adequately equipped and designed,</u> (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays).	IX	9B		09B.03	D/C Jones
9B.4 The <u>uninterrupted electrical power supply</u> for the primary communications equipment in the communications center is reliable and has automatic backup capability.	IX	9B		09B.04	D/C Jones
9B.5 <u>Adequate numbers of fire or emergency dispatchers, supervisors, and management personnel</u> are on duty to handle the anticipated call volume.	IX	9B		09B.05	D/C Jones
9B.6 A <u>maintenance program</u> is in place with regularly scheduled system tests.	IX	9B		09B.06	D/C Jones

9B.7 The agency has established <u>time-based performance objectives for alarm handling</u> . These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements, memorandums of agreement, etc.	IX	9B		09B.07	D/C Jones
9B.8 <u>Communications training programs</u> for emergency dispatchers and emergency response personnel ensure adequate, timely, and reliable agency emergency response.	IX	9B		09B.08	D/C Jones
9B.9 The interoperability of the <u>communications system</u> is evaluated and documented. The agency has processes in place to provide for interoperability with other public safety agencies in the field including: portable, mobile, and fixed communications systems, tools, and equipment.	IX	9B		09B.09	D/C Jones
<b>CC 9B.10 <u>A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications system and its impact on meeting the agency's goals and objectives.</u></b>	<b>IX</b>	<b>9B</b>	<b>x</b>	<b>09B.10</b>	D/C Jones
9B.11 The dispatch process utilizes a <u>formal and recognized Emergency Medical Dispatch (EMD) system</u> that allows for pre-arrival instructions and adequate triaging of medical calls for service.	IX	9B		09B.11	D/C Jones
9B.12 The agency has a system in place for the <u>recall of off-duty personnel for incidents of significance</u> .	IX	9B		09B.12	D/C Jones
<b>Criterion 9C: Administrative Support Services and Office Systems - Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.</b>	IX	9C			D/C Zuspan

<b>CC 9C.1</b> The <u>administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately staffed and managed.</u>	IX	9C	x	<b>09C.01</b>	D/C Zuspan
9C.2 Sufficient general <u>office equipment, supplies, and resources are in place to support agency needs.</u>	IX	9C		09C.02	D/C Zuspan
9C.3 <u>Technological resources</u> (e.g., telecommunications equipment, computer systems, general business software) and the <u>information management system</u> are appropriate to support the agency's need. <u>Access is available to technical support</u> personnel with expertise in the systems deployed by the agency. Documentation and analysis of data (e.g., formative, process, impact, and outcome measurement) are accessible to the agency.	IX	9C		09C.03	D/C Zuspan
9C.4 Public reception and <u>public information</u> (i.e. <u>public information officer</u> ) components support the customer service needs of the agency.	IX	9C		09C.04	D/C Zuspan
<b>CC 9C.5</b> <u>Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.</u>	IX	9C	x	<b>09C.05</b>	D/C Zuspan
9C.6 Administrative support staff members <u>have adequate training and education</u> in order to perform their roles and responsibilities.	IX	9C		09C.06	D/C Zuspan
9C.7 Public records are <u>maintained, available, and disposed</u> of in accordance with local, state/provincial, and federal legal mandates. Record retention and destruction are documented in accordance with an adopted procedure.	IX	9C		09C.07	D/C Zuspan

<p><b>Category X — External Systems Relationships</b>  An agency’s external relationships are defined as those relationships which serve to integrate the performance of one system with another. The increased use of multi-unit systems and the increase of interagency agreements between various types of government entities necessitates regular attention to these relationships and the agreements between autonomous operating units. Agreements must be legally adopted, current, monitored, and updated within the accrediting period. Programs which rely on support from external system relationships to meet agency expectations must be referenced in the agreement.</p>	X				A/C Dimitriadis
<p><b>Criterion 10A: External Agency Relationships - The agency’s operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations, and/or cost effectiveness.</b></p>	X	10A			A/C Dimitriadis
<p><b>CC 10A.1 The agency <u>develops and maintains outside relationships</u> that support its mission, operations, and/or cost effectiveness.</b></p>	X	10A	x	10A.01	A/C Dimitriadis
<p>10A.2 The agency’s <u>strategic plan identifies relationships</u> with external agencies/systems and their anticipated impact or benefit to the agency’s mission, operations, or cost effectiveness.</p>	X	10A		10A.02	A/C Dimitriadis
<p>10A.3 The agency researches, analyzes, and gives consideration to <u>all types of functional relationships</u> that may aid in the achievement of its goals and objectives.</p>	X	10A		10A.03	A/C Dimitriadis
<p>10A.4 A <u>conflict resolution process</u> exists between all external organizations with whom the agency has a defined relationship.</p>	X	10A		10A.04	A/C Dimitriadis

<p><b>Criterion 10B: External Agency Agreements -</b>  <b>The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program must be current, reviewed, and/or updated within the accreditation period and adopted by the appropriate governing bodies. All agreements should support the agency's effort to take advantage of any operational and cost effective benefits. Data reports, at least annually, should reflect the impact of each agreement on the agency.</b></p>	X	10B			A/C Dimitriadis
<p><b>CC 10B.1 External agency agreements are <u>reviewed on an annual basis</u> and revised as necessary to meet objectives.</b></p>	X	10B	x	10B.01	A/C Dimitriadis
<p>10B.2 The agency has a <u>process by which their agreements are managed, reviewed, and revised.</u></p>	X	10B		10B.02	A/C Dimitriadis