



Center for
Public Safety
Excellence

Fire and Emergency Services Self-
Assessment Model~~Manual~~ (FESSAM)

10th Edition

Strikethrough/Underline

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1 Category I — Governance and Administration

2 For purposes of this Category, Governance is defined as the recognition of the authority that allows an
3 organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that
4 oversees this formation process reflects the public interest, protects the agency from undesirable external
5 interference, determines basic policies for providing services, and interprets the agency's activities to its
6 constituency. Administration is defined as the activities that carry out the implementation of the policies
7 established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization
8 carries out the day-to-day operations.

9 The legal entity and governing authority define the duties and responsibilities of the agency in an official
10 policy statement. An organization's charter or local or state/province general statutes likely contain an
11 agency's official policy statement.

12 The chief executive or chief fire officer should provide staff leadership in developing policy proposals for
13 the legal civil authority having jurisdiction so those officials can take action to implement public policy
14 based upon knowledgeable input from public safety leadership. Keeping an elected governing board
15 and/or high ranking individual informed on all matters affecting the agency and delivery of emergency
16 services is the primary responsibility of agency leadership.

17 It must be recognized that other organizations participate in the governance of the agency, such as the
18 state/provincial and federal governments through legislation, regulations, and funding procedures, and
19 other organizations through associations and bargaining units. The governing board coordinates all of
20 these diverse interests to set the direction of the agency.

21 Criterion 1A: Governing Body

22 The governing body and/or agency manager is legally established to provide general policies to guide the
23 agency, approved programs and services, and appropriated financial resources.

24 **CC 1A.1** The agency is legally established.

25 **CC 1A.2** The agency has a methodology to recognize and react to changes in ~~complies with~~ legal
26 requirements of local, state/provincial, and federal governments (i.e. inspection reports, regulatory
27 references, meeting minutes, and legal opinions).

28 ~~1A.3 The agency has a methodology to monitor and track applicable local, state/provincial, and federal~~
29 ~~requirement changes.~~

30 **1A.4-3** The governing body of the agency periodically reviews and approves services and programs.

31 ~~1A.5 The method used to select the agency's chief fire officer/chief executive officer includes evaluation~~
32 ~~of candidate qualifications and credentials.~~

33 **1A.6-4** The role and composition of various policy making, planning, and special purpose bodies are
34 defined by the governing body in an organization chart.

35 **1A.7-5** The governing body or designated authority approves the organizational structure that carries out
36 the agency's mission.

37 **1A.8-6** The governing body adheres ~~has policies~~ to an approved conflict of interest policy that is applicable
38 to the ~~preclude individual participation of~~ governing board members and staff ~~in actions involving possible~~
39 ~~conflict of interest.~~

40 **1A.9-7** A communication process is in place between the governing body and the administrative structure
41 of the agency.

42 ~~1A.10 The governing body publishes a mission statement.~~

43 **Criterion 1B: Agency Administration**

44 The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and
45 objectives.

46 **CC 1B.1** The administrative structure reflects the agency's mission, goals, objectives, size, and complexity.

47 **CC 1B.2** Financial, equipment, and personnel resource allocation reflects the agency's mission, goals, and
48 objectives.

49 **1B.3** Personnel functions, roles, and responsibilities are defined in writing and a current organization chart
50 exists that includes the agency's relationship to the governing body.

51 Category II — Assessment and Planning

52 Assessment and planning are defined as the processes used to identify the community's fire protection
53 and other emergency service needs to identify potential goals and objectives. All agencies should have a
54 basic source of data and information to logically and rationally define the organization's mission.
55 Assessment and planning ~~are~~is critical to the establishment of service level objectives, standards of cover,
56 and ultimately, the quality of program outcomes.

57 The overall purpose of using these processes is to establish a long-range general strategy for the operation
58 of the system.

59 ~~**NOTE:** The Community Risk Assessment Standard of Cover Manual — 6th Edition will provide agencies with
60 technical guidance as you develop your CRA-SOC and in speaking to Category 2.~~

61 Criterion 2A: Documentation of Area Characteristics

62 The agency collects and analyzes data specific to the distinct characteristics of its legally defined service
63 area(s) and applies the findings to organizational services and services development.

64 **2A.1** Service area boundaries for the agency are identified, documented, and legally adopted by the
65 authority having jurisdiction.

66 **2A.2** Boundaries for other service responsibility areas, such as automatic aid, mutual aid, and contract
67 areas, are identified, documented, and appropriately approved by the authority having jurisdiction.

68 **CC 2A.3** The agency has a documented and adopted methodology for organizing the response area(s) into
69 geographical planning zones.

70 **CC 2A.4** The agency assesses the community by planning zone and considers the population density within
71 planning zones and population areas, as applicable, for the purpose of developing total response time
72 standards.

73 **2A.5** Data that includes property, life, injury, environmental, and other associated losses, as well as the
74 human and physical assets preserved and or saved, are recorded for a minimum of three (initial
75 accreditation agencies) to five (currently accredited agencies) immediately previous years.

76 **2A.6** The agency utilizes its adopted planning zone methodology to identify response area characteristics
77 such as population, transportation systems, area land use, topography, geography, geology,
78 physiography, climate, hazards and risks, and service provision capability demands.

79 **2A.7** Significant socio-economic and demographic characteristics for the response area are identified,
80 such as key employment types and centers, assessed values, blighted areas, and population earning
81 characteristics.

82 **2A.8** The agency identifies and documents all safety and remediation programs, such as fire prevention,
83 public education, injury prevention, public health, and other similar programs, currently active within the
84 response area.

85 **2A.9** The agency ~~identifies critical~~ defines types of infrastructure that are considered critical and identifies
86 such infrastructure within ~~the each~~ planning zones.

87 **Criterion 2B: All-Hazard Risk Assessment and Response Strategies**

88 The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction.
89 Risk categorization and deployment impact considers such factors as cultural, economic, historical, and
90 environmental values, and operational characteristics.

91 **CC 2B.1** The agency has a documented and adopted methodology for identifying, assessing, categorizing,
92 and classifying all risks (fire and non-fire) throughout the community or area of responsibility.

93 **2B.2** The historical emergency and non-emergency service demands frequency for a minimum of three
94 immediately previous years and the future probability of emergency and non-emergency service
95 demands, by service type, have been identified and documented by planning zone.

96 **2B.3** Event ~~consequence loss and save data that includes property, life, injury, environmental, and other~~
97 ~~losses and saves~~ outputs and outcomes are assessed for three (initial accreditation agencies) to five
98 (currently accredited agencies) immediately previous years.

99 **CC 2B.4** The agency's risk identification, analysis, categorization, and classification methodology has been
100 utilized to determine and document the different categories and classes of risks within each planning
101 zone.

102 **2B.5** Fire protection and detection systems are incorporated into the risk analysis.

103 **2B.6** The agency assesses critical infrastructure within the planning zones for capabilities and capacities
104 to meet the demands posed by the risks.

105 2B.7 The agency engages other disciplines or groups within its community to compare and contrast risk
106 assessments to identify gaps within the community or to identify future threats and risks.

107 **Criterion 2C: Current Deployment and Performance**

108 The agency identifies and documents the nature and magnitude of the service and deployment demands
109 within its jurisdiction. Based on risk categorization and service impact considerations, the agency's
110 deployment practices are consistent jurisdictional expectations and with industry research. Efficiency and
111 effectiveness are documented through quality response measurements that consider overall response,
112 consistency, reliability, resiliency, and outcomes throughout all service areas. The agency develops
113 procedures, practices, and programs to appropriately guide its resource deployment.

114 **CC 2C.1** Given the levels of risks, area of responsibility, demographics, and socio-economic factors, the
115 agency has determined, documented, and adopted a methodology for the consistent provision of service
116 levels in all service program areas through response coverage strategies.

117 **CC 2C.2** The agency has a documented and adopted methodology for monitoring its quality of emergency
118 response performance for each service type within each planning zone and total response area.

119 **2C.3** Fire protection systems and detection systems are identified and considered in the development of
120 appropriate response strategies.

121 **CC 2C.4** A critical task analysis of each risk category and risk class has been conducted to determine the
122 first- due and effective response force capabilities, and a process is in place to validate and document the
123 results.

124 **CC 2C.5** The agency has identified the total response time components for delivery of services in each
125 service program area and found those services consistent and reliable within the entire response area and
126 in each planning zone.

127 2C.6 The agency identifies outcomes for its programs and ties them back to the community risk
128 assessment during updates and adjustments of its programs, as needed.

129 ~~2C.6 The agency has identified the total response time components for delivery of services in each service~~
130 ~~pro-gram area and assessed those services in each planning zone.~~

131 **CC 2C.7** The agency has identified efforts to maintain and improve its performance in the delivery of its
132 emergency services for the past three (initial accreditation agencies) to five (currently accredited
133 agencies) immediately previous years.

134 **2C.8** The agency's resiliency has been assessed through its deployment policies, procedures, and
135 practices.

136 **Criterion 2D: Plan for Maintaining and Improving Response Capabilities**

137 The agency has assessed and provided evidence that its current deployment methods for emergency
138 services appropriately ad- dress the risk in its service area. Its response strategy has evolved to ensure
139 that its deployment practices have maintained and/or made continuous improvements in the
140 effectiveness, efficiency, and safety of its operations, notwithstanding any ~~outside~~-external influences
141 beyond its control. The agency has identified the impacts of these ~~outside~~-external influences ~~onto~~ the
142 authority having jurisdiction.

143 **CC 2D.1** The agency has documented and adopted methodology for assessing performance adequacies,
144 consistencies, reliabilities, resiliencies, and opportunities for improvement for the total response area.

145 **2D.2** The agency continuously monitors, assesses, and internally reports, at least quarterly, on the ability
146 of the existing delivery system to meet expected outcomes and identifies the remedial actions most in
147 need of attention.

148 **CC 2D.3** The performance monitoring methodology identifies, at least annually, future external influences,
149 altering conditions, growth and development trends, and new or changing risks, for purposes of analyzing
150 the balance of service capabilities with new conditions or demands.

151 **2D.4** The performance monitoring methodology supports the annual assessment of the efficiency and
152 effectiveness of each service program at least annually in relation to industry research.

153 **2D.5** Impacts of incident mitigation program efforts, (such as community risk reduction, public education,
154 and community service programs), are considered and assessed in the monitoring process.

155 **CC 2D.6** Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative
156 trends, are determined at least annually.

157 **CC 2D.7** The agency has systematically developed a continuous improvement plan that details actions to
158 be taken within an identified timeframe to address existing gaps and variations.

159 2D.8 The agency seeks approval by authority having jurisdiction (AHJ) of its standards of cover.

160 **CC 2D.9~~8~~** On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ)
161 of any gaps in ~~the operational~~current capabilities, ~~and~~ capacity, and the level of service provided within
162 its ~~of its~~ current delivery system to mitigate the identified risks within its service area, as identified in its
163 approved standards of cover.

164 ~~2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps between current~~
165 ~~capabilities, capacity, and the level of service approved by the AHJ.~~

166 **2D.10** The agency interacts with external stakeholders and the AHJ at least once every three years, to
167 determine the stakeholders' and AHJ's expectations for types and levels of services provided by the
168 agency.

169 Category III — Goals and Objectives

170 Agencies should establish general organizational goals designed to implement ~~its~~^{their} assigned mission
171 and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities
172 of operational programs (to include at least those outlined in Category V) and support services. All goals
173 and objectives should be developed consistent with the elements of the published Strategic and Capital
174 Improvement Plans.

175 Objectives are specific statements designed to document the steps necessary to achieve the agency's goal
176 statements and apply to a specific time period. For purposes of accreditation, objectives should be
177 consistent with the elements of the acronym "S.M.A.R.T." (Specific, Measurable, Attainable, Realistic,
178 Time-Bound).

179 Criterion 3A: Strategic Planning

180 The mission, vision, and values of the agency are incorporated into a Strategic Plan. Once a strategic plan
181 is in place and resources are available, the strategic plan provides direction, determines initiatives and
182 guides the goals and objectives of the agency.~~A strategic plan (3 [initial accreditation candidates] to 5~~
183 ~~[currently accredited agencies] years in the future) is in place, and along with the budget is guiding the~~
184 ~~activities of the agency. The plan is submitted to the appropriate authority having jurisdiction (AHJ).~~

185 **CC 3A.1** The ~~fire service~~ agency has a ~~published~~ current, approved, and published strategic plan which it
186 submits to the authority having jurisdiction for approval.

187 ~~3A.2 The strategic plan is approved within the agency and submitted to the governing body or~~
188 ~~administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief~~
189 ~~executive officer reports.~~

190 **3A.2** The ~~fire service~~ agency uses the strategic plan to assist in coordination with the jurisdiction's planning
191 component to ensure that community master plans address relevant emergency service delivery needs.

192 Criterion 3B: Goals and Objectives

193 The strategic plan defines the agency's general goals and SMART ~~specific~~ objectives and directs its
194 activities ~~priorities~~ in a manner consistent with its mission and are appropriate for the community it
195 serves.

196 **CC 3B.1** The agency publishes current, general organizational goals and SMART objectives, which use
197 directed toward achieving its long-range plans. The agency publishes corresponding specific objectives to
198 implement these goals and incorporate the measurable elements of time, quantity, and quality. These
199 goals and objectives directly correlate to the agency’s mission, vision, and values and are stated in the
200 strategic plan.

201 **3B.2** The agency seeks support for and aligns resource allocations in order to achieve its ~~assesses its~~
202 ~~current status when establishing~~ goals and objectives.

203 **3B.3** The agency evaluates its strengths, weaknesses, opportunities, and threats when establishing its
204 goals and objectives.

205 **3D.34** The agency ~~invites~~ uses internal and external stakeholder input to ~~participation in the~~
206 ~~development, implementation, and evaluation of the agency’s~~ its goals and objectives.

207 **3D.5** The agency uses internal input to implement and evaluate its goals and objectives and to measure
208 progress in achieving the strategic plan.

209 **3B.64** Published planning documents ~~materials~~ accurately portray the agency’s goals and objectives along
210 with its ~~as well as~~ mission, vision and values ~~in context.~~

211 **3B.75** The governing body ~~responsible for establishing policy~~ reviews the agency’s goals and objectives,
212 supports the implementation of the strategic plan, and provides necessary resources for success.

213 **3B.86** When developing organizational values, the agency ~~consults~~ seeks input from its members.

214 **Criterion 3C: Implementation of Goals and Objectives**

215 The agency uses a management process to implement its goals and objectives.

216 **CC 3C.1** The agency identifies personnel to manage its goals and objectives and uses a defined ~~Some form~~
217 ~~of~~ organizational management process is identified and used to track progress and results. ~~of agency~~
218 ~~goals and objectives relating to general organizational and operational programs.~~

219 ~~CC 3C.2 The agency designates personnel to lead the implementation of respective goals and objectives.~~

220 **CC 3C.3** ~~All members~~ The agency’s personnel receive information explaining ~~the~~ its agency’s goals and
221 objectives.

222 **3C.43** The agency, when necessary, identifies and engages external resources to help accomplish its goals
223 and objectives.~~The agency, when necessary, identifies outside resources that can be consulted in regards~~
224 ~~to accomplishing an agency's goals and objectives.~~

225 **Criterion 3D: Measurement of Organizational Progress**

226 Processes are in place to measure and evaluate progress towards completion of specific goals and
227 objectives and overall system-plan performance. The agency's goals and objectives are re-examined and
228 modified periodicallyat least annually.

229 **CC 3D.1** The agency 's reviews and modifies its goals and objectives,~~are examined and modified~~ at least
230 annually, for quality and to ensure they are relevant and contemporary. ~~remain current and consistent~~
231 ~~with the agency's mission, vision, and long range plan(s).~~

232 **CC 3D.2** The agency reviews at least annually its overall system performance and identifies areas in need
233 of improvement which are then considered for inclusion in the organizational goals and
234 objectives.~~evaluates administrative and operational processes to determine improvements in efficiency~~
235 ~~and execution in pursuing organizational objectives.~~

236 **3D.3** The agency provides progress updates at least annually on its goals and objectives to the governing
237 bodyAHJ, its members, and the public regardingcommunity it serves goals and objectives.

238 Category IV — Financial Resources

239 This category evaluates an agency's financial condition to determine its ability to fund operational
240 priorities and its prognosis for long-range quality of service given what can be a dynamic and adverse fiscal
241 environment. Resources must be adequate to maintain the various programs to which an agency made a
242 commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent
243 history through at least the past three years) is fundamental.

244 The chief fire officer or chief executive officer, professional staff, and governing board share responsibility
245 for planning, management, and stability of financial resources. The chief fire officer and administrative
246 staff have the ultimate responsibility of budget preparation. Since the budget is the financial expression
247 of agency programs and priorities, it should be developed through appropriate consultation with the
248 governing board of the authority having jurisdiction (AHJ), departments, divisions, and other units.

249 Financial policies covering financial planning, revenue, and expenditures should be developed by the
250 professional staff and adopted by the governing board. Financial polices shall be reviewed and revised on
251 at least an annual basis to ensure continued relevance and address any gaps.

252 In approving the budget, the governing board approves the acquisition and allocation of resources
253 consistent with agency goals, objectives, and stated priorities.

254 An agency that received the Distinguished Budget Presentation and Certificate of Achievement for
255 Excellence in Financial Reporting (Certificate) from the Government Finance Officers Association (GFOA)
256 of the United States and Canada for ~~its~~their Budget and Comprehensive Annual Financial Report (CAFR)
257 may submit those certificates and ~~its~~their Budget and Comprehensive Annual Financial Reports as prima
258 facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1
259 through 4B.10.

260 Criterion 4A: Financial Planning

261 Agency planning involves ~~ing~~ing broad staff ~~and community~~community participation ~~activates in~~in financial
262 planning and resource allocation. The agency's financial planning and budget process ~~for financing shall~~
263 reflect ~~s~~s sound strategic planning and a commitment to its stated goals and objectives. The agency
264 prepares a balanced budget which adequately maintains level of service and personnel resources. ~~must~~
265 ~~deem financial support for programs and services adequate to maintain the number and quality of~~
266 ~~personnel and other operational costs.~~

267 **4A.1** The governing body and regulatory agencies give the agency appropriate direction in budget and
268 planning matters within their scope of services.

269 4A.2 The agency has formally adopted financial policies that address: general fund reserves, reserves in
270 other funds, fund balances, grants, debt, investment, accounting and financial reporting, risk
271 management and internal controls, procurement, long-term financial planning, structurally balanced
272 budgets, capital, revenues, expenditures, operating budgets, and charges/fees. The agency reviews
273 financial policies at least every three years and updates as needed.

274 ~~4A.3~~ 2 Policies, guidelines and processes for developing the operating and capital ~~annual~~ budgets are
275 defined and followed.

276 ~~4A.3~~ 4 The financial planning/budget adoption process provides internal and external transparency for all
277 expenditures and revenues for the agency.

278 4A.5 The agency operating and capital budget serves as a policy document, operations guide, financial
279 plan, and as a communications device.

280 ~~4A.4~~ 6 The agency involves internal and external stakeholders and solicits their ~~budget process involves~~
281 input in the budget process. ~~from appropriate persons or groups, including staff officers and other agency~~
282 ~~members.~~

283 ~~CC~~ 4A.5 ~~7~~ The ~~annual~~ agency's ~~sies~~ budget, short and long-range financial planning, and capital project plans
284 ~~expenditures~~ are consistent with the agency strategic plan ~~priorities~~ and support achievement of
285 identified ~~of the agency's strategic plan and~~ goals and objectives.

286 4A.8 The agency maintains a long-term financial operating and capital plan, inclusive of all appropriated
287 funds, for a five to 10-year period which analyzes the financial environment, revenue and expenditure
288 forecasts, debt position and affordability analysis, and strategies for achieving and maintaining financial
289 balance and plan monitoring mechanisms.

290 ~~4A.6~~ 9 ~~Budgeted expenditures are consistent with projected financial resources.~~ For each budget cycle,
291 the agency prepares balanced operational and capital budgets.

292 **Criterion 4B: Financial Practices**

293 Agency financial management demonstrates ~~of the agency exhibits~~ sound budgeting and control, proper
294 recording, reporting, and auditing.

295 **4B.1** Financial resources management adheres to generally accepted accounting practices (GAAP) as used
296 by Government Finance Officers Association (GFOA) of the United States and Canada, National Advisory
297 Council on State and Local Budgeting Practices (NACSLBP), or authority having jurisdiction (AHJ), and all
298 financial management including: budgeting, accounting, and reporting. Appropriate safeguards are in
299 place for expenditures, fiscal reports are provided for administrative decision making, and sufficient
300 flexibility exists to meet contingencies.

301 **4B.2** The agency has established and implemented a comprehensive internal control framework that
302 includes, the control environment, risk assessment, control activities, information and communication,
303 and monitoring. ~~Financial administration responsibilities are organized into specific assignments, which~~
304 ~~are supported by specific clearly defined policies.~~

305 **4B.3** The agency explains projected operating deficit (expenditures exceeding revenues in a budget year)
306 and develops a plan to rectify the deficit.

307 **4B.4** The agency reviews its financial position including actual and budgeted expenditures on a monthly
308 basis and reviews overall financial performance with the authority having jurisdiction (AHJ) on an annual
309 basis. ~~The agency establishes and meets a schedule for review of financial reports.~~

310 **CC 4B.5** Qualified auditors conduct annual independent financial audits for the prior fiscal year. If
311 deficiencies exist, the agency prepares a plan to resolve ~~makes plans to resolve~~ audit exceptions for
312 approval by the AHJ.

313 **4B.6** The agency and external entities with which the agency maintains a working agreement ~~any~~
314 ~~subsidiary entities or auxiliaries~~ have financial risk management policies and programs that identify and
315 evaluate risks, establish risk management strategies, and evaluate the risk management program to ~~that~~
316 protect the agency, ~~and its assets, and employees.~~

317 **4B.7** Programs designed to ~~develop~~ solicit financial support from ~~outside~~ external sources are aligned with
318 ~~planned and coordinated to reflect~~ the objectives of the agency. Agency policies govern all fundraising

319 activities; comply with GAAP and/or other recognized financial principles; and are subject to public
320 disclosure and periodic independent financial audits.

321 **4B.8** Any revenue producing organizations ~~permitted~~ authorized to use the agency's name and/or
322 reputation ~~conform~~ comply to with agency principles of financial operation.

323 **4B.9** The agency outlines and monitors to ~~provides financial management policies on any grant program~~
324 ~~where funding is received from an outside source. Provisions to~~ ensure compliance with all granting
325 agency requirements ~~must be outlined and monitored.~~

326 ~~4B.10 The agency has adopted policies of the financial management program which sets, and utilizes fees~~
327 ~~and charges.~~

328 **Criterion 4C: Resource Allocation**

329 Appropriately allocated financial resources support the ~~established~~ organizational mission, ~~the~~ stated
330 long-term plan, goals and objectives, and maintains the quality of programs, and services. Financial
331 stability is a fundamental aspect of an agency's integrity. The agency must ensure that programs and
332 services provided can be supported by ~~the necessary~~ adequate fiscal resources using sound budgetary
333 practices.

334 **CC 4C.1** Given current and ~~anticipated~~ forecasted revenues, the agency ~~can maintain~~ sustains the level of
335 service ~~adopted by the AHJ levels of service.~~

336 ~~4C.2 The governing body has an investment policy.~~

337 ~~4C.3 Policies, guidelines, and processes exist for procurement practices within the agency.~~

338 **4C.24** Adequate resources are ~~Plans exist for~~ budgeted for the payment of long-term liabilities and debts.

339 **4C.35** The agency budgets ~~projects~~ future asset maintenance and repair costs with related funding plans.

340 **4C.46** ~~Financial plans~~ Budgets avoid the use of one-time funding sources for recurring standard annual
341 operating expenses. ~~to cover ongoing costs unless plans are provided to ensure a means of continuity for~~
342 ~~personnel resources and capital assets.~~

343 ~~4C.7 The governing body has adopted a general fund reserve policy and established a time frame to meet~~
344 ~~established reserve fund levels. Operating revenues or expenditures should be established as the basis of~~
345 ~~the fund policy.~~

346 **CC 4C.58** The agency maintains contingency funds in accordance with generally accepted accounting
347 practices (GAAP) recommendations and anticipate budgetary restrictions and or shortfalls.

348 Category V — Community Risk Reduction Programs

349 This category represents the community risk reduction program for the organization and community
350 served. The intent is to define, develop, execute, and measure the plan as it relates to enforcement,
351 education, economic incentive, engineering technology, and emergency response). The programs are a
352 direct output of the Community Risk Analysis/Standard of Cover document. The programs, while tracking
353 traditional performance metrics, should focus on identified outcomes that identify the impact within each
354 community. ~~is defined as the agency services, activities, and responses provided for the community or~~
355 ~~facility that are designed, organized, and operated in compliance with the agency's mission, goals, and~~
356 ~~objectives. Category VIII — Training and Competency, however, appraises the level of proficiency with~~
357 ~~which personnel actually perform within these programs.~~

358 The key elements used to evaluate these services are: adequacy, deficiency, effectiveness, methods, and
359 results of programs. For purposes of accreditation, these terms are defined within the glossary.

360 The agency's mission, goals, and objectives should determine the applicability of all the listed programs.
361 The agency should decide the relevancy of each criterion in their self-assessment manual. For criteria in
362 Category V "Programs" that are not applicable to the agency, the agency should briefly explain why it does
363 not provide this program.

364 Criterion 5A: ~~Community Risk Reduction~~Prevention Program

365 The agency operates an adequate, effective, and efficient program ~~to manage community risks~~ as
366 identified in the community risk assessment and standards of cover. The approach is comprehensive and
367 includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review,
368 code compliance, and the detection, reporting, and control of fires. The agency should conduct a thorough
369 risk-analysis as part of activities in Category II to determine the need for specific ~~community risk~~
370 ~~reduction~~prevention programs.

371 **CC 5A.1** The authority having jurisdiction has an adopted fire prevention and building code(s).

372 **CC 5A.2** The code enforcement program ensures compliance with applicable fire protection law(s), local
373 jurisdiction, hazard abatement, and agency objectives as defined in the community risk assessment and
374 standards of cover.

375 **CC 5A.3** The program has ~~sufficient~~ adequate staff with specific expertise to meet the community risk
376 reduction program goals, objectives, and identified community risks.

377 **5A.4** A plan review process ensures that adopted codes and ordinances determine the construction of
378 buildings and infrastructure (such as hydrants, access, street width).

379 **5A.56** The community risk reduction program identifies the frequency that occupancies are inspected.

380 **5A.67** The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire
381 incidents and fire casualties based upon the community risk assessment and baseline performance.

382 **CC 5A.75** The agency conducts a formal and documented appraisal, at least annually, to determine the
383 impacts and outcomes of the prevention program ~~community risk reduction program~~ and its progress
384 efforts in ~~risk reduction~~ reducing risk based on the community risk assessment, standards of cover, and
385 measures performance against adopted loss reduction goals.

386 ~~5A.8 Fire inspection personnel should receive annual continuing education to maintain proficiency.~~

387 **Criterion 5B: Public Education Program**

388 A public education program is in place and directed toward reducing specific risks in a manner consistent
389 with the agency's mission and as identified within the community risk assessment and standards of cover.
390 The agency should conduct a thorough risk- analysis as part of activities in Category II to determine the
391 need for a specific public education program.

392 **CC 5B.1** The public education program (such as development and delivery) targets specific risks, behaviors,
393 and audiences identified through incident, demographic, program data analysis, community risk
394 assessment, and standards of cover.

395 **CC 5B.2** The program has ~~sufficient~~ adequate staff with specific expertise to meet the public education
396 program goals, objectives, and identified community risks.

397 **5B.34** There are programs in place that identify large loss potential or high risk audiences (such as low
398 socio- economic status, age, cultural/ethnic differences where appropriate), forge partnerships with those
399 who serve those constituencies, and enable specified programs to mitigate fires and other emergency
400 incidents (such as home safety visits, smoke alarm installations, free bicycle helmet programs, falls
401 prevention programs, etc.).

402 **CC 5B.43** The agency conducts a formal and documented appraisal, at least annually, to determine the
403 impacts and outcomes of the public education program and its ~~efforts~~ progress in reducing risk reduction
404 based on community assessment, standards of cover, and measures performance.

405 ~~5B.5 The agency should evaluate the juvenile firesetter intervention program. This program should refer~~
406 ~~all juveniles identified as involved in fire play or fire setting behavior for educational intervention or other~~
407 ~~intervention services.~~

408 **Criterion 5C: Fire Investigation, Origin and Cause Program**

409 The agency operates an adequate, effective, and efficient program directed toward origin and cause
410 investigation and subsequent classification of fires, explosions, and other emergency situations that
411 endanger life or property. The agency should conduct a thorough risk-analysis as part of activities in
412 Category II to determine the need for a fire investigation program.

413 **CC 5C.1** The agency's fire investigation, origin, and cause program is authorized by adopted statute, code,
414 or ordinance.

415 **CC 5C.2** The agency uses a ~~consistent~~ systematic approach ~~to~~ based on the scientific method ~~which is~~
416 ~~utilized~~ to investigate all fire and explosion incidents to determine or render an opinion as to and
417 ~~determine~~ the origin, -and-cause, responsibility, or prevention to include the damage and injuries that
418 arise from such incidents. ~~of all fires and explosions.~~

419 **CC 5C.3** The program has ~~sufficient~~ adequate staff with specific expertise to meet the fire investigation,
420 origin, and cause program goals, objectives, and identified community risks.

421 **5C.4** The agency has established written agreements and procedures, that are reviewed and revised at
422 least annually, with relevant local, regional, state/provincial, and federal fire investigation agencies to
423 ensure appropriate and consistent scene processing, evidence collection, and information sharing.

424 **CC 5C.5** The agency conducts a formal and documented appraisal, at least annually, to determine the
425 impacts and outcomes of the fire investigation, origin, and cause program and its progress ~~efforts~~ to
426 reduce risks ~~fires~~ based on community assessment, standards of cover, and measures performance.

427 **Criterion 5D: Domestic Preparedness, Planning and Response**

428 The agency operates an all-hazards preparedness program that includes a coordinated multi-agency
429 response plan designed to protect the community from terrorist threats or attacks, major disasters, and
430 other large-scale emergencies occurring at or in the immediate area.

431 **CC 5D.1** The agency ~~publishes~~ maintains an local emergency operations/all-hazards plan that defines roles
432 and responsibilities of all participating departments and/or external agencies. The agency participates in
433 maintaining and revising of the plan with the AHJ. ~~identifies and authorizes an appropriate multi-agency~~
434 ~~organizational structure to carry out the all-hazards plan predetermined functions and duties.~~

435 **5D.2** The agency complies with the National Incident Management System (NIMS), or appropriate incident
436 management system, and its operational methods are compatible with all external response agencies.

437 **5D.3** The agency has a process in place for requesting additional resources not readily available in the
438 community served. ~~identifies and documents outside agency support.~~

439 **5D.4** The agency has processes to record information and provide data on needed resources, scope,
440 nature of the event, and field resources deployed to local, state/provincial, and federal agencies.

441 ~~5D.5 The agency, at least annually, conducts tests of and evaluates the all-hazards plan and domestic~~
442 ~~preparedness, planning, and response program.~~

443 ~~5D.6-5~~ **5D.6-5** The agency conducts and documents a vulnerability assessment and has operational plans to
444 protect the agency's specific critical infrastructure, including but not limited to materials, supplies,
445 apparatus, facilities security, fuel, and information systems.

446 **CC 5D.7-6** The agency has a documented Continuity of Operations Plan (COOP) that is reviewed and
447 updated at least every 5 years, to ensure essential operations are maintained.

448 ~~5D.8-7~~ **5D.8-7** The agency has processes in place for intelligence sharing with other public safety agencies.

449 **5D.8** The agency has a crisis communications or public information capability in conjunction with
450 emergency management stakeholders.

451 **CC 5D.9** The agency conducts a formal and documented appraisal, at least annually, to determine the
452 impacts and outcomes of the domestic preparedness program and its progress -in reducing risk based on
453 the community risk assessment, standards of cover, and measures performance.

454 **Criterion 5E: Fire Suppression**

455 The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward
456 controlling and/or extinguishing fires to protect people from injury or death and reduce property loss. If
457 identified risks are outside the scope of the agency’s capabilities, Category X performance indicators
458 should address the agency’s ability to receive aid from mutual aid partners in those areas. The agency
459 should conduct a thorough risk-analysis as part of activities in Category II to determine the need for a
460 specific fire suppression programs.

461 **CC 5E.1** Given its standards of cover and emergency ~~deployment objectives~~ performance statements, the
462 agency meets its staffing, response time, station(s), pumping capacity, apparatus, and equipment
463 deployment objectives for each type and magnitude of fire suppression incident(s).

464 **CC 5E.2** The agency uses a standardized incident command/management system, which is supported by
465 agency policy and training programs.

466 **CC 5E.3** The agency conducts a formal and documented appraisal, at least annually, to determine the
467 impacts, outcomes, and effectiveness of the fire suppression program and its progress ~~impact~~
468 the agency’s goals and objectives.

469 **Criterion 5F: Emergency Medical Services (EMS)**

470 The agency operates an EMS program with a designated level of out-of-hospital emergency medical care
471 that meets the needs of the community.

472 **CC 5F.1** Given its standards of cover and emergency ~~deployment objectives~~ performance statements, the
473 agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for
474 each type and magnitude of emergency medical incident(s).

475 **CC 5F.2** The agency has standing orders/protocols in place to direct EMS response activities to meet the
476 stated level of EMS response including determination criteria for specialty transport and receiving facility
477 destination. The agency must make reasonable efforts to annually update and engage external
478 stakeholders in the process.

479 **CC 5F.3** The agency has online and offline medical control.

480 **CC 5F.4** The agency creates and maintains a patient care record, hard copy or electronic, for each patient
481 encountered. This report contains provider impression, patient history, data regarding treatment

482 rendered, and the patient disposition recorded. The agency must make reasonable efforts to protect
483 reports from public access and maintain them as per local, state/provincial, and federal records retention
484 requirements.

485 **CC 5F.5** The agency has a Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g.,
486 Freedom of Information and Protection of Privacy [FOIP] for Canada) compliance program in place for
487 the EMS program that meets federal and state/provincial guidelines, and all personnel are ~~properly~~
488 adequately trained in HIPAA/FOIP regulations and procedures.

489 **5F.6** The agency has a quality improvement/quality assurance program (QI/QA) in place to improve
490 system performance and patient outcomes including provisions for the exchange of patient information
491 between field and hospital personnel.

492 **5F.7~~8~~** The agency has developed a plan or has already implemented a cardiopulmonary resuscitation (CPR)
493 and public access defibrillation program for the community.

494 **CC 5F.~~8~~7** The agency conducts a formal and documented appraisal, at least annually, to determine the
495 impact, outcomes, and effectiveness of the EMS program and its ~~impact~~ progress on meeting the agency's
496 goals and objectives. ~~This should include an evaluation of the agency's standard operating procedures,~~
497 ~~protocols, and equipment.~~

498 **Criterion 5G: Technical Rescue**

499 The agency operates an adequate, effective, efficient, and safe program directed toward rescuing trapped
500 or endangered persons from any life-endangering cause (e.g., structural collapse, vehicle accidents, swift
501 water or submersion, confined space, cave-in, trench collapse, fire). The agency must conduct a thorough
502 risk-analysis as part of activities in Category II to determine the need for specific technical rescue
503 programs. Agencies that only provide first responder services must also complete this criterion.

504 **CC 5G.1** Given the agency's standards of cover and emergency ~~deployment—objectives~~ performance
505 statements, the agency meets its staffing, response time, station(s), apparatus, and equipment
506 deployment objectives for each type and level of risk of a technical rescue incident(s).

507 ~~5G.2 The agency establishes minimum training and operational standards; compliant with local,~~
508 ~~state/provincial, and national standards, and that all personnel who function in the technical rescue~~
509 ~~program meet training and operational standards.~~

510 **CC 5G.23** The agency conducts a formal and documented appraisal, at least annually, to determine the
511 impacts, outcomes, and effectiveness of the technical rescue program and its impact progress on meeting
512 the agency's goals and objectives. ~~This appraisal must include a full-scale evaluation of the response~~
513 ~~components, including mutual aid, when part of the deployment model.~~

514 Criterion 5H: Hazardous Materials (Hazmat)

515 The agency operates an adequate, effective, efficient, and safe hazardous materials program directed
516 toward protecting the community from the hazards associated with the uncontrolled releases of
517 hazardous and toxic materials. The agency must conduct a thorough risk-analysis as part of activities in
518 Category II to determine the need for specific hazardous materials program. Agencies that only provide
519 first responder services must also complete this criterion.

520 **CC 5H.1** Given the agency's standards of cover and emergency ~~deployment objectives~~performance
521 statements, the agency meets its staffing, response time, station(s), apparatus, and equipment
522 deployment objectives for each type and magnitude of hazardous materials incident(s).

523 ~~5H.2 The agency maintains appropriate training, operations policies, and documentation that response~~
524 ~~personnel are compliant with all applicable hazardous materials regulations and laws.~~

525 **5H.24** The agency complies with all aspects of applicable hazardous material regulations such as, annual
526 refresher training, medical monitoring of response personnel, annual physical examinations as applicable
527 per standards, and exposure record retention.

528 **CC 5H.3** The agency conducts a formal and documented appraisal, at least annually, to determine the
529 impacts, outcomes, and effectiveness of the hazardous materials program and its impact progress on
530 meeting the agency's goals and objectives. ~~This appraisal must include a comprehensive evaluation of the~~
531 ~~response components, including mutual aid, when part of the deployment model.~~

532 Criterion 5I: Aviation Rescue and Fire Fighting Services

533 The agency operates an adequate, effective, efficient, and safe program directed toward an aviation
534 accident or incident occurring at or in the immediate area.

535 **CC 5I.1** Given its standards of cover and emergency ~~deployment objectives~~performance statements, the
536 agency meets its staffing, response time, station(s), extinguishing agent requirements, apparatus, and
537 equipment deployment objectives for each type and magnitude of aviation incident.

538 **CC 5I.2** The agency conducts a formal and documented appraisal, at least annually, ~~that includes an~~
539 ~~analysis of response procedures, equipment, training, and after action reports~~ to determine the impacts,
540 outcomes, and effectiveness of the aviation rescue and firefighting services program and progress on
541 meeting the agency's goals and objectives.

542 **Criterion 5J: Marine and Shipboard Rescue and Fire Fighting Services**

543 The agency operates an adequate, effective, efficient, and safe program directed toward a marine or
544 shipboard fire or incident occurring at or in the immediate area.

545 **CC 5J.1** Given its standards of cover and emergency ~~deployment objectives~~ performance statements, the
546 agency meets its staffing, response time, station(s), extinguishing agency requirements, apparatus, and
547 equipment deployment objectives for each type and magnitude of marine and shipboard incident.

548 **CC 5J.2** The agency conducts a formal and documented appraisal, at least annually, to determine the
549 impacts, outcomes, and effectiveness ~~that includes an analysis of response procedures, equipment,~~
550 ~~training, and after action reports to determine the effectiveness~~ of the marine and shipboard rescue and
551 its progress on meeting ~~firefighting services program and meeting~~ the agency's goals and objectives.

552 **Criterion 5K: Wildland Fire Services**

553 The agency operates an adequate, effective, and efficient program directed toward a wildland fire.

554 **CC 5K.1** Given its standards of cover and emergency ~~deployment objectives~~ performance statements, the
555 agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for
556 each type and magnitude of wildland fire services incident.

557 **5K.32** The agency has developed a wildland risk assessment including: a fuel management plan, fire
558 adaptive communities plan, and an inspection and code enforcement program.

559 **CC 5K.32** The agency conducts a formal and documented appraisal, at least annually, to determine the
560 impact, outcomes, and effectiveness of the wildland fire services program and its progress, ~~to include~~
561 ~~suppression, mitigation, educational activities, and its impact~~ on meeting the agency's goals and
562 objectives.

563 ~~CC 5K.4 The agency conducts or participates in a wildland fire training and certification/ qualification~~
564 ~~program that meets wildland fire services operational needs and complies with local, state/ provincial,~~
565 ~~and national/international standards.~~

566 **Criterion 5L – Other Programs**

567 Note: The agency may provide an additional operational program designed to provide a specific service
568 to the community in accordance with the agency's stated mission, goals, and objectives. In this case, the
569 agency should ~~replicate the "Criterion and Performance Indicators" format from Criterion 5J~~ utilize the
570 generic text below to depict other agency programs that are not already listed throughout Category V -
571 Programs, and are a part of the agency's mission, goals, and objectives. Each major program should be
572 numbered and listed separately (i.e. 5L, 5M, and so on).

573 **CC 5L.1** Given its standards of cover and emergency performance statements, the agency meets its
574 staffing, response time, station, apparatus, and equipment deployment objectives for each type and
575 magnitude of (program name).

576 **CC 5L.2** The agency conducts a formal and document appraisal at least annually, to determine impacts,
577 outcomes, and effectiveness of the (program name) and its progress on meeting the agency's goals and
578 objectives.

579 Category VI — Physical Resources

580 Physical resources are defined as fire stations, training facilities, fire apparatus, and other capital
581 expenditures and outlays that make up the property assets of an agency. Special attention is
582 required to obtain and maintain appropriate quality physical resources.

583 Facilities that are leased and/or jointly operated may also be considered for agency use if this is
584 accomplished in accordance with properly adopted and clearly established policies.

585 If work is contracted outside the agency and/or to another department within the parent agency,
586 it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and
587 procedures are consistent with the performance indicators and core competencies listed herein.

588 Criterion 6A: Physical Resources Plan

589 Development and use of physical resources ~~are~~ consistent with the agency's established plans. A
590 systematic and planned approach to the future development of facilities is in place.

591 **6A.1** The development, construction, or purchase of physical resources is consistent with the agency's
592 goals and strategic plan.

593 **CC 6A.2** The governing body, administration, and staff are involved in the planning for physical facilities.

594 Criterion 6B: Fixed Facilities

595 The agency designs, maintains, and manages fixed facility resources that meet the agency's goals and
596 objectives.

597 **6B.1** Each function or program has adequate facilities and storage space. (e.g., operations, community
598 risk reduction, training, support services, and administration).

599 **6B.2** Buildings and outbuildings are clean and in good repair, and the surrounding grounds are well kept.
600 Maintenance is conducted in a systematic and planned manner.

601 **CC 6B.3** Facilities comply with federal, state/provincial, and local codes and regulations at the time of
602 construction, required upgrades for safety are identified, and where resources allow, addressed.

603 **Criterion 6C: Apparatus, Vehicles, and Maintenance**

604 Apparatus resources are designed, purchased, and maintained to adequately meet the agency’s goals and
605 objectives.

606 **CC 6C.1** Apparatus types are appropriate for the functions served (e.g., operations, staff support services,
607 specialized services, and administration).

608 **6C.2** A current replacement schedule exists for all apparatus and support vehicles based on current federal
609 and state/provincial recognized standards, vehicle condition, department needs, and requirements.

610 **6C.3** A process is in place for writing apparatus replacement specifications that allows for employee input.

611 **Criterion 6D: Apparatus Maintenance**

612 The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all
613 apparatus are well established and meet the emergency apparatus service and reliability needs.

614 **CC 6D.1** An apparatus maintenance program is established. Apparatus maintenance, preventative
615 maintenance, inspection, testing, and emergency repair is conducted by trained and certified technicians
616 in accordance with the manufacturer’s recommendations, and federal and/or state/ provincial
617 regulations. Attention is given to the safety, health, and security aspects of equipment operation and
618 maintenance.

619 **6D.2** The maintenance and repair facility is provided with ~~sufficient~~ adequate space and equipped with
620 appropriate tools.

621 **6D.3** The program is properly adequately staffed, supervised, ~~An adequate number of trained,~~ and
622 certified to meet the agency’s needs. ~~maintenance personnel are available to meet the program needs.~~

623 ~~6D.4 The level of supervision is adequate to manage the program.~~

624 **6D.5-4** The reserve vehicle fleet is adequate or a documented contingency plan is in place for the event
625 that apparatus must be taken out of service.

626 **CC 6D.6-5** The inspection, testing, preventive maintenance, replacement schedule, and emergency repair
627 of all apparatus is well established and meets the emergency apparatus service and reliability of the
628 agency.

629 **Criterion 6E: Tools, Supplies, and Small Equipment**

630 Equipment and supplies are adequate and designed to meet the agencies goals and objectives.

631 **6E.1** Tools and equipment are distributed appropriately, are in ~~sufficient~~ adequate quantities, and meet
632 the operational needs of the specific functional area or program (e.g., fire suppression, community risk
633 reduction, investigations, hazmat, etc.).

634 **6E.2** Tools and equipment replacement is scheduled, budgeted, implemented, and is adequate to meet
635 the agency's needs.

636 **CC 6E.3** Equipment maintenance, testing, and inspections are conducted by qualified personnel, following
637 manufacturer's recommended schedules.

638 **6E.4** An inventory control and maintenance tracking system is in place and current.

639 **6E.5** Supplies and materials allocation is based on established objectives and appropriate to meet the
640 operational needs of the specific functional area or program (e.g., fire suppression, community risk
641 reduction, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national
642 standards.

643 **Criterion 6F: Safety Equipment**

644 Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this
645 criterion, safety equipment includes personal protective equipment (PPE) and related equipment (e.g.,
646 self-contained breathing apparatus).

647 **CC 6F.1** Safety equipment is identified and distributed to appropriate personnel.

648 **6F.2** Distributed safety equipment is ~~sufficient~~ adequate for the functions performed.

649 **6F.3** Safety equipment replacement is scheduled, budgeted, implemented, and adequate to meet the
650 agency's needs.

651 **6F.4** Safety equipment maintenance, testing, and inspections are conducted by trained and qualified
652 personnel, and appropriate records are kept.

653 **6F.5** A safety equipment inventory control and maintenance tracking system is in place and current.

654 Category VII — Human Resources

655 Human resources are defined as all aspects of personnel administration, except those of training
656 and competency, ~~which are~~ (addressed in Category VIII) and health and safety (addressed in
657 Category XI). The heart of any organization is its people, and this category is designed to appraise
658 the importance and results of the human resources program. Completing the human resources
659 section may involve members from other governing entities or other elements of the community.

660 Criterion 7A: Human Resources Administration

661 General human resources administration practices are in place and are consistent with local,
662 state/provincial, and federal statutory and regulatory requirements.

663 **CC 7A.1** A human resources manager is designated

664 **7A.2** The human resources program has adequate staffing to accomplish the human resources
665 administrative functions.

666 **7A.3** Policies are established to direct the human resources administrative practices in
667 accordance with local, state/provincial, and federal requirements. The policies are reviewed
668 annually and updated as needed.

669 Criterion 7B: Recruitment, Selection, Retention and Promotion

670 Systems are established to attract, select, retain, and promote qualified personnel in accordance
671 with applicable local, state/provincial, and federal statutory requirements.

672 **7B.1** A mechanism is in place to identify and announce potential entry level, lateral, and
673 promotional positions.

674 **7B.2** The agency administration and its members are part of the recruiting process.

675 **CC 7B.3** Processes and screening/qualifying devices used for recruitment and selection of initial,
676 lateral, and promotional candidates are job related and comply with all local, state/provincial,
677 and federal requirements, including equal opportunity and discrimination statutes.

678 7B.4 The method used to select the agency's chief fire officer/chief executive officer includes
679 evaluation of candidate qualifications and credentials.

680 ~~7B.4~~5 The agency's workforce composition is reflective of the service area demographics, or the
681 agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve
682 the desired workforce composition.

683 ~~7B.5~~6 A new member orientation program is in place.

684 **CC** ~~7B.6~~7 A supervised probationary process is used to evaluate new and promoted members
685 based on the candidates' demonstrated knowledge, skills, and abilities as approved by the AHJ.

686 ~~7B.7~~8 The agency has an employee/member recognition program.

687 ~~7B.8~~9 The agency's working conditions and environment attract and accommodate, diverse and
688 qualified applicants, and retains a tenured workforce that is reflective of its community.

689 ~~7B.9~~10 The agency conducts exit interviews, ~~or~~ periodic employee surveys, or other mechanisms
690 ~~are used~~ to acquire feedback for and improve policies and procedures.

691 ~~7B.10~~11 The agency conducts workforce assessments and has a plan to address projected
692 personnel resource needs, including retention and attrition of tenured and experienced
693 employees/~~members~~as.

694 Criterion 7C: Personnel Policies and Procedures

695 Documented ~~P~~ personnel policies and procedures are in place to, ~~documented, and guide~~ing both
696 administrative and personnel behavior.

697 **CC** **7C.1** Personnel policies, procedures, and rules are current, ~~written~~documented, and
698 communicated to all personnel.

699 **CC** **7C.2** The agency has a policy that defines and prohibits sexual, racial, disability, or other forms
700 of harassment, bias, and unlawful discrimination of employees/members and describes the
701 related reporting procedures. The policy and organizational expectations specific to employee
702 behavior are communicated formally to all members/employees and are enforced.

703 **7C.3** A ~~disciplinary~~ corrective actions system is in place ~~and enforced~~ to ensure accountability.

704 **CC 7C.4** An internal ethics and conflict of interest policy is published and communicated to
705 employees/members.

706 **7C.5** A grievance/ complaint ~~procedure~~ process is published and communicated to
707 employees/members.

708 **Criterion 7D: Use of Human Resources**

709 Human resources development and utilization is consistent with the agency's established
710 mission, goals, and objectives.

711 **CC 7D.1** A position classification system and a process by which jobs are audited and modified
712 are in place.

713 **7D.2** Current ~~written~~ documented job descriptions exist for all positions, and incumbent
714 personnel have input into revisions.

715 **7D.3** A personnel appraisal system is in place.

716 **7D.4** Methods for employee/member input or a suggestion program are in place.

717 **7D.5** Career and professional development programs are in place for all members

718 **7D.6** The agency has a leadership development program and/or succession plan.

719 **Criterion 7E: Personnel Compensation**

720 A system and practices for providing employee/member compensation are in place.

721 **CC 7E.1** Rates of pay and compensation are published and available to all employees/members.

722 **7E.2** Member benefits are defined, published, and communicated to all employees/members.

723 Criteria 7F and 7G have been moved to the new Category 11.

724 Category VIII — Training and Competency

725 Training and educational resource programs express the philosophy of the organization they
726 serve and are central to its mission. Learning resources should include a library; other collections
727 of materials that support teaching and learning; instructional methodologies and technologies;
728 support services; distribution and maintenance systems for equipment and materials;
729 instructional information systems, such as computers and software, telecommunications, other
730 audio visual media, and facilities to utilize such equipment and services. If the agency does not
731 have these resources available internally, external resources are identified and the agency has a
732 plan in place to ensure compliance with training and education requirements.

733 Central to success of the training and educational process is a learning resources organizational
734 structure and a technically proficient support staff. The training staff should provide services that
735 encourage and stimulate competency, innovation and a continual learning cycle. The agency or
736 system should provide those learning resources necessary to support quality training. The agency
737 should depict their approach to recognized state/provincial and national fire service professional
738 standards programs in their written responses to the performance indicators in this section.

739 Criterion 8A: Training and Education Program Requirements

740 A training program is established to support the agency's needs. The agency provides access to
741 and guidance on educational programs that increase advancement potential and support the
742 agency's needs.

743 **CC 8A.1** The organization has a process in place to identify training needs. The process identifies
744 the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency
745 conditions.

746 **8A.2** The agency's training program is consistent with the mission statement, goals, ~~and~~
747 objectives, and meets its needs.

748 **8A.3** The training program is consistent with legal requirements for performing mandatory
749 training.

750 **8A.4** The agency identifies minimum levels of training required for all positions in the
751 organization.

752 **8A.5** The agency has a ~~A command and staff~~ development program ~~is~~ in place for all positions
753 and ~~that~~ encourages pursuit of professional credentialing.

754 **8A.6** The agency has a succession plan in place that incorporates mentoring to meet its needs.

755 **Criterion 8B: Training and Education Program Performance**

756 Training and education programs are provided to support the agency's needs.

757 **8B.1** A process is in place to ensure that personnel are appropriately trained.

758 **8B.2** The agency provides a training schedule that meets the organization's needs.

759 **CC 8B.3** The agency evaluates individual and crew performance through validated and
760 documented performance-based measurements.

761 **8B.4** The agency analyzes student evaluations to determine reliability of training conducted.

762 **8B.5** The agency maintains a training records management system that meets ~~recognized~~
763 ~~standards~~ its needs.

764 **Criterion 8C: Training and Education Resources**

765 Training and education resources, printed and non-printed library materials, media equipment,
766 facilities, and staff are available in ~~sufficient~~ adequate quantity, relevancy, and diversity, and are
767 current.

768 **CC 8C.1** Facilities and apparatus are provided to support the agency's all-hazards training needs.
769 The agency has plans addressing any facilities and apparatus not available internally to complete
770 training activities.

771 **CC 8C.2** The agency has instructional personnel with teaching qualifications and expertise to meet
772 its needs.

773 **8C.3** Instructional materials are current, support the training program, and are easily accessible.

774 **8C.4** The agency has a process for purchasing, developing, or modifying existing curriculum to
775 meet its needs.

776 **8C.5** Equipment utilized for training are ~~properly~~ adequately maintained in accordance with the
777 agency's operational procedures. The agency makes training equipment readily accessible to
778 instructional personnel.

779 **8C.6** The agency maintains a current inventory of all training equipment and resources.

780 **8C.7** A selection process is in place for training and educational resource materials.

781 **CC 8C.8** Training materials are evaluated at least annually, to reflect current practices and meet
782 the needs of the agency.

783 Category IX — Essential Resources

784 Essential resources are defined as those mandatory services or systems required for the agency's
785 operational programs to function. They should be given the same value of importance as a
786 primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the
787 typical components listed below to the local situation. For example, when reviewing a water
788 supply system, the evaluation may not be limited to conventional resources such as water lines
789 and hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams,
790 lakes, cisterns, etc.

791 Criterion 9A: Water Supply

792 The water supply resources are reliable and capable of distributing adequate volumes of water and
793 pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with
794 applicable fire flow criteria.

795 **CC 9A.1** The agency establishes minimum fire flow requirements for new development in accordance with
796 nationally and internationally recognized standards and includes this information. ~~This information should~~
797 ~~be included~~ in the fire risk evaluation and pre-fire planning process.

798 **CC 9A.2** An adequate and reliable water supply is available for firefighting purposes for identified risks.
799 The identified water supply sources are adequate ~~sufficient~~ in volume and pressure based on nationally
800 and internationally recognized structures, to control and extinguish fires.

801 **9A.3** The agency has on file a contact list and maintains regular contact with the managers of public and
802 private water systems to stay informed about available water supplies.

803 **9A.4** The agency maintains copies of current water supply sources and annually reviews hydrant maps for
804 its service area to ensure they are accurate.

805 **9A.5** Hydrant adequacy and placement ~~reflect the locality's known hazards and the agency's needs for~~
806 ~~dealing with those hazards. Hydrant placement~~ is based on nationally and internationally recognized
807 standards and reflect the hazards of the response area.

808 ~~9A.6 Fire hydrants are located so that each is visible and accessible at all times.~~

809 **9A.7-6** Public fire hydrants are inspected, tested, ~~and~~ maintained, visible, and accessible in accordance
810 with nationally and internationally recognized standards. The agency's fire protection related processes
811 are evaluated, at least annually, to ensure adequate and readily available public or private water.

812 **9A.8-7** The agency identifies, ~~and~~ plans, and completes annual training for the deployment of alternate
813 water supplies in the event of a failure of the water supply system ~~for alternate sources of water supply~~
814 ~~for those areas without hydrants~~, where hydrants have ~~flows are~~ insufficient capacity, or areas where
815 hydrants are unavailable or not accessible. ~~in the event of a major disruption in public water supply~~
816 ~~capabilities.~~

817 **9A.9-8** The agency has operational procedures in place outlining the available water supply and reviews
818 those procedures annually.

819 **Criterion 9B: Communication Systems**

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

824 **CC 9B.1** A system is in place to ensure communications with portable, mobile, and fixed communications
825 systems in the field. When an area is identified as not being capable of adequate emergency scene
826 communications, such as inside buildings or below grade level, an operational plan is documented and
827 tested. ~~written.~~

828 **9B.2** The emergency communications system is capable of receiving automatic and/or manual early
829 warning and other emergency reporting signals.

830 **9B.3** The agency's communications center(s) is/are adequately equipped and designed, (e.g., security,
831 telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits,
832 playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays).

833 **9B.4** The uninterrupted electrical power supply for the primary communications equipment in the
834 communications center is reliable, tested, ~~and~~ has automatic backup capability.

835 **9B.5** Adequate numbers of fire or emergency dispatchers, supervisors, and management personnel are
836 on duty to handle the anticipated call volume.

837 **9B.6** A maintenance program is in place with regularly scheduled system tests. Documentation that
838 demonstrates and supports the testing program is available.

839 **9B.7** The agency has established time-based performance objectives for alarm handling. These objectives
840 are formally communicated to communications center managers through direct report, contracts, service
841 level agreements, memorandums of agreement, and are reviewed annually to ensure time-based
842 performance objectives are met. etc.

843 **9B.8** Communications training programs for emergency dispatchers and emergency response personnel
844 ensure adequate, timely, and reliable agency emergency response.

845 **9B.9** The interoperability of the communications system is ~~evaluated and~~ documented, tested, and
846 evaluated. The agency has processes in place to provide for interoperability with other public safety
847 agencies in the field including: portable, mobile, and fixed communications systems, tools, and
848 equipment.

849 **9B.10~~1~~** The dispatch process utilizes a formal and recognized Emergency Medical Dispatch (EMD) system
850 that allows for pre-arrival instructions and adequate triaging of medical calls for service.

851 **9B.11~~2~~** The agency has a documented and tested system in place for the notification and recall of off-duty
852 agency personnel and off-duty tele-communicators for unplanned, large-scale incidents. ~~incidents of~~
853 ~~significance.~~

854 **9B.12:** The agency has a documented plan, which is reviewed and tested annually, to ensure continuity
855 in communicating for any partial/total disruption or failure of a communications system or facility occur.

856 **CC 9B.13~~0~~** A formal and documented appraisal is conducted, at least annually, to determine the
857 effectiveness of the emergency communications system and its impact on meeting the agency's goals and
858 objectives.

859 **Criterion 9C: Administrative Support Services and Office Systems**

860 Administrative support services and general office systems are in place with adequate staff to efficiently
861 and effectively conduct and manage the agency's administrative functions, such as organizational
862 planning and assessment, resource coordination, ~~data analysis/research,~~ records keeping, reporting,
863 business communications, public interaction, and purchasing.

864 **CC 9C.1** The administrative support services are appropriate for the agency's size, function, complexity,
865 and mission, and are adequately ~~staffed and~~ managed.

866 **9C.2** ~~Sufficient~~ Adequate general office equipment, supplies, and resources are in place to support agency
867 needs.

868 ~~9C.3 Technological resources (e.g., telecommunications equipment, computer systems, general business
869 software) and the information management system are appropriate to support the agency's need. Access
870 is available to technical support personnel with expertise in the systems deployed by the agency.
871 Documentation and analysis of data (e.g., formative, process, impact, and outcome measurement) are
872 accessible to the agency.~~

873 **9C.34** Public reception, ~~and~~ public information, and electronic communication ~~(i.e. public information
874 officer)~~ components support the customer service needs of the agency.

875 **CC 9C.45** Organizational documents, forms, standard operating procedures or general guidelines, and
876 manuals are reviewed at least every three years and updated as needed for all agency programs.

877 ~~9C.6 Administrative support staff members have adequate training and education in order to perform
878 their roles and responsibilities.~~

879 **9C.57** Public records are maintained, available, and disposed of in accordance with local, state/provincial,
880 and federal legal mandates. Record retention and destruction are documented in accordance with an
881 adopted procedure.

882 Criterion 9D: Information Technology

883 Information technology resources are in place with adequate staff to efficiently and effectively conduct
884 and manage the agency's information technology functions, such as hardware and software
885 implementation and maintenance and data analysis.

886 **CC 9D.1** Hardware, software, and informational technology personnel are appropriate for the agency's
887 size, function, complexity, and mission.

888 **9D.2** Software systems are integrated and policies are in place addressing data governance, data accuracy,
889 and data analysis.

890 9D.3 A comprehensive technology plan is in place to update, evaluate, and procure hardware and
891 software.

892 9D.4 A cybersecurity policy is place to protect the integrity of the infrastructure including networks,
893 program, and devices, from unauthorized access that could disrupt essential services.

894 Category X — External Systems Relationships

895 An agency’s external relationships are defined as those relationships which serve to integrate the
896 performance of one system with another. The increased use of multi-unit systems and the
897 increase of interagency agreements between various types of government entities necessitates
898 regular attention to these relationships and the agreements between autonomous operating
899 units. Agreements must be legally adopted, current, monitored, and updated within the
900 accrediting period. Programs which rely on support from external system relationships to meet
901 agency expectations must be referenced in the agreement.

902 Criterion 10A: External Agency Relationships

903 The agency’s operations and planning efforts include relationships with external agencies and operational
904 systems that affect or may influence its mission, operations, and/or cost effectiveness.

905 **CC 10A.1** The agency develops and maintains ~~outside~~ external relationships that support its mission,
906 operations, and/or cost effectiveness.

907 **10A.2** The agency’s strategic plan identifies relationships with external agencies/systems and outlines a
908 process to identify any ~~their anticipated~~ impact or benefit to the agency’s mission, operations, or cost
909 effectiveness.

910 **10A.3** The agency researches, ~~analyzes~~ evaluates, and considers ~~gives consideration to~~ all types of
911 functional relationships that may aid in the achievement of its goals and objectives.

912 **10A.4** A conflict resolution process exists between all external organizations with whom the agency has a
913 defined relationship.

914 Criterion 10B: External Agency Agreements

915 The agency maintains current agreements with those external agencies which support the identified
916 programs. All external agency agreements required to be maintained in support of any program must be
917 current, reviewed, and/or updated within the accreditation period and adopted by the appropriate
918 governing bodies. All agreements should support the agency’s effort to take advantage of any operational
919 and cost-effective benefits. Data reports, at least annually, should reflect the impact of each agreement
920 on the agency.

921 **CC 10B.1** External agency agreements are reviewed every three years ~~on an annual basis~~ and revised as
922 necessary to meet objectives.

923 **10B.2** The agency has a process by which ~~its~~~~their~~ agreements are managed, reviewed, and revised if
924 needed.

925 **10B.3** The agency evaluates external agency performance annually to ensure they are meeting its needs.

926 Category XI is new and incorporates the previously labeled criteria 7F and 7G

927 Category XI – Health and Safety

928 An agency's attention and focus to keeping ~~their~~its employees healthy and safe is a major priority for any
929 organization. Having adequate programs and processes in place will help meet the goals of reducing
930 employee injuries and deaths; liability to the organization; and ultimately make communities more
931 effective and efficient.

932 Criterion ~~7F~~**11A**: Occupational Health, Safety, and Risk Management

933 The agency's occupational health, safety, and risk management programs protect the organization and
934 personnel from unnecessary injuries or losses from accidents or liability.

935 ~~7F.1~~**11A.1** A specific person or persons are assigned responsibility for implementing the occupational
936 health, safety, and risk management programs.

937 ~~7F.2~~**11A.2** The agency's policies and procedures report, evaluate, address, and communicate workplace
938 hazards as well as unsafe/unhealthy conditions and work practices.

939 ~~7F.3~~**11A.3** The agency documents steps taken to implement risk reduction and address identified
940 workplace.

941 ~~7F.4~~**11A.4** Procedures are established and communicated for the prevention of transmission of blood
942 borne pathogens or other infectious diseases, exposure to ~~specific to minimizing occupational exposure~~
943 ~~to communicable diseases or~~ chemicals, and guidelines for improvement of practices within the agency.

944 ~~CC7F.5~~**11A.5** The agency's occupational health and safety training program instruct the workforce in
945 general safe work practices, from point of initial employment through each job assignment and/or
946 whenever new substances, new processes, procedures, or equipment are introduced. It provides specific
947 instructions on operations and hazards specific to the agency.

948 ~~7F.6~~**11A.6** The agency uses near miss reporting to elevate the level of situational awareness in an effort
949 to teach and share lessons learned from events that, except for a fortunate break in the chain of events,
950 could have resulted in a fatality, injury, or property damage.

951 ~~7F.7~~**11A.7** The agency has a process in place to investigate and document accidents, injuries, legal actions,
952 etc. to determine root cause. The agency's information management system supports this process.

953 ~~7F.8~~**11A.8** The agency incorporates risk management practices to increase the level of decision making
954 and the ability to identify unsafe conditions and practices during emergency operations.

955 11A.9 The agency has adopted a comprehensive program to address cross-contamination of clothing,
956 personal protective equipment, other equipment, apparatus, and fixed facilities.

957 11A.10 The agency collects and maintains exposure records in accordance with local laws, regulations,
958 and/or current research.

959 11A.11 The agency has established procedures to ensure effective and qualified deployment of an
960 Incident Safety Officer to all risk events.

961 11A.12 The agency has established and tested procedures for accountability of all personnel operating at
962 all risk events.

963 Criterion ~~7G~~**11B: Wellness/Fitness Programs**

964 The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and
965 communicates the provisions if employees/members do not comply with the wellness/fitness program.

966 ~~7G.1~~**CC 11B.1** The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.

967 ~~7G.2~~**11B.2** The agency provides personnel with access to fitness facilities and equipment.

968 ~~7G.3~~**11B.3** The agency ~~provides~~ makes available wellness/fitness training to all employees/members.

969 ~~7G.4~~**11B.4** The agency provides an employee/member assistance program with timely access to critical
970 incident stress debriefing, peer support, and behavioral health counseling resources.

971 11B.5 The agency provides for a cancer screening program and a cardiac assessment.

972 ~~7G.5~~**11B.6**~~5~~ A formal and documented appraisal is conducted, at least annually, to determine the
973 effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and
974 objectives.