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Category I — Governance and Administration

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.

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

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

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

Criterion 1A: Governing Body

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.

CC 1A.1 The agency is legally established.

CC 1A.2 The agency has a methodology to recognize and react to changes in legal requirements of local, state/provincial, and federal governments (i.e. inspection reports, regulatory references, meeting minutes, and legal opinions).
1A.3 The agency has a methodology to monitor and track applicable local, state/provincial, and federal requirement changes.

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

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

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.

1A.7 The governing body or designated authority approves the organizational structure that carries out the agency’s mission.

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

1A.9 A communication process is in place between the governing body and the administrative structure of the agency.

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

Criterion 1B: Agency Administration

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

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

CC 1B.2 Financial, equipment, and personnel resource allocation reflects the agency’s mission, goals, and objectives.

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.
Category II — Assessment and Planning

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 are critical to the establishment of service level objectives, standards of cover, and ultimately, the quality of program outcomes.

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

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

Criterion 2A: Documentation of Area Characteristics

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.

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

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

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

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

2A.5 Data that includes property, life, injury, environmental, and other associated losses, as well as the human and physical assets preserved and or saved, are recorded for a minimum of three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.
2A.6 The agency utilizes its adopted planning zone 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.

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

2A.8 The agency identifies and documents 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.

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

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

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.

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

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

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

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

2B.5 Fire protection and detection systems are incorporated into the risk analysis.
The agency assesses critical infrastructure within the planning zones for capabilities and capacities to meet the demands posed by the risks.

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

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

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.

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

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

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

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

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

**2C.6** The agency identifies outcomes for its programs and ties them back to the community risk assessment during updates and adjustments of its programs, as needed.
2C.6 The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.

CC 2C.7 The agency has 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.

2C.8 The agency’s resiliency has been assessed through its deployment policies, procedures, and practices.

Criterion 2D: Plan for Maintaining and Improving Response Capabilities

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 external influences beyond its control. The agency has identified the impacts of these outside external influences onto the authority having jurisdiction.

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

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

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.

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

2D.5 Impacts of incident mitigation program efforts, (such as community risk reduction, public education, and community service programs), are considered and assessed in the monitoring process.
Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.

The agency has systematically developed a continuous improvement plan that details actions to be taken within an identified timeframe to address existing gaps and variations.

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

On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational current capabilities, and capacity, and the level of service provided within its current delivery system to mitigate the identified risks within its service area, as identified in its approved standards of cover.

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

The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders’ and AHJ’s expectations for types and levels of services provided by the agency.
Category III — Goals and Objectives

Agencies should establish general organizational goals designed to implement its 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.

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

Criterion 3A: Strategic Planning

The mission, vision, and values of the agency are incorporated into a Strategic Plan. Once a strategic plan is in place and resources are available, the strategic plan provides direction, determines initiatives and guides the goals and objectives of the agency. 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).

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

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

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

Criterion 3B: Goals and Objectives

The strategic plan defines the agency’s general goals and SMART specific objectives and directs its activities priorities in a manner consistent with its mission and are appropriate for the community it serves.
CC 3B.1 The agency publishes current, general organizational goals and SMART objectives, which use 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. These goals and objectives directly correlate to the agency's mission, vision, and values and are stated in the strategic plan.

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

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

3D.4 The agency invites uses internal and external stakeholder input to participation in the development, implementation, and evaluation of the agency's goals and objectives.

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

3B.6 Published planning documents materials accurately portray the agency's goals and objectives along with its mission, vision and values in context.

3B.7 The governing body responsible for establishing policy reviews the agency's goals and objectives, supports the implementation of the strategic plan, and provides necessary resources for success.

3B.8 When developing organizational values, the agency consults seeks input from its members.

Criterion 3C: Implementation of Goals and Objectives

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

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

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

CC 3C.3 All members The agency's personnel receive information explaining the its agency's goals and objectives.
3C.43 The agency, when necessary, identifies and engages external resources to help accomplish its goals and objectives. The agency, when necessary, identifies outside resources that can be consulted in regards to accomplishing an agency's goals and objectives.

Criterion 3D: Measurement of Organizational Progress

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

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

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

3D.3 The agency provides progress updates at least annually on its goals and objectives to the governing body AHJ, its members, and the public regarding the community it serves' goals and objectives.
Category IV — Financial Resources

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 goals, objectives, and stated priorities.

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

Criterion 4A: Financial Planning

Agency planning involving broad staff and community participation activates in financial planning and resource allocation. The agency’s financial planning and budget process for financing shall reflect sound strategic planning and a commitment to its stated goals and objectives. The agency prepares a balanced budget which adequately maintains level of service and personnel resources. It must deem financial support for programs and services adequate to maintain the number and quality of personnel and other operational costs.
4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within their scope of services.

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

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

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

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

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

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

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

4A.9 Budgeted expenditures are consistent with projected financial resources. For each budget cycle, the agency prepares balanced operational and capital budgets.
Criterion 4B: Financial Practices

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

4B.1 Financial resources management 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.

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

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

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

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

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

4B.7 Programs designed to solicit financial support from outside external sources are aligned with planned and coordinated to reflect the objectives of the agency. Agency policies govern all fundraising
activities; comply with GAAP and/or other recognized financial principles; and are subject to public
disclosure and periodic independent financial audits.

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

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

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

Criterion 4C: Resource Allocation

Appropriately allocated financial resources support the established organizational mission, the stated
long-term plan, goals and objectives, and 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 adequate fiscal resources using sound budgetary
practices.

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

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

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

4C.4 Adequate resources are plans exist for budgeted for the payment of long-term liabilities and debts.

4C.5 The agency budgets projects future asset maintenance and repair costs with related funding plans.

4C.6 Financial plans budgets avoid the use of one-time funding sources for recurring standard annual
operating expenses, to cover ongoing costs unless plans are provided to ensure a means of continuity for
personnel resources and capital assets.
4C.7 The governing body has adopted a general fund reserve policy 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.

CC 4C.58 The agency maintains contingency funds in accordance with generally accepted accounting practices (GAAP) recommendations and anticipate budgetary restrictions and or shortfalls.
Category V — Community Risk Reduction Programs

This category represents the community risk reduction program for the organization and community served. The intent is to define, develop, execute, and measure the plan as it relates to enforcement, education, economic incentive, engineering technology, and emergency response. The programs are a direct output of the Community Risk Analysis/Standard of Cover document. The programs, while tracking traditional performance metrics, should focus on identified outcomes that identify the impact within each community. 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.

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

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

Criterion 5A: Community Risk Reduction Prevention Program

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 prevention programs.

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

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

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).

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

5A.6 The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

CC 5A.7 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts and outcomes of the prevention program community risk reduction program and its progress efforts in risk reduction reducing risk based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.

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

Criterion 5B: Public Education Program

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 specific public education program.

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

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

5B.3 There are programs in place that identify large loss potential or high risk audiences (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 prevention programs, etc.).
The agency conducts a formal and documented appraisal, at least annually, to determine the impacts and outcomes of the public education program and its efforts in reducing risk based on community assessment, standards of cover, and measures performance.

The agency should evaluate the juvenile firesetter intervention program. This program should refer all juveniles identified as involved in fire-play or fire setting behavior for educational intervention or other intervention services.

Criterion 5C: Fire Investigation, Origin and Cause Program

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.

The agency’s fire investigation, origin, and cause program is authorized by adopted statute, code, or ordinance.

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

The program has sufficient adequate staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks.

The agency has established written agreements and procedures, 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.

The agency conducts a formal and documented appraisal, at least annually, to determine the impacts and outcomes of the fire investigation, origin, and cause program and its efforts to reduce risks based on community assessment, standards of cover, and measures performance.
Criterion 5D: Domestic Preparedness, Planning and Response

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.

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

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

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

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.

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

5D.6 The agency conducts and 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.

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

5D.8 The agency has processes in place for intelligence sharing with other public safety agencies.

5D.9 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts and outcomes of the domestic preparedness program and its progress in reducing risk based on the community risk assessment, standards of cover, and measures performance.
Criterion 5E: Fire Suppression

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 program.

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

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

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

Criterion 5F: Emergency Medical Services (EMS)

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

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

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

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

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.

**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 adequately** trained in HIPAA/FOIP regulations and procedures.

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

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

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

**Criterion 5G: Technical Rescue**

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.

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

**5G.2** The agency establishes minimum training and operational standards; compliant with local, state/provincial, and national standards, and that all personnel who function in the technical rescue program meet training and operational standards.
The agency conducts a formal and documented appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the technical rescue program and its impact progress on meeting the agency’s goals and objectives. This appraisal must include a full-scale evaluation of the response components, including mutual aid, when part of the deployment model.

Criterion 5H: Hazardous Materials (Hazmat)

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.

CC 5H.1 Given the agency’s standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of hazardous materials incident(s).

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

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

CC 5H.3 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the hazardous materials program and its impact progress 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.

Criterion 5I: Aviation Rescue and Fire Fighting Services

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

CC 5I.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), extinguishing agent requirements, apparatus, and equipment deployment objectives for each type and magnitude of aviation incident.
The agency conducts a formal and documented appraisal, at least annually, that includes an analysis of response procedures, equipment, training, and after action reports to determine the impacts, outcomes, and effectiveness of the aviation rescue and firefighting services program and progress on meeting the agency’s goals and objectives.

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

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.

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

**CC 5J.2** The agency conducts a formal and documented appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the marine and shipboard rescue and firefighting services program and meeting the agency’s goals and objectives.

**Criterion 5K: Wildland Fire Services**

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

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

**SK.3** The agency has developed a wildland risk assessment including: a fuel management plan, fire adaptive communities plan, and an inspection and code enforcement program.

**CC 5K.3** The agency conducts a formal and documented appraisal, at least annually, to determine the impact, outcomes, and effectiveness of the wildland fire services program and its progress to include suppression, mitigation, educational activities, and its impact on meeting the agency’s goals and objectives.

**CC 5K.4** The agency conducts or participates in a wildland fire training and certification/qualification program that meets wildland fire services operational needs and complies with local, state/provincial, and national/international standards.
Criterion 5L – Other Programs

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 utilize the generic text below 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 (i.e. 5L, 5M, and so on).

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

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

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

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

Criterion 6A: Physical Resources Plan

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

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

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

Criterion 6B: Fixed Facilities

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

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

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

CC 6B.3 Facilities comply 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.
Criterion 6C: Apparatus, Vehicles, and Maintenance

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

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

6C.2 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.

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

Criterion 6D: Apparatus Maintenance

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.

CC 6D.1 An apparatus maintenance program is established. 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 equipment operation and maintenance.

6D.2 The maintenance and repair facility is provided with sufficient/adequate space and equipped with appropriate tools.

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

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

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.

CC 6D.6 The 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.
Criterion 6E: Tools, Supplies, and Small Equipment

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

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

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

6E.3 Equipment maintenance, testing, and inspections are conducted by qualified personnel, following manufacturer’s recommended schedules.

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

6E.5 Supplies and materials allocation is based on 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.

Criterion 6F: Safety Equipment

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).

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

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

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

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

6F.5 A safety equipment inventory control and maintenance tracking system is in place and current.
Category VII — Human Resources

Human resources are defined as all aspects of personnel administration, except those of training and competency, which are addressed in Category VIII and health and safety (addressed in Category XI). 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.

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.

CC 7A.1 A human resources manager is designated

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

7A.3 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.

Criterion 7B: Recruitment, Selection, Retention and Promotion

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

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

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

CC 7B.3 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.
**7B.4** The method used to select the agency’s chief fire officer/chief executive officer includes evaluation of candidate qualifications and credentials.

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

**7B.5-6** A new member orientation program is in place.

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

**7B.7-8** The agency has an employee/member recognition program.

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

**7B.9-10** The agency conducts exit interviews, or periodic employee surveys, or other mechanisms are used to acquire feedback for and improving policies and procedures.

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

**Criterion 7C: Personnel Policies and Procedures**

**Documented** Personnel policies and procedures are in place to, documented, and guiding both administrative and personnel behavior.

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

**CC 7C.2** The agency has a 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.
C.3 A disciplinary corrective actions system is in place and enforced to ensure accountability.

C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

C.5 A grievance/complaint procedure is published and communicated to employees/members.

Criterion 7D: Use of Human Resources

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

C 7D.1 A position classification system and a process by which jobs are audited and modified are in place.

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

C 7D.3 A personnel appraisal system is in place.

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

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

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

Criterion 7E: Personnel Compensation

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

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

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

Criteria 7F and 7G have been moved to the new Category 11.
Category VIII — Training and Competency

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.

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

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.

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

8A.2 The agency’s training program is consistent with the mission statement, goals—and objectives—and meets its needs.

8A.3 The training program is consistent with legal requirements for performing mandatory training.
The agency identifies minimum levels of training required for all positions in the organization.

The agency has a command and staff development program in place for all positions and that encourages pursuit of professional credentialing.

The agency has a succession plan in place that incorporates mentoring to meet its needs.

Criterion 8B: Training and Education Program Performance

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

A process is in place to ensure that personnel are appropriately trained.

The agency provides a training schedule that meets the organization’s needs.

The agency evaluates individual and crew performance through validated and documented performance-based measurements.

The agency analyzes student evaluations to determine reliability of training conducted.

The agency maintains a training records management system that meets recognized standards.

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.

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.

The agency has instructional personnel with teaching qualifications and expertise to meet its needs.

Instructional materials are current, support the training program, and are easily accessible.
8C.4 The agency has a process for purchasing, developing, or modifying existing curriculum to meet its needs.

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

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

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

CC 8C.8 Training materials are evaluated at least annually, to reflect current practices and meet the needs of the agency.
Category IX — Essential Resources

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.

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.

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

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

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

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

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

9A.6 Fire hydrants are located so that each is visible and accessible at all times.
9A.7-6 Public fire hydrants are inspected, tested, and maintained, visible, and accessible 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.

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

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

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.

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

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

9B.3 The agency’s communications center(s) is/are adequately equipped and designed, (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).

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

9B.5 Adequate numbers of fire or emergency dispatchers, supervisors, and management personnel are on duty to handle the anticipated call volume.
A maintenance program is in place with regularly scheduled system tests. Documentation that demonstrates and supports the testing program is available.

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

Communications training programs for emergency dispatchers and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

The interoperability of the communications system is evaluated and documented, tested, and evaluated. 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.

The dispatch process utilizes a formal and recognized Emergency Medical Dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of medical calls for service.

The agency has a documented and tested system in place for the notification and recall of off-duty agency personnel and off-duty tele-communicators for unplanned, large-scale incidents, incidents of significance.

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

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.

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.
The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately staffed and managed.

Sufficient Adequate general office equipment, supplies, and resources are in place to support agency needs.

Technological resources (e.g., telecommunications equipment, computer systems, general business software) and the information management system are appropriate to support the agency's need. Access is available to technical support 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.

Public reception, and public information, and electronic communication (i.e., public information officer) components support the customer service needs of the agency.

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.

Administrative support staff members have adequate training and education in order to perform their roles and responsibilities.

Public records are maintained, available, and disposed of in accordance with local, state/provincial, and federal legal mandates. Record retention and destruction are documented in accordance with an adopted procedure.

Criterion 9D: Information Technology

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

Hardware, software, and informational technology personnel are appropriate for the agency's size, function, complexity, and mission.

Software systems are integrated and policies are in place addressing data governance, data accuracy, and data analysis.
9D.3 A comprehensive technology plan is in place to update, evaluate, and procure hardware and software.

9D.4 A cybersecurity policy is in place to protect the integrity of the infrastructure including networks, program, and devices, from unauthorized access that could disrupt essential services.
Category X — External Systems Relationships

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.

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.

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

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

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

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

Criterion 10B: External Agency Agreements

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.
External agency agreements are reviewed every three years on an annual basis and revised as necessary to meet objectives.

The agency has a process by which their agreements are managed, reviewed, and revised if needed.

The agency evaluates external agency performance annually to ensure they are meeting its needs.
Category XI is new and incorporates the previously labeled criteria 7F and 7G

Category XI – Health and Safety

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

Criterion 7F.11A: Occupational Health, Safety, and Risk Management

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

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

7F.21A.2 The agency’s policies and procedures report, evaluate, address, and communicate workplace hazards as well as unsafe/unhealthy conditions and work practices.

7F.31A.3 The agency documents steps taken to implement risk reduction and address identified workplace.

7F.41A.4 Procedures are established and communicated for the prevention of transmission of blood borne pathogens or other infectious diseases, exposure to specific to minimizing occupational exposure to communicable diseases or chemicals, and guidelines for improvement of practices within the agency.

CC7F.51A.5 The agency's occupational health and safety training program 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.

7F.61A.6 The agency uses near miss reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, except for a fortunate break in the chain of events, could have resulted in a fatality, injury, or property damage.

7F.71A.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc. to determine root cause. The agency’s information management system supports this process.
11A.8 The agency incorporates risk management practices to increase the level of decision making and the ability to identify unsafe conditions and practices during emergency operations.

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

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

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

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

Criterion 7G11B: Wellness/Fitness Programs

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.

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

7G.211B.2 The agency provides personnel with access to fitness facilities and equipment.

7G.311B.3 The agency provides wellness/fitness training to all employees/members.

7G.411B.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing, peer support, and behavioral health counseling resources.

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

7G.511B.6S A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.