



Commission on  
Fire Accreditation  
International

# Annual Compliance Report 8<sup>th</sup> Edition

**Savannah Fire & Emergency Services  
121 East Oglethorpe Avenue  
Savannah, Georgia  
USA 31401**



**This Report Prepared on 1 June 2018  
By  
Curtis Wallace, Assistant Chief Logistics  
&  
Jeff Alberts, Research and Planning Chief  
For The  
Commission on Fire Accreditation International**

**This Report Represents the Agency's Status  
As It Relates To Its Accreditation Report  
Dated 16 August 2016**

# Table of Contents

Preface .....	3
Agency Information .....	4
Agency/Jurisdiction Changes.....	5
Accreditation Model Annual Compliance .....	9
Performance Monitoring .....	14
Agency Performance Tracking.....	17
Strategic Recommendations.....	36
Other Information.....	39
Exhibit List .....	40
Verification.....	41

## Preface

The accreditation report submitted to the Commission on Fire Accreditation International (CFAI) enabled the commission to award accreditation status to your agency. Part of the requirements to retain accredited agency status is your commitment to quality improvement by keeping CFAI informed of any significant changes or developments in activities, direction, or programming. This is accomplished by the preparation and submission of an annual compliance report.

The accreditation report is the internal control document of the commission to record your agencies commitment to the quality improvement process. The annual compliance report is the document used by the Commission to monitor your status as it relates to your standards, procedures and practices as well as the progress made toward addressing strategic and specific recommendations.

Each section must be completed and documentation provided for all changes identified. Examples of appropriate documentation are: certified copy of the governing body minutes, CEO written directives, copies of Federal or State Statutes, copies of local ordinances or resolutions, copies of purchase orders, copies of signed contracts, copies of Federal or State administrative rules, copies of Federal or State regulatory agency ordered action or settlement agreement, copies of court ordered action or settlement agreement, copies of local government charters, or copies of voter approved referendum. Copies of any supporting documentation that was used by the agency to effectuate a change should also accompany the compliance report. Examples of supporting documentation are: feasibility studies, ISO grading reports, position papers, legal opinions, recommendation memos, or consultant's reports.

**Updating Agency Information:** CPSE is tracking much of your agency information and demographics in our database. In order to keep this information current, we request that you **update your agency profile before submitting your ACR.**

The agency head, accreditation manager and department assistant will have multiple identities (personal and agency) and can switch between the two. Login to the portal using your email address.

Click [here](#) to login to the portal.

The annual compliance report is due 45 days before the anniversary date of your agency's most recent award of accreditation.

Any questions regarding the report, its content or length should be directed to the [CFAI Program Director](#).

## Agency Information

Enter the [CPSE portal](#) and update your agency information

Agency Name: Savannah Fire & Emergency Services

Agency Address: 121 East Oglethorpe Avenue

Agency Website: [www.savannahga.gov](http://www.savannahga.gov)

Agency Head: Fire Chief Charles G. Middleton

Agency Head E-Mail: [cmiddleton01.savannahga.gov](mailto:cmiddleton01.savannahga.gov)

Agency Head Phone: 912.651.6757

Accreditation Mgr: Curtis Wallace

Accred. Mgr. E-Mail: [cwallace01@savannahga.gov](mailto:cwallace01@savannahga.gov)

Accred. Mgr. Phone: 912.210.6741

Date of most recent  
Award of Accreditation: 16 August 2016

Annual Compliance  
Report due date: 30 June 2018

Annual Compliance  
Report Number (1-4): 2

Current ISO Rating 1  
If your agency has a split ISO rating please document below:  
ISO:

Current Population: 142,500

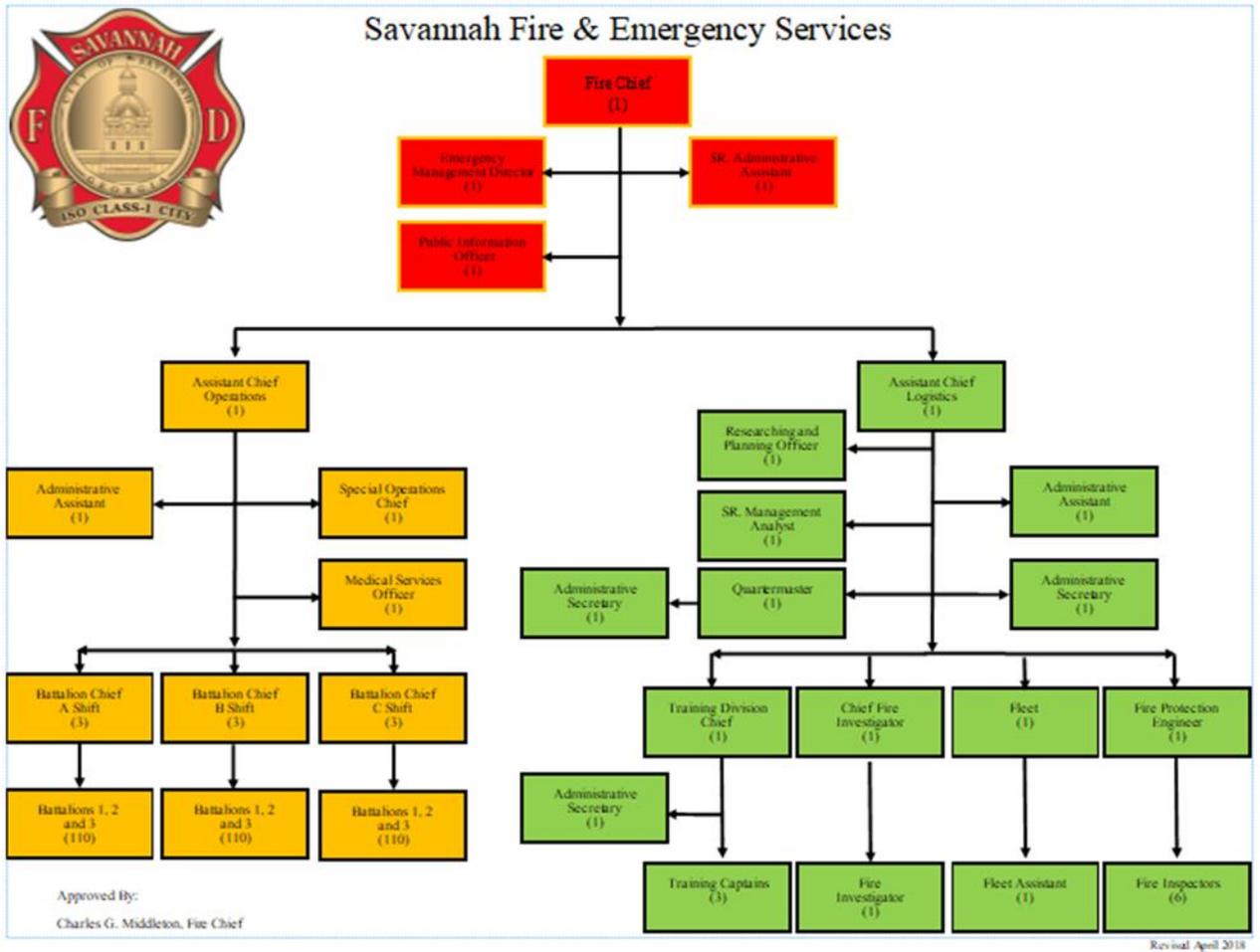
Department Type: Career

Number of Fire Stations: 15  
Number of Full Time Personnel: 351  
Number of Part Time (Volunteer/Paid on call) Personnel: 0

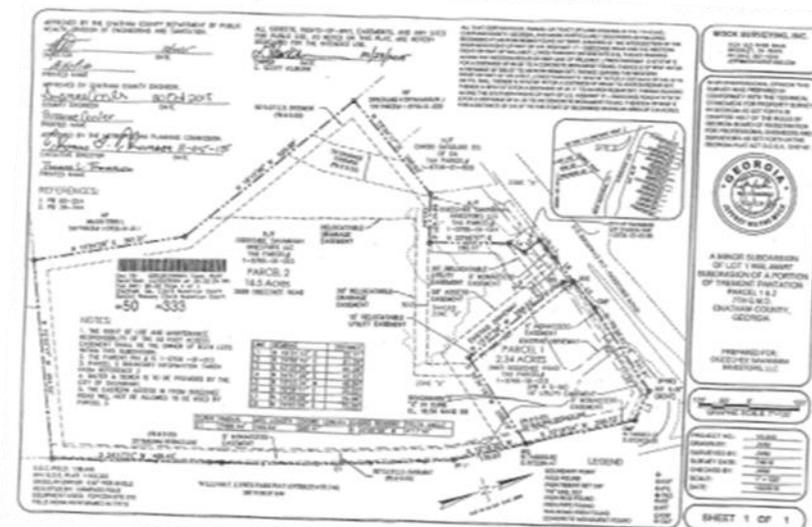
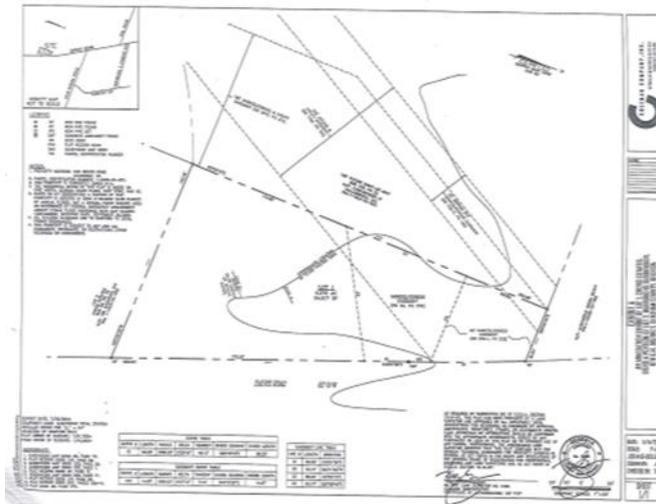
ACR Reporting Period: 6/30/2017 to 6/30/2018

# Agency/Jurisdiction Changes

1. Has there been a change in key positions of the agency during the past reporting period? Yes
  - a. Savannah Fire & Emergency Services (SFES) modified the organizational chart in 2018 with the removal of one position. The Fire Construction Coordinator position was a reduction in force decision in 2018. As for jurisdictional changes, two new parcels of land were annexed into the City of Savannah. These parcels were located in fire service districts 6 and 12 (see exhibit 1).



2. Has there been a change in the governance of the agency? No
  
3. Has there been a change in the area/population the agency protects? Yes
  - a. In 2018, two parcels (the Vallambrosa and Kilburn parcels) were annexed into the city. These parcels do not have a direct impact on the overall coverage area for Savannah Fire & Emergency Services which is still 105 Sq. miles but any additional parcels added in the future may result in a change to the total response area.



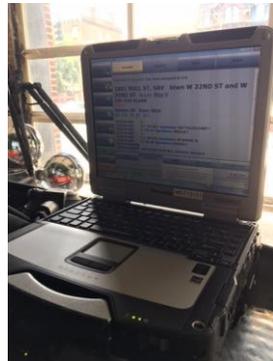
4. Have there been any changes in resources (i.e. equipment, stations, apparatus, etc)? Yes
- a. Construction for the Sweetwater Station (Station 15) will be completed in the August 2018. This new fire station will increase our emergency responses in our southwest quadrant of the city, an area that was identify as needing response improvements due the city's annexation policy. This station will also meet Federal Emergency Management Agency (FEMA) guidelines on critical infrastructure requirements.

Early to mid-2018, received four (4) Class A pumpers, one (1) Heavy Rescue and one (1) truck to replace aging apparatus. These new pumpers will meet all of the new NFPA requirements to include new compliant Self Contained Breathing Apparatus (SCBA), Thermal Imaging Camera's (TIC) and Mobile Data Terminals (MDT's) to assist with our response times and capabilities.

Exhibit 4: Fleet Orders of New Apparatus

Exhibit 5: Purchase Orders of Mobile Data Terminals and Air Cards

Exhibit 6: Press Release of Station 15



MDT



Station 15



New Heavy Rescue

5. Have there been any changes in programs/services? Yes
  - a. In 2018, SFES published the Avoidable Response Fee SOP (Admin 49) which outlines a \$250.00 charge to occupants and contractors who meet the definition of an avoidable response. The charge of this avoidable response is outlined in the City of Savannah Revenue Ordinance (Article L Section 3).

Exhibit 7: SOP Admin. 49 Avoidable Response Fee

In 2018, The Logistics Division published a new SOP for the management of the Self Contain Breathing Apparatus program. This SOP outlines all aspects of the program from receiving equipment, testing, training and records management. The outcome of the SOP is ensure that the program meets all standards relating to SCBA maintenance, repair and tracking and that the program managers of this program have a clear and precise outline of duties and responsibilities within the program.

Exhibit 8: Logistics 19 SCBA Program Management

In 2017, SFES enhanced the Community Risk Reduction Program (CRRP) by broadening the outreach programs to include offering discounts on the Fire Assessment fee to those occupants that actively participate in risk reduction initiatives such as smoke detector installations, Home Fire Safety Checks, escape plans and Fire Extinguishers.

Exhibit 9: Discount Program guide for the Fire Assessment Fee.

6. Describe any significant changes to your annual budget?

On December 21st 2017, a Fire Assessment Fee was approved to reduce the impact on the general fund by the fire department. The Fire Assessment fee was placed into Revenue Ordinance Article L Section 12.

Exhibit 10: Article L Section 12

Exhibit 11: <http://www.savannahga.gov/2550/Fire-Fee>

# Accreditation Model Annual Compliance

A. Is your agency in compliance with all core competencies? Yes

Savannah Fire & Emergency Services Compliance Report					
Category I: Governance & Administration					
Compliance	Criterion 1A	Governing Body		Performance Change	
Yes	No	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.			
x	CC	1A.1	The agency is legally established.		
x	CC	1A.2	The agency complies with legal requirements of local, state/provincial, and federal governments (i.e. inspection reports, regulatory references, meeting minutes, and legal opinions).		
Criterion 1B Agency Administration					
The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and objectives.					
x	CC	1B.1	The administrative structure reflects the agency's mission, goals, objectives, size, and complexity.		
Category II - Assessment & Planning					
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.					
x	CC	2A.3	The agency has a documented and adopted methodology for organizing the response area(s) into geographical planning zones.		
x	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.		
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.					
x	CC	2B.1	The agency has a documented and adopted methodology for identifying, assessing, categorizing, and classifying risks throughout the community or area of responsibility.		
x	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.		
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.					
x	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.		
x	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.		
x	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.		
x	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.		
x	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.		
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 influences beyond its control. The agency has identified the impacts of these outside influences to the authority having jurisdiction.					
x	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.		
x	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.		
x	CC	2D.6	Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.		
x	CC	2D.7	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.		
Category III - Goals & Objectives					
Criterion 3A Strategic Planning					
A strategic plan 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).					
x	CC	3A.1	The fire service agency has a published strategic plan.		Strategic Plan 2016-2020
Criterion 3B Goals and Objectives					
The agency's general goals and specific objectives direct its priorities in a manner consistent with its mission and are appropriate for the community it serves.					
x	CC	3B.1	The agency publishes general organizational goals directed toward achieving its long-range plans. The agency publishes corresponding specific objectives to implement these goals and incorporate the measurable elements of time, quantity, and quality.		2017 and 2018 Goals have been published and are posted
Criterion 3C Implementation of Goals and Objectives					
The agency uses a management process to implement its goals and objectives.					
x	CC	3C.1	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.		
x	CC	3C.2	The agency designates personnel to lead the implementation of respective goals and objectives.		
Criterion 3D Measurement of Organizational Progress					
Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically.					
x	CC	3D.1	The agency's goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency's mission, vision, and long range plan(s).		
x	CC	3D.2	The agency evaluates administrative and operational processes to determine improvements in efficiency and execution in pursuing organizational objectives.		

		<b>Category IV - Financial Resources</b>		
		<b>Criterion 4A</b>	<b>Financial Planning</b>	
		<i>Agency planning involving broad staff participation activates financial planning and resource allocation. The agency's plan for financing shall reflect sound strategic planning and a commitment to its stated goals and objectives. The agency must deem financial support for programs and services adequate to maintain the number and quality of personnel and other operational costs.</i>		
x		CC	4A.2	Policies, guidelines and processes for developing the annual budget are defined and followed.
		<b>Criterion 4B</b>	<b>Financial Practices</b>	
		<i>Financial management of the agency exhibits sound budgeting and control, proper recording, reporting, and auditing.</i>		
x		CC	4B.5	Qualified auditors conduct annual independent financial audits for the prior fiscal year. If deficiencies exist, the agency makes plans to resolve audit exceptions.
		<b>Criterion 4C</b>	<b>Resource Allocation</b>	
		<i>Appropriately allocated financial resources support the established organizational mission, the stated long-term plan, goals and objectives, maintain the quality of programs, and services. Financial stability is a fundamental aspect of an agency's integrity. The agency must ensure that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.</i>		
x		CC	4C.1	Given current and anticipated revenues, the agency can maintain adopted levels of service.
				To lessen the strain on the General Fund City of Savannah adopted a Fire Fee in 2017
		<b>Category V - Programs</b>		
		<b>Criterion 5A</b>	<b>Community Risk Reduction Program</b>	
		<i>The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting, and control of fires. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific community risk reduction program.</i>		
x		CC	5A.1	The authority having jurisdiction has an adopted fire prevention and building code(s).
x		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.
x		CC	5A.3	The program has sufficient staff with specific expertise to meet the community risk reduction program goals, objectives, and identified community risks.
x		CC	5A.5	The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.
		<b>Criterion 5B</b>	<b>Public Education Program</b>	
		<i>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.</i>		
x		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.
x		CC	5B.2	The program has sufficient staff with specific expertise to meet the public education program goals, objectives, and identified community risks.
x		CC	5B.3	The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance.
		<b>Criterion 5C</b>	<b>Fire Investigation, Origin and Cause Program</b>	
		<i>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.</i>		
x		CC	5C.1	The agency's fire investigation, origin, and cause program is authorized by adopted statute, code, or ordinance.
x		CC	5C.2	The agency uses a consistent approach to the scientific method which is utilized to investigate and determine the origin and cause of all fires and explosions.
x		CC	5C.3	The program has sufficient staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks.
x		CC	5C.5	The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program and its efforts to reduce fires based on community assessment, standards of cover, and measures performance.
		<b>Criterion 5D</b>	<b>Domestic Preparedness, Planning and Response</b>	
		<i>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.</i>		
x		CC	5D.1	The agency publishes an all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency identifies and authorizes an appropriate multi-agency organizational structure to carry out the all-hazards plan predetermined functions and duties.
		<b>Criterion 5E</b>	<b>Fire Suppression</b>	
		<i>The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category X performance indicators should address the agency's ability to receive aid from mutual aid partners in those areas. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for a specific fire suppression programs.</i>		
x		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).
				Standards of Cover is completed and Published
x		CC	5E.2	The agency uses a standardized incident command/management system, which is supported by agency policy and training programs.
x		CC	5E.3	The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire suppression program and its impact on meeting the agency's goals and objectives.

		<b>Criterion 5F</b>	<b>Emergency Medical Services (EMS)</b>	
		<i>The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that meets the needs of the community.</i>		
NA		CC	5F.1	Given its standards of cover and emergency deployment objectives, the <u>agency meets its</u> staffing, response time, station(s), apparatus, and equipment <u>deployment objectives</u> for each type and magnitude of <u>emergency medical incident(s)</u> .
NA		CC	5F.2	The agency has <u>standing orders/protocols in place</u> to direct EMS response activities to meet the stated level of EMS response.
NA		CC	5F.3	The agency has <u>online and offline medical control</u> .
NA		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.
NA		CC	5F.5	The agency has a Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Freedom of Information and Protection of Privacy [FOIP] for Canada) compliance program in place for the EMS program that meets federal and state/provincial guidelines, and all personnel are properly trained in HIPAA/FOIP regulations and procedures.
NA		CC	5F.7	The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the EMS program and its impact on meeting the agency's goals and objectives. This should include an evaluation of the agency's standard operating procedures, protocols, and equipment.
		<b>Criterion 5G</b>	<b>Technical Rescue</b>	
		<i>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.</i>		
x		CC	5G.1	Given the agency's standards of cover and emergency deployment objectives, the <u>agency meets its</u> staffing, response time, station(s), apparatus, and equipment <u>deployment objectives</u> for each type and level of risk of a <u>technical rescue incident(s)</u> .
				Standards of Cover is completed and Published
x		CC	5G.3	The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the technical rescue program and its impact 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.
		<b>Criterion 5H</b>	<b>Hazardous Materials (Hazmat)</b>	
		<i>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.</i>		
x		CC	5H.1	Given the agency's standards of cover and emergency deployment objectives, the <u>agency meets its</u> staffing, response time, station(s), apparatus, and equipment <u>deployment objectives</u> for each type and magnitude of <u>hazardous materials incident(s)</u> .
				Standards of Cover is completed and Published
x		CC	5H.3	The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the hazardous materials program and its impact on meeting the agency's goals and objectives. This appraisal must include a comprehensive evaluation of the response components, including mutual aid, when part of the deployment model.
		<b>Criterion 5I</b>	<b>Aviation Rescue and Fire Fighting Services</b>	
		<i>The agency operates an adequate, effective, efficient, and safe program directed toward an aviation accident or incident occurring at or in the immediate area.</i>		
NA		CC	5I.1	Given its standards of cover and emergency deployment objectives, the <u>agency meets its</u> staffing, response time, station(s), extinguishing agent requirements, apparatus, and equipment <u>deployment objectives</u> for each type and magnitude of <u>aviation incident</u> .
NA		CC	5I.2	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 effectiveness of the aviation rescue and firefighting services program and meeting the agency's goals and objectives.
		<b>Criterion 5J</b>	<b>Marine and Shipboard Rescue and Fire Fighting Services</b>	
		<i>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.</i>		
x		CC	5J.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 marine and shipboard incident.
				Standards of Cover is completed and Published
x		CC	5J.2	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 effectiveness of the marine and shipboard rescue and firefighting services program and meeting the agency's goals and objectives.
		<b>Criterion 5K</b>	<b>Wildland Fire Services</b>	
		<i>The agency operates an adequate, effective, and efficient program directed toward a wildland fire.</i>		
NA		CC	5K.1	Given its standards of cover and emergency deployment objectives, the <u>agency meets its</u> staffing, response time, station(s), apparatus, and equipment <u>deployment objectives</u> for each type and magnitude of <u>wildland fire services incident</u> .
NA		CC	5K.2	The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the wildland fire services program, to include suppression, mitigation, educational activities, and its impact on meeting the agency's goals and objectives.
NA		CC	5K.4	The agency conducts or participates in a wildland fire <u>training and certification/qualification program that meets</u> wildland fire services <u>operational needs</u> and complies with local, state/provincial, and national/international standards.
		<b>Category VI - Physical Resources</b>		
		<b>Criterion 6A</b>	<b>Physical Resources</b>	
		<i>Plan Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.</i>		
x		CC	6A.2	The governing body, administration, and staff <u>are involved in the planning for physical facilities</u> .
		<b>Criterion 6B</b>	<b>Fixed Facilities</b>	
		<i>The agency designs, maintains, and manages fixed facility resources that meet the agency's goals and objectives.</i>		
x		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. For those items that warrant further attention, a plan for implementation is identified in the agency's long term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.).
				Station 15 will be completed in August 2018 and will meet FEMA guidelines on critical infrastructure requirements

		<b>Criterion 6C</b>	<b>Apparatus, Vehicles, and Maintenance</b>	
			<i>Apparatus resources are designed, purchased, and maintained to adequately meet the agency's goals and objectives.</i>	
x		CC	6C.1 CC 6C.1 <u>Apparatus types are appropriate</u> for the functions served (e.g., operations, staff support services, specialized services, and administration).	
		<b>Criterion 6D</b>	<b>Apparatus Maintenance</b>	
			<i>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.</i>	
x		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.	
x		CC	6D.6 The <u>inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus</u> is well established and meets the emergency apparatus service and reliability of the agency.	4 Pumpers, 1 Heavy Rescue and 1 Truck, to include 30 Mobile Data Terminals have been received.
		<b>Criterion 6E</b>	<b>Tools, Supplies, and Small Equipment</b>	
			<i>Equipment and supplies are adequate and designed to meet the agencies goals and objectives.</i>	
x		CC	6E.3 Equipment maintenance, testing, and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.	
		<b>Criterion 6F</b>	<b>Safety Equipment</b>	
			<i>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).</i>	
x		CC	6F.1 Safety equipment is identified and distributed to appropriate personnel.	
		<b>Category VII - Human Resources</b>		
		<b>Criterion 7A</b>	<b>Human Resources Administration</b>	
			<i>General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.</i>	
x		CC	7A.1 A human resources manager is <u>designated</u> .	
		<b>Criterion 7B</b>	<b>Recruitment, Selection, Retention and Promotion</b>	
			<i>Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.</i>	
x		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.	
x		CC	7B.6 A supervised probationary process is used to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills, and abilities.	
		<b>Criterion 7C</b>	<b>Personnel Policies and Procedures</b>	
			<i>Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior.</i>	
x		CC	7C.1 Personnel policies, procedures, and rules are <u>current</u> , written, and <u>communicated</u> to all personnel.	
x		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.	
		<b>Criterion 7D</b>	<b>Use of Human Resources</b>	
			<i>Human resources development and utilization is consistent with the agency's established mission, goals, and objectives.</i>	
x		CC	7D.1 A <u>position classification system</u> and a process by which jobs are audited and modified are in place.	
		<b>Criterion 7E</b>	<b>Personnel Compensation</b>	
			<i>A system and practices for providing employee/member compensation are in place.</i>	
x		CC	7E.1 Rates of pay and compensation are <u>published</u> and available to all employees/members.	
		<b>Criterion 7F</b>	<b>Occupational Health, Safety, and Risk Management</b>	
			<i>The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability.</i>	
x		CC	7F.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.	
		<b>Criterion 7G</b>	<b>Wellness/Fitness Programs</b>	
			<i>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.</i>	
x		CC	7G.1 The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.	
		<b>Category VIII - Training &amp; Competency</b>		
		<b>Criterion 8A</b>	<b>Training and Education Program Requirements</b>	
			<i>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.</i>	
x		CC	8A.1 The organization has a process in place to <u>identify training needs</u> . The process identifies the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions.	
		<b>Criterion 8B</b>	<b>Training and Education Program Performance</b>	
			<i>Training and education programs are provided to support the agency's needs.</i>	
x		CC	8B.3 The agency evaluates individual and crew performance <u>through validated and documented performance-based measurements</u> .	
		<b>Criterion 8C</b>	<b>Training and Education Resources</b>	
			<i>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.</i>	
x		CC	8C.1 <u>Facilities and apparatus</u> 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.	
x		CC	8C.2 The agency has instructional personnel with teaching qualifications and expertise to meet its needs.	
x		CC	8C.8 <u>Training materials are evaluated at least annually</u> , to reflect current practices and meet the needs of the agency.	

		<b>Category IX - Essential Resources</b>		
		<b>Criterion 9A</b>	<b>Water Supply</b>	
		<i>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.</i>		
x		CC	9A.1	The agency establishes <u>minimum fire flow requirements</u> for new development in accordance with nationally and internationally recognized standards. This information should be included in the fire risk evaluation and pre-fire planning process.
x		CC	9A.2	An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are sufficient in volume and pressure based on nationally and internationally recognized structures, to control and extinguish fires.
		<b>Criterion 9B</b>	<b>Communication Systems</b>	
		<i>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.</i>		
x		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 written.
x		CC	9B.10	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.
		<b>Criterion 9C</b>	<b>Administrative Support Services and Office Systems</b>	
		<i>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.</i>		
x		CC	9C.1	The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately staffed and managed.
x		CC	9C.5	<u>Organizational documents</u> , forms, standard operating procedures or general guidelines, and manuals <u>are reviewed at least every three years and updated as needed for all agency programs.</u>
		<b>Category X - External Systems Relationships</b>		
		<b>Criterion 10A</b>	<b>External Agency Relationships</b>	
		<i>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.</i>		
x		CC	10A.1	The agency <u>develops and maintains outside relationships</u> that support its mission, operations, and/or cost effectiveness.
		<b>Criterion 10B</b>	<b>External Agency Agreements</b>	
		<i>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.</i>		
x		CC	10B.1	External agency agreements are <u>reviewed on an annual basis</u> and revised as necessary to meet objectives.

B. Agencies will provide exhibits for the following core competencies each year:

- a. 2D.6 Exhibit 13
- b. 3D.1 Exhibit 18
- c. 5A.5 Exhibit 12
- d. 5B.3 Exhibit 12
- e. 5C.5 Exhibit 12
- f. 5E.3 Exhibit 12
- g. 5F.7 Exhibit 12
- h. 5G.3 Exhibit 12
- i. 5H.3 Exhibit 12
- j. 5J.2 Exhibit 12
- k. 9B.10 Exhibit 12

C. Have there been any changes in compliance to non-core competencies? No

## Performance Monitoring

Are you currently meeting the following performance indicators? Yes

If yes, please provide the exhibit. If no, describe your plan for doing so in the future.

2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.

Identify and explain:

Each year SFES conducts annual appraisals to identify gaps in operational capabilities and capacity of our current delivery system to mitigate identified risks within our current response area as outlined in the Standards of Cover. Moreover, utilizing the records management system, incident response data is extracted on a quarterly basis to identify issues in the following categories: Call processing, turnout and travel times. At the end of the year, a comprehensive analysis is conducted on the incident response data at the 90th percentile and compared to our benchmark standards.

Plan for improvement:

Over the next our plan is to improve our data entry by requiring certain fields in our Records Management System to become mandatory which will increase accuracy and proficiency in our data analysis.

2D.9 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.

Identify and explain:

In 2017 SFES responded to 7,920 incidents that ranged from low to special risks. All of the incidents were classified by their associated risk and analyzed for response time requirements, location of the incident and frequency of incidents within a particular fire management zone. This information was then geocoded and projected onto a Heat Map.

The outcome of the annual analysis found that incidents located in the northwest and southwest quadrants of the response area had service delivery gaps pertaining to the Effective Response Force (ERF).

Plan for improvement:

The improvement plan involves moving from a temporary station location to a permanent station location that allows for better access to our response area in the southwest quadrant (Sweetwater Station #15). Station construction will be completed by August 2018.

In the northwest quadrant, the improvement plan involves moving from a temporary station to a permanent station located at the current site. This new station will allow for additional resources to be allocated in this region and assist in meeting the ERF requirements outlined in the Standards of Cover.

Exhibit 15: 2017 Heat Map of All Incidents.

Exhibit 16: Accreditation Plan

2D.10 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.

Identify and explain:

As outlined in the Community Risk Reduction program, units are required to complete an assigned number of Customer Service Surveys annually (a total 4,575 surveys). These surveys are then analyzed to identify external customer expectations and interactions. These results are then placed in the annual report and used to develop the objectives under the strategic goals outlined in the Strategic Plan.

Plan for improvement:

The plan for improvement involves the continued integration of advanced education into our career development program; continue to provide advanced training from firefighting to executive training and improve our physical fitness program by revisiting the Peer Fitness program. Moreover, the external stakeholder has expressed continue improvement in incident response. Currently, the area of call process maintains the area of greatest improvement which is being improved by the use of MDT's.

Exhibit 17: 2017 Annual Report with Community Outreach Section

Exhibit 18: Updated Strategic Plan with Customer Service Survey

## Agency Performance Tracking

Please fill out the spreadsheets below to track and identify your performance in the programs identified below.

Benchmark Performance:

For 90 percent of all low risk fires, the total response time of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer shall arrive on scene within a total response time of 7 minutes and 20 seconds. The first-due unit for low risk fires shall be capable of providing 500 gallons of water and 1,250 gallons per minute (gpm) pumping capacity; providing a scene size-up, establishing incident command and assigning resources. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

Baseline Performance:

For 90 percent of all low risk fires, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, was 8 minutes and 12 seconds. The first-due unit for low risk levels is capable of providing 500 gallons of water and 1,250 gallons per minute (gpm) pumping capacity; providing a scene size-up, establishing incident command and assigning resources. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

<b>(Low Risk) Fire Suppression - 90th Percentile Times - Baseline Performance</b>			<b>2016-2020</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Alarm Handling (02:00)</b>	Pick-up to Dispatch	Urban					03:32	03:02
		Rural						
<b>Turnout Time (01:20)</b>	Turnout Time 1st Unit	Urban					01:14	01:36
		Rural						
<b>Travel Time (04:00)</b>	Travel Time 1st Unit Distribution	Urban					04:21	04:55
		Rural						
	Travel Time ERF Concentration	Urban					N/A	N/A
		Rural						
<b>Total Response Time (07:20 and 11:20)</b>	Total Response Time 1st Unit on Scene Distribution	Urban					08:12 n=519	08:15 N=658
		Rural						
	Total Response Time ERF Concentration	Urban					N/A n=XX	N/A n=XX
		Rural						

Benchmark Performance:

For 90 percent of moderate risk fires, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer shall arrive on scene within a total response time of 7 minutes and 20 seconds. The first-due unit for all risk levels shall be capable of providing 500 gallons of water and 1,250 gallons per minute (gpm) pumping capacity; providing a scene size-up, establishing incident command and assigning resources. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of moderate risk fires, the total response time for the arrival of the Effective Response Force (ERF), staffed with a minimum combination of 17 firefighters and officers, shall be 11 minutes and 20 seconds. The ERF shall be capable of completing the 22 critical fireground tasks outlined by the National Institute of Science and Technology (NIST). These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

Baseline Performance:

For 90 percent of all moderate risk fires, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, was 6 minutes and 43 seconds. The first-due unit for all risk levels is capable of providing 500 gallons of water and 1,250 gallons per minute (gpm) pumping capacity; providing a scene size-up, establishing incident command and assigning resources. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate risk fires, the total response time for the arrival of the Effective Response Force (ERF), staffed with a minimum combination of 17 firefighters and officers was 11 minutes and 22 seconds. The ERF is capable of completing the 22 critical fire ground tasks outlined by the National Institute of Science and Technology (NIST). These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

<b>(Moderate Risk) Fire Suppression- 90th Percentile Times - Baseline Performance</b>			<b>2016- 2020</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Alarm Handling (02:00)</b>	Pick-up to Dispatch	Urban					03:20	03:03
		Rural						
<b>Turnout Time (01:20)</b>	Turnout Time 1st Unit	Urban					01:21	01:23
		Rural						
<b>Travel Time (04:00)</b>	Travel Time 1st Unit <b>Distribution</b>	Urban					03:37	03:56
		Rural						
	Travel Time ERF <b>Concentration</b>	Urban					08:04	08:56
		Rural						
<b>Total Response Time (07:20 and 11:20)</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban					06:43 n=138	07:02 n=208
		Rural						
	Total Response Time ERF <b>Concentration</b>	Urban					11:22 n=138	13:32 N=208
		Rural						

Benchmark Performance:

For 90 percent of high risk fires, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer shall arrive on scene within a total response time of 7 minutes and 20 seconds. The first-due unit for all risk levels shall be capable of providing 500 gallons of water and 1,250 gallons per minute (gpm) pumping capacity; providing a scene size-up, establishing incident command and assigning resources. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of high risk fires, the total response time for the arrival of the Effective Response Force (ERF), staffed with a minimum combination of 21 firefighters and officers, shall be 11 minutes and 20 seconds. The ERF shall be capable of completing the 22 critical fireground tasks outlined by the National Institute of Science and Technology (NIST). These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

Baseline Performance:

For 90 percent of all high risk fires, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, was 7 minutes and 28 seconds. The first-due unit for all risk levels is capable of providing 500 gallons of water and 1,250 gallons per minute (gpm) pumping capacity; providing a scene size-up, establishing incident command and assigning resources. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all high risk fires, the total response time for the arrival of the Effective Response Force (ERF), staffed with a minimum combination of 17 firefighters and officers was 15 minutes and 54 seconds. The ERF is capable of completing the 22 critical fire ground tasks outlined by the National Institute of Science and Technology (NIST). These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

<b>(High Risk) Fire Suppression- 90th Percentile Times - Baseline Performance</b>			<b>2016-2020</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Alarm Handling (02:00)</b>	Pick-up to Dispatch	Urban					05:17	
		Rural						
<b>Turnout Time (01:20)</b>	Turnout Time 1st Unit	Urban					01:22	
		Rural						
<b>Travel Time (04:00)</b>	Travel Time 1st Unit Distribution	Urban					04:00	
		Rural						
	Travel Time ERF Concentration	Urban					11:08	
		Rural						
<b>Total Response Time (07:20 and 11:20)</b>	Total Response Time 1st Unit on Scene Distribution	Urban					07:28	NA
							n=30	n=xx
	Rural							
	Total Response Time ERF Concentration	Urban					15:54	NA
							n=30	N=xx
Rural								

Benchmark Performance:

For 90 percent of low risk hazardous materials incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, shall be 7 minutes and 20 seconds. The first-due unit shall be capable of: establishing incident command, providing a scene size-up, attempting product identification, intelligence gathering and establishing a containment zone.

For 90 percent of low risk hazardous materials incidents, the total response time for the arrival of the Effective Response Force (ERF) for a low risk incident, staffed with a minimum of 2 firefighters and 1 officer is 11 minutes and 20 seconds. The ERF shall be capable of providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating procedures.

Baseline Performance:

For 90 percent of low risk hazardous materials incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, was 8 minutes and 56 seconds. The first-due unit is capable of: establishing incident command, providing a scene size-up, attempting product identification, intelligence gathering, and establishing a containment zone.

For 90 percent of low risk hazardous materials incidents, the total response time for the arrival of the Effective Response Force (ERF), staffed with a minimum of 2 firefighters and 1 officer was 12 minutes and 27 seconds. The ERF shall be capable of: providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating procedures.

<b>(Low Risk) Hazmat - 90th Percentile Times - Baseline Performance</b>			<b>2016-2020</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Alarm Handling (02:00)</b>	Pick-up to Dispatch	Urban					03:36	03:07
		Rural						
<b>Turnout Time (01:20)</b>	Turnout Time 1st Unit	Urban					01:22	01:14
		Rural						
<b>Travel Time (04:00)</b>	Travel Time 1st Unit <b>Distribution</b>	Urban					05:13	04:03
		Rural						
	Travel Time ERF <b>Concentration</b>	Urban					08:06	07:44
		Rural						
<b>Total Response Time (07:20 and 11:20)</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban					08:56	08:24
			n=275	n=152				
		Rural						
	Total Response Time ERF <b>Concentration</b>	Urban					12:27	12:05
		n=275	n=152					
Rural								

Benchmark Performance:

For 90 percent of moderate risk hazardous materials incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, shall be 7 minutes and 20 seconds. The first-due unit shall be capable of: establishing incident command, providing a scene size-up, attempting product identification, intelligence gathering and establishing a containment zone.

For 90 percent of moderate hazardous materials response incidents, the total response time for the arrival of the Effective Response Force (ERF) including the hazardous materials response team, staffed with 17 firefighters and officers shall be 11 minutes and 20 seconds. The ERF shall be capable of: providing equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating procedures.

Baseline Performance:

For 90 percent of moderate, high and special risk hazardous materials incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, was 8 minutes and 22 seconds. The first-due unit shall be capable of: establishing incident command, providing a scene size-up, attempting product identification, intelligence gathering and establishing a containment zone.

For 90 percent of moderate, high and special hazardous materials response incidents, the total response time for the arrival of the Effective Response Force (ERF) including the hazardous materials response team, staffed with 17 firefighters and officers was 13 minutes and 36 seconds. The ERF shall be capable of: providing equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating procedures.

<b>(Moderate Risk) Hazmat - 90th Percentile Times - Baseline Performance</b>			<b>2016-2020</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Alarm Handling (02:00)</b>	Pick-up to Dispatch	Urban					03:51	03:19
		Rural						
<b>Turnout Time (01:20)</b>	Turnout Time 1st Unit	Urban					01:20	01:09
		Rural						
<b>Travel Time (04:00)</b>	Travel Time 1st Unit Distribution	Urban					04:05	03:49
		Rural						
	Travel Time ERF Concentration	Urban					08:50	08:32
		Rural						
<b>Total Response Time (07:20 and 11:20)</b>	Total Response Time 1st Unit on Scene Distribution	Urban					08:22 n=71	08:17 n=152
		Rural						
	Total Response Time ERF Concentration	Urban					13:36 n=71	13:00 n=152
		Rural						

Benchmark Performance:

For 90 percent of high risk hazardous materials incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, shall be 7 minutes and 20 seconds. The first-due unit shall be capable of: establishing incident command, providing a scene size-up, attempting product identification, intelligence gathering and establishing a containment zone.

For 90 percent of High/Special hazardous materials response incidents, the total response time for the arrival of the Effective Response Force (ERF) including the hazardous materials response team, staffed with 20 firefighters and officers shall be 11 minutes and 20 seconds. The ERF shall be capable of: providing equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating procedures.

Baseline Performance:

For 90 percent of high risk hazardous materials incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, was not calculated do to insignificant data sample.

For 90 percent of high risk hazardous materials response incidents, the total response time for the arrival of the Effective Response Force (ERF) including the hazardous materials response team, staffed with 17 firefighters and officers was not calculated do to insignificant data sample.

<b>(High Risk) Hazmat - 90th Percentile Times - Baseline Performance</b>			<b>2016-2020</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Alarm Handling (02:00)</b>	Pick-up to Dispatch	Urban					No Data	No Data
		Rural						
<b>Turnout Time (01:20)</b>	Turnout Time 1st Unit	Urban					No Data	No Data
		Rural						
<b>Travel Time (04:00)</b>	Travel Time 1st Unit Distribution	Urban					No Data	No Data
		Rural						
	Travel Time ERF Concentration	Urban					No Data	No Data
		Rural						
<b>Total Response Time (07:20 and 11:20)</b>	Total Response Time 1st Unit on Scene Distribution	Urban					No Data n=0	No Data n=0
		Rural						
	Total Response Time ERF Concentration	Urban					No Data n=0	No Data n=0
		Rural						

Benchmark Performance:

For 90 percent of all low risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, shall be 7 minutes and 20 seconds. The first-due unit shall be capable of: establishing incident command, providing scene size-up, securing the scene, assign resources, intelligence gathering and ordering additional resources as necessary.

For 90 percent of low risk technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with a minimum combination of 7 firefighters and officers shall be 11 minutes and 20 seconds. The ERF shall be capable of deploying specialized equipment for incidents involving passenger vehicle extrication, removal of a person(s) from a stalled elevator and flood water rescue.

Baseline Performance:

For 90 percent of all low risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, was 7 minutes and 07 seconds. The first-due unit shall be capable of: establishing incident command, providing scene size-up, securing the scene, assign resources, intelligence gathering and ordering additional resources as necessary.

For 90 percent of low risk technical rescue incidents, the total response time for the arrival of the Effective Response Force (ERF), staffed with a minimum combination of 7 firefighters and officers was 10 minutes and 54 seconds. The ERF shall be capable of deploying specialized equipment for incidents involving passenger vehicle extrication, removal of a person(s) from a stalled elevator and flood water rescue.

<b>(Low Risk) Technical Rescue - 90th Percentile Times - Baseline Performance</b>			<b>2016-2020</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Alarm Handling (02:00)</b>	Pick-up to Dispatch	Urban					03:49	03:06
		Rural						
<b>Turnout Time (01:20)</b>	Turnout Time 1st Unit	Urban					01:16	01:13
		Rural						
<b>Travel Time (04:00)</b>	Travel Time 1st Unit Distribution	Urban					03:34	03:34
		Rural						
	Travel Time ERF Concentration	Urban					06:53	07:54
		Rural						
<b>Total Response Time (07:20 and 11:20)</b>	Total Response Time 1st Unit on Scene Distribution	Urban					07:07	07:53
							n=151	n=157
		Rural						
	Total Response Time ERF Concentration	Urban					10:54	12:13
		Rural					n=151	n=157

Benchmark Performance:

For 90 percent of moderate risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, shall be 7 minutes and 20 seconds. The first-due unit shall be capable of: establishing incident command, providing scene size-up, securing the scene, assign resources, intelligence gathering and ordering additional resources as necessary.

For 90 percent of moderate risk technical rescue incidents, the total response time for the arrival of the Effective Response Force (ERF), staffed with a minimum combination of 14 firefighters and officers shall be 11 minutes and 20 seconds. The ERF shall be capable of: providing for stabilization of applicable vehicles or equipment; deploying specialized equipment for incidents involving: swift water, dive and heavy machinery extrication.

Baseline Performance:

For 90 percent of moderate risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, was not calculated do to insignificant data sample.

For 90 percent of moderate risk technical rescue incidents, the total response time for the arrival of the Effective Response Force (ERF), staffed with a minimum combination of 14 firefighters and officers was not calculated do to insignificant data sample.

<b>(Moderate Risk) Technical Rescue - 90th Percentile Times - Baseline Performance</b>			<b>2016- 2020</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Alarm Handling (02:00)</b>	Pick-up to Dispatch	Urban					No Data	No Data
		Rural						
<b>Turnout Time (01:20)</b>	Turnout Time 1st Unit	Urban					No Data	No Data
		Rural						
<b>Travel Time (04:00)</b>	Travel Time 1st Unit <b>Distribution</b>	Urban					No Data	No Data
		Rural						
	Travel Time ERF <b>Concentration</b>	Urban					No Data	No Data
		Rural						
<b>Total Response Time (07:20 and 11:20)</b>	Total Response Time 1st Unit on Scene <b>Distribution</b>	Urban					No Data	No Data
							n=6	n=6
		Rural						
	Total Response Time ERF <b>Concentration</b>	Urban					No Data	No Data
							n=6	n=6
		Rural						

Benchmark Performance:

For 90 percent of high risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, shall be 7 minutes and 20 seconds. The first-due unit shall be capable of: establishing incident command, providing scene size-up, securing the scene, assign resources, intelligence gathering and ordering additional resources as necessary.

For 90 percent of high risk technical rescue incidents, the total response time for the arrival of the Effective Response Force (ERF), staffed with a minimum combination of 21 firefighters and officers shall be 11 minutes and 20 seconds. The ERF shall be capable of: providing for stabilization of applicable vehicles or equipment; deploying specialized equipment for incidents involving: high angle rope, confine space, trench and structural collapse.

Baseline Performance:

For 90 percent of moderate, high and special risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, was not calculated do to insignificant data sample.

For 90 percent of high risk technical rescue incidents, the total response time for the arrival of the Effective Response Force (ERF), staffed with a minimum combination of 21 firefighters and officers was not calculated do to insignificant data sample.

<b>(High Risk) Technical Rescue - 90th Percentile Times - Baseline Performance</b>			<b>2016-2020</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Alarm Handling (02:00)</b>	Pick-up to Dispatch	Urban					No Data	No Data
		Rural						
<b>Turnout Time (01:20)</b>	Turnout Time 1st Unit	Urban					No Data	No Data
		Rural						
<b>Travel Time (04:00)</b>	Travel Time 1st Unit Distribution	Urban					No Data	No Data
		Rural						
	Travel Time ERF Concentration	Urban					No Data	No Data
		Rural						
<b>Total Response Time (07:20 and 11:20)</b>	Total Response Time 1st Unit on Scene Distribution	Urban					No Data n=6	No Data n=6
		Rural						
		Rural						
	Total Response Time ERF Concentration	Urban					No Data n=6	No Data n=6
		Rural						
		Rural						

### Benchmark Performance:

For 90 percent of all marine and shipboard rescue and firefighting response incidents, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, shall be 11 minutes and 20 seconds. The first-due unit shall be capable of: establishing command; assessing the situation; requesting additional specialty resources; directing evacuation; and, if possible, beginning hazard mitigation.

For 90 percent of moderate risk marine and shipboard rescue and firefighting incidents, the total response time for the arrival of the Effective Response Force (ERF), staffed with 19 firefighters and officers shall be 11 minutes and 20 seconds. The ERF shall be capable of appointing a site safety officer; assessing the situation; requesting additional specialty resources; directing evacuation; marine firefighting, dewatering and, if possible, application of extinguishing agents.

For 90 percent of high risk marine and shipboard rescue and firefighting incidents, the total response time for the arrival of the Effective Response Force (ERF), staffed with 22 firefighters and officers shall be 11 minutes and 20 seconds. The ERF shall be capable of appointing a site safety officer; assessing the situation; requesting additional specialty resources; directing evacuation; marine firefighting, dewatering and, if possible, application of extinguishing agents.

### Baseline Performance:

Savannah Fire & Emergency Services did not have sufficient marine and shipboard rescue and firefighting incidents, which required a first-due response or an effective response force to be assembled for 2017 and 2018, to provide reliable data. There are therefore no baseline service level performance statements provided for the first-due unit or the effective response force in this report.

<b>(All Risk Levels) Marine/Shipboard Firefighting - 90th Percentile Times - Baseline Performance</b>			<b>2016-2020</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Alarm Handling (02:00)</b>	Pick-up to Dispatch	Urban					No Data	No Data
		Rural						
<b>Turnout Time (01:20)</b>	Turnout Time 1st Unit	Urban					No Data	No Data
		Rural						
<b>Travel Time (04:00)</b>	Travel Time 1st Unit Distribution	Urban					No Data	No Data
		Rural						
	Travel Time ERF Concentration	Urban					No Data	No Data
		Rural						
<b>Total Response Time (07:20 and 11:20)</b>	Total Response Time 1st Unit on Scene Distribution	Urban					No Data n=01	No Data n=XX
		Rural						
	Total Response Time ERF Concentration	Urban					No Data n=00	No Data n=XX
		Rural						

## Strategic Recommendations

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
<p>It is recommended that the department stringently monitor the recently implemented improvements to alarm handling practices to identify positive outcomes and additional opportunities for further enhancements.</p>	<p>2016, 2017</p>	<p>2017 The Communication's Liaison and the Assistant Chief Logistics meet with the Communications center on a monthly basis and provide annual training to improve call processing times.</p>	
<p>It is also recommended that the department immediately take action on any additional options identified through this monitoring process that cause alarm handling times to be reduced.</p>	<p>2016, 2017</p>	<p>Working with other government agencies to ensure that the 911 Communications center receives the latest software updates and meets the current needs of the department.</p>	
<p>It is recommended that the department continue to work closely with the research and budget office to effectively plan for and allocate capital resources to address the performance gaps as identified in the standards of coverage process.</p>	<p>2016, 2017</p>	<p>2018 Implementing a Fire Assessment Fee based on risk to all parcels that receive emergency response services from SFES</p>	
<p>It is recommended that the Savannah Fire &amp; Emergency Services establish a plan and structure for annual review of standard operating procedures (SOPs) and the documentation of this review process. The documentation of the review should be consistent and easy to locate. (This recommendation also applies to 5E.4 Technical Rescue, 5F.4 Hazardous Materials and 5H.4 Domestic Preparedness.)</p>	<p>2016, 2017</p>	<p>The SOP Committee which is headed by the Research and Planning Officer, meets monthly with the committee to review and recommend changes to the senior staff on SOP's that do not currently meet industry best practices or identify an area where a policy needs to be created. The committee also has established a review process to where SOP's will be under a general review every three (3) years or when needed.</p>	

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
It is recommended that the department establish a format and schedule for an annual evaluation for the programs included in Category V. (This recommendation also applies to 5E.7 Technical Rescue and 5F.7 Hazardous Materials.)	2016, 2017	Annual appraisals for 12 programs are conducted each October. The appraisals are reviewed and published and assist with the creation of upcoming annual goals.	
It is recommended that the department implement a system to increase the number of commercial properties inspected annually by identifying annual inspection goals and objectives.	2016, 2017	In 2017, the inspections department started using mobile technology for inspections, created inspection zones for the inspectors to increase efficiency and effectiveness and started collecting data on types of inspections. This new system resulted in 3,578 inspections in 2017.	
It is recommended that the Savannah Fire & Emergency Services divide the technical rescue call types and that an effective response force (ERF) be established for each of the levels of incidents that the department responds to. At this point the complex time chart should be used to show response times for each type.	2016, 2017	2016 and 2017 the Technical Rescue program reviewed the Standards of Cover risk matrix and ensured the different response levels had an effective response for the required tasking associated with the risk. Each risk is then analyzed by the response data.	
It is recommended that the department establish a set number of firefighters for an ERF for hazardous materials calls for service.	2016, 2017	2017 Assistant Chief Operations established the following ERF's for low- 7, Medium- 17 and High- 19 personnel	
It is further recommended that the ERF be established for each of the three levels of hazmat incidents that the department responds to. At this point the complex time chart should be used to show response times for each type.	2016, 2017	2016 and 2017 the Hazardous Materials program reviewed the Standards of Cover risk matrix and ensured the different response levels had an effective response for the required tasking associated with the risk. Each risk is then analyzed by the response data.	

<b>Recommendation</b>	<b>ACCEPTED</b>	<b>IMPLEMENTED</b>	<b>REJECTED</b>
It is recommended that the department consider implementation of both automatic vehicle location and mobile data terminals on its apparatus to enhance the accuracy of data transfer and communications between dispatchers and units in the field.	2016, 2017	In 2017, the MDT pilot program end and purchase of 25 MDT's was made. In 2018 the MDT's are currently being programed and are on target for an implementation date of August 2018. AVL's are still in the planning process.	
It is recommended that the department develop a formal quality assurance program in conjunction with the dispatch center to evaluate performance relating to adopted alarm processing standards and adherence to the departments standard operating procedures.	2016, 2017	SFES continues to work with the 911 Communications Center to meet the standards set forth by the department in relation to call processing times. Annual training is conducted by improvement is needed.	
It is recommended that the department assess the appropriateness of its ERF by conducting related training sessions with operations personnel at the training center to regularly verify and validate the number of personnel and the timeline required to accomplish the goal.	2016, 2017	The Division initiated the process of ERF response tasking in 2017. This process is continuing in 2018 and is part of the organizational goals in 2018.	
It is recommended that the department develop a replacement schedule specific for each vehicle in the fleet based on industry recommended best practices to more accurately predict future budget needs.	2016, 2017	In 2017, a Vehicle Maintenance plan was developed and implemented to ensure timely purchases of apparatus to meet the needs of our growing and aging fleet	
It is recommended that the department create a standard operating procedure for alternative water supply operations, including the use of industrial firefighting equipment, to improve the performance and safety of these disciplines by operations personnel.	2016, 2017	2016 The Assistant Chief Operations with the approval of the Fire Chief place into effect SOP Operations 10 Alternate Water Supply and IFE Equipment. 2017 Assistant Chief Operations developed and implemented an SOP outlining the use of Alternate Water Sources and the Industrial Fire Equipment (IFE)	

## **Other Information**

## Exhibit List

- Exhibit #1: Updated Organizational Chart
- Exhibit #2: Vallambrosa Parcel
- Exhibit #3: Kilburn Parcel
- Exhibit #4: City of Savannah Council Minutes approving apparatus
- Exhibit #5: Purchase Orders on MDT's and Air Cards
- Exhibit #6: Press Release on Station 15
- Exhibit #7: SOP Admin. 49 Avoidable Response Fee
- Exhibit #8: Logistics 19 SCBA Program Management
- Exhibit #9: Discount Program guide for the Fire Assessment Fee.
- Exhibit #10: Article L Section 12
- Exhibit #11: <http://www.savannahga.gov/2550/Fire-Fee>
- Exhibit #12: 2017 Annual Appraisals
- Exhibit #13: Quarterly Incident Report on Response Times
- Exhibit #14: Response and Tasking Validation Form
- Exhibit #15: 2017 Heat Map of All Incidents.
- Exhibit #16: SFES Accreditation Plan
- Exhibit #17: 2017 Annual Report with Community Outreach Section
- Exhibit #18: Updated Strategic Plan with Customer Survey
- Exhibit #19: City of Savannah Strategic Plan

## Verification

I verify that the information contained in this report is complete and true to the best of my knowledge.

---

Signature of Agency Head

---

Title

---

Date