

**COMMISSION ON FIRE
ACCREDITATION INTERNATIONAL**

COSUMNES FIRE DEPARTMENT



2025 SELF-ASSESSMENT MANUAL (SAM)

10TH EDITION

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Category 1: 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 personnel 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 these diverse interests to set the direction of the agency.

The agency administration exercises responsibility for the quality of the agency through an organized system of planning, staffing, directing, coordinating, and evaluating. The agency administration is entrusted with the assets and is charged to uphold its mission and programs, to ensure compliance with laws and regulations, and to provide stability and continuity.

For many volunteer fire service organizations, the governing board is within the municipal or county government and is the executive/legislative body for municipal or county

governance, some elected directly by the public, such as special districts. In the absence of a municipally appointed fire chief or chief executive officer, for purposes of accreditation, the duly elected or appointed volunteer fire chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility to a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or designee. It is vital that the leadership of every agency understand who sets policy for the government structure they are working in and their role in implementing that policy.

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.

Summary:

The Cosumnes Fire Department (CFD) is part of the Cosumnes Community Services District (District) which was legally established in 2006 when the Elk Grove Community Services District merged with the Galt Fire Protection District. The District is led by an elected five-member Board of Directors (Board). The Board approves a biennial budget, which includes the CFD's organizational structure, programs, services, and financial resources. Strict parameters are in place regarding conflicts of interest, communication, and monitoring legal requirements.

Performance Indicators:

CC 1A.1 The agency is legally established.

Description

The CFD is part of the Cosumnes Community Services District, legally established per California Law - Government Code, Title 6, Division 3 – Community Services Districts, and was formed after a reorganization of the Elk Grove Community Services District and the Galt Fire Protection District. The 2006 Sacramento Local Agency Formation Commission (LAFCO) Certificate of Completion in Resolution No. LAFC 1331 outlines the reorganization and legally establishes the District to provide fire protection, rescue, hazardous material emergency response, and ambulance services.

Appraisal

The 2006 LAFCO Certificate of Completion has been sufficient at documenting the CFD as part of an agency that was legally established to provide fire protection, rescue, hazardous material emergency response, and ambulance services.

Plan

The CFD will continue to comply with the guidelines outlined in the 2006 LAFCO Certificate of Completion. The Fire Chief and District Counsel will continue to monitor the status of legal establishment and address updates as needed.

References

2006 Sacramento Local Agency Formation Commission Certificate of Completion,
Resolution No. LAFC 1331, page 8, Item 7
California Law - Government Code, Title 6, Division 3 – Community Services Districts

CC 1A.2 The agency has a methodology in place for recognizing and reacting to changes in legal requirements of local, state/provincial and federal governments (i.e., inspection reports, regulatory references, meeting minutes and legal opinions).

Description

The District has Policy 4320 - Legislative Advocacy, as a methodology in place to proactively monitor and advocate for legislation that could potentially have an effect on the District. The District receives regular legal updates from a consultant, Townsend Public Affairs, as outlined in Contract #DA-25-007, Grant Writing and State and Federal Legislative Advocacy. Communications regarding legislative updates are distributed to the District, which includes the Fire Chief and other CFD personnel, through a weekly “Update to the Board of Directors” email.

Appraisal

District Policy 4320 - Legislative Advocacy, has provided clear guidance on the procedures for monitoring and responding to changes in legislation. Examples of legislative developments over the past three years include AB767 Community Paramedicine (passed on 9/30/23), AB40 Emergency Medical Services (passed on 10/13/23), and SB1180 Health Care Coverage:EMS (passed on 9/28/24). All three legislative developments have greatly improved our EMS service delivery, showing the benefits of the advocacy services. This, coupled with the regular updates from Townsend Public Affairs regarding legal requirements, has kept key personnel of the CFD updated and informed on upcoming legislation.

Plan

The District will continue to implement District Policy 4320 - Legislative Advocacy, to proactively monitor and advocate for legislation that has or potentially could affect the District. The contract with Townsend Public Affairs is current through August 2026, at which point the District will evaluate options to extend with Townsend Public Affairs or contract with a similar consultant.

References

Contract DA-25-007 Grant Writing and State and Federal Legislative Advocacy

District Policy 4320 - Legislative Advocacy

State Legislative Update (Sample)

Update to the Board of Directors (Sample)

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

Description

The CFD is part of the District which is governed by a five-member elected Board of Directors (Board) that reviews and approves services and programs through the budget development process that occurs every two years. The CFD's services and programs are identified in the Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, which was Board approved on June 21, 2023. During the development of the biennial budget, the CFD provides input and assistance including baseline budget changes and new funding requests. The Fire Chief is part of the Strategic Management Team that reviews and considers new funding requests.

Appraisal

This biennial budget process has allowed the CFD to provide input and feedback necessary for the Finance Division and General Manager to make educated decisions on the services and programs incorporated into the budget for the Board's approval. The process has been sufficient at allowing the Board to review and approve services and programs.

Plan

The CFD will continue to partake in the budget development process in accordance with the biennial budget timeline established by the Finance Division, which includes the review and approval of the Board.

References

Cosumnes CSD Regular Board Meeting Minutes, Approval of Biennial Budget, June 21, 2023

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, page 84

1A.4 The role and composition of various policymaking, planning and special purpose bodies are defined by the governing body in an organizational chart.

Description

The District's Board of Directors is responsible for formulating and approving policies for the operation, control, administration, and planning of the District's services. Their role and composition are outlined in the Fiscal Year 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, which includes an organizational chart. Special purpose committees are not included in the organizational chart as they are determined and delegated by the head of each department. Furthermore, while each department collaborates with various committees and task forces, none have been formally organized to conduct any work on behalf of the governing body outside of what is outlined in the organizational chart.

Appraisal

The current organizational chart clearly outlines the composition of the District as a whole and the descriptions of each department details the roles of that department.

Plan

The District will continue to utilize an organizational chart to outline the role and composition of the various departments that make up the agency as a whole.

References

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, pages 14-15

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

Description

The District's Board of Directors (Board) approves the organizational structure of the CFD as outlined in the Fiscal Year 2023-24 & 2024-25 Cosumnes CSD Biennial Budget. The District's organizational structure is divided into three departments (previously four departments until April 2024), all under the leadership of the General Manager. The CFD is one of the three departments and is led by the Fire Chief. The organizational structure of the CFD consists of the Office of the Fire Chief and two branches, Operations, and Administration and Support Services, which encompass Emergency Medical Services, Fire Prevention, Training/Special Operations, Fleet Maintenance, Shift Operations, and other support services areas such as logistics, staffing, and disaster preparedness.

Appraisal

The current process has ensured the Board is informed on the organizational structure that carries out the agency's mission and has also allowed flexibility for updates, as needed.

Plan

The CFD will continue to include the organizational structure within future biennial budgets for Board review and approval.

References

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, pages 14-15; 84-85; 91

1A.6 The governing body adheres to an approved conflict of interest policy that is applicable to the governing board members and staff.

Description

District Policy 1130 - Conflict of Interest requires personnel to file a statement of economic interest in compliance with state and local law. The policy applies to all District elected officials, executives, and personnel. The District Clerk oversees the collection and filing of these statements.

Appraisal

The expectations as outlined in District Policy 1130 – Conflict of Interest have effectively informed all personnel and other parties of any activities that would result in a conflict of interest.

Plan

The CFD will continue to comply with District Policy 1130 - Conflict of Interest, as directed by the Board of Directors and administered by the District Clerk.

References

2023 Statement of Economic Interest – Form 700 filing (Sample)

District Policy 1130 - Conflict of Interest

1A.7 A communication process is in place between the governing body and the administrative structure of the agency.

Description

The District's communication process between the Board and the administrative structure of the CFD is dictated within District Policy 4105 - Board/Staff Communication. The policy outlines procedures and guidelines for Board/Staff access to information, assignments, presentations by personnel, and decorum. Most communication is directed from the Board to the General Manager, District Counsel, or District Clerk. The General Manager sends a weekly "Update to the Board of Directors" email to all District personnel. Additional communication occurs at regularly scheduled Board meetings which the Fire Chief, or designee, attends.

Appraisal

District Policy 4105 – Board/Staff Communication has been effective for guiding communication between the Board and personnel. The policy has ensured that District personnel provide the Board access to information and that the information is communicated completely and with openness. The policy has provided guidance for District personnel to respond to individual Board member requests for information in a timely and thorough manner. Lastly, the policy has included a process for individual Board members to communicate with personnel while respecting knowledge available to the Board members as a whole.

Plan

Communication between the Board and the CFD's administrative structure will continue to be completed in accordance with District Policy 4105 - Board/Staff Communication.

References

District Policy 4105 - Board/Staff Communication
Update to the Board of Directors (Sample)

Criterion 1B: Agency Administration

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

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD's organizational structure is identified within the 2022-2027 Cosumnes CSD Strategic Plan and 2023 CFD Community Risk Assessment and Standards of Cover (CRA/SOC). The goals and objectives of the CFD are considered when developing the biennial budget which includes allocation of financial, equipment, and personnel resources. This directly correlates to ensuring the organizational structure aligns with the mission and purpose of the CFD.

Performance Indicators:

CC 1B.1 The administrative structure and allocation of financial, equipment and personnel resources reflect the agency's mission, goals, objectives, size and complexity.

Description

The CFD is an all-hazards, all-risk, career fire department led by the Fire Chief. Its mission is to save lives and protect the community through prevention, preparedness, and emergency response in a timely, courteous, and effective manner. Goals and objectives are outlined in the 2022-2027 CFD Strategic Plan. They are a leading factor during the development of the District's biennial budget that is Board approved and includes allocation of financial, equipment, and personnel resources.

The Fire Chief oversees the Office of the Fire Chief, responsible for ensuring the CFD's personnel work together to support all operations. Additionally, the Fire Chief oversees two Deputy Fire Chiefs responsible for the two branches of the CFD. A Deputy Fire Chief leads four direct reports responsible for Fire Prevention, Training/Special Operations, Fleet Maintenance, and Support Services. Another Deputy Fire Chief leads the Operations branch with seven direct reports responsible for Emergency Medical Services (EMS) and Shift Operations. Shift Operations is a three-platoon system with two Battalion Chiefs for each platoon providing command and control within the two battalions.

Appraisal

Collectively, the administrative structure and financial, equipment, and personnel resources has been reflective of the expectations of the community and the CFD's mission, goals, objectives, size, and complexity. As the community continues to grow and age, the calls for service have continued to increase. This was considered during the development of the 2023 CFD CRA/SOC and resulted in recommendations for future success such as the addition of the second battalion and the creation of a Community Risk Reduction branch.

Plan

The CFD will continue to analyze the growth and changes of the community to determine necessary updates to the administrative structure and financial, equipment, and personnel resources to ensure it continues to reflect the agency's mission, goals, objectives, size, and

complexity. The CFD will also continue to analyze the recommendations of the CRA/SOC on an ongoing basis and in line with the recommended schedule of short, intermediate, and long term.

References

2022-2027 Cosumnes Fire Department Strategic Plan, pages 14-16; 47-63; 84
Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, pages 84-92

1B.2 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.

Description

Personnel functions, roles, and responsibilities are defined in writing within job descriptions that include class description, class characteristics, duties and responsibilities, typical qualifications, physical demands, and working conditions. Job descriptions are reviewed and updated before recruitments and are accessible on the District's job classification webpage.

Current organizational charts exist that outline the relationship between the departments, divisions, Fire Chief, General Manager, Board of Directors, and community. These charts are reviewed and updated as needed.

Appraisal

Job descriptions and organizational charts have been sufficient in documenting personnel functions, roles, and responsibilities, as well as the agency's relationship to the governing body.

Plan

The CFD will continue to review and update job descriptions and organizational charts as needed.

References

Cosumnes Fire Department Organization Chart (January 2025)

District's Job Classification Webpage (Screenshot)

Category 2: 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.

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.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD actively collects and analyzes data specific to its service areas, using this information to optimize its services and guide future development. The primary service area spans 157 square miles and includes the cities of Elk Grove and Galt, as well as unincorporated areas of south Sacramento County. In addition to serving its core area, an automatic/mutual aid agreement is in place within Sacramento County to ensure a boundaryless emergency response system where the closest, most appropriate available resources, regardless of fire department boundaries, are dispatched to emergencies throughout the County. The California Fire Assistance Agreement is also in place to allow for state-wide mutual aid system in the event of a large-scale emergency incident or disaster.

To facilitate effective planning and response, the CFD divides its service area into 17 assessment and assessment and planning zones—7 rural and 10 urban—based on first due response zones and population density. These zones are used to evaluate response times and ensure that resources are distributed efficiently. The CFD has set response time standards of 6.5 minutes for urban zones and 12.5 minutes for rural zones, aiming to meet these standards for 90% of emergency responses. Data collected through systems like ImageTrend, which tracks incident details including property loss, injuries, and environmental impact, helps the CFD assess the effectiveness of its services. The CFD also evaluates socioeconomic factors, such as social vulnerability and population characteristics, to ensure its services are appropriately aligned with community needs. This comprehensive data-driven approach allows the CFD to adapt to growing populations and emerging risks while maintaining effective and equitable service across its jurisdiction.

Performance Indicators:

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

Description

The service area boundaries are identified and documented in the 2023 CFD CRA/SOC. The primary jurisdiction of the CFD includes the cities of Elk Grove and Galt, and the unincorporated south Sacramento County areas, totaling 157 square miles. Additionally, a boundaryless system of response exists in Sacramento County to ensure the closest, most appropriate resource is dispatched to all emergency incidents, regardless of specific fire department boundaries.

These boundaries are approved by the District Board, Sacramento Local Agency Formation Commission (LAFCO), and the Sacramento County Board of Supervisors.

Appraisal

The CFD has service area boundaries and they have been identified, documented, and legally adopted by the authority having jurisdiction. The CFD has been successful at identifying and documenting the service area boundaries and working with the neighboring fire departments to ensure coverage of Sacramento County.

Plan

The CFD will continue to evaluate and update service response zones to ensure the needs of the community are met.

References

2023 CFD Community Risk Assessment and Standards of Cover, page 28

2006 Sacramento Local Agency Formation Commission Certificate of Completion

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.

Description

Boundaries or acknowledgment of other service responsibility areas are identified and documented in the 2023 CFD CRA/SOC and automatic/mutual aid agreements. This includes:

- All-hazard services to all areas of Sacramento County through a countywide boundaryless system, including the communities and jurisdictions of Isleton, Wilton, Sacramento, Herald, River Delta, Sacramento Metro, Walnut Grove, Folsom, and Sacramento Airport.
- Emergency response and mitigation services provided throughout the state, as outlined in the California Fire Assistance Agreement (CFAA) and coordinated by the California State Office of Emergency Services.

These service areas are documented in local mutual aid agreements.

Appraisal

The CFD has been successful at identifying and documenting boundaries for other service responsibility areas. Agreements have been in place to ensure effective response force was available for all incidents in areas that are the CFD's primary response responsibility.

Plan

The CFD and its partners will continue to evaluate agreements to ensure organizational goals are met as well as ensuring the best reasonable response readiness for the communities served.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 22 and 29

Mutual Aid Agreement for Sacramento County

California Fire Assistance Agreement, page 2, item 5

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

Description

The CFD documents the methodology for organizing the response area into geographical assessment and planning zones in the 2023 CFD SOC/CRA. The zones loosely follow the station response areas and follow population density to provide a mechanism for future planning. Population density definitions from NFPA 1710 – Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. The CFD has 17 assessment and planning zones; 7 are rural and 10 are urban.

Appraisal

The CFD successfully organized its response area into geographical assessment and planning zones, transitioning from the previous first-response areas that had been used for years.

Recognizing the benefits of incorporating population density into the methodology, the CFD worked with a consultant during the development of the 2023 CFD CRA/SOC to implement this updated approach. Population density was a key factor in defining these zones. Planning zones with a population density of 1,000 people per square mile or more were classified as Urban, while those with fewer than 1,000 people per square mile were considered Rural.

Furthermore, response time benchmarks specific to travel were set at four minutes for Urban planning zones and ten minutes for Rural planning zones. These zones were designed to loosely follow station response areas while also aligning with population density to support future growth planning. As part of the annual review and revision process for the 2023 CFD CRA/SOC, the CFD collaborated with its GIS division to further refine and adjust these assessment and planning zones. The resulting zones, though new, have been sufficient and effective in meeting the needs of the CFD.

Plan

The CFD will continue to utilize a population-centric methodology for documenting geographical assessment and planning zones for service area assessment purposes. This methodology will be further enhanced by incorporating considerations such as target hazards and other criteria aligned with industry standards and best practices. The use of the

population-centric approach will be evaluated annually during the document's review and revision process. Additionally, the CFD will consider engaging a third-party consultant to help identify the most effective organization of response areas into geographical planning zones.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 79-80
NFPA 1710 – Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, pages 11-13

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.

Description

The CFD recognizes that the faster units arrive at the scene of an emergency, the more effective crews are at mitigating that emergency. To support this goal, the CFD has implemented a response time standard for first arriving units of 6.5 minutes from time of dispatch notification to time of arrival on 90% of our emergency responses in urban assessment and planning zones and 12.5 minutes in rural assessment and planning zones. This standard is outlined in the 2023 CFD CRA/SOC. These time standards acknowledge that as population density increases, calls for emergency services also increases, and additional stations and response units must be added to meet this need.

The CFD utilizes ImageTrend as its record management system. ImageTrend tracks call volume and response time data, along with NFIRS required reporting for all incidents. The CFD analyzes response data on an ongoing basis to evaluate the system performance and identify areas of increasing demand and gaps in response time compliance.

Appraisal

The CFD has been successful at assessing the jurisdiction by assessment and planning zone and considering the population density during the development of total response time standards. The CFD has used data analysis to make data driven decisions to address the needs to meet response time standards. Examples of this include building Station 77, which opened in April 2024, in a strategically placed location and deploying one Type 1 Engine Company and one Advanced Life Support Medic. Another example is the addition of a battalion and two squad units at pre-established fire stations to attempt to close the performance gap for response times. Between 2023 and 2024, the population in Elk Grove and Galt grew by 0.7%, and call volume increased by 2.8% (from 23,933 to 24,609 incidents). Despite this increase, response times improved slightly, decreasing by 1.6% (from 7:22 to 7:15). This improvement coincides with the relocation of Engine 77 and the addition of two squads and a duty battalion chief. These changes demonstrate that increasing

population correlates with higher call volume, and that adding strategically placed units helps maintain or improve response times.

Plan

The CFD will continue to analyze and evaluate the jurisdiction's assessment and planning zones for population density changes in addition to monitoring the geographic growth of the response area.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 79-115

2A.5 Data that include 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.

Description

The CFD collects data including estimated property and content loss, estimated pre-incident value, environmental impact, and fatalities and injuries to both civilians and CFD firefighters. This data has been collected through the ImageTrend record management system in the CFD's NFIRS Fire Form since 2017 and is analyzed quarterly. Prior to the start of using ImageTrend, the CFD collected similar data in the original RMS, Firehouse.

Appraisal

The CFD has been successful at collecting loss and preservation data for many years. However, the CFD has identified improvement opportunities in the accuracy and consistency of this data collection. In September 2023 the CFD assembled a NFIRS Workgroup to evaluate the usability of the NFIRS Fire Form and supplemental resources. The workgroup reviewed each module of the NFIRS Form and identified areas where data had been entered inconsistently, including incident types, primary station, and mutual/auto aid given/received. As a result, an internal guide was created to standardize the way data should be entered into the fields. The Fire Captains were trained on these updates in September 2023. Additionally, a monthly audit was implemented to review time stamps, incident types, and narratives, with the results sent to Battalion Chiefs (BCs), who worked with crews to review and correct the entries. These steps helped ensure ongoing attention to data quality.

Plan

The CFD will continue to collect loss and preservation data through the NFIRS Fire Form and will revisit the NFIRS Workgroup to determine a maintenance plan. The Sr. Management Analyst in the Office of the Fire Chief will coordinate this by the end of fiscal year 25/26. To reinforce these improvements, the CFD will implement annual refreshers to ensure that all personnel are up to date with the data entry standards and the monthly audit process.

References

Cosumnes Fire Department Quarterly Report (Sample)

ImageTrend NFIRS Fire Form (Template)

Cosumnes Fire Department Annual Reports

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, risks, and service provision capability demands.

Description

The CFD identifies and analyzes assessment and planning zone characteristics through various sources, including incident data from the ImageTrend record management system and community summaries through Esri. These characteristics are documented in the 2023 CFD CRA/SOC and includes population, age profiles, demographic characteristics, climate, hazards, risks, and services provided. This information is consistently evaluated to ensure that effective service is provided throughout the jurisdiction.

Appraisal

The CFD has been successful at identifying response area characteristics and has used this information to ensure appropriate deployment of resources, such as type 1 fire engines for structural fires, type 3 and type 5 fire engines in areas of grass fire threat, advanced life support medics for medical treatment and transportation, and a technical Heavy Rescue unit for the community.

Plan

The CFD will continue to use response area characteristic information to ensure that response zone needs are addressed. The CFD will evaluate the opportunity to expand on the characteristics that have been evaluated so far as the annual review of the 2023 CFD CRA/SOC is performed.

References

2023 CFD Community Risk Assessment and Standards of Cover, 79-115

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

Description

The 2023 CFD CRA/SOC identifies and documents socioeconomic and demographic characteristics for the response area and individual assessment and planning zones. This includes social vulnerability, vacancy rates, key employment centers, and population earning characteristics. This information is gathered through multiple sources such as the Cities of Elk Grove and Galt, the County of Sacramento, and the Census Bureau. The divisions throughout the CFD have an awareness and understanding of the socioeconomic and demographic data.

Appraisal

The CFD has been successful at identifying socioeconomic and demographic characteristics for the response area and individual assessment and planning zones. The CFD has not identified blighted areas but has worked with local law enforcement partners to accurately report and gauge the impact of the homeless population in the community.

Plan

The CFD will continue to monitor the socioeconomic and demographic characteristics of the response area.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 48-51

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.

Description

The CFD's community risk reduction efforts are carried out through multiple divisions, each contributing to enhancing safety and addressing remediation needs throughout the community. Each division identifies and documents their program's efforts. This information is further documented in the 2023 CFD CRA/SOC and Annual Program Appraisals.

Divisions that house safety and remediation programs include:

- Operations responds to and mitigates various emergencies throughout the jurisdiction.
- Emergency Medical Services supports the 24-hour operation of nine ALS engine companies, one ALS ladder truck company, eight ALS transporting medics, and two squad units.
- Fire Prevention provides services related to fire, life, occupational, property, and environmental safety, including inspection and code enforcement, vegetation management, plan review, fire investigation, and public education.
- Training delivers training programs to CFD personnel.
- Special Operations delivers specialized training programs such as swift-water rescue, extrication, and high/low angle rescue.

The CFD's Strategic Plan outlines a comprehensive approach to Community Risk Reduction and Preparedness, with specific goals to ensure future effectiveness. These goals include reviewing and analyzing fire prevention services to meet both current and future demands, optimizing processes to improve the customer experience, conducting vegetation management inspections to reduce fire hazards, ensuring fire investigations are compliant with standards, and developing a robust program for emergency and disaster preparedness.

Appraisal

The CFD has identified and documented safety and remediation programs but identified that this is an area for improvement and emphasis. The Annual Program Appraisals have been successful at capturing a year-end evaluation of these programs in a formal and consistent manner to improve the Community Risk Reduction program. Additionally, the 2023 CFD CRA/SOC recommended a Deputy Chief to lead improved Community Risk Reduction efforts, which could better align with the CFD Strategic Plan, specifically Strategy 2, Community Risk Reduction and Preparedness.

Plan

The CFD will continue to identify and document safety and remediation programs in the CFD CRA/SOC and the Annual Program Appraisals specifically as related to Community Risk Reduction. The CFD will also evaluate elevating the Fire Marshal position to Deputy Chief of Community Risk Reduction with an emphasis on bolstering community safety and remediation; and improving upon emergency and disaster preparedness.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 17-20

Annual Program Appraisals (Template)

2024 Annual Program Appraisals Fire Prevention Programs 5A 5B 5C

Sample District Wide Report

2A.9 The agency defines and identifies infrastructure that is considered critical within each planning zone.

Description

The CFD uses FEMA's definition of critical infrastructure which is systems, networks, and assets that are essential and would have a devastating impact if destroyed or incapacitated. The identification of critical infrastructure for the CFD is ongoing and currently includes water providers, emergency services, communications, gas/electric, information technology, historical resources, government facilities, and chemical facilities. Additionally, the CFD monitors major transportation infrastructure such as the Union Pacific rail track, as well as highway 99 and interstate 5, as well as underground gas transmission lines, water distribution systems, and above ground power transmission lines. All critical infrastructure information is documented in the 2023 CFD CRA/SOC and evaluated on a continuous basis.

Appraisal

The CFD has been proficient with identifying and evaluating critical infrastructure. Regular monitoring of such infrastructure as not only legacy items, but also through aggressive fire prevention work to plan future growth and development. The CFD has worked with stakeholders such as our utility providers to identify future critical infrastructures and collaborate on mapping and emergency operation plans.

Plan

The CFD will continue to identify and update the listing of critical infrastructure that has a major impact on the department's operations and community.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 34-37

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 consider factors such as cultural, economic, historical and environmental values, as well as operational characteristics.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD identifies and assesses a wide range of hazards within its jurisdiction using a structured, data-driven approach. The CFD 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. This includes evaluating risks such as wildfires, floods, and urban growth while considering cultural, economic, historical, and environmental factors. The historical emergency and nonemergency 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 assessment and planning zone. The CFD uses tools like GIS mapping, community surveys, and risk assessments, and collaborates with local agencies and stakeholders to ensure its strategies align with community needs. Event outputs and outcomes are assessed for three immediately previous years. By evaluating risks based on their probability, impact, and consequence, the CFD develops response strategies, adapts to emerging threats, and demonstrates a strong commitment to proactive emergency management. The CFD's risk identification, analysis, categorization, and classification methodology has been utilized to determine and document the different categories and classes of risks within each assessment and planning zone. Additionally, fire protection and detection systems are incorporated into the risk analysis and the CFD assesses critical infrastructure within the assessment and planning zones for capabilities and capacities to meet the demands posed by the risks. Lastly, the CFD engages other stakeholders within the community to compare and contrast risk assessments in order to identify gaps or future threats and risks.

Performance Indicators:

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.

Description

The CFD uses a three-axis model for identifying, assessing, categorizing, and classifying all risks. This methodology is documented in the 2023 CFD CRA/SOC and allows for a deeper evaluation of risk. It includes using historical data to assess and score the probability, consequence to the community, and impact on the fire department. Then, Heron's Formula uses the scores to calculate a score for risk, which correlates to the categories: low, moderate, high, or maximum. This is done for fire and non-fire incidents. The methodology allows the CFD to deploy resources effectively throughout the community.

Appraisal

This methodology has been sufficient at evaluating risks and determining the deployment of resources. The methodology was utilized during the development of the 2023 CFD CRA/SOC. The CFD has determined the methodology should be applied to classify the risk of the State Mandated Inspection locations and facilities with operational permits, as well as commercial occupancies, beginning with industrial locations.

Plan

The CFD will continue to document and utilize the three-axis model to evaluate risk, in accordance with the 2023 CFD CRA/SOC.

References

2023 CFD Community Risk Assessment and Standard of Cover, page 42

2B.2 The historical emergency and nonemergency 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.

Description

The CFD has collected and analyzed calls for service dating back to 2006. Data on emergent and non-emergent calls is collected in the CFD's record management system, ImageTrend, which has been in use since 2017. Before the implementation of ImageTrend, response data was collected in the Firehouse program. The data is analyzed and reported on a monthly, quarterly, and annual basis. The data is also used to project emergency and non-emergency service demands for future years and is documented in the 2023 CFD CRA/SOC.

Appraisal

ImageTrend has been adequate for collecting service demand data for at least the previous three years and to project future years, by service type, as identified and documented by assessment and planning zone. The data has provided a historical reference for planning and monitoring growth and change in the jurisdiction. The CFD has had access to the Continuum module in ImageTrend that has additional data analysis capabilities that the department should explore and utilize more frequently. CFD has been using ImageTrend data for several years to track service demand by type and planning zone. While incident totals have stayed fairly consistent, with a slight uptick in 2024, there is an opportunity to update the probability scoring to better reflect current trends. The historical data has helped with planning, but the department could get even more value by using the Continuum module more often. That would give real-time insights and help better assess the impact of the community risk reduction efforts. Not just by tracking incident volume, but by connecting the data more directly to the planning and prevention work.

Plan

The CFD will continue to collect and analyze the demand for service data, by service type, via ImageTrend, for previous years and to project for future years. The CFD will also evaluate the ImageTrend Continuum module for find ways to use it to its full potential.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 26 and 52-57

2B.3 Event outputs and outcomes are assessed for three (initial accrediting agencies) to five (currently accredited agencies) immediately previous years.

Description

The CFD monitors personnel and resource usage through ImageTrend software, ensuring accurate tracking of outputs and outcomes related to calls for service for at least the previous three years. Property and content losses and preservations are documented by crews or fire investigators with data entered into the NFIRS Fire Form within ImageTrend. This data is reported on a quarterly basis to provide a comprehensive summary of outputs and outcomes, enabling stakeholders to evaluate performance effectively. By combining detailed data collection and regular reporting, the CFD ensures accountability and continuous improvement in its operations.

Appraisal

The implementation and use of ImageTrend software has improved the ability to track and analyze output and outcome data points more effectively for the last several years. There has been a cultural shift in reporting practices, moving from focusing on losses to highlighting the preservations. This adjustment has provided a clearer understanding of outputs and outcomes and has better illustrated the positive impact to the community.

Plan

The CFD will continue using ImageTrend for collecting data on all outputs and outcomes and reporting these results quarterly. The CFD will also regularly assess its processes and system for tracking and analyzing this data to improve the effectiveness of data management.

References

Cosumnes Fire Department Quarterly Report (Sample)
NFIRS Fire Form (Template)
Cosumnes Fire Department Annual Reports

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.

Description

The CFD documents in its 2023 CFD CRA/SOC a comprehensive methodology for identifying, analyzing, categorizing, and classifying risks within its service area. This methodology involves evaluating natural and human-made hazards, leveraging community risk assessments, and implementing a three-axis risk model considering probability, consequences, and impact on emergency services. Key elements include identifying high-risk zones, such as areas prone to wildfires, floods, or high traffic accidents, and categorizing risks based on their likelihood and potential community and operational impacts. The CFD also integrates GIS technology to map risks and inform resource deployment, ensuring effective response strategies tailored to specific assessment and planning zones.

Appraisal

The CFD has made notable progress in using risk-based methods for resource allocation and decision-making. By applying a structured risk evaluation model, the CFD has used data to guide planning and operations. However, challenges persist, such as managing resource overuse during busy periods and adjusting risk assessments to keep up with fast urban growth and demographic shifts. The results have included faster response times in high-risk areas and fewer fire-related property losses. Still, there is potential for improvement in training capacity and real-time monitoring of changing risks.

Plan

The CFD will improve risk management by using advanced tools to better predict and categorize risks, focusing on population changes and urban development, while expanding training programs to prepare staff for higher call volumes. Additionally, the CFD will create funding plans for new stations, equipment, and personnel, and regularly update risk maps with input from local stakeholders to address community growth and evolving needs.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 61-78

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

Description

The CFD's Fire Prevention Division gathers information about buildings, including their fire suppression and detection systems, during the plan review process. New buildings are assessed for potential risks, and if needed, operational permits are issued for items deemed hazardous by the District Fire Code. Once an operational permit is granted, the building is added to our annual inspection assignments, ensuring the Fire Prevention Division conducts an annual inspection.

Additionally, the District has partnered with a reporting software system, The Compliance Engine (TCE), which works directly with businesses on the District's behalf to collect required testing records and system information.

The process of identifying and documenting fire protection and detection systems in the District is expected to continue for another three years. Overall, it is estimated that there are between 4,500 and 6,000 fire protection and detection systems.

Appraisal

The CFD currently lacks a formal process for integrating fire protection and detection systems into risk analysis for individual buildings. The Fire Prevention Division has primarily focused on collecting records of existing detection and suppression systems. In 2021, only 311 systems were documented. However, since partnering with Brycer for its TCE program in 2022, the CFD has recorded an additional 1,800 fire protection and detection systems within its jurisdiction.

Plan

The CFD will continue its efforts to identifying and documenting fire protection and detection systems. Once complete, this information can be integrated into efforts to classify risks at both individual building and overall community levels.

References

2024 Annual Inspection Assignments
Brycer Contract for The Compliance Engine

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

Description

The CFD assesses critical infrastructure in the jurisdiction. This includes reviewing physical resources, emergency response systems, and personnel capabilities. The goal is to determine whether these components can meet the challenges posed by risks such as natural disasters, community growth, and other vulnerabilities. By conducting this assessment, the CFD can allocate resources effectively, plan for future upgrades, and address gaps that need immediate attention. This information is documented in the 2023 CFD CRA/SOC and is an ongoing effort.

Appraisal

The CFD has evaluated and documented critical infrastructure in the jurisdiction and has begun mapping the critical infrastructure to assess by planning zones. Upon conclusion of mapping critical infrastructure, the CFD will be better able to determine additional resources needed to mitigate the challenges associated with the protection of critical infrastructure and the capabilities and capacities of the CFD, such as fire station location, apparatus placement and type, and the required effective response force.

Plan

The CFD will continue to assess and map critical infrastructure within its jurisdiction. Additionally, the CFD will make progress in assessing critical infrastructure within planning zones to mitigate challenges related to the protection of this infrastructure. This includes evaluating the capabilities and capacities of the CFD, such as fire station locations, apparatus placement and type, and the required effective response force.

References

2023 CFD Community Risk Assessment and Standards of Cover, page 37

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

Description

Through systematic engagement, the CFD ensures its risk assessments reflect a comprehensive understanding of community expectations, priorities, and concerns. This collaboration includes the collection of both internal and external data, as well as ongoing communication with key stakeholders through “2x2 meetings” to evaluate and address emerging risks effectively.

The CFD employs several strategies to achieve this engagement, including structured interviews with executive, management, and supervisory staff in preparation for the development of the 2023 CFD CRA/SOC, as well as gathering and analyzing operational data. Additionally, in collaboration with community partners, the CFD regularly participates in multi-agency discussion to ensure that risk assessments and stakeholder priorities are aligned with regional needs and perspectives.

Appraisal

The CFD has demonstrated significant progress in engaging with community partners and stakeholders to align risk assessments. These documents, supplemented by input from community surveys and internal feedback, enable the CFD to identify gaps in service delivery and future risks systematically.

Outcomes of this engagement has included improved alignment of CFD operations with community expectations and enhanced preparedness for addressing identified risks. For example, the regular review and modification of operational data has ensured the CFD remains adaptable to evolving threats. Additionally, the ongoing collaboration with outside organizations through 2x2 meetings has championed a unified approach to emergency management and risk mitigation, enhancing the CFD’s ability to meet its objectives effectively.

Plan

The CFD will maintain its commitment to engaging with both internal and external stakeholders to align risk assessments. The CFD will enhance its efforts by expanding the

scope of community surveys and incorporating additional data sources for more robust risk assessments.

References

Example 2x2 Meeting Agendas and Minutes

Interview Schedule for the Development of the 2023 CFD Community Risk Assessment and Standards of Cover

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 with 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.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD upholds a comprehensive approach to service delivery that effectively meets the demands within its jurisdiction, ensuring both operational efficiency and effectiveness, for the consistent provision of service levels in all service program areas through response coverage strategies. Through a detailed risk assessment process and strategic resource deployment, the CFD aligns its practices with jurisdictional expectations and industry best practices. The department utilizes its 2023 Cosumnes Fire Department Community Risk Assessment and Standards of Cover (2023 CFD CRA/SOC) to evaluate risks based on critical factors such as demographics, socio-economic trends, and hazard impacts. These assessments inform the deployment strategies for various service areas, enabling the CFD to tailor response protocols to the unique needs of urban and rural assessment and planning zones within its jurisdiction.

The CFD has a documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each assessment and planning zone and the total response area. The CFD regularly measures performance against established benchmarks to ensure service delivery meets the required standards.

The CFD 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. The CFD aims for a total response time benchmark of six and a half minutes (0:06:30) in urban zones and twelve and a half minutes (0:12:30) in rural zones, with the goal of meeting these targets 90% of the time. Through the integration of advanced data

collection systems, such as Computer Aided Dispatch (CAD) and ImageTrend record management system software, the CFD continuously tracks total response times components and operational outcomes, providing a data-driven foundation for ongoing performance improvement.

This commitment to efficiency is further supported by the department's ongoing review and adaptation of policies and practices. The CFD regularly updates its 2023 CFD CRA/SOC based on the analysis of real-time data and risk assessments, ensuring its resource deployment strategies remain aligned with current needs. The department's approach to mutual aid coordination with regional partners through a boundaryless response system further enhances the speed and effectiveness of responses, particularly during periods of heightened demand.

The CFD's focus on operational resiliency is reflected in its staffing policies, deployment strategies, and the continuous refinement of strategic planning documents. 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. By utilizing innovative tools like Tablet Command and maintaining robust mutual aid agreements, the department ensures rapid, coordinated responses to emergencies, even in high-demand situations. This commitment to quality is documented through consistent monitoring of response outcomes, including consistency, reliability, resiliency, and overall service delivery. By integrating these practices into a framework of ongoing evaluation and improvement, the CFD ensures it remains adaptable to evolving community needs, thus enhancing public safety and well-being.

Additionally, the CFD has identified and considered fire protection systems and detection systems in the development of appropriate response strategies and has identified outcomes for its programs and ties them to the community risk assessment during updates and adjustments of its programs. The CFD also monitors and reports on its performance through monthly, quarterly, and annual data analysis to maintain and improve upon its delivery of emergency services for the past three years. Lastly, the CFD's resiliency has been assessed through its deployment policies, procedures, and practices.

Performance Indicators:

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.

Description

The 2023 CFD CRA/SOC provides the jurisdiction's methodology of risk assessment which is utilized to ensure consistent service levels and response coverage strategies. The 2023 CFD CRA/SOC assessment considers the demographic and socio-economic characteristics of the jurisdiction when assessing risks. The CFD regularly references and updates this document to ensure it accurately reflects the risks in the jurisdiction and methodology of providing adequate and consistent service levels in all service program areas through response coverage strategies.

In addition to the 2023 CFD CRA/SOC, the CFD employs a robust data collection process to analyze and report historical data relating to all components of its service delivery levels. This data is used to compare the CFD's efforts to appropriately provide service levels to the community with standardized and adopted benchmarks. These include the first arriving unit reaching the scene of emergent urban incidents within six and a half minutes (0:06:30) 90% of the time and emergent rural incidents within twelve and a half minutes (0:12:30) 90% of the time. Likewise, the CFD maintains that an effective response force will arrive to emergent urban incidents within 10 and a half minutes (0:10:30) 90% of the time and emergent rural incidents within 16 and a half minutes (0:16:30) 90% of the time. This data is produced and evaluated on a monthly, quarterly, and annual basis.

Appraisal

This methodology has produced several notable data points that have driven its actions to ensure consistent service throughout the response area while also improving service to the community. As an example, following the analysis for the 2023 CFD CRA/SOC, the deployment model for resources was updated to enhance the response times of apparatus and ensure the community receives the care it needs in a timelier fashion. This was done by strategically placing additional resources (squad units and an additional battalion).

While improving resource deployment and community service, it was identified that the CFD would benefit from reviewing and enhancing the community risk assessment content in the 2023 CFD CRA/SOC. A committee was formed to review and revise portions of the document, reevaluating the risk assessment methodology and enhancing the CFD's incident response and deployment model based on risk levels and task priorities.

Plan

The CFD will continue to implement the methodology used to ensure consistent level of service provided to the response area. The CFD will continue to produce, monitor, and evaluate data in an effort to seek every opportunity to enhance its level of service within the community.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 162-178

Cosumnes Fire Department Quarterly Report (Sample)

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 the total response area.

Description

The CFD documents its methodology for monitoring its quality of emergency response performance in the 2023 CFD CRA/SOC for each service type within each assessment and planning zone and the total response area. The CFD analyzes and reports data that is extracted from the Computer Aided Dispatch System (CAD) into the ImageTrend record management system. The analysis is regularly reviewed to identify areas for improvement, deficiencies, and necessary amendments to response procedures to ensure effective service delivery. The 2023 CFD CRA/SOC provides a plan for monitoring response capabilities that includes improvement opportunities related to this data analysis.

In addition, Sacramento County employs a boundaryless response system, meaning the closest, most appropriate unit responds to emergency calls regardless of jurisdiction through automatic aid agreements and Standard Operating Guidelines. This process is overseen during the monthly meetings of the Sacramento County Operations Chiefs Committee. The effectiveness of regional responses is monitored regularly through this committee and by individual agencies and amendments are made to enhance these responses as necessary.

Appraisal

The CFD's regular review of response data has provided a standardized way of monitoring its quality of emergency response performance for each service type within each assessment and planning zone and the total response area. While the ImageTrend record management system has proven to be a robust way of analyzing data, the CFD has identified a shortcoming in the ability to quickly and easily acquire data from the antiquated CAD system. For example, the CFD can quantify how many calls required mutual or automatic aid as shown in the Aid Given and Received Summary, however the timestamps of aid received cannot be tracked. The upgrading of this system has been a focus for the CFD and its regional partners. In addition, the CFD has recognized the need to further enhance the documentation associated with how it acquires and analyzes the data associated with emergency response performance to refine this process and make it even more effective.

Plan

The CFD will work toward the creation of a Standard Operating Procedure to further standardize the process of monitoring its emergency response performance in the jurisdiction and the County and better communicate the “why” behind the acquisition and analysis of this data. In addition, the CFD will continue to be involved in the upgrade process of the CAD and ensure the new system has better opportunities for data analysis and report gathering.

The CFD will continue to regularly review its emergency response data and make adjustments to procedures as necessary.

References

- 2023 CFD Community Risk Assessment and Standards of Cover, page 205
- Cosumnes Fire Department Quarterly Report (Sample)
- Sacramento County Operations Chiefs Committee Agendas and Minutes
- Sacramento Regional Fire and EMS Communications Center SOGs (Screenshot)
- Aid Given and Received Summary

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

Description

The CFD's Fire Prevention Division identifies and considers fire protection and detection systems during the plan review processes for all new construction within its jurisdiction. The CFD works with developers and contractors to direct them on code requirements and best practices. During this process, the information is entered into the CFD's GIS/Pre-Plan system and is operationally available to emergency responders through the Tablet Command Software to ensure appropriate response strategies and for use during emergency response.

Building and occupancy type are considered in the deployment of resources to emergencies, however, the CFD does not take into consideration fire protection and detection systems when deploying resources. Integrating this information into response strategies poses operational challenges. For consistency and clarity occupancies are grouped by type rather than by specific system details. Furthermore, the current CAD system is not equipped to dispatch based on individual fire protection systems. Therefore, the use of the current systems is a critical component in the mitigation of emergencies by personnel.

Appraisal

The CFD's plan review process has worked well at ensuring fire protection and detection systems are placed in new construction and remodels in the jurisdiction. Accurate and updated information about these systems has not always been readily available to responders. The CFD has worked diligently to place this information in the Tablet Command Software to ensure it is available to all emergency responders for use while responding to and/or commanding incidents involving these occupancies. In addition, the CFD's boundaryless response model with the other agencies in Sacramento County has standardized responses to all types of emergencies. Tablet Command has become the standard for most career agencies in Sacramento County and therefore has allowed all responders to CFD's jurisdiction to provide its fire protection and detection system information whether they are from the CFD or another agency. This has aided in the timely and proper response to emergencies while providing for the safety of the public and responders during these incidents.

Plan

The CFD will continue the current plan review process to ensure fire protection and detection systems are identified and input this information for use by emergency responders. The CFD will continue to work with its regional partners to ensure that deployment models and response strategies are reviewed, and adjustments or enhancements are made as needed to provide for the safety of responders and the public.

References

- Tablet Command Software Fire Pre Plans (Sample)
- Tablet Command Software Fire Pre Plans Screenshots
- Tablet Command Software Fire Pre Plans PDF file

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.

Description

The CFD has conducted a comprehensive critical task analysis for each risk category and risk classification to assess and define the appropriate first-due and effective response force capabilities. This analysis serves as the foundation for determining how to best allocate resources and ensure a swift, effective response to emergencies within the community. Additionally, risk assessments are integrated into the process to refine response strategies and maintain optimal service delivery.

The critical task analyses are documented in the 2023 CFD CRA/SOC, which underwent a review and revision process in 2024. The revision process involved a committee of personnel from various ranks, ensuring input from diverse perspectives across the department.

The CFD is committed to an ongoing process of evaluating and refining deployment strategies, response force effectiveness, and overall performance capabilities. This is achieved through regular CFD Operations Committee Meetings, Sacramento County Operations Chiefs Meetings, station-level drills, and multi-company training exercises. Additionally, monthly, quarterly, and annual analyses of response data ensure that the CFD's objectives are consistently met and that community needs are effectively addressed. This continuous evaluation process validates and documents the first-due and effective response force capabilities outlined in the critical task analysis.

Appraisal

The critical task analysis has proven invaluable in ensuring the CFD's ability to deploy appropriate staffing and equipment for all emergency response call types. Previously, resource deployment was driven by traditional practices, but the critical task analysis has shifted the approach to a more strategic, risk-based methodology. This transition ensures that staffing and equipment deployment are based on actual needs, risk assessments, and required tasks, rather than historical precedent.

In 2023, the department identified areas for improvement in the 2023 CFD CRA/SOC document, particularly regarding risk categories and their corresponding critical task analyses. These gaps were addressed in the 2024 review and revision process, providing a more precise and actionable framework for emergency response.

The CFD has consistently met its critical task requirements, largely due to its boundaryless mutual aid system with regional partners. Regular data analysis has validated the CFD's response capabilities, with Chief Officers conducting daily reviews of incident reports. Additionally, monthly, quarterly, and annual response data have been reviewed in Fire Management Team, Command Team, and Operations Committee meetings, along with regional reviews of Standard Operating Guidelines (SOGs) by the County Operations Chiefs. These collaborative efforts ensure that staffing and response strategies meet the needs of the department and the community.

Plan

The CFD will continue to monitor the effectiveness of its emergency response strategies and the critical task analysis for each risk category. The CFD will maintain its commitment to analyzing response effectiveness through regular data review at the company, management, and regional levels.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 61-73

CFD Fire Management Team and Operations Committee Minutes (Sample)

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.

Description

The CFD has identified and documented the total response time components for the delivery of service in the 2023 CFD CRA/SOC. These components include call processing time, turnout time, and travel time which comprise the total response time for incidents within the department. The department used guidance from industry standards to determine response time components. The CFD measures response times to the 90th percentile for each incident type in the jurisdiction. The CFD compares baseline data (the actual performance of the department) with its benchmark performance statements (the goal or target of the department). The difference, or the gap, between these two items identifies measurable areas for improvement. This response time analysis and the identified areas for improvement are discussed and addressed at regular meetings of the management and command teams of the department. Adjustments to deployment procedures are then made as necessary to overcome the gaps in response times.

Appraisal

These reviews have been successful in assisting the CFD in implementing new operational strategies to reduce its total response times. Through ongoing performance reviews, the CFD has identified a gap in the travel time component, specifically during emergency medical incidents. In July 2024, the CFD deployed two lighter, faster, squad units in an effort to reduce these response times. The overall 90th percentile response time for turnout and travel time improved from 7:22 in calendar year 2023 to 7:15 in calendar year 2024 primarily due to the addition of Engine 77, Squad 71, Squad 74, and Battalion 11. In 2024, the CFD began to analyze response time data separately for urban and rural zones, resulting in a turnout and travel time of 6:56 for urban zones and 12:11 for rural zones. Call processing time for both years remained consistent at approximately 3 minutes. However, a gap continued to exist for both urban and rural zones, which have a benchmark response time of 6:30 for urban zones and 12:30 for rural zones.

The CFD has continued to refine its response time data. The boundaryless system in Sacramento County has creates a challenge in determining response times for units outside the jurisdiction; however, the CFD continues to find methods to improve this.

Plan

The CFD will continue to analyze and report its performance related to total response time and will use this information to evaluate the total response time components. The CFD will continue to work with its regional partners to refine its response data and seek collaborative software that allows for a more seamless reporting process for outside agency response time data.

References

2023 CFD Community Risk Assessment and Standards of Cover, page 162

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

Description

The CFD identifies the outcomes of its emergency response programs and uses the information during the annual review and revise process of the 2023 CFD CRA/SOC document. This process begins in the fourth quarter of each year and concludes mid-year the following year. The document is reviewed by the accreditation team and workgroups of all ranks are formed for revisions. In addition, outcomes are identified in the 2022-2027 CFD Strategic Plan and are monitored through the use of the AchieveIt software. Regular, district-wide quarterly budget review processes further ensure that programs that funding has been dedicated to meeting their desired outcomes. Lastly, program outcomes are identified in Annual Program Appraisals. These desired outcomes and the progress towards them are discussed and documented in regular meetings of the Command and Management Teams and in the Operations Committee Meetings. The goal of the CFD is to align the priorities of the department with the outcomes of its programs.

Appraisal

The identification and review of programmatic outcomes has been successful in ensuring that department programs are meeting the community needs and department goals identified in the CFD's planning documents. The 2023 CFD CRA/SOC was updated in 2024 to more effectively align department programs with its goals and the Community Risk Assessment. In addition, the CRA/SOC identified short-term improvement opportunities with a recommended implementation timeline of less than 18 months. As of early 2025, these opportunities have either been fully implemented or are in progress as part of ongoing efforts. The CFD is working to better prioritize the funding of these programs based on these goals to ensure that department programmatic outcomes are aligned with its priorities.

Plan

The CFD will continue to identify and monitor its programmatic outcomes to ensure that they remain in alignment with department goals, priorities, and community needs. The CFD will continue to use the annual appraisal process to monitor programmatic outcomes as well.

References

- 2022-2027 Cosumnes Fire Department Strategic Plan
- 2023 CFD Community Risk Assessment and Standards of Cover, page 138
- 2024 Annual Program Appraisal – Fire Suppression (Sample)

2C.7 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.

Description

The CFD identifies the total response time components for the delivery of each service classification in the 2023 CFD CRA/SOC. These components include call processing time, turnout time, and travel time which comprise the total response time. The total response time is evaluated separately for urban and rural areas. In addition, it is divided by assessment and planning zones or station first due response areas. Quarterly, the CFD's response time data is evaluated at the individual responding unit level. This information is reviewed during operational and management meetings. All response time data for the CFD is measured at the 90th percentile. Response times are measured against established benchmarks of six and a half minutes (0:06:30) for urban responses and twelve and a half minutes (0:12:30) for rural responses. In addition, an effective response force is measured against established benchmarks of 10 and a half minutes (0:10:30) for urban incidents and 16 and a half minutes (0:16:30) for rural responses 90% of the time.

Appraisal

The CFD has consistently not met the adopted response time standards, specifically in two of three time components (dispatch time and travel time). The dispatch time has been close to three minutes for several years and the urban travel time has been approximately five minutes. The rural areas are allowed an additional six minutes for travel time, however, that standard has also not been met. The turnout time standard has been close to being on par with the 90-second standard.

Plan

The CFD will continue its efforts to collect, analyze, and report its total response time data on all emergency calls for service and will strive to meet the adopted response time standards. Adjustments will be made as necessary to these standards through the annual review and revision process for the 2023 CFD CRA/SOC.

References

2022-2027 Cosumnes Fire Department Strategic Plan

2023 CFD Community Risk Assessment and Standards of Cover, page 162

CC 2C.8 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.

Description

The CFD monitors and reports on its performance through monthly, quarterly, and annual data analysis to maintain and improve upon its delivery of emergency services for the past three years. This performance data, which provides insights into the CFD's effectiveness, is discussed in regular Fire Management, Command, and Operations Meetings. These discussions serve to identify any potential gaps in performance and service delivery, ensuring continuous improvement. In addition to group discussions, individual division and program managers perform more detailed analyses of the data to pinpoint specific areas for improvement. Any findings that highlight opportunities to enhance service delivery or performance are incorporated into updates to the 2023 CFD CRA/SOC document, which outline the department's improvement opportunities and performance standards.

Appraisal

These efforts have been effective in maintaining and improving the delivery of emergency services. The regular review and revisions to the CFD's planning documents have been instrumental in identifying performance gaps, allowing the department to take corrective actions. For example, the implementation of additional resources and new programs has directly addressed shortcomings and improved service delivery. In April 2024, Fire Station 77 was opened with Engine 77 and Medic 77. In July 2024, Squad 71, Squad 74, and Battalion 11 were added. The turnout and travel time response times improved from 7:22 in 2023 to 7:15 in 2024, even as the community continues to grow and call volume continues to increase.

Plan

The CFD will continue with its current practices of performance monitoring, ensuring that service delivery remains effective and responsive to community needs. Identified improvements, such as those documented in the 2023 CFD CRA/SOC, will be incorporated into future planning and resource allocation.

References

2023 CFD Community Risk Assessment and Standards of Cover, page 11

CFD Fire Management and Operations Committee Meeting Minutes

Fire Management Team Meeting 08.12.2024

Fire Operations Meeting 01.27.2025

2C.9 The agency's resiliency has been assessed through its deployment policies, procedures, and practices.

Description

The CFD assesses its operational resiliency through a detailed data analysis process that spans multiple levels within the department, including departmental, station, and individual unit performance. The data collected includes key metrics such as call volume, incident types, unit hour utilization, and ambulance patient offload times, and is reported on monthly, quarterly, and annually. This information is crucial for understanding resource deployment and identifying areas for improvement. A formal analysis is documented in the 2023 CFD CRA/SOC, which outlines the improvement opportunities for effective resource deployment, ensuring staffing and equipment are in place to meet community demands.

Additionally, CFD Policy 325 – Staffing Procedures, along with the employment of a full-time Staffing Coordinator, ensures the CFD can maintain adequate staffing levels during acute emergencies and planned events, preventing staffing drawdowns to excessive levels. Furthermore, CFD Policy 335 - Out of County Mutual Aid Response and Staffing addresses potential staffing challenges due to external events and ensures that mutual aid is coordinated without compromising the CFD's staffing levels. The Sacramento County boundaryless mutual aid system plays a significant role in ensuring the nearest and most appropriate resources are dispatched, regardless of jurisdictional boundaries. This system ensures effective coordination across jurisdictions. The Sacramento Regional Fire/EMS Communications Center (SRFECC) further integrates all county agencies into one cohesive system, enabling a swift and coordinated response, particularly during high-demand periods. For example, move-ups are coordinated at the dispatch level as part of a countywide coverage plan. When special coverage is needed, it is requested by the on-duty Battalion Chief. These move-ups may occur in response to incidents within the jurisdiction or outside of it, due to the boundaryless response system, as noted in the County Coverage Worksheet.

Appraisal

The CFD's ongoing analysis of its resiliency has proven effective in adjusting staffing policies and deployment models to meet community needs. Regular reviews of data have helped the CFD assess performance and make adjustments where necessary. During the

November 2023 ISO Public Protection Classification report, it was determined the CFD's deployment analysis section was lacking as compared to the standard , which has a value of 10 points of the available 50 points within the Fire Department section of the report. The deployment analysis section examines the number and adequacy of existing engine and ladder-service companies to cover built-upon areas of the city. A determination is made of the percentage of built upon area within 1½ miles of a first-due engine company and within 2½ miles of a first-due ladder-service company. The CFD received 5.5 points of the available 10 points. Because of this, additional resources were added in July 2024, including two squad units and one additional duty battalion chief. Lastly, the CFD's firefighter quantity as compared to the NFPA U.S. Profile has been lower than the median rate for the Western Region by 12 firefighters.

Plan

The CFD will continue to assess resiliency through regular analysis of monthly, quarterly, and annual reports. This ongoing review will allow the department to identify trends, track performance, and ensure resources are allocated efficiently. Moreover, the CFD will maintain its commitment to regional cooperation by working to ensure the boundaryless mutual aid system remains intact.

References

- 2023 CFD Community Risk Assessment and Standards of Cover, page 132
- CFD Policy 325 – Staffing Procedures
- CFD Policy 335 – Out of County Mutual Aid Response and Staffing
- County Coverage Worksheet
- District Continuity of Operations Plan

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 external influences beyond its control. The agency has identified the impacts of these external influences and communicates them to the authority having jurisdiction.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD regularly assesses its emergency service deployment methods through comprehensive monthly, quarterly, and annual data analysis. Key performance metrics, including response times, call volumes, and unit hour utilization, are tracked and compared against performance benchmarks outlined in the 2023 CFD Community Risk Assessment/Standards of Cover (2023 CFD CRA/SOC), which was presented to the Board of Directors in June 2023. Performance gaps are identified and reviewed annually, with the Board presented with an update on areas for improvement, strategic adjustments, and progress toward achieving the department's goals. This data-driven approach ensures that the CFD's response strategy remains effective, efficient, and aligned with evolving risks.

In addition to internal assessments, the CFD recognizes and addresses external influences, such as community growth and emerging risks. The CFD engages with stakeholders, including the Board, city managers, and community representatives, to ensure that service levels are aligned with the community's needs and expectations.

Performance Indicators:

CC 2D.1 The agency has a documented and adopted methodology for assessing performance adequacies, consistency, reliability, resiliency, and opportunities for improvement for the total response area.

Description

The CFD's methodology for assessing performance includes monthly, quarterly, and annual data analysis. On a monthly basis, the CFD analyzes and reports basic performance metrics to the Board. On a quarterly basis, the CFD does a deeper analysis that is reviewed by the chiefs of each program during Fire Management Meetings. On an annual basis, the Board is presented with the CFD's performance for the year and includes the performance gaps and opportunities for improvement based on performance benchmarks that are documents in the 2023 CFD CRA/SOC.

Appraisal

This method of assessing and monitoring performance has been successful at identifying trends, reliability, and areas of improvement. Analyzing performance data on a monthly, quarterly, and annual basis has encouraged a data-driven decision-making culture and has ensured the CFD has deployed resources appropriately, such as Engine and Medic 77 in April 2024, Battalion 11 (July 2024), Squad 71 adn Squad 74 (July 2024), and the traffic preemption system (April 2024). Although the CFD had limited data resulting from these improvements, the overall 90th percentile turnout and travel time improved from 7:22 in calendar year 2023 to 7:15 in calendar year 2024, even as the community continued to grow and call volume continued to increase.

Plan

The CFD will continue to analyze data on a monthly, quarterly, annual, and as needed basis. The CFD will continue to present the performance gaps and plans for improvement to the Board at least annually. The CFD will continue to strive to improve upon its response time gap and seek areas for improvement for the total response area.

References

- 2023 CFD Community Risk Assessment and Standards of Cover, page 125
- Cosumnes Fire Department Annual Report (Sample)
- Cosumnes Fire Department Monthly Report (Sample)
- Cosumnes Fire Department Quarterly Report (Sample)
- Cosumnes Community Services District Board Meeting Minutes (Sample)
- Fire Management Team Meeting 08.12.2024

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 and prioritizes remedial actions.

Description

The CFD consistently monitors and evaluates the performance of its delivery system through comprehensive monthly, quarterly, and annual data analysis reports. Each month, the Board receives an infographic that summarizes key metrics, including call volumes and responses, types of incidents, Unit Hour Utilization (UHU), Ambulance Patient Offload Times (APOT), and response times. Additionally, the department distributes the CFD Monthly Analytics Report and Emergency Medical Services (EMS) APOT Report to the Fire Management Team, which provide a deeper dive into these same metrics, along with an analysis of newly deployed resources. On a quarterly basis, the Chief Officers are presented with the CFD Quarterly Analytics Report, offering a detailed review of performance analytics, EMS patient survey results, station and unit response data, UHU, and accreditation progress.

These reports serve as the foundation for discussions on emerging trends and performance shifts. The discussions occur on an ongoing basis, specifically during Management Team meetings, Operations meetings, and during quarterly budget review processes.

Appraisal

These reports have been sufficient at monitoring and reporting the performance of the CFD's operations. The content of these reports has been expanded upon over the years to include the tracking of remedial actions and/or improvements made, such as the addition of Fire Station 77 (Engine 77 and Medic 77), Squad 71, Squad 74, and Battalion 11. Areas of concern included response time gaps and the reduction of APOT. However, the APOT gap was addressed through State legislation, such as Assembly Bill 40, Emergency Medical Services, which standardized APOT to 30 minutes by December 2024; the CFD was a strong advocate for the support of AB40. Additional analytics are conducted on an as needed basis to aid in making data driven decisions.

Plan

The CFD will continue to monitor and report department performance on a monthly and quarterly basis. The CFD will continuously assess the content of these reports to ensure they are relevant and updated.

References

- Cosumnes Fire Department EMS APOT Report (Sample)
- Cosumnes Fire Department Monthly Board Infographic (Sample)
- Cosumnes Fire Department Monthly Report (Sample)
- Cosumnes Fire Department Quarterly Report (Sample)

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

Description

The CFD assesses and identifies external influences, altering conditions, growth trends, and emerging risks through various methods. On an annual basis, the CFD analyzes calendar year performance data, conducts program appraisals, reviews and revises the 2023 CFD CRA/SOC, and monitors the progress of objectives in the 2022-2027 CFD Strategic Plan. At the agency level, the Strategic Management Team (SMT), consisting of executive personnel from all three departments, meets weekly to develop District-wide initiatives and manage negotiations. The Senior Leadership Team (SLT), a cross-functional group of management personnel, also meets weekly to oversee the implementation of operational strategies and address jurisdictional development and hot sheet items. This structured approach ensures that CFD's service capabilities are aligned with new conditions and demands.

Appraisal

These methods have been sufficient at identifying altering conditions, growth and development trends, and new or evolving risks on more than an annual basis. For example, the CFD utilized information gathered through these methods to determine where to deploy the squad units in July 2024 based on the high unit hour utilization and call volume of certain engines. The CFD has been able to stay on top of developments in Elk Grove and Galt as the communities have grown. In Elk Grove, the addition of Fire Station 77 was added in April 2024, including 15 additional personnel. Furthermore, two squads and one duty battalion chief were added in July 2024, including another additional 15 personnel.

Plan

The CFD will continue to use these methods to identify future trends or changes that could affect service delivery.

References

2022-2027 Cosumnes Fire Department Strategic Plan – Year Two Updates

2024 Review and Revise Plan for the CFD Community Risk Assessment and Standards of Cover

Annual Program Appraisal Template

Cosumnes Fire Department Annual Report (Sample)

SMT Agenda Sample

SLT Agenda Sample

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

Description

The CFD's performance monitoring methodology supports the assessment of each service program's efficiency and effectiveness by utilizing a data-driven approach. This includes the analysis of monthly, quarterly, and annual data analytics, with reports presented to the Board and reviewed by the chiefs of each program. These reports track trends in key metrics such as call volume and unit response by comparing current data with historical data. Data is also compared to the performance benchmarks outlined in the 2023 CFD CRA/SOC which were determined using industry standards from NFPA 1710 – Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments.

Additionally, the CFD conducts Annual Program Appraisals that evaluate the input and output of each program, allowing for the identification of areas that require additional resources or adjustments. This methodology ensures that each program's performance is evaluated against industry standards and best practices.

Appraisal

This performance monitoring methodology has allowed the CFD to analyze current and historical performance, identify trends in progress and shortcomings, and plan for resources to successfully improve upon operations by utilizing data in relation to industry research and performance benchmarks as specified in the 2023 CFD CRA/SOC.

Plan

The CFD will continue to conduct ongoing performance analytics and Annual Program Appraisals to assess the efficiency and effectiveness of service programs.

References

Annual Program Appraisal Template
Cosumnes Fire Department Annual Report (Sample)

NFPA 1710 – Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Ops to the Public by Career FD Chapter 4 and 5

2023 CFD Community Risk Assessment and Standards of Cover, pages 162-176

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.

Description

The CFD assesses the impacts of its incident mitigation efforts through a comprehensive monitoring process that incorporates key activities from its Fire Prevention Division and Public Education programs. Through the Fire Prevention Division, the department tracks potential developments in the community to anticipate future risks and growth areas. It conducts regular code enforcement inspections to ensure compliance with fire safety standards, while its weed abatement program addresses fire hazards caused by overgrown vegetation. Additionally, the CFD reviews and approves new construction plans to ensure fire safety features are incorporated and conducts ongoing inspections throughout the construction process to verify compliance with safety regulations. The Public Education program plays a critical role in promoting fire and life safety across all age groups by delivering targeted education and hosting community events in collaboration with other regional safety partners. These efforts engage residents directly, providing them with essential fire prevention knowledge and emergency preparedness resources. All of these programs conduct an Annual Program Appraisal at the end of each calendar year.

Appraisal

These initiatives have allowed the CFD to effectively monitor and adjust its mitigation strategies, addressing both current and emerging risks within the community. The Fire Prevention Division has tracked the output of these programs monthly and includes data in the Annual Program Appraisals. An improvement opportunity is to link prevention programs to incident data, to identify and illustrate the impact of key efforts.

Plan

The Fire Prevention Division will continue these mitigation efforts and will regularly evaluate their effectiveness. The Fire Prevention Division will bring recommendations and trends to the Fire Chief for consideration.

References

2024 Annual Program Appraisals (Prevention, Public Education, Fire Investigation)

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

Description

The CFD determines performance gaps for its total response area on an annual basis through an analysis of key performance data. Response data is reviewed monthly, quarterly, and annually in many metrics including by shift, station, apparatus, population density, and total response area. Other important data points include unit hour utilization, incident types, and individual unit performance. On an annual basis, these metrics are compared to historical data from the past three to five years to track trends and identify potential gaps, inconsistencies, or negative trends in performance. Response times, in particular, are compared against established performance benchmarks documented in the 2023 CFD CRA/SOC. Any identified gaps in performance, such as delays or areas where benchmarks are not met, are then reported to the Board annually, allowing for strategic adjustments and improvements to the department's response capabilities.

Appraisal

This ongoing analysis has helped the CFD identify inadequacies and respond proactively to emerging challenges in its service area. The 2023 calendar year response time gap from answer to arrival was 3:02 (three minutes, two seconds) for the urban areas and 2:41 (two minutes, forty-one seconds) for rural areas. The 2024 calendar year response time gap from alarm to arrival was 1:11 (1 minute, 11 seconds) for urban areas and 1:26 (1 minutes and 26 seconds) for rural areas. This information has been used to make data driven decisions around new resources such as the squads and additional battalion that were deployed in July 2024, as well as upgraded station alerting systems and traffic pre-emption programs, all aimed at closing the performance gaps that are identified.

Plan

The CFD will continue analyzing performance data on an ongoing basis and will report performance gaps to the Board at least annually. The CFD will also evaluate the performance benchmarks that are documented in the 2023 CFD CRA/SOC to determine if adjustments need to be made.

References

2024 CFD Strategic Plan and CRA/SOC Update Presentation to the Board (slide 20)

Cosumnes Fire Department Annual Report (Sample)

January 18, 2023 Board Agenda and Minutes

March 20, 2024 Board Agenda and Minutes

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.

Description

The 2023 CFD CRA/SOC serves as a key component in the CFD's continuous improvement plan, detailing strategic opportunities for improvement across short-term, intermediate, and long-term timeframes. These opportunities were developed through a thorough analysis that identified performance gaps within the department. By addressing these gaps in a structured manner, the CFD is positioning itself to make targeted improvements that align with its operational priorities. The plan ensures that necessary actions are taken within identified timeframes, providing a roadmap for sustained progress and measurable outcomes.

In addition to the 2023 CFD CRA/SOC, the 2022-2027 CFD Strategic Plan outlines six key strategies, each with specific goals and objectives assigned to distinct timeframes. These strategies are designed to address the department's performance gaps and promote ongoing development in critical areas, such as emergency response, community risk reduction, preparedness, and personnel education. Through these strategies, the CFD aims to foster a culture of continuous improvement, ensuring that the department remains responsive, effective, and adaptable to the evolving needs of the community.

Appraisal

The 2023 CFD CRA/SOC and 2022-2027 CFD Strategic Plan have been sufficient at identifying existing performance gaps and solutions. These documents have successfully outlined a strategic plan for continuous improvement with detailed timeframes. The CFD tracks the progress of these improvement opportunities and goals/objectives on an ongoing basis and presents the progress to the Board annually. In 2024 the CFD accomplished most of the short-term improvement opportunities within the 2023 CFD CRA/SOC such as deploying a second battalion and squad units.

Plan

The CFD will continue to rely on the analysis and plans outlined in these documents to ensure continuous improvement and address performance gaps. The CFD will review and revise these documents annually to track the progress made as well as adjustments necessary due to new trends or performance gaps identified.

References

2023 CFD Community Risk Assessment and Standards or Cover, page 205-208

2022-2027 Cosumnes Fire Department Strategic Plan, pages 48-63

January 18, 2023 Board Agenda and Minutes

March 20, 2024 Board Agenda and Minutes

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

Description

During the development of the 2023 CFD CRA/SOC, all Board members at that time met with the consultant to review key characteristics of the community, department, and district. Once the report was finalized, it was presented to the Board through a comprehensive staff report and presentation. At a separate Board meeting, the Board received and filed the updated performance benchmarks outlined in the 2023 CFD CRA/SOC.

In addition, the CFD ensures continuous improvement and accountability by annually presenting the department's performance, progress, and the review and revision process of the 2023 CFD CRA/SOC to maintain alignment with evolving needs and standards.

Appraisal

This process was sufficient at involving the Board in the creation of the 2023 CFD CRA/SOC and keeping them apprised of the progress and maintenance of the document's content. In addition, the 2023 CFD CRA/SOC was presented to the Board of Directors in June 2023 and was received and filed.

Plan

The CFD will continue to provide annual updates to the Board that includes the department's performance, gaps, progress, and review and revision of the 2023 CFD CRA/SOC. The CFD will seek formal adoption of the CRA/SOC when the Board of Directors is presented with the annual update in 2026.

References

Fire Department Benchmark Performance Objectives Staff Report

Fire Department Community Risk Assessment and Standards of Cover Analysis Results Staff Report

March 19, 2025 Board Agenda Item 13 CFAI Accreditation Update and Next Steps

September 6, 2023 Board Agenda and Minutes

June 21, 2023 Board Agenda and Minutes

CC 2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps in current capabilities, capacity, and the level of service provided within its delivery system to mitigate the identified risks within its service area, as identified in its community risk assessment/standards of cover.

Description

On an annual basis, the CFD uses a staff report and presentation to formally notify the Board of gaps in current capabilities, capacity, and service levels as identified in the 2023 CFD CRA/SOC. This notification includes a detailed presentation to the Board, which highlights performance gaps related to response times and performance benchmarks. The CFD uses this opportunity to review how its performance compares to established service standards and identifies areas where improvement is needed to ensure the department can effectively mitigate risks within its service area.

Additionally, the CFD's annual presentation to the Board includes an update on the progress made regarding the improvement opportunities documented in the 2023 CFD CRA/SOC.

This review highlights the actions taken to address the identified gaps and evaluates the effectiveness of the strategies implemented to enhance service delivery.

Appraisal

The annual presentation to the Board has been sufficient at formally notifying the Board of performance gaps in the level of service provided to the community. The CFD has systematically tracked these gaps and progress, which has ensured transparency, accountability, and continued alignment with the goal of providing optimal service to the community while managing the risks outlined in the 2023 CFD CRA/SOC.

Plan

The CFD will continue to formally notify the Board annually regarding performance gaps and progress of improvement opportunities through a staff report and/or presentation. The update will be conducted during the annual budget process.

References

2024 Cosumnes Fire Department Strategic Plan and Community Risk Assessment & Standards of Cover Updates Presentation

Fire Department Strategic Plan and Community Risk Assessment and Standards of Cover
Updates Staff Report

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.

Description

The CFD engages regularly with external stakeholders and the Board to assess their expectations regarding the types and levels of services provided. As part of the development of the 2022-2027 CFD Strategic Plan, the CFD took a community-centered approach, inviting feedback from community representatives through surveys and in-person meetings. A Board Workshop was also held to discuss and align on service expectations. For the 2023 CFD CRA/SOC, the consultant collaborated with a range of external stakeholders, including Galt and Elk Grove City Managers, and internal stakeholders such as Board members, the General Manager, Fire Chief, Deputy Chiefs, and other key personnel. Additionally, the Fire Chief regularly attends Board meetings and is integral to the biennial budget process, which directly influences the determination of service levels.

Appraisal

The process of assessing stakeholder and Board expectations regarding the types and levels of services has been consistently conducted at least once every three years. This process has provided the CFD with valuable insights that have effectively guided the development of goals, objectives, financial planning, and the strategic deployment of resources.

Plan

The CFD will continue to assess stakeholder and Board expectations of types and levels of service at least once every three years through regular contact and communication, and a community-centered approach to strategic planning. Input from stakeholders will occur through surveys and/or meetings at least on an every-three-year timeframe. The data will be collected and managed by the CFD Accreditation Manager and will be used to improve upon the CFD's programs, processes, and strategic planning.

References

2022-2027 Cosumnes Fire Department Strategic Plan, pages 40-44; 78-81
Interview Schedule for the Development of the 2023 CFD Community Risk Assessment and Standards of Cover

Category 3: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned missions 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 within 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.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD established a five-year (2022-2027) strategic plan that was approved by the Board of Directors (Board) of the Cosumnes Community Services District (District) on January 19, 2022. This community-driven plan includes the CFD's mission statement, vision statement, core values, and motto. The plan was developed using a community-driven strategic planning process that included input from representative groups composed of community members, City of Elk Grove personnel, City of Galt personnel, and District personnel, including members of the CFD. Feedback was received through community meetings, online survey, internal stakeholder meetings, and a public Board workshop.

The 2022-2027 CFD Strategic Plan incorporates the 2021 District Strategic Plan's goals, objectives, and initiatives to ensure a District-wide decision-making approach. The District Board-adopted mission, vision, and values are supported and aligned with the CFD's guiding principles. Most importantly, this strategic plan creates a roadmap for the CFD to continue to provide exceptional services for the diverse community served. The plan is published and accessible on the District's website.

Performance Indicators:

CC 3A.1 The agency has a current and published strategic plan that has been submitted to the authority having jurisdiction.

Description

The 2022-2027 CFD Strategic Plan was published in 2022 and spans through 2027. The plan is posted on dedicated District webpages, both internally and externally. The Board adopted the plan on January 19, 2022, in Resolution No. 2022-03.

Appraisal

The current CFD Strategic Plan has been published and approved by the Board since 2022. The CFD has presented annual updates to the Board, including a summary of objective progress, highlights, and necessary adjustments. The CFD Strategic Plan has been made available to the community and District personnel through the website to ensure transparency of the goals and future of the CFD.

In addition, the District recently created District Policy #3191, District Policy 3191 District Guiding Documents and Strategic Plans, which directs District employees how to use guiding documents and strategic plans to support decision-making, as well as utilizing District approved software for tracking and monitoring.

Plan

The CFD will continue to work towards the goals and objectives stated in the strategic plan. Progress will be tracked by the Office of the Fire Chief's Administrative Manager and presented to the Board annually. The strategic plan will remain posted to both internal and external District webpages.

References

2022-2027 Cosumnes Fire Department Strategic Plan

2022-2027 Cosumnes Fire Department Strategic Plan Staff Report

2022-2027 Cosumnes Fire Department Strategic Plan Resolution No. 2022-03

District Policy 3191 District Guiding Documents and Strategic Plans

3A.2 The agency coordinates with the jurisdiction's planning component to ensure the strategic plan is consistent with the community master plan.

Description

The CFD coordinates with the District planning component to ensure the 2022-2027 CFD Strategic Plan (CFD Strategic Plan) is consistent with the 2021 Cosumnes Community Services District Strategic Plan (District Strategic Plan). Each District Department Head has the opportunity to review the drafted Strategic Plan to ensure it coordinates with current District planning documents. The District Strategic Plan connects various agency strategic and master plans, and in return, the goals and objectives of the CFD Strategic Plan align with the District Strategic Plan objectives.

In addition to the District Strategic Plan, the CFD Strategic Plan integrates other Board-adopted plans such as the District's Capital Improvement Plan (CIP), Climate Action and Sustainability Plan, and Strategic Communications Plan. This alignment is presented in the CFD Strategic Plan and additional information is outlined in the Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget.

Appraisal

The CFD's goals and objectives were created to align with the District Strategic Plan goals and objectives. This collaboration has ensured consistency between departments within the District. The utilization of software has further allowed the departments to monitor and track the progress of several plans.

Plan

The CFD will continue to ensure the CFD Strategic Plan remains aligned with the District Strategic Plan. If goal or objective modifications are necessary, approval will be sought by the Board, updated in the software, and communicated to personnel.

References

2021 Cosumnes CSD Strategic Plan

2022-2027 Cosumnes Fire Department Strategic Plan, pages 64-65; 72-73

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, pages 86-90

Criterion 3B: Goals and Objectives

The strategic plan defines the agency's general goals and S.M.A.R.T. objectives, directs its activities in a manner consistent with its mission and is appropriate for the community it serves.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The 2022-2027 CFD Strategic Plan was developed using a community-driven strategic planning process which included a department analysis to identify strategies, goals, and objectives that reflect the mission, vision, and values of the District. The CFD utilizes this strategic planning process as its basis for goal and objective implementation. Personnel assigned to time-based, measurable objectives provide monthly status updates, which are used to present an annual update to the Board. At this annual update, the CFD uses the information obtained from personnel, including a current environmental scan, to recommend any modifications as needed. The plan, which includes the goals and objectives, is available on the District's website and managed within a software solution for easy analysis and access.

Performance Indicators:

CC 3B.1 The agency publishes current, general organizational goals and S.M.A.R.T. objectives, which use 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.

Description

The 2022-2027 CFD Strategic Plan is published on the District's website and includes 6 strategies, 23 goals, and 121 objectives. Objectives are assigned a timeframe, with qualitative and/or quantitative elements, and personnel are assigned to each objective to track progress. Each objective's measurable elements of time, quantity, and quality are tracked in a software solution called AchieveIt. The MultiPlan View Report of AchieveIt lists each objective's start date, due date, status, and person assigned.

Each year, personnel adjust objective timeframes and measurable elements to reflect availability of current resources and to ensure each objective has relevant measurable elements of time, quantity, and quality. Adjustments are presented to the Board, published on the District's Strategic Plan webpage, and updated in the AchieveIt software.

Appraisal

This process has been successful at regularly evaluating the format and progress of the goals and objectives, as well as tracking the short-term and long-term accomplishments. Using AchieveIt to manage objectives has enabled the generation of real-time, transparent reports, ensuring the progress of objectives is fully visible. Moreover, it has ensured staff are held accountable for their assigned objectives, reinforcing a sense of ownership over their work. The flexibility of adjusting timeframes has promoted a healthier work-life balance for personnel while clearly communicating to the Board when certain objectives require more time, additional resources, or when unforeseen challenges arise. This balanced, adaptable process has contributed significantly to the successful achievement of the CFD's objectives.

Plan

The CFD will continue to monitor the published objectives through AchieveIt on a monthly basis and make annual updates to the Board. Through the annual updates, personnel will adjust timeframes and objectives, as needed, based upon available resources.

References

- 2022-2027 Cosumnes Fire Department Strategic Plan
- AchieveIt MultiPlan View Report (Sample)
- District Website CFD Strategic Plan Webpage (Screenshot)

3B.2 The agency conducts an environmental scan when establishing its goals and objectives.

Description

When establishing goals and objectives, the CFD conducts an environmental scan by performing an analysis of strengths, weaknesses, opportunities, and threats (SWOT). The analysis is conducted by CFD personnel and documented in the 2022-2027 CFD Strategic Plan. The information is used to help the Strategic Planning Workgroup identify critical issues and service gaps.

In addition, the CFD routinely assesses the current environment by reviewing financial, operational, and service-delivery data during weekly chief meetings, monthly operational meetings, and bi-monthly management team meetings. This information is used to adjust goals and objectives which tie directly to effective response delivery.

Appraisal

The SWOT analysis process and scheduling of routine meetings has been effective in establishing goals and objectives that align with current financial, infrastructure, and personnel resources. The routine meetings have provided an opportunity to discuss the execution of various plans, allowing for valuable feedback and discussion from staff personnel with diverse backgrounds. This has been a collaborative approach that has enabled chief officers to highlight how one method of execution may impact operations or personnel, while another method may affect financial resources. By considering these different perspectives, the CFD has been able to make well-informed decisions that balance operational efficiency with resource management.

Plan

The CFD's Senior Leadership Team will continue to conduct environmental scans on an as needed basis to support future decision making and plan development.

References

2022-2027 Cosumnes Fire Department Strategic Plan, page 44

Fire Management Team Meeting Agenda and Notes December 2024

CC 3B.3 The agency solicits feedback and direct participation from internal and external stakeholders in the development, implementation and evaluation of the agency's goals and objectives.

Description

The CFD uses a community-driven strategic planning process that includes feedback from internal and external stakeholders. Internal stakeholders include members from the District and CFD. External stakeholders include community representatives, City of Elk Grove personnel, and City of Galt personnel. Stakeholders provide feedback through an online survey or by attending an in-person Fire Department Community Outreach Meeting or Board Workshop. The information obtained from the feedback and participation of internal and external stakeholders helps the Strategic Planning Workgroup identify critical issues and service gaps.

Appraisal

The two methods of gathering information, online survey and in-person meetings, increased the opportunity for community members to participate. The workgroup was able to execute a variety of analytics from the online survey and hear the community's priorities through their feedback provided at the in-person meetings. Overall, the information obtained was effective in helping the workgroup create strategies, goals, and objectives, as well as a new mission and vision statements and values.

Plan

The CFD will continue to use a community-driven strategic planning process that includes obtaining feedback from external and internal stakeholders, through online surveys and in-person meetings, for the establishment of goals and objectives.

References

2022-2027 Cosumnes Fire Department Strategic Plan, pages 37-43 and Appendix D
Cosumnes Fire Department Strategic Plan Community Outreach Meeting Minutes (Sample)

3B.4 The agency uses internal input to implement and evaluate its goals and objectives and to measure progress in achieving the strategic plan.

Description

Each objective within the 2022-2027 CFD Strategic Plan is assigned to personnel, based upon their job classification and responsibilities. Personnel provide monthly updates on the implementation of their assigned objectives, incorporating an evaluation of the measurable element best suited to that objective. The input is managed in a software solution called AchieveIt that has the ability for personnel to provide up-to-date information and show high-level information through reports and dashboards.

The management of the plan is the responsibility of the Office of the Fire Chief. Personnel from this section receive a monthly email outlining the input for each objective. This information is used to guide decision-making and incorporate a summary of progress in an annual staff report to the Board.

Appraisal

The current software solution, AchieveIt, has been successful in easily analyzing the progress of each goal and objective. However, additional internal input could be obtained if the number of licenses for users were increased and the reporting capabilities were expanded upon. This would allow the CFD to assign teams to specific objectives, where each team member could submit an update, evaluation, and recommendation. To enhance user accessibility, the CFD will consult with the Chief of Staff in the Office of the General Manager to evaluate the current system user list and identify any accounts that are no longer necessary. If possible, CFD will request to repurpose those licenses for other personnel. In the absence of available licenses, CFD will review existing users to determine whether access can be reassigned to other employees in alignment with operational priorities.

Plan

The CFD will continue to use AchieveIt as a tool to manage internal input for each objective within the 2022-2027 CFD Strategic Plan and will evaluate other opportunities to collect internal input.

References

2022-2027 Cosumnes Fire Department Strategic Plan, pages 50-63

AchieveIt Progress Update Email (Sample)

3B.5 The governing body reviews the agency's goals and objectives and considers all budgetary and operational proposals in order to ensure success.

Description

Through the biennial budget process, the District provides the Board with a comprehensive budget for each fund and department. All departments within the District establish biennial cycle goals and list their previous cycle accomplishments that align with District and CFD objectives. Additionally, when budget decision packages are presented to the Board for consideration, the package includes the objective with which the request is associated. Lastly, the CFD presents an annual update on the progress of the CFD Strategic Plan objectives to the Board, at which time the goals and objectives are reviewed.

Appraisal

The CFD Strategic Plan annual update to the Board, in addition to the inclusion of the biennial cycle goals within the District's biennial budget, has been successful at providing the Board with an opportunity to review the CFD's goals and objectives. The transparency has allowed the Board to see the direct correlation of financial and operational needs to the CFD's priorities.

Plan

The CFD will continue to use this process for the Board to review goals and objectives.

References

Budget Decision Package – Deputy Fire Marshal (Sample)

Cosumnes Fire Department 2022-2027 Strategic Plan – Year One Update

Cosumnes Fire Department 2022-2027 Strategic Plan – Year Two Update

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, page 86-88

3B.6 When developing organizational values, the agency seeks input from its members and is in alignment with its community.

Description

When developing organization values, internal and external stakeholders are provided the opportunity to submit feedback through an online survey and in-person Fire Department Community Outreach Meetings. The input received enables the Strategic Plan Workgroup to create values that reflect the community's priorities and personnel's standards. As a result, the CFD's updated core values are integrity, professionalism, teamwork, courage, and service. The values, along with the CFD's mission and vision, are published to the CFD's "Our Department" webpage and are included in the 2022-2027 CFD Strategic Plan.

Appraisal

The input received from the external and internal stakeholders was sufficient in providing the feedback necessary for the creation of values that reflected the community's priorities and personnel's standards. This visual representation on the website and in the fire stations has helped keep them current and meaningful to the CFD and community.

Plan

The CFD will continue to seek input from internal stakeholders and the community when revisiting the organizational values. Staff plan to revisit these values during the development of the next five-year Strategic Plan. As done with the current version, CFD will conduct an online survey open to all personnel and community members, as well as hold various in person and/or virtual community forums.

References

- 2022-2027 Cosumnes Fire Department Strategic Plan, page 45
- Cosumnes Fire Department About Us Webpage (Screenshot)
- Cosumnes Fire Department Strategic Plan Community Outreach Meeting Minutes (Sample)

Criterion 3C: Implementation of Goals and Objectives

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

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD uses a software tool called AchieveIt to implement and manage the goals and objectives from the 2022-2027 CFD Strategic Plan. Each objective is managed by assigned personnel based upon their rank and/or subject matter expertise. They are responsible for the achievement of each objective with regular updates noted in the software, as well as communication at various team meetings and planning documents. The CFD utilizes external resources, when necessary, to help progress the advancement of goals and objectives.

Performance Indicators:

CC 3C.1 The agency identifies personnel to manage its goals and objectives and uses a defined organizational management process to track progress and results.

Description

The Office of the Fire Chief is responsible for managing the 2022-2027 CFD Strategic Plan. The CFD Strategic Plan contains 6 strategies, 23 goals, and 121 objectives, with each objective assigned to a lead personnel. It is the responsibility of the assigned personnel to ensure the objective is accomplished.

The CFD Strategic Plan is managed using a software solution called AchieveIt. Each month assigned personnel are sent an AchieveIt Progress Update email to prompt them to update the objectives assigned to them. In addition, tailored reports that outline all objectives assigned to them or their teams are emailed to the Fire Chief, Deputy Chiefs, and Assistant Chiefs. This same information is available through the software's dashboard and MultiPlan View Report which are accessible by the fire management team.

Appraisal

Assigning personnel, based upon rank or subject matter expertise, to specific objectives has promoted accountability and transparency. This process has been effective; however, due to temporary assignments, several objectives had to be reassigned. This has caused delays in how each objective is updated and monitored. Furthermore, due to limited licenses, the CFD has to be selective of which personnel have access to provide updates. It would be beneficial to work with the District's Office of the General Manager to increase user access to allow more personnel to contribute and access information.

Plan

The CFD will continue to utilize AchieveIt to assign goals and objectives to personnel. To increase user access, the CFD will meet with the Chief of Staff within the Office of the General Manager to review current system users and identify any accounts that are no longer needed. If available, CFD will request to reallocate those licenses for additional personnel. If no unused licenses are identified, CFD will reassess existing users to determine if any access can be transferred to other employees based on operational priorities.

References

2022-2027 Cosumnes Fire Department Strategic Plan, pages 50-63

AchieveIt MultiPlan View Report (Sample)

AchieveIt Progress Update Email (Sample)

CC 3C.2 The agency's personnel receive information explaining its goals and objectives.

Description

Immediately upon Board approval, the Fire Chief notified all CFD personnel about the approved 2022-2027 CFD Strategic Plan through an email delivery of General Order 22-03. The General Order summarizes the plan and includes a URL link to the dedicated webpage which contains a PDF file of the plan. The Fire Chief provides more information about the plan's goals and objectives to safety and civilian personnel during annual Crew Chief meetings. Objectives of the plan are discussed with the Fire Management Team as needed and presented to the Board annually. Copies of documentation, including the plan or meeting minutes, are accessible to all personnel through the District's website.

Appraisal

The current method of communicating the CFD's goals and objectives has been sufficient thus far. Improvement needs to be made to shifting towards the push delivery of the information to all levels of the CFD, in more frequent intervals, rather than just having the information accessible via the website. Possible opportunities for this include:

- Distribution of a monthly or quarterly email that contains a status update report from the CFD's strategic planning software, AchieveIt, with a copy of the District's monthly report to the Board, which outlines CFD and District news and infographics.
- Installation of televisions at each fire station as a tool to broadcast CFD analytics and news, including status updates for goals and objectives.
- Saving AchieveIt monthly or quarterly reports on the District's intranet or Vector Solutions site for all personnel to access.

Plan

The Office of the Fire Chief will assess all avenues of push notification to CFD personnel, with the goal of increasing accessibility and transparency.

References

- Crew Chief's Meeting Agenda (Sample)
- District Website CFD Strategic Plan Webpage (Screenshot)
- General Order 22-03 - Fire Department Strategic Plan
- Sample District Monthly Report to the Board

3C.3 The agency, when necessary, identifies and engages appropriate external resources to help accomplish its goals and objectives.

Description

The CFD maintains working relationships with internal governmental departments, external government organizations, and private sector organizations. These external resources provide data, subject matter expertise, and mutual aid support which allows the CFD to accomplish its goals and objectives.

The CFD engages with the District's Administrative Services Department and the Facilities Management Division on a routine basis regarding financial activities and capital asset planning. As part of a special district, the CFD has several MOUs and agreements with external resources, including the City of Elk Grove, Sacramento County, community colleges, and medical care providers. In addition, the CFD is a founding member agency of a Joint Powers Agreement (JPA) with other regional fire departments to create a regional public safety communications center, the Sacramento Regional Fire/EMS Communications Center (SRFECC).

Appraisal

The relationships built between the CFD and internal and external resources have allowed the CFD to work towards meeting its goals and objectives. These relationships have allowed the CFD to obtain datasets for incident analysis, input and advocacy for information technology improvements, and opportunity for joint cooperative purchases or grant applications.

Plan

The CFD will continue to develop and utilize outside resources to make strides in the advancement of progress with the established goals and objectives. This includes participation in interagency workgroups, such as the Sacramento County Emergency Medical Advisory Group and expanding any current agreements to include new initiatives and support, such as joint endeavors with the City of Elk Grove Police Department. In addition, the CFD will continue to be a resource to other agencies who need support.

References

- Reimbursement Agreement between the City of Elk Grove and the Cosumnes CSD (Sample)
- SRFECC Joint Powers Agreement
- 2023 Sacramento County Mutual Aid Agreement
- Cosumnes River College Agreement
- Kaiser Foundation IGT VRRP Agreement

Criterion 3D: Measurement of Organizational Progress

Processes are in place to measure and evaluate progress toward completion of goals and objectives and overall plan performance. The goals and objectives are re-examined and modified periodically.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). Progress made within each objective of the 2022-2027 CFD Strategic Plan is measured and tracked within a software solution called AchieveIt. Information from AchieveIt is used to create an annual update to the Board of Directors (Board), which includes modifications to objectives based on resources or shifts in priorities. In addition, personnel complete Annual Program Appraisals for 12 program areas which allow them to assess the benefits of each program. Information regarding the progress of goals and objectives is made available to the community via the District website.

Performance Indicators:

CC 3D.1 The agency reviews its goals and objectives at least annually and modifies as needed to ensure they are relevant and contemporary.

Description

The CFD goals and objectives are outlined within the 2022-2027 CFD Strategic Plan. An email is sent each month to prompt the monthly review of objectives by assigned personnel, with updates for each active objective entered into the software solution, AchieveIt. On an annual basis, all progress and updates for the objectives are summarized into a staff report in preparation for the annual presentation to the Board. If modifications are required, personnel track the adjustments in AchieveIt, and include that information in the annual update to the Board.

Appraisal

The use of AchieveIt has been effective at prompting monthly reviews of the goals and objectives of the CFD Strategic Plan by assigned personnel which is beneficial for the annual review done by the Office of the Fire Chief before the annual presentation to the Board. It would be beneficial to gain an understanding of the software's capabilities to pull reports that specifically show which objectives had historical modifications (e.g., timeline changes, shift in priority, etc.).

Plan

The Office of the Fire Chief will continue to review the CFD Strategic Plan objectives annually. Personnel will also learn how to extract more data-based reports from AchieveIt in order to further communicate and report historical modifications for each objective.

References

2022-2027 Cosumnes Fire Department Strategic Plan Year One Update Staff Report
2022-2027 Cosumnes Fire Department Strategic Plan Year One Update Staff Report
Modification change in AchieveIt (Screenshot)

CC 3D.2 The agency reviews, at least annually, its overall system performance and identifies areas in need of improvement, which should be considered for inclusion in the organizational goals and objectives.

Description

The CFD completes Annual Program Appraisals in January, assessing the prior calendar year. The Annual Program Appraisals are completed for 12 programs: prevention, public education, fire investigation, domestic preparedness, fire suppression, emergency medical services, technical rescue, hazardous materials, wildland fire, training and education, communications, and health and wellness. This process allows the CFD to review the resources it takes to run these programs, evaluate the outputs, and plan for the upcoming year. The information gathered during this process allows personnel to make necessary modification requests to the objectives in the CFD Strategic Plan associated with the program. Any updates or modifications to the Strategic Plan are communicated annually to the Board.

Appraisal

The Annual Program Appraisal process has been successful on many levels. Personnel have been able to articulate the benefits of each program as well as future budgeting needs. Senior leaders have gained deeper insights into all departmental program areas, beyond what is typically discussed in routine operational meetings. This process has also enhanced long-term planning by creating a reliable record-keeping system, which is invaluable as personnel transition into new roles and move up the ranks.

Plan

The CFD will continue to complete Annual Program Appraisals to assess program and system performance and identify any modifications to the CFD's goals and objectives. In addition, information obtained from these Annual Program Appraisals will be used to make future budget requests.

References

2024 Annual Program Appraisal – Fire Prevention (Sample)

Cosumnes Fire Department 2022-2027 Strategic Plan - Year Two Update

3D.3 The agency provides progress updates, at least annually, on its goals and objectives to the AHJ, its members and the community it serves.

Description

The CFD presents an annual update to the Board on the progress of the goals and objectives from the 2022-2027 CFD Strategic Plan. The annual update is organized in a staff report with attachments that summarize each objective's progress, as well as any modifications such as timeline adjustments or consolidation of objectives. The annual update reports are posted on the District's website.

Appraisal

The annual update to the Board has been effective and well received. This public forum has allowed internal and external stakeholders to obtain progress updates for each objective, as well as have the opportunity to ask questions. The website has been a resourceful tool for promoting transparency and historical content.

Plan

The CFD will continue to present annual updates to the Board and post annual updates on the District's website.

References

2022-2027 Cosumnes Fire Department Strategic Plan Year One Update Staff Report

2022-2027 Cosumnes Fire Department Strategic Plan Year Two Update Staff Report

District Website CFD Strategic Plan Webpage (Screenshot)

Category 4: 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. 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. 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 policies should 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.

*NOTE: An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada for their Budget and Comprehensive Annual Financial Report may submit those certificates and reports as *prima facie* compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.9.*

Criterion 4A: Financial Planning

Agency planning involves broad staff and community participation in financial planning and resource allocation. The agency's financial planning and budget process reflects 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.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). Every other year the District prepares a biennial budget for the upcoming two fiscal years. The budget is prepared with the cooperation of all District departments, with each division responsible for developing its own initial budget based on anticipated needs for maintaining levels of service and personnel resources necessary to meet stated goals and objectives within the 2021 Cosumnes CSD Strategic Plan. The initial department budgets are subject to multiple layers of analysis and review to verify the budget proposals comply with District Policies 2125 – Budget Preparation and 2132 – Reserves, and guarantee that the District's overall budget is a balanced budget. After the department submissions are determined to be viable, the budget is submitted to the General Manager who makes necessary changes before presentation to the Board of Directors (Board).

The proposed budget is presented to the Board as part of a budget workshop where the District may receive Board and community input. Prior to adoption, a public notice is issued to solicit further input from community members before the budget is enacted by the Board on or before June 30th.

The District maintains multi-year forecasts for appropriated funds in an effort to ensure financial sustainability by estimating future financial performance. These forecasts are analyzed on an annual basis and more frequently throughout the budget development processes, allowing the early implementation of budget strategies to mitigate future budget challenges.

Performance Indicators:

4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within the agency's scope of services.

Description

District Policy 2125 – Budget Preparation provides explicit budget planning and preparation guidelines for the District's biennial budget. The budget is prepared with the cooperation of all District departments and outlines resources necessary to carry out activities consistent with objectives set forth by the Board adopted 2021 Cosumnes CSD Strategic Plan. The proposed budget is presented to the Board no later than six weeks prior to the fiscal year end for consideration. Any feedback received from the Board in the preliminary presentation is incorporated into the budget and enacted by the Board on or before June 30th. Any amendments to the adopted budget that increase appropriation require Board approval by resolution.

Appraisal

The Board adopted 2021 Cosumnes CSD Strategic Plan has provided clear direction on the prioritization of the District resources and initiatives which has supported consistent budget and planning decision-making. The Board has also been provided with quarterly budget performance updates where they have asked questions and provided feedback on current year budget activity, which continues to shape the District's budget and planning decisions throughout the fiscal year. The Board has requested the Finance Division host budget workshops with the Board to gain clarity and direction on new funding requests.

Plan

The District will continue to reflect on the Board adopted 2021 Cosumnes CSD Strategic Plan and Board workshops to develop budget proposals that support Board identified priorities. The Finance Division will host budget workshops with the Board to gain clarity and direction on new funding requests up for consideration during the biennial budget preparation process. Financial policies will be reviewed regularly and revised as necessary to enhance avenues for receiving clear direction in budget and planning matters from the Board.

References

2021 Cosumnes CSD Strategic Plan

District Policy 2125 - Budget Preparation

Fiscal Year 2024-25 Quarter 1 Budget Progress Report (Sample)

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.

Description

The District's policy structure includes Section 2100: Financial Management, which provides personnel with guidelines for the control and management of financial resources and includes policies addressing treasury management, procurement, budget preparation, reserves, debt management, contracts, and annual disclosures. These policies are summarized in the District's financial policies statements included within the Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget document.

The District possesses an expectation of strict adherence to financial policies. These policies are reviewed and referred to daily to implement District financial practices and updates are made on an as needed basis. Policies that receive updates are reviewed and approved by the General Manager and presented to the Board annually.

Appraisal

The District's financial policies have guided day-to-day financial processes and served as a useful tool for personnel to make effective and consistent decisions regarding 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 District is a fast-growing agency due to high development in the area. As the agency has grown, it has been a challenge to keep financial policies updated with recent adaptations to financial processes.

Plan

The District will continue to follow financial policies, evaluate their effectiveness, and amend them as necessary to meet the evolving needs of the District's financial processes.

The Finance Division will continue to evaluate the policy review process for improvement opportunities that account for the growing agency and necessary financial policy updates.

References

District Policy Website (Screenshot)

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, Page 114

CC 4A.3 Guidelines and processes for developing the operating and capital budgets are defined and followed.

Description

General guidelines for developing the District's operating and capital budgets are included within District Policy 2125 – Budget Preparation and the development is overseen by the District's Finance Director. More specific guidelines and a full overview of the processes are included within instructions (Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget Instructions) that are issued ahead of the biennial budget preparation. These instructions are disseminated to senior leadership and administrative personnel and provide a thorough overview of the timeline, guidelines, and processes for developing the District's budget.

The District's Capital Improvement Plan (CIP) dictates the District's biennial capital budget. The Administrative Services Department is charged with preparing the CIP and commences the process by issuing CIP preparation instructions (Memorandum: 2024-25 CIP Call for Projects) to senior leadership and administrative personnel. These instructions provide a timeline, guidelines, and an overview of the CIP development process which supports the District's capital budget preparation.

Appraisal

Clear and concise budget instructions have provided District personnel with clarity on the District's budget preparation processes. Those involved in the budget preparation process have had a clear understanding of expectations and timelines which have been reinforced by weekly leadership calls where the Finance Division has provided updates and reminders for current projects, including budget preparation. The District has a Budget Manager position within the Finance Division, which has been effective at ensuring the budget preparation policy has been followed, and guidelines and processes have been fulfilled.

Plan

The Finance Division will continue to prepare and disseminate budget preparation instructions that provide clear guidelines for developing the District's operating and capital budgets, with the Budget Manager serving as a liaison for administrative personnel.

References

District Policy 2125 - Budget Preparation

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget Instructions

Memorandum 2024-29 Capital Improvement Plan Call for Projects

Job Description – Budget Manager

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

Description

Strategic Objective 6 in the 2021 Cosumnes CSD Strategic Plan is to guarantee transparency, accountability, and innovation in all District processes. The District's budget preparation process involves active participation from internal stakeholders from each division plus the opportunity to receive input from external stakeholders. Administrative personnel from each department are responsible for preparing their department's budget within parameters set by the Finance Division. Their active roles in preparing the budget fosters transparency for all expenditures and revenues for the District.

Additionally, District Policy 2125 – Budget Preparation and California Government Code 61110 call for the District to issue a public notice at least two weeks before a public hearing adopting the budget in effort to solicit community (external stakeholders) inspection and input prior to adoption.

Further adding to transparency, the Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget is available for all internal and external stakeholders to review on the District's website. Each fund is included, with all major revenue sources itemized and expenses separated into four different classifications: Personnel Services, Services & Supplies, Capital Outlay & Contingency, and Transfers Out.

Appraisal

District personnel and Board members have been actively engaged in the District's financial planning/budget adoption process and have gained a healthy awareness of the District's projected revenues and expenditures. Budget proposals to be presented at Board meetings have been refined to provide transparency to external stakeholders.

Plan

The District will continue to prioritize transparency in its financial planning/budget adoption processes and provide a clear depiction of revenues and expenditures for internal and external stakeholder inspection. The Finance Division will attempt to identify internal and

external “pinch points” regarding the allocation of financial resources and enhance communication of financial planning on these specific areas of concern.

References

2021 Cosumnes CSD Strategic Plan, page 45

California Government Code 61110

District Policy 2125 - Budget Preparation

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget (Budget in Brief)

4A.5 The agency's operating and capital budgets serve as policy documents, operations guides, financial plans and communication devices.

Description

The District's biennial budget preparation process includes the publishing of the Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget which serves as a policy document, operational guide, financial plan, and communication device for the ensuing biennial budget period. The budget document delineates the financial resources available and includes fine details depicting how resources are allocated across District departments and expense categories. These allocations establish appropriations which the District is required to abide by, unless otherwise amended by Board action. Furthermore, these appropriations dictate how the District will spend its resources to meet service delivery objectives and goals during the identified financial period.

The Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget is published on the District's website to effectively communicate the District's financial strategy and keep stakeholders informed of the District's administrative operations and services to the community. Communication is further enhanced with the issuance of additional budget publications, Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Budget in Brief, which provides a more succinct insight into the District's operations and financial plan, and the 2024-25 Cosumnes CSD Mid-Biennial Budget Amendment, which provides the updates to budget projections for year two of the biennial budget since the original adoption.

Appraisal

The Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget has met the Government Finance Officer's Association's (GFOA) Distinguished Budget Presentation Award. This award requires that government agencies prepare budget documents that meet specific program criteria and excel as a policy document, financial plan, operations guide, and communication tool.

Plan

The District will continue to prepare operating and capital budgets, meeting the evolving criteria for GFOA's Distinguished Budget Presentation Award. The budget will continue to be a focal point of operational and capital planning and will be developed in a transparent

manner, making it a comprehensive communication device of District activities for the ensuing fiscal period.

References

- 2024-25 Cosumnes CSD Mid-Biennial Budget Amendment
- Cosumnes CSD GFOA Distinguished Budget Presentation Award
- Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget
- Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget (Budget-in-Brief)
- GFOA Distinguished Budget Presentation Award Program Website (Screenshot)

4A.6 The agency considers internal and external stakeholders' input in the budget process.

Description

The District's budget preparation process involves active participation from internal stakeholders from each division plus the opportunity to receive input from external stakeholders. Personnel from each department are responsible for preparing their department's budget within parameters set by the Finance Division. Additionally, District Policy 2125 – Budget Preparation and California Government Code 61110 call for the District to issue a public notice at least two weeks before a public hearing adopting the budget in effort to solicit community (external stakeholders) input prior to adoption.

After adoption, the District facilitates quarterly budget review processes throughout the year where variances between actual revenues and expenditures of the budget are thoroughly analyzed. Departments can update budget projections, based on evolving economic trends, which are then presented to the Board for consideration, as seen in the District Board Meeting Minutes from December 18, 2024. Community members and organizations are encouraged to participate in the budget monitoring process throughout the year during regularly scheduled Board meetings.

Appraisal

Internal stakeholders have been engaged in the annual budget process which has reinforced commitment to the budget, yielding financial performance closely in line with the adopted budget and amendments. Although external stakeholder input has been encouraged and solicited, community engagement in the budget process has been minimal.

Plan

The District will continue to solicit community participation by utilizing all communication channels to engage with community members and share public education materials to inform stakeholders of District business activities and generate interest and advocating for the District's commonwealth.

References

California Government Code 61110

District Policy 2125 – Budget Preparation

District Board Meeting Minutes from December 18, 2024

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

Description

District Policy 2125 - Budget Preparation requires the District to develop the biennial budget and five-year Capital Improvement Plan with the primary goal of outlining resources necessary to carry out activities consistent with the goals identified within the 2021 Cosumnes CSD Strategic Plan. The budget process begins by identifying fiscal year service levels, goals, and performance measures, which are outlined in the 2021 Cosumnes CSD Strategic Plan, before resources are allocated. The 2021 Cosumnes CSD Strategic Plan sets clear and prioritized values that personnel use to appropriately allocate resources.

Appraisal

The District has been successful at allocating funds to support the 2021 Cosumnes CSD Strategic Plan's goals and objectives. This process has been successful at supporting the District's achievement of the desired outcomes while also having consistency in financial decision-making. The Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget includes a section for each department that highlights prior budget period accomplishments which are tied to District strategic objectives. Furthermore, this section sets forth goals, tied to strategic objectives, for the future budget period.

Plan

The District will continue to reflect on the 2021 Cosumnes CSD Strategic Plan in order to set service levels and goals, and to prioritize resources within the biennial budget and capital improvement plan. The District will establish performance measures for fiscal year goals and analyze results to ensure current resource allocations are effectively meeting objectives outlined within the 2021 Cosumnes CSD Strategic Plan.

References

2021 Cosumnes CSD Strategic Plan, page 44-45

2024-2029 Capital Improvement Plan

District Policy 2125 - Budget Preparation

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, pages 57-101

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. The agency should analyze the financial environment, revenue and expenditure forecasts, debt position and affordability analysis, and strategies for achieving and maintaining financial balance to include plan monitoring mechanisms.

Description

The District maintains 5-year forecasts for the General Fund and Capital Projects Fund, 10-year forecasts for Special Revenue Funds, and a perpetual forecast for the Debt Service Fund that extends through the life of the most prolonged debt. The Debt Service Fund is entirely funded by contributions from the General Fund, Special Revenue Fund, and Capital Projects Fund. Therefore, the long-term financial plan for the Debt Service Fund is incorporated into the forecasts for these other funds. Each of these long-term financial plans are updated on an annual basis and utilized to evaluate financial sustainability of all budget-related decision-making processes.

Appraisal

The District has been successful in using historical data and economic trends to project future financial trends and gain valuable insight on what the near-future financial position looks like. This has allowed the District to get early notice of negative trends to allow for prompt implementation of counteracting measures.

Plan

The District will continue to maintain and analyze multi-year forecasts to ensure ongoing financial sustainability. These forecasts will utilize shape future budgeting decisions, monitor actual performance, and identify strategies to mitigate financial risk.

References

General Fund – 5 Year Forecast

Special Revenue Funds 10-year Forecast (Sample) - Park Maintenance Management Plan
Summary Budget

4A.9 For each budget cycle, the agency prepares balanced operational and capital budgets.

Description

The District defines a balanced budget as a financial plan where total available operating revenue and planned uses of reserves meet or exceed the planned operating expenditures within a given financial cycle. District Policy 2125 – Budget Preparation requires that the Board adopts a balanced budget to ensure needed services provided to the community are within available resources. A balanced budget ensures the District uses its resources efficiently and effectively to meet the community's needs. It also helps maintain the District's long-term financial stability by ensuring ending balances consistently maintain a positive value.

Appraisal

The District has been successful in developing balanced biennial budgets and accumulating a healthy fund balance. The Government Finance Officers Association (GFOA) recommends utilizing reserves as a tool to mitigate financial risk by establishing a reserve policy that delineates a level of reserves to maintain. The District has established a reserve range between 25-30% of the General Fund's budget based on the District's exposure to risk and revenue volatility. The District currently maintains reserves at the high end of this range and is financially soluble to respond to significant and unanticipated revenue losses or emergency expenditures. As a result, the District is well-positioned for ongoing financial sustainability and mitigating potential financial risks.

Plan

The District will continue to work with internal and external stakeholders to develop balanced biennial budgets.

References

District Policy 2125 – Budget Preparation
District Policy 2132 - Reserves

Criterion 4B: Financial Practices

Agency financial management demonstrates sound budgeting and control, proper recording, reporting, and auditing.

NOTE: *An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada for their Budget and Comprehensive Annual Financial Report may submit those certificates and reports as *prima facie* compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.9.*

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The District was awarded the Distinguished Budget Presentation Award by GFOA for the Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget. The District has received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA for the past eight years. Copies of these verifications as *prima facie* compliance for this criterion are provided.

Performance Indicators:

4B.1 Financial resources management adheres to generally accepted accounting practices as used by Government Finance Officers Association of the United States and Canada, National Advisory Council on State and Local Budgeting Practices, 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 with sufficient flexibility to meet contingencies.

Please see Criterion 4B: Financial Practice Summary

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, monitoring, and reporting.

Please see Criterion 4B: Financial Practice Summary

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

Please see Criterion 4B: Financial Practice Summary

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 on an annual basis.

Please see Criterion 4B: Financial Practice Summary

CC4B.5 Qualified auditors conduct annual independent financial audits for the prior fiscal year. If deficiencies exist, the agency prepares a plan to resolve audit exceptions for approval by the AHJ.

Please see Criterion 4B: Financial Practice Summary

4B.6 The agency and 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 protect the agency, its assets and personnel.

Please see Criterion 4B: Financial Practice Summary

4.7 Programs designed to solicit financial support from external sources are aligned with the objectives of the agency. Agency policies govern all fundraising activities, comply with generally accepted accounting practices and other recognized financial principles, and are subject to public disclosure and periodic independent financial audits.

Please see Criterion 4B: Financial Practice Summary

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

Please see Criterion 4B: Financial Practice Summary

4B.9 The agency is in compliance with all granting agency requirements.

Please see Criterion 4B: Financial Practice Summary

Criterion 4C: Resource Allocation

Appropriately allocated financial resources support the organizational mission, stated long-term plan, goals and objectives and maintains the quality of programs and services. The agency must ensure that programs and services provided can be supported by adequate fiscal resources using sound budgetary practices.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The budget is a critical document for the District, providing a roadmap for allocating resources and making informed financial decisions. The District Board of Directors (Board) approves a balanced budget representing a responsible spending plan for the upcoming fiscal year while looking towards the future. The budget development process considers District priorities, national, state, and local economic outlooks, existing and future financial commitments, multi-year capital planning, and available investment opportunities and resources. It also establishes the financial and human resources necessary to achieve community objectives, set service levels, and implement capital projects.

Resource allocation is established through the budget development process, which starts with identifying current and future needs. The Finance Director sets the baseline budget by reviewing the prior year's budget, removing one-time funding, and incorporating incremental increases for economic factors such as inflation, cost of living adjustments, and mandatory increases like utility costs.

If additional funding is available, departments can submit requests for additional operational needs or one-time expenses. The General Manager evaluates these requests, considering District priorities, and decides which requests to advance for Board consideration. Finally, the Board votes to approve or reject these budget requests.

This process ensures a structured and strategic approach to resource allocation, balancing the need to maintain essential services with the capacity to address new and emerging needs within the District.

Performance Indicators:

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

Description

The District adopts a biennial budget which establishes the financial and human resources necessary to achieve community objectives, set service levels, and implement capital projects. The budget shows approximately 64% of the General Fund revenues are derived from property taxes, which have consistently been a reliable source of income. These taxes have seen annual increases of 5 to 8% in recent years to help sustain service levels. The balanced budget showcases the District uses its resources efficiently and effectively to meet the community's needs. It also maintains the District's long-term financial stability by identifying and addressing potential financial risks and obligations, such as pension costs, infrastructure improvements, and other postemployment benefits.

Additionally, the District's budgeting philosophy prioritizes financial sustainability, ensuring the continued provision of essential services in the short term without jeopardizing capacity to meet future demands. This approach includes increasing the General Fund reserves, using one-time revenues exclusively for one-time expenses, applying surplus revenues to reduce strain on tax dollars, and consistently seeking ways to cut costs without diminishing service quality.

Appraisal

The District had conducted quarterly budget reviews to analyze changes impacting budget assumptions. These reviews have enabled timely budget updates during mid-year and mid-biennial budget amendments. This process has been successful at ensuring the District can sustain the level of service adopted by the Board.

Plan

The District will continue to perform budget reviews and amendments to ensure service levels are met and inform the Board of any significant changes that could impact the budget.

References

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, pages 21; 36-38

Quarterly Budget Performance Update – Quarter 1 of FY 2024-25 Staff Report

4C.2 Adequate resources are budgeted for the payment of long-term liabilities and debts.

Description

The District's Finance Division places a high priority on ensuring funds for debt service are adequately budgeted at the outset of the financial planning process. This allows necessary allocations for debt repayment to be secured prior to the distribution of funds for other budgetary considerations.

The District discloses its debt obligations in the biennial budget, for the current budget cycle and life of the debt. Payments towards these obligations are carefully planned and included in the budget to ensure they are managed efficiently.

Furthermore, the District adheres to District Policy 2132 - Reserves which stipulates the maintenance of a reserve equivalent to one year's worth of debt service payments. The policy is a proactive measure to safeguard against unforeseen financial challenges and guarantees there is always sufficient funding available for debt obligations.

Appraisal

The District has been successful with budgeting for the payment of long-term liabilities and debts. The effectiveness of the District's financial management is further evidenced by the strong S&P bond rating of AA-. Additionally, the District's success can be measured through the 2023-24 Fiscal Year Budget Performance Report. The District allocated \$4.3 million for debt service payments and successfully met the obligations by paying 100% of the budget. The District's current approach to planning for long-term liabilities has yielded significant benefits by ensuring long-term sustainability, strengthening the District's ability to invest in future initiatives, and providing resilience against economic uncertainties.

Plan

The District intends to maintain its current approach to planning for long-term liabilities. The strategy has proven effective and beneficial for the District's financial operations.

References

District Policy 2132 - Reserves

Fiscal Year 2023-2024 Preliminary Q4 Budget Performance Staff Report

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, pages 52, 131- 133

S&P Ratings Report

4C.3 The agency budgets future asset maintenance and repair costs are projected with related funding plans.

Description

The District allocates funds for apparatus replacement, maintenance, facility repairs, and major program expenditures within its Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget and 2024-2029 Capital Improvements Plan. In the fiscal year 2023-24, the District formally established Internal Services Funds (ISFs), which follows District Policy 2133 – Internal Service Funds – Pilot, for fleet replacement, facilities, information technology, and risk management. These ISFs are designed to incorporate planned asset improvement and replacements. Major projects funded by the ISFs are identified in the CIP, and appropriate budgetary provisions are considered for these projects.

Appraisal

The District has improved its capital improvement and replacement efforts by using the ISFs, but significantly more financial resources are needed to establish a systematic approach to funding these costs. In the past, the District did not allocate enough financial resources into these areas, so it will take several years to build a prudent reserve that adequately addresses the District's maintenance and replacement needs.

Plan

The District will prioritize the most critical maintenance and replacement projects identified in the CIP, funding these projects first and will gradually increase the amount of money allocated to the ISFs each year. Additionally, the District will incorporate asset replacement and maintenance into the District's long-term financial plan.

References

2024-2029 Capital Improvement Plan, pages 13-14

District Policy 2133 – Internal Service Funds Pilot

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, pages 128-129

4C.4 Budgets avoid the use of one-time funding sources for recurring standard annual operating expenses.

Description

District Policy 2125 – Budget Preparation and the Budget Philosophy in the Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget emphasize that one-time funding should only be used for one-time expenditures. One-time expenditures are generally used for things such as capital projects, equipment purchases, or other non-recurring expenses. This approach ensures that ongoing operational costs are funded by sustainable, recurring revenue sources, thereby maintaining financial stability and preventing future budget shortfalls. Adhering to this policy, the District conducts a thorough review during the budgeting process to identify and earmark one-time funds for these specific purposes.

Appraisal

The District has diligently incorporated the principle of using one-time funding for one-time expenditures into its budgetary practices and, therefore, has been successful at avoiding the use of one-time funding sources for recurring standard annual operating expenses.

Plan

The District will continue its current practice of allocating one-time funding sources to one-time expenditures.

References

District Policy 2125 – Budget Preparation

Fiscal Years 2023-24 & 2024-25 Cosumnes CSD Biennial Budget, page 21

CC 4C.5 The agency maintains contingency funds in accordance with generally accepted accounting practice recommendations and anticipates budgetary restrictions and/or shortfalls.

Description

The District upholds a robust financial strategy by maintaining District Policy 2132 - Reserves that allocates 25-30% of the annual operating budget as a contingency fund. This policy ensures financial stability and preparedness for unforeseen circumstances. Furthermore, the District has established additional reserve provisions specifically earmarked for debt service payments and capital reserves. These supplementary reserves play a crucial role in safeguarding the District's financial health, allowing the District to meet long-term obligations and invest in essential infrastructure and capital projects.

Appraisal

According to the 2024 Annual Comprehensive Financial Report, the District's General Fund reported \$99.9 million in operating expenses and maintained \$37 million in reserves. This reserve level, representing 37% of the annual operating expenses, significantly exceeds the District's policy of allocating 25-30% as a contingency fund.

Plan

The District will adhere to its policy and annually review updates to reserve recommendations to ensure ongoing financial stability and alignment with best practices.

References

2024 Annual Comprehensive Financial Report, page 25
District Policy 2132 – Reserves

Category 5: Community Risk Reduction Program

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

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 its self-assessment manual. For criteria in Category 5 that are not applicable to the agency, the agency should briefly explain why it does not provide this program.

Criterion 5A: Prevention Program

The agency operates an adequate, effective and efficient program 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, and reporting and control of fire and non-fire risks. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific prevention programs.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD has a Fire Prevention Division that operates a comprehensive prevention program. The CFD has adopted the most recent version of the California Fire Code, with local amendments. The Fire Prevention Division has the required staffing, professional expertise, and existing policies and procedures to adequately enforce the California Fire Code and meet the identified goals of risk reduction within the jurisdiction. The Fire Prevention Division has staff dedicated to plan review, construction inspection, code enforcement, fire investigation, and public education. The Fire Prevention Division has identified the frequency that occupancies are inspected and inspects them in accordance with that schedule. The Fire Prevention Division does not currently have benchmarks for specific, targeted, and achievable annual loss reduction for fire incidents and fire casualties but has a plan in place to improve upon this. Lastly, the Fire Prevention Division conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk based on the 2023 CFD CRA/SOC.

Performance Indicators:

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

Description

The California Building Standards Commission is charged with adopting the California Fire Code that encompass the state's fire prevention and building codes, every three years. Once adopted by the state, a local fire protection district may further amend the California Fire Code to be more stringent than those adopted by the state, pursuant to California Health and Safety Code in Section 13869.7. The amendments must be reasonably necessary to provide enhanced public and firefighter safety.

The District, which the CFD is a part of, routinely adopts the newest version of the California Fire Code on the triannual cycle, creating the Cosumnes Community Service District Adopted Fire Code, as shown in the Staff Report for the Public Hearing and Adoption of Ordinance 21, Adoption of the 2022 California Fire Code with Local Amendments. Further, the District works with the cities within its jurisdiction (City of Elk Grove, City of Galt, and the County of Sacramento) to formally adopt the District's Ordinance (California Fire Code with local amendments). All three have adopted the 2022 California Fire Code.

Appraisal

The District adopted the 2022 California Fire Code, with local amendments, on October 19, 2022. The code went into effect on January 1, 2023. As part of the adoption process, the proposed California Fire Code was provided to the public, public agencies, and the local Industry Working Group (IWG) for review. No comments or concerns were identified.

Plan

The District will continue to adopt the most recent version of the California Fire Code, along with local amendments, on the triannual cycle. The next code adoption will occur in October 2025 and take effect on January 1, 2026.

References

California Health and Safety Code, Fires and Fire Protection, Section 13869.7

Cosumnes Community Service District Adopted Fire Code

Staff Report – Public Hearing and Adoption of Ordinance 21, Adoption of the 2022

California Fire Code with Local Amendments

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/standards of cover.

Description

Under the supervision of Fire Marshal, the Fire Prevention Division actively engages in a code enforcement program with five subcategories to ensure compliance with applicable fire protection laws. The five subcategories are: plan review and permitting, construction inspections, existing business inspections, vegetation management, and fire code violation and fire investigation.

The CFD prioritizes inspections of locations that have a high potential for loss of life or significant property damage, which have been identified as a “target hazard”. These target hazard locations are inspected annually. The CFD is also tasked with 180 mandated inspections by the State of California. Additionally, personnel inspect approximately 365 properties annually for potential hazardous vegetation.

Appraisal

To ensure fire and life safety compliance, the CFD inspected target hazard and State-mandated occupancies. From 2020 - 2023, the CFD inspected 100% of the target hazard occupancies and 100% of the State- mandated inspections. In 2024, the CFD also conducted the following inspections and plan reviews, which are documented in the 2024 Annual Program Appraisal for Fire Prevention:

- 5,163 construction inspections
- 1,865 plan reviews
- 122 operational permit/annual inspections (88%)
- 0 rotational inspections
- 89 code enforcement complaint reviews
- 14 weed abatement complaint reviews with 16 code enforcement citations issued

- 456 weed abatement parcels identified with 99 citations issued
- 403 burn permits issued

Plan

The CFD will continue to comply with applicable fire protection laws, local jurisdiction, hazard abatement, and agency objectives and provide plan check, construction inspections, vegetation inspections, existing location inspections, and respond to reported fire code violations. To address the current lack of rotational inspections, the CFD will evaluate the staffing capacity needed to implement a sustainable rotational inspection program. One potential solution under consideration is seeking funding for an additional rotational line position dedicated to performing these inspections. This approach would ensure that rotational inspections are conducted regularly and effectively, enhancing overall compliance with fire safety regulations.

References

2024 Annual Program Appraisal – Fire Prevention

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

Description

The Fire Prevention Division is currently staffed with 12.5 full-time equivalent (FTE) employees. An Assistant Chief/Fire Marshal supervise two Deputy Fire Marshals and one Management Analyst. These positions supervise six Fire Inspectors, one Public Education Specialist, a full-time Permit Technician and a part-time Office Specialist. Additionally, fire companies assist with specific job tasks such as fire investigation and State-mandated inspections.

Fire Inspectors are desired to have an AA in Fire Science or Fire Technology and are required to obtain a certification as a Fire Inspector I through the Office of the State Fire Marshal within 12 months of hire. Additionally, Fire Inspector II employees are required to complete various courses through the California State Board of Fire Services and have four years of full-time service as a firefighter or three years as a full-time field inspector.

Appraisal

As part of the 2022-2027 CFD Strategic Plan, the Fire Prevention Division was evaluated, and an additional 2.5 FTEs were added to support the workload. Additionally, three existing positions were modified to provide for additional oversight and management.

Overall, with the assistance of contract code consultants, the Fire Prevention Division has been able to maintain the current level of service. However, FY23/24 was the single largest year for single family home permits in the jurisdiction, dating back to 2006. The first half of FY 24/25 returned to a standard workflow, but the Fire Prevention Division will need to continue evaluating this.

Plan

The Fire Prevention Division staffing will continue to be evaluated and adjusted accordingly to ensure the goals, objectives, and identified community risks can be met. To address the current lack of rotational inspections, the CFD will assess staffing capacity requirements to establish a sustainable inspection program. As part of this effort, staff are exploring funding opportunities to support one Retired Annuitant position, as well as an additional rotational

line position dedicated to conducting these inspections. Implementing these roles would help ensure inspections are performed consistently and effectively, strengthening compliance with fire safety regulations.

References

Fire Inspector I Job Description

Fire Inspector II Job Description

Fire Prevention Division Organizational Chart

2022-2027 Cosumnes Fire Department Strategic Plan, pages 52-53

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

Description

The Fire Prevention Division conducts plan reviews on development projects and issues construction permits within the jurisdiction. The process is outlined and published on the CFD's Plan Review and Inspections Webpage, along with "How To" resources for the public.

Plan intake is conducted by the Fire Prevention Division's Permit Technician. Plans are checked for completeness and then routed to trained Fire Inspectors or Deputy Fire Marshals for review (during peak times, consultant plan checkers are also used). Often, projects will need to secure additional permits from the City of Galt, City of Elk Grove, and County of Sacramento. As such, personnel work with these agencies to ensure construction is in compliance with the applicable codes and standards. Once the permit is issued, all construction inspections are conducted by Fire Inspectors, to ensure adopted codes and ordinances are followed. The results of the plan review process and inspections are recorded in an electronic records management system.

Appraisal

The CFD's plan review process has been sufficient at ensuring adopted codes and ordinances determine the construction of buildings and infrastructure. The Fire Prevention Division has recently implemented a new permit software, Clariti, after identifying a need for greater efficiencies and an open customer portal. The software is expected to be a tremendous asset, but the implementation process has been an added workload.

Plan

The CFD will continue to provide plan review services and corresponding construction inspections through the Fire Prevention Division. The Fire Prevention Division will continue to evaluate workload and cost recovery policies to ensure that adequate staffing is available for this task and will consider a retired annuitant program for surge capacity related to construction inspections and plan review.

References

Plan Review and Inspections How-To (Sample)

Plan Review and Inspections Webpage (Screenshot)

5A.5 The prevention program identifies the frequency that occupancies are inspected.

Description

The Fire Prevention Division separates needed occupancy inspections into four categories: State-mandated, target hazard, operational permits, and rotational.

The State of California requires that fire departments annually inspect every hotel, motel, lodging house, apartment building, certain residential care facilities, and public and private schools. The CFD's jurisdiction has 180 identified State-mandated locations.

Target hazard inspections are facilities identified by the Fire Marshal that have the potential to cause significant loss of life, property damage, or have a significant adverse fiscal impact if they were to be damaged by fire. These locations are documented in the 2023 CFD CRA/SOC and are inspected annually.

Implementation of operational permit inspections is new to the Fire Prevention Division. The Fire Prevention Division has identified 197 locations that require operational permits, including 45 locations identified during State-mandated inspections and as part of the target hazard inspection program. These locations are inspected annually.

The rotational inspection locations are predominately light-industrial occupancies, such as repair garages, tire shops, and other small-scale manufacturing. There are over 800 of these locations within the jurisdiction, and due to workload, personnel cannot inspect these locations annually. Therefore, two-year and three-year rotational schedules are established with the goal of inspecting all facilities within the next three years.

Appraisal

The Fire Prevention Division has sufficiently identified the frequency in which an occupancy is inspected and has met the required annual state-mandated inspection frequency for the past four years. Additionally, the Fire Prevention Division has conducted 88% of currently identified operational permit inspections annually, which includes target hazard facilities, but does not account for rotational inspections that may become operational permit inspections. Rotational inspections have been conducted as time permits; however, the Fire Prevention Division has not stayed on the desired schedule. As rotational inspections are conducted, it is expected that additional facilities requiring operational permits will be identified. The

potential of the growing number of operational permits, which must be inspected annually, could outpace the current capacity of the Fire Prevention Division. Additional evaluation and prioritization will be required to ensure the Fire Prevention Division can meet the needs of the diverse and growing community.

Plan

The Fire Prevention Division will continue with the current model for inspection frequency, with priority given to state-mandated and operational permit inspections, which include target hazard facilities. The Fire Prevention Division will re-evaluate the desired rotational inspections schedule to determine how these inspections will be conducted as time allows. As the demands of the community grow, the Fire Prevention Division will continue to evaluate the capacity of staffing and how it relates to the ability to conduct timely annual inspections.

References

2023 CFD Community Risk Assessment/Standards of Cover, pages 45-47

2024 Fire Prevention Inspection Schedule

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.

Description

The CFD does not have documented annual loss reduction benchmarks for fire incidents and fire casualties at this time. The process for identifying loss estimation is subjective which limits the value of the historical data that could be used to determine annual loss reduction benchmarks for fire incidents and fire casualties. The Fire Prevention Division is interested in researching an industry standard for this.

Appraisal

The CFD has not has annual loss reduction benchmarks for fire incidents and fire casualties due to a lack of objective data. The Fire Prevention Division has the desire to explore improvement opportunities regarding this.

Plan

The Fire Prevention Division will research industry standards for collecting objective loss data and will use this to establish a formal policy for loss estimation. Once the Fire Prevention Division can consistently collect accurate data on dollar loss, the data will be evaluated, and specific, targeted, and achievable annual loss reduction benchmarks will be established.

References

N/A

CC 5A.7 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk based on the community risk assessment/standards of cover.

Description

The CFD conducts a formal and documented program appraisal on an annual basis. The program appraisal captures the program overview/description, program resources and inputs, program outputs, outcomes/impacts, and conclusions.

Appraisal

The Annual Program Appraisal process has been successful at giving the program manager an opportunity to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk based on the community risk assessment/standards of cover. It has also allowed the program manager to reflect on the effectiveness of the program and plan for improvement for the future. A program appraisal was conducted for calendar years 2023 and 2024.

Plan

The CFD will continue to conduct and document a formal program appraisal on an annual basis.

References

2023 Annual Program Appraisal – Fire Prevention
2024 Annual Program Appraisal – Fire Prevention

Criterion 5B: Public Education Program

A public education program is in place and directed toward reducing community 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 2 to determine the need for a specific public education program.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD operates its Public Education program within the Fire Prevention Division, where a full-time Public Education Specialist (PES) is supervised by the Deputy Fire Marshal (DFM) and Fire Marshal (FM). The program has adequate staff, and the PES manages and coordinates fire and life safety education and outreach, working closely with experts from the EMS and Operations Divisions to ensure comprehensive and effective programming.

Aligned with the CFD's mission, the Public Education program focuses on and targets specific risks, behaviors and audiences identified through incident, demographic, and program data analysis, and documented in the 2023 CFD CRA/SOC and 2022-2027 CFD Strategic Plan. It also addresses key safety issues in the community and empowers residents of all ages and backgrounds with the knowledge and resources needed to stay safe. Public Education services have experienced significant growth between 2023 and 2024, indicating increased community awareness and a growing willingness to engage with the CFD's offerings. Programs are in place to identify large loss potential or high-risk audiences, forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents.

Lastly, the PES conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

Performance Indicators:

CC 5B.1 The public education program targets specific risks, behaviors and audiences identified through incident, demographic and program data analysis and the community risk assessment/standards of cover.

Description

The 2022-2027 CFD Strategic Plan has goal 6C to strengthen public education and community outreach with objectives including to improve the CFD's public education outreach using relevant technology and targeted programs through the coordination with current and new community partnerships. The Public Education Specialist (PES) manages and develops targeted programs and messaging designed to address fire and life safety concerns specific to residents across the lifespan, including children, adolescents, adults, and seniors. The CFD's public education program includes legacy programs such as fire station tours, smoke alarm checks, car seat checks, lifejacket loans, and the Vials of Life program. Additionally, the PES organizes community events, safety presentations, classes, and contests. These programs aim to reduce risks by addressing age-specific and situational concerns, from fire safety education to car seat safety and emergency preparedness.

The PES also collaborates with community partners and utilizes multiple platforms, such as social media, to reach a broader audience. Notably, the CFD has developed initiatives targeting high-risk groups, particularly in areas with higher Social Vulnerability Index (SVI) scores, as noted in the 2023 CFD CRA/SOC. The pilot program "Sound Off with the Home Fire Safety Patrol" for Title I schools serves as an example of how the CFD is proactively addressing fire safety in under-resourced communities. Through interactive lessons, the program empowers students with vital knowledge on fire prevention, smoke alarms, and escape planning. These efforts are complemented by ongoing presentations, training sessions, and specialized classes, particularly for seniors and vulnerable populations, to address cooking safety, smoke alarms, and fall prevention. By integrating these targeted programs, the PES ensures a comprehensive approach to public education, helping reduce fire-related risks and improving overall community safety.

Appraisal

Due to in-person and digital (e.g. website, social media, e-billboards, etc.) promotion of CFD services as well as the hiring of a PES, there has been notable variation in the usage and impact of legacy programs as shown in the charts below.

Legacy Program by Utilization	From 2022 to 2023	From 2023 to 2024
School Site Visit Requests (including engine showcases)	Down 19%	Up 141%
Smoke Alarm Checks	Up 112%	Up 65%
Car Seat Checks	Down 64%	Up 121%
Life Jacket Loans	No change	Up 48%

Legacy Program Number of People Reached	From 2022 to 2023	From 2023 to 2024
School Site Visits	Down 9%	Up 430%
Smoke Alarm Checks	Up 112%	Up 65%
Car Seat Checks/ Installations	Down 64%	Up 120%
Life Jackets Borrowed	Up 25%	Up 35%

The period from 2023 to 2024 saw some significant gains both in terms of the number of people taking advantage of legacy programs and the total number of people served through them.

Additionally, the PES has tried to be more strategic about participating in community events that specifically provide education and promote risk reduction to improve the quality of fire and life safety interventions and establish a sustainable cadence for outreach.

Historically, the CFD has focused on maintaining its legacy programming. However, the movement to embody Community Risk Reduction principles and “get ahead of the call” has necessitated more data-driven program evaluation. So, although the CFD will continue to expand its impact through existing programs, it must also evaluate those programs’ efficacy and develop new initiatives to address current and evolving trends.

Plan

The PES will continue to manage legacy programs and pilot interventions while collecting data for evaluation purposes. The PES will continue to cultivate partnerships with coalitions to widen outreach, collaborate on educational content, and gain access to more resources.

References

2022-2027 Cosumnes Fire Department Strategic Plan, page 63

2023 CFD Community Risk Assessment and Standards of Cover, pages 48-50

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

Description

Under supervision from the Fire Marshal and a Deputy Fire Marshal (DFM), one full-time Public Education Specialist (PES) oversees Public Education under the Fire Prevention Division. The PES often coordinates with line personnel and light duty staff in Operations and EMS to execute Public Education programming.

In alignment with National Fire Protection Association 1035 Standard on Fire and Life Safety Educator, Public Information Officer, Youth Firesetter Intervention Specialist, Youth Firesetter Program Manager Professional Qualifications, the PES job description requires an incumbent to possess skills and knowledge in learning and instruction, project and program management, administrative support, community outreach and coordination, and communication.

The PES collaborates internally with subject matter experts on fire and life safety and engages in ongoing professional development to meet the demands for Public Education as well as triage community risks as they evolve.

Appraisal

The PES has kept up with demand for Public Education, which has seen an increase in utilization from 2023 to 2024. In 2024, the total number of site visits, engine showcases, and station tours rose from the previous year, and reached over 8,000 individuals. The number of smoke alarm checks requested and fulfilled has also seen a steady increase, up 65% from 2023. Additionally, as the CFD's only certified Car Seat Technician, the PES has performed 55 Car Seat Checks in 2024, a 121% increase since 2023. To achieve these results, the PES has had to streamline internal processes with collaborators across the department and improve overall coordination with internal and external stakeholders.

Since starting with the CFD, the PES has engaged in rigorous professional development, committing to an average of 10.75 hours per month in 2024; which involved taking classes/webinars (e.g. IFSTA's Essentials of Community Risk Reduction series), attending conferences (e.g. Model Performance in Community Risk Reduction, Symposium 8 in

February 2024), and completing modules through the CFD's learning management system Vector Solutions. Although having a full-time PES has allowed the CFD to keep up with demand, ongoing program evaluation and expansion of services has been difficult due to staff limitations.

Plan

To ensure adequate staffing to meet the community risk reduction goals of Public Education, the CFD will continue to support the PES through internal collaboration across divisions and by providing opportunities for meaningful professional development. The CFD will also recruit volunteers and interns to assist with large-scale events.

References

NFPA 1035 – Standard on Fire and Life Safety Education, Public Information Officer, Youth Firesetter Intervention Specialist and Youth Firesetter Program Manager Professional Qualifications, Chapters 4-6
Public Education Specialist Job Description

5B.3 Programs are in place to identify large loss potential or high-risk audiences (such as low socio-economic status, age and 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, fall prevention programs, etc.).

Description

The CFD utilizes the Social Vulnerability Index (SVI) outlined in the 2023 CFD CRA/SOC to identify high-risk populations within its jurisdiction, focusing on factors such as socioeconomic status, age, and cultural or ethnic differences. Public Education also uses this data to inform its current programming and plan future interventions. Several legacy programs are designed to address these high-risk groups, including Smoke Alarm Checks for seniors to ensure proper fire safety and fall prevention, Life Jacket Loans to protect children in aquatic settings, and Car Seat Checks to ensure proper installation and compliance with safety laws for children. These initiatives aim to prevent large losses of life by targeting specific hazards within vulnerable demographics.

In addition to these targeted programs, the CFD partners with various organizations to enhance outreach and effectiveness. For example, the CFD directs inquiries about youth arson to the Firefighters Burn Institute (FFBI), which runs a Youth Firesetters Program. The PES also collaborates with the Deputy Fire Marshal (DFM) to provide fire extinguisher training to high-risk groups, such as low-income seniors, following a series of cooking fires at a senior apartment complex in Galt. The CFD also maintains partnerships with local health and safety agencies, including Kaiser Permanente and the Elk Grove Police Department, and participates in regional coalitions such as Safe Kids Sacramento and Stop Falls Sacramento.

Appraisal

Overall, Public Education has been effective in its efforts to provide the community practical ways to reduce risk of injury and/or death. In 2024, there was an increase in utilization of legacy programs that target high-risk groups. There were 91 Smoke Alarm Checks completed, an increase of 65% from 2023. The number of discrete borrowers for the Life

Jacket Loan program saw a 48% increase and the number of requests for car seat checks saw a 121% increase. This data indicates that efforts to promote these programs through outreach have stirred public interest and more people are taking advantage of the CFD's services.

Plan

Public Education will continue to identify large loss potential and high-risk groups within its jurisdiction and partner with local health and safety agencies to provide targeted programming. With the expansion of Public Education, there will also be a need for program evaluation and ongoing needs assessments to determine the efficacy and relevance of these services.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 48-50

CC 5B.4 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

Description

The CFD conducts a formal and documented program appraisal on an annual basis. The program appraisal captures the program overview/description, program resources and inputs, program outputs, outcomes/impacts, and conclusions.

Appraisal

The Annual Program Appraisal process has been successful at giving the program manager an opportunity to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk. It has also allowed the program manager to reflect on the effectiveness of the program and plan for improvement for the future. A program appraisal was conducted for calendar years 2023 and 2024.

Plan

The CFD will continue to conduct and document a formal program appraisal on an annual basis.

References

2023 Annual Program Appraisal – Public Education

2024 Annual Program Appraisal – Public Education

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 to drive community risk reduction activities. The agency should conduct a thorough risk analysis as part of activities in Category 2 to determine the need for a fire investigation program.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD is granted authority to investigate fires within its jurisdiction through the adoption of the 2022 California Fire Code, which mandates the CFD's role in determining the origin and cause of fires. In fulfilling this responsibility, the CFD works collaboratively with state and local law enforcement agencies, including the Elk Grove Police Department, Sacramento County Sheriff's Office, and the Galt Police Department, to ensure thorough investigations utilizing a systematic approach based on the scientific method. By employing the scientific method, the Fire Prevention Division's Fire Investigation Unit systematically analyzes fire incidents to determine their origin, cause, and potential prevention measures. This approach ensures investigations are based on evidence and reliable methodologies, consistent with industry best practices.

The Fire Investigation Unit has adequate staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks. The Fire Investigation Unit is staffed with two Fire Investigators, including the Fire Marshal and a Deputy Fire Marshal, both certified by the California Office of the State Fire Marshal. Additionally, there are seven Fire Investigators undergoing training and all CFD company officers are trained to investigate fires and document their findings regarding the origin and cause. This consistent training and documentation process ensures that investigations are comprehensive and standardized.

Furthermore, the CFD's Fire Investigation Unit maintains memberships with the California Conference of Arson Investigators and attends annual conferences to stay current on emerging investigative techniques, tools, and technologies.

Lastly, the Fire Prevention Division conducts a formal and documented program appraisal of fire investigations, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

Performance Indicators:

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

Description

The CFD is authorized to investigate fires through the 2022 California Fire Code, as adopted by the State of California. The code states that “the Fire Code Official, Fire Department, or other responsible authority shall have the authority to investigate the origin and cause of all fires.” The Board of Directors adopted the 2022 California Fire Code with Ordinance 21 on October 19, 2022.

Additionally, CFD Policy 402 - Fire Investigations assigns the Fire Marshal the responsibility to manage the fire investigations program and CFD Policy 414 - Fire Marshal Duty Statement designates the Fire Marshal as the manager of fire investigations.

Appraisal

The CFD has had appropriate and adequate authority to conduct fire investigations and origin and cause analysis within its jurisdiction as adopted by the 2022 California Fire Code.

Plan

The CFD will maintain its authority with the readoption of the California Fire Code every three years.

References

2022 California Fire Code, Title 24, Part 9, Section 104.11.1

CFD Policy 402 – Fire Investigations

CFD Policy 414 – Fire Marshal Duty Statement

Staff Report - Public Hearing and Adoption of Ordinance 21, Adoption of the 2022 California Fire Code with Local Amendments

CC 5C.2 The agency uses a systematic approach based on the scientific method to investigate all fire and explosion incidents. The investigation should determine or render an opinion as to the incident's origin, cause, responsibility and/or prevention to include the damage and injuries that arise from such incidents.

Description

The CFD employs a systematic approach to fire and explosion investigations, adhering to CFD Policy 402 – Fire Investigations, National Fire Protection Association (NFPA) 921 Guide for Fire and Explosion Investigations, and NFPA 1033 Standard for Professional Qualifications for Fire Investigators. The guidance follows the scientific method, ensuring thorough analysis to determine the origin, cause, and responsibility of incidents, as well as the prevention of future occurrences. The CFD has a Fire Investigation Unit that works in collaboration with local law enforcement agencies, including the Elk Grove Police Department, Sacramento County Sheriff's Office, and the Galt Police Department.

The Fire Prevention Division's Fire Investigators maintain formal certifications and memberships and attend annual conferences to stay current with new investigative methods and technology. To further enhance the CFD's investigative capabilities, company officers are trained to complete the Origin and Cause (O&C) worksheet in the CFD's record management system, ImageTrend, which aids in determining an opinion on the incident's origin and cause.

Appraisal

Since 2023, the CFD has completed 451 O&C worksheets, reflecting the growing emphasis on documenting fire incident findings. All investigations have been conducted utilizing a systematic approach based on the scientific method. Furthermore, the CFD has improved its reporting system, with 32 formal fire investigations completed in 2021, 43 in 2022, and 35 in 2023, and 12 reports in 2024.

Plan

The CFD will continue to ensure Fire Investigators and company officers have the knowledge and skills required to investigate all fire and explosion incidents using a systematic approach based on the scientific method. The Fire Investigation Unit will

continue to attend monthly trainings and annual conferences and the CFD will continue using NFPA 921 and 1033 as guiding documents for origin and cause determination through the scientific method.

References

CFD Policy 402 – Fire Investigations

NFPA 921 Standard for Professional Qualifications for Fire Investigator, Chapter 4, Section 4.3.6 and Chapter 17, Section 17.2.1

NFPA 1033 Standard for Professional Qualifications for Fire Investigator, Chapter 1, Section 1.3.7 and Chapter 4, Section 4.1.2

Origin and Cause Worksheet (Template)

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

Description

The Fire Prevention Division's Fire Investigation Unit consists of two certified Fire Investigators (the Fire Marshal and a Deputy Fire Marshal), both credentialed through the California Office of the State Fire Marshal, and seven Fire Investigators currently in training. One certified Fire Investigator is on call 24/7 to respond to fires and requests for investigation. When additional expertise or resources are needed, the CFD partners with local law enforcement agencies, including the Elk Grove Police Department, Sacramento County Sheriff's Office, and the Galt Police Department.

Fire Investigators maintain memberships with the California Conference of Arson Investigators, attending annual conferences to stay up to date on emerging investigative methods and technology. Furthermore, company officers receive annual training on origin and cause determination, in alignment with the Fire Captain's responsibilities outlined in the CFD Policy 402 – Fire Investigations. The first-in Captain (incident commander) is tasked with determining and documenting the origin and cause of all fires.

Appraisal

The CFD's fire investigation program has had adequate staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks. The investigation unit's active training program has ensured continuity and has prepared the CFD for future personnel transitions. However, it was identified that a gap in coverage exists, as the Fire Marshal is the sole certified, on-call investigator, and there is no on-call policy for additional investigators during times of leave. This limitation creates a shortcoming in ensuring adequate 24/7 coverage for fire investigations.

Plan

The Fire Investigation Unit will ensure two certified Fire Investigators are available per shift from Operations and five certified Fire Investigators from the Fire Prevention Division. To support the growth and development of its members, the CFD will allocate budget resources for training courses and conferences, ensuring Fire Investigation Unit members can attend

these events while on duty. By certifying additional Fire Investigators, the CFD will eliminate the need for on-call personnel, ensuring continuous coverage and enhancing the overall capacity of the Fire Investigation Unit.

References

Fire Investigations Unit Roster

CFD Policy 402 – Fire Investigations

CC 5C.4 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

Description

The CFD conducts a formal and documented program appraisal on an annual basis. The program appraisal captures the program overview/description, program resources and inputs, program outputs, outcomes/impacts, and conclusions.

Appraisal

The annual program appraisal process has been successful at giving the program manager an opportunity to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk. It has also allowed the program manager to reflect on the effectiveness of the program and plan for improvement for the future. A program appraisal was conducted for calendar years 2023 and 2024.

Plan

The CFD will continue to conduct and document a formal program appraisal on an annual basis.

References

2023 Annual Program Appraisal – Fire Investigation

2024 Annual Program Appraisal – Fire Investigation

Criterion 5D: Domestic Preparedness Program

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

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD operates a comprehensive all-hazards preparedness program designed to ensure community resilience in the face of terrorist threats, major disasters, and large-scale emergencies. The CFD collaborates with local and state agencies through coordinated plans, such as the City of Elk Grove Emergency Operations Plan, the City of Galt Emergency Operations Plan, and the District's Continuity of Operations Plan (COOP).

The CFD also integrates the Incident Command System (ICS) into daily operations, as outlined in policy, which ensures consistent management of emergency incidents in line with the National Incident Management System (NIMS).

In addition to response plans, the CFD has established mechanisms for data recording and resource allocation. The agency uses the ImageTrend record management system for local incident data and the Interagency Resource Ordering Capability (IROC) for State and federal incidents, ensuring detailed accountability of personnel and equipment.

Vulnerabilities within the jurisdiction are assessed through tools like the 2023 CFD Community Risk Assessment and Standards of Cover (2023 CFD CRA/SOC) and the District's Continuity of Operations Plan (COOP), which help guide future resource allocation and maintain operational continuity during extended emergencies.

The CFD also engages with regional public safety agencies to share intelligence and coordinate response efforts, particularly during the wildland fire season. The District's Marketing and Communications Division ensure the public is kept informed, following established crisis communication protocols.

Lastly, the CFD conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

Performance Indicators:

CC 5D.1 The agency maintains a local emergency operations/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.

Description

The CFD follows three local emergency operations plans: the City of Elk Grove Emergency Operations Plan, the City of Galt Emergency Operations Plan, and the District's Continuity of Operations Plan (COOP).

The City of Elk Grove Emergency Operations Plan is maintained by the City of Elk Grove and includes all local agencies, including the District (which the CFD is a part of), County of Sacramento, Elk Grove Water District, Elk Grove Unified School District, Sacramento Municipal Utility District, and Sacramento Area Sewer District. The Elk Grove Police Department is designated as the manager of the Emergency Operations Center. They review the plan on an ongoing basis and conduct periodic drills of the plan that include members of participating agencies, including from the CFD.

The City of Galt also has an Emergency Operations Plan, and it is maintained by the City of Galt. The plan is implemented by the City of Galt in partnership with the CFD and other agencies that may be called upon during a large-scale emergency or disaster.

The District's COOP defines roles and responsibilities and identifies backup or alternate persons. The District's COOP was updated in 2023 and is managed by the District's Risk Manager. The COOP update was coordinated with the CFD during the review/input period.

Appraisal

The Emergency Operations Plans have been sufficient at defining roles and responsibilities to coordinate response to significant incidents. The COOP has not had a training exercise since the update, which could lead to personnel not knowing their roles and responsibilities. .

Plan

The CFD will continue to work with the City of Elk Grove and City of Galt leadership to provide input during plan updates and will participate in regular training exercises specific to their Emergency Operations Plans. The CFD will also work with District leadership to provide input during update periods and will assist with coordinating regular training exercises specific to the COOP.

References

- City of Elk Grove Emergency Operations Plan
- City of Galt Emergency Operations Plan
- District Continuity of Operations Plan

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

Description

All incident-related activities are managed in accordance with established ICS/NIMS methods as outlined in CFD Policy 300 – Incident Command System and the Sacramento Regional Standard Operating Guidelines – Incident Command. By utilizing ICS as outlined in NIMS, the CFD collaborates closely with local and state agencies to address various emergencies. To maintain alignment with NIMS, the CFD incorporates the system's framework into daily operations. The CFD teaches the ICS approach in all fire recruit academies, instilling the expectation that it will be applied in every emergency response. Additionally, the CFD uses the Tablet Command program, which aids scene commanders in managing incidents on-site. This tool supports the ICS framework by tracking assignments and facilitating seamless integration of resources from neighboring agencies with minimal information required. The CFD also places high importance on completing necessary documentation during large-scale drills, ensuring readiness and continuous improvement in accordance with NIMS guidelines.

Appraisal

The CFD's adherence to NIMS and ICS has proven highly effective in coordinating emergency responses across local and state agencies. The integration of Tablet Command has streamlined operations, allowing scene commanders to efficiently manage resources and assignments during incidents, including compatibility with all external response agencies. The emphasis on NIMS training within fire recruit academies has ensured that all personnel are well-prepared to apply these systems in real-world situations.

Plan

The CFD will continue to implement NIMS and ICS in training and emergency response and will ensure its operational methods are compatible with all external response agencies.

References

CFD Policy 300 – Incident Command System

Sacramento Regional Fire and EMS Communications Center SOG for Incident Command

5D.3 The agency has a process in place for requesting additional resources not readily available in the community served.

Description

The CFD is part of the Joint Powers Authority (JPA) for Sacramento Regional Fire/EMS Communications Center (SRFECC) which dispatches for ten fire agencies responsible for emergency response in Sacramento County. When additional resources are needed, the CFD Incident Command Officer requests them through SRFECC who follow SOGs and response masks to dispatch the requested additional resources. The local fire agencies within the JPA have agreed upon the procedures of sending resources upon request to support neighboring agencies as specified in the 2013 Sacramento County Mutual Aid Agreement.

The CFD also has a Community Emergency Response Team (CERT) which is composed of citizens that have been trained in basic emergency response techniques. This is a resource that can be activated and utilized to assist in lower-level responses.

Appraisal

The current processes have been in place for over 25 years and have been sufficient at requesting additional resources. The system has utilized a boundaryless approach that has been exercised regularly within the region. This approach, along with the use of trained civilians, has given depth to the region's ability to withstand large and complex emergencies.

Plan

The CFD will continue to participate in the JPA with neighboring agencies to ensure additional resources are available.

References

SRFECC JPA Webpage (Screenshot)
CERT Webpage (screenshot)
2013 Sacramento County Mutual Aid Agreement

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

Description

At the local level, the CFD utilizes a record management system, ImageTrend, which receives incident data from the Computer Aided Dispatch (CAD) system and crews that respond to the incident. This data is uploaded to the National Fire Incident Reporting System (NFIRS) on a monthly basis. To improve the consistency and accuracy of incident data from crews, a workgroup was created to review and implement resources to provide direction and education on documenting incident information. For state and federal incidents, the CFD uses Interagency Resource Ordering Capability (IROC). This system is comprised of standard qualifications along with availability of local agencies to respond to larger incidents. Once the system is activated and requests are filled, there is a detailed accountability for each individual person and unit while attached to an incident.

Appraisal

These systems have been satisfactory for recording and providing incident data. The resources implemented by the workgroup has improved the quality of the data collected which in turn has provided a more accurate analysis. Company officers were provided training on these resources initially but should receive ongoing or follow up training. Additionally, when the state and federal level of reporting was upgraded to online forms, the completion of paperwork was streamlined to successfully navigate the responsibilities of individuals and units assigned to incidents.

Plan

The CFD will continue to utilize these processes for information and data recording. A plan will be developed to provide ongoing and updated training to company officers on the resources available for accurate data collection.

References

ImageTrend NFIRS Fire Form (Template)
Interagency Resource Ordering Capability (Screenshot)

5D.5 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.

Description

The CFD utilizes two tools to assess the vulnerabilities for the district and community. The first is the 2023 CFD CRA/SOC which encompasses a risk assessment for critical infrastructure, target hazards, and department resources. The report uses historical data and measures current response models and compares them with anticipated growth of the community. This helps give insight into where the CFD may need to allocate future stations, apparatus, and personnel.

The second tool for assessing the vulnerability of the CFD is the District's Continuity of Operations Plan (COOP). This plan is an inward evaluation of how the CFD would function during extended emergencies both natural and man-made. This plan determines specific buildings that could be utilized to keep normal daily operations functioning. It also identifies who would fill specific roles to ensure the CFD would maintain necessary equipment, apparatus, fuel, and technology.

Appraisal

The 2023 CFD CRA/SOC and District COOP documents have been sufficient at assessing the vulnerabilities and documenting the CFD's operational plans. The CFD has been involved in the regular review of these documents.

Plan

The CFD will continue to use the 2023 CFD CRA/SOC and District COOP to conduct a vulnerability assessment and will have operational plans to protect the agency's specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems. The CFD will also ensure these documents are reviewed and updated regularly.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 23 - 115

District Continuity of Operations Plan

5D.6 The agency has a documented continuity of operations plan, that is reviewed annually and updated at least every five years, to ensure essential operations are maintained.

Description

The District (which the CFD is a part of) has a Continuity of Operations Plan (COOP) that was implemented in 2021 and updated by the District's Risk Manager in 2023. This plan was developed by an outside contractor along with Chief Officers from the CFD. This plan identifies what facilities and resources would be utilized during times that normal operations are impacted by a natural or man-made emergencies. The plan ensures the safety of employees and protects vital equipment, assets, and records. It also identifies roles and responsibilities for specific positions within the CFD. The intent is to reduce disruptions of the CFD delivery model.

Appraisal

The COOP has been sufficient with documenting the continuity of operations. Although the plan was updated in 2023, an exercise has not been conducted since that time, and there has not been education or training to personnel. The CFD would benefit from collaborating with the District's leadership to explore opportunities for training and education of the COOP.

Plan

The CFD will coordinate with the District's Risk Manager to conduct an annual review of the COOP. Through this annual review, the opportunities will be evaluated for education and training to exercise the plan. The CFD will also work with the District's Risk Manager to continue to update the COOP at least every five years.

References

District Continuity of Operations Plan

5D.7 The agency has processes in place for intelligence sharing with other public safety agencies.

Description

The CFD shares intelligence on incidents or potential incidents within the region with regional public safety agencies, utilizing email, phone conference, in-person Operations Section meetings, and a formal system for intelligence sharing hosted by law enforcement (Central California Intelligence Center).. This type of communication is implemented at a high level, especially when the region is in the wildland season. The CFD also uses an electronic program, Tablet Command, to communicate regarding daily emergency incidents and safety issues associated with specific addresses or occupancies. The local fire agencies continuously evaluate ways to improve the system of intelligence sharing that includes utilizing new electronic platforms to streamline effective communication.

Additionally, for real time information, the City of Elk Grove Police Department partners with the CFD to provide intelligence through its Real Time Information Center (RTIC), including up-to-date information and video in real time. Communication can be conducted verbally via interoperable radios and visually on a tablet.

Appraisal

The Tablet Command program has proved to be effective with sharing PDF documents regarding specific addresses and occupancies. Real time information has been able to be shared with the Elk Grove Police Department.

Plan

The CFD will continue to utilize its effective intelligence sharing processes and will work with local fire agencies to improve and formalize additional processes for intelligence sharing.

References

Operations Section Meeting Minutes (Sample)
Central California Intelligence Center Website

5D.8 The agency has a crisis communications or public information plan.

Description

The District (which the CFD is a part of) has a Marketing and Communications Division within the Office of the General Manager that manages communications from the District to the public. The Marketing and Communications Division follows District Policy 2345 – Crisis Communications Protocols to manage communications during emergencies and other urgent matters. Additionally, the Continuity of Operations Plan (COOP) includes a plan for public information.

The District also works closely with the Elk Grove Police Department that is part of the City of Elk Grove. The City of Elk Grove has a Public Information Officer that works with the District's Marketing and Communications Division to keep the public informed of necessary information.

Appraisal

The CFD has been successful in communicating with the public during emergency or urgent matters through these methods. However, the Marketing and Communications Division is primarily available during regular business hours. The CFD would benefit from a Public Information Officer that could communicate information in real time during times of crisis, anytime during the day or night throughout the year. This position would not only help with local emergencies but with State emergencies as well.

Plan

The CFD will continue to use the current methods and will explore options for funding a permanent Public Information Officer specific to the CFD. The purpose of this position would be to distribute communication required due to an emergency or disaster at any time.

References

District Continuity of Operations Plan

District Policy 2345 – Crisis Communications Protocols

CC 5D.9 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

Description

The CFD conducts a formal and documented program appraisal on an annual basis. The program appraisal captures the program overview/description, program resources and inputs, program outputs, outcomes/impacts, and conclusions. For Domestic Preparedness, the 2024 Annual Program Appraisal specifically notes the various plans the CFD abides by, including the collaborations necessary with the City of Elk Grove, City of Galt, and internally with the District's Risk Manager. It also notes the sufficient emergency operation centers throughout the jurisdiction and the lack of training on the various plans in 2024.

Appraisal

The Annual Program Appraisal process has been successful at giving the program manager an opportunity to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk. It has also allowed the program manager to reflect on the effectiveness of the program and plan for improvement for the future. The 2024 Annual Program Appraisal noted a lack of training exercise with the cities and internally on the various plans in place.

Plan

The CFD will continue to conduct and document a formal program appraisal on an annual basis to evaluate the Domestic Preparedness program and plan for improvements.

References

2023 Annual Program Appraisal – Domestic Preparedness

2024 Annual Program Appraisal – Domestic Preparedness

Criterion 5E: Fire Suppression Program

The agency operates an adequate, effective, efficient and safe fire suppression program directed toward controlling and/or extinguishing fires to protect the community from injury or death, and reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for a specific fire suppression program and support the overall risk reduction strategy.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD operates a comprehensive and efficient fire suppression program aimed at minimizing injuries, deaths, and property damage through quick, coordinated responses. Staffed with well-trained personnel and equipped with modern firefighting apparatus, the CFD strives to meet response times that align with nationally recognized standards. This approach enables the CFD to effectively manage and control fire suppression incidents. The CFD ensures its fire apparatus, including pumping capacity, and equipment meet the deployment objectives for each type and magnitude of fire suppression incident it responds to. The CFD uses the Incident Command System (ICS) and National Incident Management System (NIMS), which is supported by agency policy and training programs. The CFD's risk assessment process identifies the need for specific fire suppression strategies, ensuring resources are allocated where they are most needed. In instances where the CFD's capabilities are stretched, the department relies on mutual aid agreements and automatic aid systems with neighboring jurisdictions to provide additional support. The CFD conducts an annual program appraisals to evaluate its fire suppression efforts, identify areas for improvement, and ensure that its operations remain effective in protecting the community. This ongoing evaluation process ensures that the CFD's fire suppression program continues to evolve in response to changing community risks and operational needs.

Performance Indicators:

CC 5E.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, 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).

Description

The CFD utilizes its 2023 CFD CRA/SOC, industry standards, and best practices to determine the appropriate metrics for staffing, response time, fire stations, pumping capacity, apparatus, and equipment for each type and magnitude of fire suppression incidents.

For staffing, the CFD utilizes the National Fire Protection Association (NFPA) 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, along with Sacramento Regional Fire and EMS Communications Center Standard Operating Guidelines (SOG). Together, these standards provide guidance for the deployment of personnel to fire suppression incidents of different risks, which are documented in the 2023 CFD CRA/SOC risk classification and categorization. When the incident requires additional units that are not available through the CFD, the Mutual Aid Agreement is exercised, and the closest and most appropriate resources are dispatched from neighboring fire departments.

Response times are measured against the performance benchmarks stated in the 2023 CFD CRA/SOC, with 90% of the time the first arriving unit should arrive within six and a half minutes in urban zones and twelve and a half minutes in rural zones; the remaining effective response force should arrive within ten and a half minutes for urban zones and sixteen and a half minutes for rural zones.

For fire stations, pumping capacity, apparatus, and equipment, the CFD utilizes appropriate fire apparatus at strategically located fire stations to ensure quick response times and that fire ground tasks are completed in an efficient manner. The CFD responds to fire suppression incidents from nine fire stations located throughout the 157 square miles of the jurisdiction. Every fire station has one type one fire engine with the following capabilities and equipment:

- 600-750 gallons of water
- 1,500 gallons per minute pumping capacity
- 800' of 5" supply hose
- 700' of 2 1/2" supply hose that is also used for attack
- Fire Attack hose
 - o 200' of 2 1/4" hose
 - o 800' of 1 3/4" hose
- 24' Extension Ladder
- 14' Roof ladder
- Little Giant A-Frame Ladder
- Forcible entry tools
- Combination vehicle extrication tool

Fire Station 74 also includes the one truck company with the following equipment and capabilities:

- 105' hydraulic aerial ladder
- 175' of total ground ladders
- Vehicle extrication tools and stabilization equipment
- Forcible entry equipment
- Two positive pressure ventilation fans
- Two circular saw and two chain saws
- Various rope rescue equipment

Appraisal

The CFD has been improving its staffing quantity over the past three years, adding 30 additional firefighters to its ranks. The 2023 CFD CRA/SOC has documented improvement opportunities for the department to add additional personnel to fire suppression apparatus to increase effective response force and reduce response times. The CFD has been unable to meet its response time goal of six and a half minutes 90% of the time for the first arriving unit. The areas for improvement were the call processing time (approximately a two-minute gap) and the travel time (approximately a one-minute gap). The CFD has had an increase in total responses year over year likely due to an increase in construction of new residential occupancies and the subsequent increase in the population served, combined with a lack of coverage in two more populated Elk Grove areas as identified in the 2023 CFD CRA/SOC. These first of these areas is in the middle of a triangle formed by Stations 71, 74, and 76 where Highway 99 forms a barrier between Stations 71 and 74 with limited access points across the highway. The second of these areas is in the middle of a triangle formed by Stations 72, 74, and 75 which is largely residential with limited access points into the various neighborhoods. This has also had an impact on the ability to meet response times. The CFD has consistently ensured that fire stations, fire apparatus, and equipment have been planned and built/purchased to the newest applicable standards.

Plan

The CFD plans to continue to utilize industry standards and best practices for deployment objectives related to staffing, response time, stations, pumping capacity, apparatus, and equipment for each type and magnitude of fire suppression incident. The CFD will continue to work toward improving its response times, specifically within the call processing and travel time metrics by implementing the improvement opportunities documented in the 2023 CFD CRA/SOC. The CFD will also continue to make improvements to data collection to better analyze response times.

References

2013 Sacramento County Mutual Aid Agreement

2023 CFD Community Risk Assessment and Standards of Cover, pages 150-154

NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments

Sacramento Regional Fire and EMS Communications Center SOG for Commercial and Residential Structure Fires

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

Description

The CFD utilizes the ICS and NIMS in addition to the Sacramento County Regional Standard Operating Guidelines. CFD Policy 300 - Incident Command System, provides the framework for the implementation of the ICS on all-hazards incidents. Due to the Automatic Aid response system in Sacramento County, the Sacramento Regional Standard Operating Guidelines Committee also has developed and implemented SOG –Incident Command countywide.

Training for the use of the ICS occurs at every rank throughout the CFD. All firefighters complete ICS-100/200 and NIMS 700/800 during their recruit academy. Captains and Chief Officers have a requirement to complete ICS 300 as part of the Fire Officer/Company Officer certification process within their job description.

The implementation of the ICS is established on incidents by the Captain on the second arriving fire engine or the first Battalion Chief to arrive on scene. The Battalion Chiefs responding to an incident are responsible for ensuring that the ICS policies are implemented to manage the incident.

Appraisal

The CFD has been utilizing the ICS system on a daily basis for over 20 years. ICS is used on incidents that require multiple companies to respond to mitigate the emergency in accordance with CFD Policy 300 – Incident Command System. This system incorporates the Sacramento County Regional Standard Operating Guidelines related to Incident Command and has worked well for the CFD to manage all-hazards incidents. Also, all suppression personnel are trained to the level of ICS that applies to their respective rank.

Plan

The CFD will continue to utilize the adopted ICS and NIMS as mandated by State and federal requirements, respectively. The CFD will continue to be a participating agency in

the Sacramento Regional SOG committee to ensure the ICS is routinely reviewed and updated with best practices, regulation updates, and any legal requirements.

References

CFD Policy 300 – Incident Command System

Sacramento Regional Fire and EMS Communications Center SOG for Incident Command

CC 5E.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance towards meeting the agency's goals and objectives.

Description

The CFD conducts a formal and documented program appraisal on an annual basis. The program appraisal captures the program overview/description, program resources and inputs, program outputs, outcomes/impacts, and conclusions.

Appraisal

The Annual Program Appraisal process has been successful at giving the program manager an opportunity to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance towards meeting the agency's goals and objectives. It has also allowed the program manager to reflect on the effectiveness of the program and plan for improvement for the future. A program appraisal was conducted for calendar years 2023 and 2024.

Plan

The CFD will continue to conduct and document a formal program appraisal on an annual basis.

References

2023 Annual Program Appraisal – Fire Suppression

2024 Annual Program Appraisal – Fire Suppression

Criterion 5F: Emergency Medical Services (EMS) Program

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that protects the community from injury or death. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency should conduct a thorough risk assessment as part of activities in Category 2 to determine the need for a specific EMS program and support the overall risk reduction strategy.

NOTE: EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. For that reason, emergency medical response can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities. Agencies that only provide first responder services must also complete this criterion.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD operates a robust Emergency Medical Services (EMS) program designed to provide high-quality out-of-hospital emergency care to its community of approximately 210,000 residents. With a deployment of nine fire engines, eight ambulances, two squads, and a cross-staffed truck/rescue, CFD ensures that each first-out unit is staffed with at least one Advanced Life Support (ALS) paramedic. This staffing model allows CFD to deliver rapid and effective pre-hospital medical care while integrating EMS response with fire suppression activities. Recognizing the growing demand for EMS services—comprising nearly 76% of the department's 25,000 annual emergency incidents—CFD continually evaluates response data to determine necessary resource expansions and risk mitigation strategies.

To maintain excellence in service, CFD follows state and local medical protocols established by the California Emergency Medical Services Authority (EMSA) and the Sacramento County Local Emergency Medical Services Agency (LEMSA). Medical

control is facilitated through direct physician contact at designated base hospitals or through standing orders outlined in SCEMA guidelines.

All patient interactions are documented in electronic patient care reports in the CFD's record management system, ImageTrend, ensuring compliance with HIPAA regulations while enabling continuous quality improvement through case reviews and data exchange with receiving facilities.

The CFD also supports community risk reduction through initiatives like public access defibrillation and CPR training programs.

To measure effectiveness, the CFD conducts an annual program appraisal, assessing performance outcomes and refining strategies to align with its overarching goal of safeguarding the community from injury or death.

Performance Indicators:

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

Description

The CFD consistently meets the set deployment objectives to all emergency medical incidents with regards to personnel staffing, stations, apparatus, and equipment. This is in line with the 2023 CFD CRA/SOC assessment for rescue and emergency medical services incidents.

The CFD's established response time standards requires that 90% of the time, the arrival of the first unit is within six and a half minutes in urban zones and twelve and a half minutes in rural zones. The minimum requirement for all first out emergency apparatus is one ALS provider/Paramedic, which provides for the highest level of pre-hospital emergency care by any first arriving unit. The department staffs nine fire stations with a total of nine engines, eight ALS ambulances, two squads, one cross-staffed truck/rescue company, and two Battalion Chiefs.

In July of 2024, the department began staffing two squads, which consists of two fire personnel, one ALS/Paramedic at minimum. These units focus primarily on emergency medical incidents and were strategically placed at fire stations that routinely received a second, and at times a third, emergency response while the initial unit was still en route or on-scene of the first emergency response. This has allowed the department to continue to meet its deployment objectives for all emergency medical incidents.

The initial response for wildland fires is two wildland engines and one Battalion Chief. During periods of highly elevated fire danger such as a Red Flag Warning, initial dispatches are increased to three wildland engines and a Battalion Chief. Any additional fire suppression needs are supported through additional alarms and the use of automatic/mutual aid agreements with the surrounding agencies.

Appraisal

The CFD has been unable to meet response time objectives for the first arriving unit, due to a gap in call processing time and travel time. As the population of the community continues to increase, this gap will continue to be a challenge. The 2023 CFD CRA/SOC identifies this challenge and lists recommendations to close this gap, including upgrading current traffic signal pre-emption systems which the CFD piloted an annual trial to test in April 2024.

The CFD is currently in the process of upgrading the station alerting systems and is evaluating the effectiveness of a cloud-based software solution that uses state-of-the-art connected vehicle and machine learning technologies. The goal is to prioritize the flow of vehicles within high-volume district corridors in an effort to reduce traffic congestion and improve response times for responding units during emergency response.

Plan

The CFD will continue to gather and evaluate data and work toward improving its response times, specifically within the call processing and travel time metrics. The CFD will continue to work towards the recommendations in the 2023 CFD CRA/SOC including considering tools such as timers and upgrading personnel and fire station alerting systems.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 65-67, 167-169

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.

Description

The CFD has standing orders/protocols in place to direct EMS response activities that are established and approved by the California Emergency Medical Services Authority (EMSA), the Sacramento County Local Emergency Medical Services Agency (LEMSA), and the Sacramento County Medical Director. The Sacramento County Medical Director oversees the development, implementation, and evaluation of all policies, procedures, and protocols related to both pre-hospital care delivery and hospital specialty services designation (ie. stroke, cardiac catheterization, labor/delivery etc.). In addition to the Sacramento County Medical Director, each of the four main fire agencies contracts with an individual Medical Director to assist with training, education, recommended policy updates, and narcotic program management.

The LEMSA has Policy 5050.20 Destination and Policy 5052.20 Trauma Destination to direct personnel regarding the appropriate criteria for transport and destination. The CFD has various internal policies as well including CFD Policy 515 – Patient Management Standards, 517 – Patient Assessment, 531 – Refusal of Medical Service and/or Transportation, and 532 – Protocol Books.

The CFD provides direct EMS response and transportation services to the communities of Elk Grove and Galt. In addition, the department provides automatic/mutual aid EMS response and transportation services to the other agencies and communities in Sacramento County. This is performed through the deployment of nine fire engines, eight ambulances, two squads, one cross-staffed truck/rescue, and two Battalion Chiefs. All first-out response vehicles, with the exception of the Battalion Chief, require a minimum of one Paramedic allowing for Advanced Life Support (ALS) services to be initiated without delay on every incident.

Appraisal

The CFD's Paramedics and EMT's have operated within the scope of practice established and approved by the EMSA and under the policies, procedures, and protocols developed by the Sacramento County Medical Director and LEMSA. Along with treatment procedures and standards, the LEMSA policies and protocols have determined destination decisions based on specialty care services, disaster medical services, and major trauma services.

Plan

The CFD will continue to work collaboratively with the other fire agencies, EMS providers, hospital emergency department staff, and Sacramento County LEMSA personnel to meet the stated level of EMS response including determination criteria for specialty transport and receiving facility destination, and to ensure best practices are being implemented within the county that is based on the most current data and evidence-based research.

References

Sacramento County Department of Health Services Policies Website (Screenshot)

Sacramento County LEMSA Policy 5050.20 Destination

Sacramento County LEMSA Policy 5052.20 Trauma Destination

CFD Policy 515 - Patient Management Standards

CFD Policy 517 - Patient Assessment

CFD Policy 531 - Refusal of Medical Service and/or Transportation

CFD Policy 532 - Protocol Books

5F.3 The agency annually reviews and updates, as needed, orders/protocols and engages external stakeholders in the process.

Description

The CFD reviews and updates policies, procedures, and protocols set forth by the Sacramento County Local Emergency Medical Services Agency (LEMSA) on a bi-annual basis. This process includes stakeholders from the LEMSA, County Medical Director, Fire Services Medical Directors, pre-hospital fire and EMS agencies both public and private, and local emergency department staff. The aforementioned agencies provide feedback regarding policy, procedure, and protocol updates directly and through specific committees and workgroups, back to the LEMSA for consideration and discussion. Some of these groups include, but are not limited to, the Trauma Improvement Committee (TIC), Medical Advisory Committee (MAC), Sepsis Committee, and ST Elevation Myocardial Infarction (STEMI) Committee.

Appraisal

The current process for policy, procedure, and protocol updates has been extremely effective as it has provided a mechanism for discussion and feedback from all agencies within the county. The LEMSA distributes policy, procedure, and protocol updates bi-annually, May and November, and has provided an opportunity for stakeholder collaboration and feedback. The CFD has included these updates in monthly training opportunities. These training opportunities have been led by the Assistant Chief of EMS, the Continuous Quality Improvement Coordinator, the Assistant Quality Improvement Coordinator, and the Emergency Medical Services Education Team (EMSET).

Plan

The CFD will continue to participate in the various committees and workgroups to provide feedback related to policy, procedure, and protocol updates to ensure best practices are being implemented within the county and is based on the most current data and evidence- based research. The CFD will also continue to provide policy comments, as needed, when policies are distributed or when policies need updates and/or recommendations.

References

Sacramento LEMSA Bi-Annual Policy Updates (Sample)

Sacramento LEMSA Policy Public Comment Form

CC 5F.4 The agency has online and offline medical control.

Description

The CFD operates within an Emergency Medical Services (EMS) system which provides for both online and offline medical control. The Sacramento County Local Emergency Medical Services Agency (LEMSA) has policies, procedures, and protocols that provide for Direct Medical Oversight (DMO), Standing Orders (SO), Base Hospital Orders (BHO), and Base Physician Orders (BPO). SO's allow for offline medical control via established treatment standards that can be taken to support patient care in both emergent and non-emergent situations. The LEMSA also establishes certification criteria for the four emergency departments that are designated as a Base Hospital within the county which provides for direct online medical control through BHO's and BPO's via smartphone. These guidelines are outlined in LEMSA Policy 2200.21 Medical Oversight and 2060.33 Hospital Services.

To improve upon the ability for personnel to obtain online direct medical oversight, the CFD has established redundancy in network systems outside of the standard 800 MHz radio communication system. Two different network carriers have been used for the connection of wireless smart devices and cradle point routers located in all first out emergency vehicles. In the event that personnel are unable to make direct online medical direction, a message could be relayed through the Sacramento County Fire/EMS Communications Center. This is outlined in CFD Policy 538 - Hospital Communication.

Appraisal

The current EMS system has provided sufficient methods for obtaining online and offline medical direction on both emergent and non-emergent incidents.

Plan

The CFD will continue to evaluate current methods and procedures for obtaining online and offline medical control in order to maintain currency with industry standards, best practices, and most up to date technology.

References

- Sacramento County EMSA Policy 2200.21 Medical Oversight
- Sacramento County EMSA Policy 2060.33 Hospital Services
- CFD Policy 538 - Hospital Communication

CC 5F.5 The agency creates and maintains a patient care record, hard copy or electronic, for each patient encountered. This report records a provider impression, patient history, data regarding treatment rendered, and the patient disposition. 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.

Description

The EMS Division maintains an electronic patient care report (EPCR) for each patient encountered regardless of transport disposition within the CFD's record management system, ImageTrend. The CFD consistently meets the requirements defined with the Sacramento County Local Emergency Medical Services Agency (LEMSA) Policy 2305.25 EMS Patient Care Report: Completion, Distribution, and Submission. All Sacramento County pre-hospital fire agencies are currently using the ImageTrend to document EPCRs which allows for a seamless transfer of care when different agencies within the Sacramento County respond to the same incident.

Appraisal

The CFD's EPCR has recorded a provider impression, patient history, data regarding treatment rendered, and the patient disposition. The CFD has ensured that each EPCR is protected from public access and is maintained per local, State, and federal records retention laws. Access to records has been limited to the primary care provider until final record submission and the Performance and Development Coordinator (PDC) within the EMS Division who is responsible for Continuous Quality Improvement (CQI) and Quality Assurance (QA).

Plan

The CFD will continue to use ImageTrend for creating, documenting, and storing patient care reports for all patient encounters regardless of transport destination. The CFD will continue to collaborate with other agencies in Sacramento County who use ImageTrend to ensure best practices are being met.

References

Sacramento County EMSA Policy 2305.25 EMS Patient Care Report: Completion, Distribution, and Submission

ImageTrend Electronic Patient Care Record (Sample)

**CC 5F.6 The agency has a program to maintain compliance with privacy laws such as the Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Canada's Freedom of Information and Protection of Privacy) that meets federal and state/provincial guidelines.
All personnel are trained in HIPAA/FOIP regulations and procedures.**

Description

The CFD follows a HIPAA compliance program with privacy laws associated with all patients that are contacted or recorded in the electronic patient care report (EPCR) as required in the Sacramento County Local Emergency Medical Services Agency (LEMSA) Policy 2004 Patient Privacy. Personnel receive training on HIPAA regulations upon hiring and as a change in the law occurs.

Appraisal

The current HIPAA compliance program has been adequate to meet the responsibility of patient privacy laws. CFD personnel have been adequately trained on patient privacy regulations as they pertain to their role and responsibilities.

Plan

The CFD will continue to have a program to maintain compliance with privacy laws that meets federal and State guidelines and will ensure all personnel are trained in HIPAA regulations and procedures.

References

Sacramento County EMSA Policy 2004 Patient Privacy

5F.7 The agency has a quality improvement/quality assurance (QI/QA) program in place to improve system performance and patient outcomes including provisions for the exchange of patient outcome data between the agency and receiving facilities.

Description

The CFD has an established Continuous Quality Improvement/Peer Review Committee (CQI/Peer Review Committee) that uses the ImageTrend CQI module to conduct routine case reviews, especially for high-acuity calls based on policy compliance and best practices. Key performance indicators are established, benchmarked, implemented, and re-evaluated on a quarterly basis. The program includes direct feedback loops, and all findings are reviewed by a cross-disciplinary team, which includes the Performance and Development Coordinator (PDC), CFD Medical Director, and key stakeholders.

Appraisal

The CFD's Quality Improvement and Quality Assurance program has been integral in improving system performance and patient outcomes. It has included retrospective review and concurrent reviews, and is aligned with the County of Sacramento Office of Emergency Medical Services PP-7600 Quality Improvement Plan and PP-7602 Quality Assurance Program. An area of improvement has been obtaining patient outcomes from the hospitals as this has been inconsistent. The Sacramento County EMS Agency (SCEMSA) is working to improve this.

Plan

The CFD will continue to have a QI/QA program in place to improve system performance and patient outcomes including provisions for the exchange of patient outcome data between the agency and receiving facilities. The QI/QA program will be subject to review and revision by the CQI/Peer Review Committee facilitated by the PDC every five years. The PDC will continue to work with SCEMSA to improve the data exchange with receiving hospitals.

References

- Cosumnes Fire Department EMS Continuous Quality Improvement Program
- County of Sacramento Office of Emergency Medical Services PP-7600 Quality Improvement Plan
- County of Sacramento Office of Emergency Medical Services PP-7602 Quality Assurance Program

5F.8 The agency has implemented or developed a plan to implement a cardiopulmonary resuscitation (CPR) and public access defibrillation program for the community.

Description

The CFD prioritizes building a community-centered approach to saving lives, redefining its CPR framework to incorporate innovative strategies and robust community engagement. The program uses the guidance of the Resuscitation Academy and its High-Performance CPR methodologies. Implemented programs include High-Performance CPR training for personnel, a bystander-focused program, Community Hands-Only CPR training sessions, strategic AED placements in high-traffic areas, integration with the PulsePoint app, and law enforcement collaborations. Additionally, an annual survivor recognition event and “Good Samaritan” card distributions reinforce the importance of community engagement. Furthermore, partnerships with Sacramento Regional Fire/EMS Communications Center and local hospitals, combined with CARES data submission, have provided actionable insights to continuously refine CFD’s protocols and response strategies.

Appraisal

The CFD has established itself as a regional leader in out-of-hospital cardiac arrest response and has consistently exceeded national survival rate averages. The CFD’s High-Performance CPR training for personnel and bystander-focused programs has led to significant improvements in emergency response effectiveness. Community Hands-Only CPR training sessions have consistently received strong participation, fostering a well-prepared public capable of quick action. The strategic placement of AEDs in high-traffic locations, alongside the integration of the PulsePoint AED app, has enhanced public access to life-saving equipment and ensured real-time guidance for cardiac emergencies. Collaboration with law enforcement partners, such as training police officers in HP-CPR and equipping them with AEDs, has further bolstered early intervention efforts.

In 2023, the CFD achieved an outstanding Utstein survival rate of 47.1%, a globally recognized benchmark that reflects successful cardiac arrest outcomes. This achievement—the highest in the department’s history—demonstrated the combined

efforts of trained community members, law enforcement partners, and the CFD personnel.

Plan

The CFD will enhance its CPR and public access defibrillation program by expanding community training through partnerships with schools, employers, and local organizations, while also deploying additional AEDs to key locations and providing repurposed units to law enforcement.

References

- Resuscitation Academy – Community CPR Toolkit
- Community Hands-Only CPR / AED /PulsePoint App
- Cardiac Arrest Registry to Enhance Survival (CARES)
- Bystander CPR Utstein Survival Report

CC 5F.9 The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives.

Description

The CFD conducts a formal and documented program appraisal on an annual basis. The program appraisal captures the program overview/description, program resources and inputs, program outputs, outcomes/impacts, and conclusions.

Appraisal

The Annual Program Appraisal process has been successful at giving the program manager an opportunity to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives. It has also allowed the program manager to reflect on the effectiveness of the program and plan for improvement for the future. A program appraisal was conducted for calendar years 2023 and 2024.

Plan

The CFD will continue to conduct and document a formal program appraisal on an annual basis.

References

2023 Annual Program Appraisal – Emergency Medical Services

2024 Annual Program Appraisal – Emergency Medical Services

Criterion 5G: Technical Rescue Program

The agency operates an adequate, effective, efficient and safe technical rescue program directed toward rescuing the community from any life-endangering causes (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse). If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific technical rescue programs and support the overall risk reduction strategy. Agencies that only provide first responder services must also complete this criterion.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD's technical rescue program has 60 personnel trained at the Rescue Technician level to respond to incidents including auto and machinery extrication, structural and trench collapse, high angle, low angle, confined space, water rescue, and rapid intervention incidents. The CFD's Rescue Company operates out of Fire Station 74 and is cross staffed with the personnel assigned to Engine 74 and Truck 74. There are additional Rescue Companies in the region to ensure adequate resources are available. Personnel train with the different Rescue Companies regularly to remain familiar with the different capabilities of each unit.

The CFD currently has 20 personnel that are members of California's Task Force 7 (CA-TF7), one of the Federal Emergency Management Agencies Type 1 Urban Search and Rescue (USAR) teams. The 20 CFD members on CA-TF7 fill different positions on the team including plans, logistics, rescue, heavy equipment, rigging, and medical divisions.

The CFD has a Special Operations Captain assigned as the leader of the Rescue Program. The Special Operations Captain is responsible for the day-to-day operations of the Rescue Program. The Special Operations Captains reports directly to the Assistant Chief of Training.

Performance Indicators:

CC 5G.1 Given the agency's community risk assessment/standards of cover and emergency 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).

Description

The CFD meets its technical rescue response objectives in regard to staffing, apparatus, and equipment and in alignment with the 2023 CFD CRA/SOC.

The CFD has apparatus for technical rescue incident deployments located at Station 72 and Station 74. Boat 72 is housed and cross-staffed with the personnel from Station 72. Rescue 74 is one of the three Type 1 Heavy Rescue units in Sacramento County and is housed and cross-staffed with personnel from Engine 74 and Truck 74 at Station 74 which is centrally located and is one of the busiest fire stations within the district. The personnel assigned to Station 74 that cross-staff the Rescue must be Rescue Technicians and trained to respond to confined space, trench rescue, high angle, and swift water rescue responses.

The CFD strives to meet the response time standards for technical rescue incidents as documented in the 2023 CFD CRA/SOC. These standards require the first arriving unit to arrive 90% of the time within six and half minutes in urban zones and twelve and a half minutes in rural zone. The CFD's has policies for responses to the various types of technical rescue incidents and follows the Sacramento Regional Fire/EMS Communications Center Standard Operating Guidelines (SOG). The typical response to these incidents (Confined Space, Structural Collapse, Technical Rescue, High Angle Rescue, Trench Rescue) include two Type 1 Heavy Rescues, the closest available first responder, one medic unit, Special Operations Captain, and a Battalion Chief. Personnel at Station 74 will respond with a rescue trailer if the needs of the incident require extra equipment/lumber. A swift water rescue response within the boundaries of the CFD includes a rescue boat, Truck 74/Rescue 74, the closest first responder, one medic unit, and a Battalion Chief. The personnel assigned to Station 72 staff Boat 72 for respond to

these incidents. Rescue 74 contains an inflatable rescue boat and is placed into service if Station 72 personnel are unavailable. The CFD also has two flood boat trailers with four boats and motors on each of them to deploy when needed.

The CFD supports its personnel as part of the Sacramento Urban Search and Rescue (USAR) Task Force 7 (CA-TF7), one of the Federal Emergency Management Agencies (FEMA) Urban Search and Rescue (USAR) teams. Currently, 20 members from the CFD serve in various disciplines on the team. These individuals are assigned to rescue, plans, communications, logistics, transportation, heavy equipment/rigging, search and medical positions.

The CFD's Special Operations Captain is responsible for the day-to-day operations of the technical rescue program which includes training, maintaining inventory of equipment and responding to incidents within jurisdiction.

Appraisal

The CFD has had sufficient trained personnel, appropriate facilities and apparatus, guidance from internal policies and external SOGs, and assistance from automatic aid to respond to technical rescue incidents and support USAR Task Force 7. The increase in trained personnel has resulted in modernized training delivery and better succession planning for future trainings. Active participation in the USAR TF7 has benefited the department by maintaining personnel skills and proficiencies to remain prepared at the local level for Technical Rescue incidents.

Plan

The CFD will continue to support the Technical Rescue Program by providing the required personnel, facilities, apparatus, equipment, and training to respond to and mitigate technical rescue emergencies.

References

2023 CFD Community Risk Assessment and Standards of Cover, page 71-73; 173-175
CFD Policy 313 - Swift Water Rescue and Flood Search and Rescue Responses
CFD Policy 314 - Confined Space Rescue Response

CFD Policy 354 - High Angle Rescue Operations

CFD Policy 359 - Structural Collapse Rescue Operations

CFD Policy 625 - Heavy Rescue Staffing and Rescue Technician Qualifications

Sacramento Regional Fire and EMS Communications Center SOG for Confined Space

Operations and Rapid Intervention Crew Operations

CC 5G.2 The agency conducts a formal and documented program appraisal, at least annually, to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives.

Description

The CFD conducts a formal and documented program appraisal on an annual basis. The program appraisal captures the program overview/description, program resources and inputs, program outputs, outcomes/impacts, and conclusions. The program appraisal is completed by the program manager and reviewed by the Fire Chief and other senior leadership team members. The information is used in various ways including budgeting, grant planning, and program planning.

Appraisal

The Annual Program Appraisal process has been successful at giving the program manager an opportunity to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives. It has also allowed the program manager to reflect on the effectiveness of the program and plan for improvement for the future. A program appraisal was conducted for calendar years 2023 and 2024.

Plan

The CFD will continue to conduct and document a formal program appraisal on an annual basis. The information will continue to be used for future planning, including budgeting, grant planning, and program planning for the upcoming calendar year.

References

2023 Annual Program Appraisal – Technical Rescue
2024 Annual Program Appraisal – Technical Rescue

Criterion 5H: Hazardous Materials (Hazmat) Program

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. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific hazardous materials program and support the overall risk reduction strategy. Agencies that only provide first responder services must also complete this criterion.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD recognizes the potential for a hazardous materials incident to occur within its jurisdiction. Personnel are trained to the level of Hazardous Materials First Responder- Operations. The initial responding company to hazardous materials incidents has the training and equipment available to dam, dike, divert, plug, absorb, or retain smaller incidents. On larger hazmat incidents, the initial responding companies establish command of the incident and take initial steps to protect the public, call for additional resources, and at most large incidents, assume a defensive operational mode. When additional resources are required, they respond from Sacramento City Fire, Sacramento Metro Fire, and the Sacramento County Hazardous Materials Team in accordance with the HazMat Response Teams agreement with the City of Elk Grove and Sacramento County.

Performance Indicators:

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

Description

The CFD uses the 2023 CFD CRA/SOC to document the staffing, response time, stations, apparatus, and equipment objectives of Hazardous Materials incidents. The CFD provides hazardous materials response in collaboration with Sacramento County Fire, Sacramento Metro Fire, and the Sacramento County Hazardous Material Team, as outlined in the Area Plan for Emergency Response to Hazardous Materials Incidents in Sacramento County.

All CFD line personnel are trained to the level of Hazardous Materials First Responder-Operations. Personnel are trained to identify and mitigate Level 1 Hazardous Materials Incident response, including a small spill, leak, rupture, or fire involving hazardous materials that can be contained, extinguished, or mitigated by the initial single engine company response and does not require any evacuation of citizens. CFD personnel respond on their assigned apparatus with the required equipment to mitigate Level 1 Hazardous Materials incidents. More complex Level 2 and Level 3 Hazardous Material Incidents require personnel with a higher level of training and more specialized equipment to mitigate. On these larger incidents, the initial responding engine companies initiate the command structure, take initial steps to protect the public, call for additional resources and, in most incidents, take a defensive operational mode. If an incident is classified as a Level 2 or Level 3 Hazardous Materials incident, Sacramento City Fire or Sacramento Metro Fire will respond with one of their Haz Mat Units along with the Sacramento County Hazardous Materials Team.

The CFD recognizes the large amounts of hazardous materials traveling through the jurisdiction via the two major highways and railways and continues to consider this in the

risk assessment. The CFD's established response time standards requires that 90% of the time, the arrival of the first unit is within six and a half minutes in urban zones and twelve and a half minutes in rural zones.

Appraisal

The CFD has strived to meet its staffing, response time, stations, apparatus, and equipment deployment objectives for each type and magnitude of hazardous materials incidents. The CFD has been unable to meet response time objectives for the first arriving unit, due to a gap in call processing time and travel time. It has partnered with neighboring fire departments and Sacramento County to mitigate more complex hazardous materials incidents. The CFD is working towards collecting automatic aid response times to more accurately analyze effective response force of higher risk Hazardous Materials incidents.

Plan

The CFD will continue to respond to hazardous materials incidents at the First Responder- Operations level and will continue to partner with the appropriate agencies to mitigate more complex hazardous materials incidents. The CFD will continue to gather and evaluate data and work toward improving its response times, specifically within the call processing and travel time metrics.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 68-70, 170-172
Area Plan for Emergency Response to Hazardous Materials Incidents in Sacramento County

5H.2 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.

Description

The CFD complies with CFD Policy 320 - Hazardous Materials Response which outlines the regulations for hazardous materials incidents.

All CFD fire suppression personnel are trained to the level of Hazardous Materials First Responder Operational in the fire recruit academy and receive annual training to maintain their base level of knowledge. Additional training can be also conducted in partnership with Sacramento City Fire, Sacramento Metro Fire, and the Sacramento County Hazardous Material Team.

The CFD performs medical monitoring of response personnel while on scene of hazardous materials emergencies, provides annual physical examinations as applicable, and tracks which personnel attend each hazardous materials incident.

Appraisal

The CFD has complied with all aspects of CFD Policy 320 for applicable hazardous material regulations such as annual refresher training, medical monitoring of response personnel, and annual physical examinations.

Plan

The CFD will continue to comply with all aspects of applicable hazardous material regulations.

References

CFD Policy 320 - Hazardous Materials Response

CC 5H.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

Description

The CFD conducts a formal and documented program appraisal on an annual basis. The program appraisal captures the program overview/description, program resources and inputs, program outputs, outcomes/impacts, and conclusions, and upcoming objective. The appraisal is completed at the end of the calendar year by the program managers. They are reviewed by the Fire Chief and other senior leaders. The information is used for future planning, including budgeting, trainings, and grants.

Appraisal

The Annual Program Appraisal process has been successful at giving the program manager an opportunity to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives. It has also allowed the program manager to reflect on the effectiveness of the program and plan for improvement for the future. A program appraisal was conducted for calendar years 2023 and 2024.

Plan

The CFD will continue to conduct and document a formal program appraisal on an annual basis.

References

2023 Annual Program Appraisal – Hazardous Materials

2024 Annual Program Appraisal – Hazardous Materials

Criterion 5I - Aviation Rescue and Firefighting Program (N/A)

Criterion 5J - Marine and Shipboard Firefighting and Rescue Program (N/A)

Criterion 5K: Wildland Fire Program

The agency operates an adequate, effective, and efficient wildland fire program directed toward controlling and/or extinguishing wildland fires to protect the community from injury or death and to reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category 10 performance indicators should address the agency's ability to receive aid from partners in those areas. The agency must conduct a thorough risk assessment as part of activities in Category 2 to determine the need for specific wildland fire services and support the overall risk reduction strategy.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD does not operate a dedicated wildland fire program. While the department maintains all-hazard response capabilities and does respond to, mitigate and extinguish grass fires within its jurisdiction using cross staffed resources, wildland fire suppression falls outside the scope of its primary service delivery responsibilities.

The CFD does not manage or oversee a formal wildland program, but it does respond to wildland incidents on a mutual aid basis in support of regional and state partners. For large-scale or complex wildland incidents, CFD relies on specialized agencies, such as CAL FIRE, which maintain jurisdictional authority and dedicated wildland resources. The department remains committed to mutual aid cooperation and interagency coordination to ensure effective response when wildland-related emergencies arise near its service area, within the State of California, or in the Western United States.

Criterion 5L – Other Programs (N/A)

Category 6: 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, 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 in this category.

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.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD acquires physical resources through a structured planning process aligned with its goals and planning documents. The District updates its five-year Capital Improvement Plan (CIP) annually, outlining key projects and funding sources, with approval from the Board during biennial budget adoption or amendments. Project development involves collaboration among CFD personnel, District personnel, and external experts, ensuring well-designed facilities that meet operational needs. The planning process includes key stakeholders, such as the Fire Prevention Division and jurisdictional planning and permitting divisions, to ensure compliance with fire codes, zoning, and regulations, ultimately supporting community safety and long-term sustainability. The development and use of physical resources are consistent with the CFD's established plans, and a systematic and planned approach to the future development of facilities is in place.

Performance Indicators:

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

Description

The CFD acquires the physical resources essential to fulfilling its mission through a structured and thorough planning process, ensuring alignment with the overarching goals in the 2021 District Strategic Plan and the 2022-2027 CFD Strategic Plan. Each year, the district updates its board-approved five-year Capital Improvement Plan (CIP), developed by personnel across the organization using goals and strategies from both the District Strategic Plan and CFD Strategic Plan. The CIP outlines key projects and identifies potential funding sources, ensuring transparency and strategic allocation of resources. The Board authorizes funding for these projects during the biennial budget adoption or through a subsequent budget amendment as needed. Capital equipment and apparatus purchases are also integrated into the annual CIP and biennial budget development processes.

The CFD recently acquired capital assets in alignment with its strategic goals and mission. The design, construction, and operation of Station 77 reflect this commitment, providing a modern facility that meets the community's growing needs. Additionally, the CFD integrates the purchase of new fire apparatus into its planning processes, ensuring that acquisitions support operational efficiency and emergency response capabilities. The addition of a state-of-the-art tillered aerial ladder truck, for example, enhances the department's ability to manage complex emergencies, particularly in urban and high-rise environments.

Appraisal

These developments, construction projects, and purchases resulted from careful planning and alignment with the department's long-term objectives, ensuring that assets contributed to operational efficiency and effectiveness. The developments, construction projects, and purchases also aligned with the 2022-2027 CFD Strategic Plan, specifically Strategy 4 - Infrastructure, Resources, and Process Efficiency.

Plan

The CFD will continue to regularly evaluate the progress of resource acquisition and deployment efforts, assessing both short-term and long-term goals. As part of this evaluation, the CFD will identify gaps or emerging needs and implement strategic adjustments to ensure resources effectively support operational demands and community growth.

References

2021 Cosumnes CSD Strategic Plan, pages 51-55

2022-2027 Cosumnes Fire Department Strategic Plan, pages 56-59

2024-2029 Capital Improvement Plan

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

Description

The planning and design of CFD physical facilities involve a collaborative approach with input from CFD personnel of all ranks, District personnel from other departments and divisions, the Board, and other key stakeholders. The 2021 Cosumnes CSD Strategic Plan documents the Board Member Input and Resource Allocation that was determined during the Board Strategic Plan Workshop and includes the planning for physical facilities. Additionally, the Fire Station Design Committee, composed of professionals from various ranks, plays a critical role in this process, ensuring the design addresses operational needs, safety, and sustainability.

Furthermore, the involvement of the Fire Prevention Division and jurisdictional planning and permitting divisions is also integral to the design process. Their expertise ensures that new facilities meet all necessary fire codes, zoning regulations, and building standards. This cooperation fosters a seamless integration between the CFD's needs and the broader city planning and development framework, which helps streamline the permitting and approval process.

The successful design, construction, and operation of Fire Station 77 exemplify this collaborative approach. Input from CFD personnel, the Fire Station Design Committee, and other key stakeholders ensured that the facility meets the growing demands of the community while providing personnel with a state-of-the-art workspace that enhances efficiency and safety. Through this coordinated planning process, the station's design integrates modern technology and practical features that support CFD's operational requirements, demonstrating the value of collaboration in creating a facility that serves both the department and the community effectively.

Appraisal

The CFD has successfully demonstrated a collaborative planning process for its facilities by ensuring close coordination between CFD personnel, District management, and external experts. Through this cooperative approach, the CFD was able to achieve notable

outcomes in facility development and ensured that each facility project aligned with the CFD's operational needs and broader strategic goals.

Plan

The CFD will continue to be collaborative and inclusive in planning for physical facilities, ensuring that resources are aligned with the mission to save lives and protect the community. Ongoing involvement from all stakeholders, including CFD personnel, District leadership, external partners, and the community, will remain a priority.

References

2021 Cosumnes CSD Strategic Plan, pages 16-17

Station 77 Committee Comments with Facilities notes 11.04.20

Criterion 6B: Fixed Facilities

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

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD operates out of nine fire stations, a Fire Training Center, an EMS/Logistics building, a Fire Department Headquarters, and an Administrative building. CFD personnel and the District's Facilities Management Division maintain and manage these facilities collaboratively. Annual inspections are also done to identify and plan for facility improvements, which are documented in the District's five-year Capital Improvement Plan (CIP). The CIP outlines the maintenance of current facilities and the building of future facilities. Additionally, facilities are constructed in accordance with applicable building codes and safety is implemented in accordance with the Division of Occupational Safety and Health (Cal/OSHA) standards.

Performance Indicators:

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

Description

The CFD personnel and programs operate out of nine fire stations, a Fire Training Center, an EMS/Logistics building, a Fire Department Headquarters, and an Administration building. Remodels are necessary at various fire stations and buildings which are planned for in the five-year Capital Improvement Plan (CIP). An assessment of these facilities, including expansion capabilities, is included in the 2023 CFD CRA/SOC. Additionally, the 2022-2027 CFD Strategic Plan includes Goal 4B to develop and maintain the CFD's current and future facilities and associated equipment. In 2027, the Fire Department submitted a Master Plan during the CIP call for projects to evaluate aging facilities, identify necessary operational improvements, and create a roadmap to enhance site functionality.

Appraisal

Each function and program were reviewed and determined to have adequate facilities and storage space; however, remodels are needed to incorporate modern technology and practical features that support CFD's operational requirements. While the inclusion of remodels within the District's five-year CIP addressed some of these needs, the Fire Department Master Plan, which remains under review, took a more comprehensive approach to evaluating and improving all department facilities and storage spaces. .

The community has continued to see massive growth, both in residential and commercial properties. This growth has created a demand for additional fire stations, equipment, support functions, and personnel. The CFD should begin the design process for future fire stations due to the increased population and in accordance with Goal 4B of the 2022-2027 CFD Strategic Plan.

Plan

The CFD will continue to evaluate the current facilities and storage spaces and will plan for expansions, as needed, and in accordance with the CIP and Goal 4B of the 2022-2027 CFD Strategic Plan. Additionally, CFD will incorporate findings from the Fire Department Master Plan, once it is finalized and included into the CIP, ensuring that recommendations for aging facility improvements, operational enhancements, and site functionality upgrades are addressed.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 187-198

2022-2027 Cosumnes Fire Department Strategic Plan, page 57

2024-2029 Capital Improvement Plan, pages 47-78

Fire Department Master Plan (CIP call for projects)

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.

Description

The CFD's Battalion Chief of Administration works in conjunction with the District's Facilities Management Division to ensure all CFD buildings are clean, in good repair, and that maintenance is planned and conducted. The Facilities Management Division facilitates all repairs and preventative maintenance for the buildings. The District maintains multiple contracts for services, including landscaping, carpet cleaning, hood cleaning, and tree maintenance, to keep the stations and buildings in good working condition.

The CFD, in coordination with the Facilities Management Division, conducts annual inspections of the interior and exterior of the buildings. These inspections are utilized to identify and address current issues and to plan for future Capital Improvement Projects.

Appraisal

The annual inspections have proven to be successful at maintaining the buildings and identifying maintenance needs. The five-year Capital Improvement Plan (CIP) has been efficient at documenting the projects identified in the inspections but there should be increased efforts to follow the plan more diligently.

Plan

The CFD will continue the annual building inspections and will evaluate the process to add items as they arise. This CIP will be evaluated each year for available funding sources to accomplish the current and future requests.

References

Contract from Facilities Management Division (Sample)

Fire Station Annual Inspection (Sample)

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.).

Description

The CFD submits all construction plans and permits through local and county agencies for approval prior to construction which ensures the facilities comply with codes and regulations at the time of construction. The CFD stays in compliance with all safety regulations according to the Division of Occupational Safety and Health (Cal/OSHA) and Sacramento County. Annual inspections of all fire stations are conducted to ensure compliance with safety standards and procedures, as well as to maintain adherence to local and state mandates. Safety items that warrant further attention are submitted through the District's work order system. The inspections are also used as an opportunity to plan for future improvements, such as roof repairs, HVAC replacements, or kitchen remodels that are tracked in the five-year Capital Improvement Plan (CIP).

Appraisal

The CFD has always complied with codes and regulations when constructing new facilities. The annual inspections have created a more detailed plan for future improvements or maintenance of the current facilities. The new work order system has significantly improved communication between the Facilities Management Division and CFD personnel by assisting with the tracking of assets and work orders.

Plan

The CFD will continue to adhere to codes and regulations in facility construction, complete annual inspections, and use the CIP for long-term planning. The CFD will also maintain the work order system and collaborate with the Facilities Management Division

to address safety issues promptly, reassessing these practices annually to ensure they meet departmental needs.

References

2024-2029 Capital Improvement Plan

Fire Station Annual Inspection (Sample)

Criterion 6C: Apparatus and Vehicles Maintenance

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

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD utilizes a variety of apparatus and vehicles to meet the needs of the community. The CFD's Apparatus and Equipment Committee was created to design apparatus to ensure they meet the needs of the agency personnel as well as the communities served. Personnel input is solicited during the design process. An Apparatus Replacement Plan was developed to ensure fire apparatus are replaced on a routine timeline related to apparatus age and to allow for appropriate financial planning and consists of an Apparatus Replacement Schedule that is located within the 2022-2027 CFD Strategic Plan.

Performance Indicators:

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

Description

The CFD utilizes a variety of apparatus and vehicles in order to meet the needs of the communities served to include firefighting, special operations, emergency medical services, and administrative support staff, which are listed in the 2023 CFD CRA/SOC. The apparatus and vehicles are designed to ensure effective operations and support while conforming to applicable laws and regulations including from the National Fire Protection Association (NFPA) Standards, California Department of Transportation, and California Department of Motor Vehicles. These apparatuses include fire engines (Type 1, 3, and 5), fire trucks, ambulances, command vehicles, and other auxiliary apparatus.

The CFD evaluates the effectiveness of the vehicle fleet to ensure all apparatus continue to meet the needs of the communities. This is done through various committees based on the types of vehicles. The CFD has an Apparatus and Equipment Committee that is responsible for fire apparatus design; the EMS Division is responsible for department ambulance design; and the various Chief Officers are responsible for staff vehicles related to their respective divisions.

Appraisal

The CFD has effectively met the standard of utilizing appropriate apparatus and vehicle types to support its operations, special services, and administrative functions. The use of specialized committees facilitated a structured and collaborative approach to fleet management. This process incorporated feedback from line staff, ensuring that frontline personnel had a voice in vehicle design and selection. As a result, apparatus were not only compliant with NFPA and state regulations but were also well-suited for emergency response and daily operations. The involvement of Chief Officers in staff vehicle assessments further enhanced the efficiency of fleet allocation across divisions.

Plan

The CFD committees and divisions will continue to evaluate apparatus and vehicles through feedback from personnel and the community, as well as staying educated on changing apparatus and vehicle standards and laws.

References

2023 CFD Community Risk Assessment and Standards of Cover, pages 200-202

CFD Apparatus and Equipment Committee Meeting Agenda

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

Description

The CFD has an Apparatus Replacement Schedule that is published in the 2022-2027 CFD Strategic Plan. The schedule includes fire apparatus, command vehicles, and ambulances and is based on years of service in a frontline capacity, and then in a reserve status.

Appraisal

After reviewing the Apparatus Replacement Schedule, it was determined that the CFD fell behind in ordering fire apparatus according to the timelines listed in the schedule, mostly due to the increased production times from the apparatus manufacturers. The CFD has expanded upon the Apparatus Replacement Schedule to create a dynamic workbook that has allowed the CFD to adjust order and delivery times and costs for apparatus. This dynamic workbook has better tracked the life cycle of the apparatus and the real-time it takes to design, purchase, and build.

Plan

The CFD will continue to refer to the Apparatus Replacement Schedule and dynamic workbook, taking into account the production time frames of apparatus manufacturers. This will allow the CFD to appropriately develop timelines for ordering apparatus in accordance with the Apparatus Replacement Schedule and ensure the appropriate budget requirements to make timely purchases.

References

2022-2027 Cosumnes Fire Department Strategic Plan, page 77
MASTER CFD Apparatus Inventory and Replacement

6C.3 A process exists for writing apparatus and vehicle replacement specifications with employee input.

Description

The CFD has an Apparatus and Equipment Committee that is responsible for the design and specifications of replacement fire apparatus. Line personnel are solicited for their input via email and in person meetings on changes or improvements they would like to see on future fire apparatus. This feedback, in addition to current design and specifications, are presented to manufacturers for design and construction.

Appraisal

The Apparatus and Equipment Committee has been successful in implementing various changes into the fire apparatus designs through the feedback from line personnel. The Apparatus and Equipment Committee has utilized this feedback, in addition to manufacturer and fire service improvements to continuously improve the functions and effectiveness of the CFD fire apparatus.

Plan

The CFD will continue to seek out feedback from line personnel prior to ordering new fire apparatus to ensure their needs, and the needs of the community are being met. Regular Apparatus and Equipment Committee meetings will continue to be held with stakeholders.

References

Apparatus and Equipment Committee Meeting Minutes 08.2024

Apparatus and Equipment Committee Meeting Minutes 09.2024

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.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD has implemented a maintenance program that ensures all emergency apparatus are consistently in a state of readiness, effectively meeting the service and reliability demands of the department. Central to this program is the requirement for personnel to conduct daily vehicle inspection reports (DVIR), which are meticulously tracked using the Vector Solutions system. This proactive approach facilitates timely maintenance and repair, particularly prioritizing safety-related issues. Additionally, the CFD's strategy of maintaining a fleet of reserve apparatus allows for seamless transitions during repair and maintenance, ensuring that frontline services remain uninterrupted.

Maintenance protocols are rigorously followed, with heavy apparatus receiving bi-annual services and light to medium duty vehicles undergoing maintenance every 4,000 miles. Each mechanic is trained and certified in fire apparatus maintenance and adheres to manufacturer specifications as well as national and state regulations. The Marty Fischlin Fleet Maintenance Facility, equipped with state-of-the-art tools and technology, enhances the capability for comprehensive inspections, testing, and emergency repairs. The establishment of an Apparatus Replacement Schedule further emphasizes the CFD's commitment to long-term reliability and operational readiness, ensuring that the department can effectively respond to emergencies while minimizing downtime.

Performance Indicators:

CC 6D.1 An apparatus maintenance program is established.

Description

The CFD has an established and comprehensive maintenance program that follows various CFD policies including 720 – Routine Apparatus Maintenance and 721 – Apparatus and Equipment Maintenance, Inventory, and Cleanliness. The program is designed to be efficient in allowing apparatus to be in a state of complete readiness. CFD personnel are required to perform a daily vehicle inspection report (DVIR) of all apparatus that are in service during the shift per CFD Policy 714 – Daily Apparatus Inspections. The DVIR is submitted and tracked through the Vector Solutions system which provides information that is analyzed through Ron Turley and Associates software (RTA) to provide daily tracking of mileage and dates for annual, bi-annual, and mileage interval services. This program allows the CFD to be proactive and up to date with preventative maintenance.

Requests for repair are addressed as soon as possible, with priority given to safety related items. The CFD maintains a fleet of reserve apparatus that allows for the removal of frontline apparatus from service for repair and maintenance with no loss of service for the department. All reserve apparatus are fully equipped with the exception of medical gear that is transferred during the swap.

Maintenance is performed on heavy apparatus on a bi-annual service schedule. Light and medium duty apparatus are maintained on a 4,000-mile interval. All maintenance is performed to vehicle manufacturer's recommendations by mechanics who are trained and certified through the California Fire Mechanics Academy, California State Fire Training, and Automotive Service Excellence.

The CFD utilizes various vendors for warranty work and annual performance testing including fire pump testing, aerial testing, hose testing, ground ladder testing, and emission testing. All vendors follow national industry and state standards, and those of the manufacturer, and work is completed by trained and certified technicians.

Appraisal

The CFD's maintenance program has been effective in providing high quality service and repair. In service first out apparatus have experienced a reduction in out of service time, which has allowed personnel to work with the apparatus more familiar to them. Proactive preventative maintenance has provided prolonged life of critical components that has lasted the lifetime of the apparatus.

Plan

The CFD will continue to utilize the current maintenance and repair strategy to provide quality apparatus to personnel. The Fleet Maintenance Section will increase the analysis of reports provided by RTA to provide a more complete appraisal of required service and predictable repairs and expenditures.

References

- CFD Policy 714 – Daily Apparatus Inspections
- CFD Policy 720 – Routine Apparatus Maintenance
- CFD Policy 721 – Apparatus and Equipment Maintenance, Inventory, and Cleanliness
- Daily Vehicle Inspection Report (Sample)

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

Description

The Marty Fischlin Fleet Maintenance Facility was constructed in 2010 and is 19,500 square feet with 12 bay doors that provide 6 drive through bays. The building is certified green, with 225 solar panels on the roof. The facility allows for the storage of reserve apparatus used for exchange during service and repair. The facility is properly outfitted to meet all demands.

All mechanics receive a monthly stipend to supply their own tooling. Personal protective equipment, safety boots, specialized tools, electronic test equipment, and typical heavy shop equipment is provided by the CFD, as well as an annual uniform allowance.

Appraisal

The Fleet Maintenance Facility has been more than adequate in providing a safe and effective place for the mechanics to perform their duties including high-level service and repair. The facility has been well maintained and updated when required. The supplied tooling and equipment are serviced on an annual basis. Electronic diagnostic equipment has been updated annually and replaced per manufacturer recommendations.

Plan

The Fleet Maintenance Facility will provide sufficient space for ongoing maintenance, while the Fleet Maintenance Section adapts to advancements in automotive and truck technology. As new specialized tools and diagnostic equipment are needed, the CFD will acquire them to maintain effectiveness and efficiency.

References

Fleet Maintenance Facility floor plans
Inventory of tools and equipment
Pictures of Fleet Maintenance Facility

6D.3 The program is adequately staffed, supervised, trained and certified to meet the agency's needs.

Description

The CFD's Fleet Maintenance Section is assigned to the Deputy Chief of Administration and Support Services and supervised by the Fleet Manager. The section is adequately staffed with a Lead Mechanic and four Fire Mechanic positions.

Each mechanic is certified through California Fire Service Training and Education System in one of the three levels of Fire Mechanic certifications. Mechanics also obtain Automotive Service Excellence (ASE) Medium/Heavy Vehicle Certification to work on fire apparatus and maintain certification through California State Fire Training. Each mechanic has a working knowledge of industry standards and current vehicle manufacturer guidelines for service and repair procedures.

Appraisal

The Fleet Maintenance Section staffing levels have been adequate to properly maintaining the fleet of 149 vehicles, generators, and trailers. The personnel have been able to sustain the consistent workload and complete tasks in a timely manner. The addition of the 4th Fire Mechanic I in August 2023 bolstered the Fleet Maintenance Section's ability to complete projects and tasks, and increased personnel performance and efficiency. Personnel have been adequately trained and certified throughout their employment.

Plan

The CFD will continue to follow all state and federal guidelines as it pertains to the certifications and training required to work on and maintain fire apparatus. The CFD management will continue to monitor the workload performed by the Fleet Maintenance Section and assess the necessity of additional personnel as call volume and expansion of the district continues.

References

Fleet Maintenance Certification Samples

Fleet Maintenance Section Organization Chart

6D.4 The reserve vehicle fleet is adequate, or a documented contingency plan is in place for when an apparatus must be taken out of service.

Description

The CFD maintains a fleet of reserve apparatus to aid in the operational demands of the department. The reserve fleet consists of Type 1 engines, Type 3 grass engines, 105ft ladder trucks, medic units, Battalion Chief command vehicles, and additional units. All of the reserve apparatus are completely stocked and ready to be placed into frontline service with the only exception being ALS medical equipment that is transferred when units are exchanged. This strategy minimizes down time for on-duty crews. The CFD also maintains a reserve fleet of light duty vehicles used as pool vehicles at the department's discretion.

Appraisal

The CFD's reserve fleet has been adequate to keep all first out companies in service. The CFD's ISO Public Protection Classification Report gave a perfect score for reserve fleet. The reserve fleet has been well maintained to the same standard as the first out apparatus. Over the course of fiscal year 2023-2024, no engine or medic company was taken out of service for an extended period of time due to a lack of apparatus coverage.

Plan

The CFD will continue to maintain the current level of reserve apparatus by following the CFD's Apparatus Replacement Schedule and placing front line apparatus into reserve status once it's reached its first out lifespan.

References

2022-2027 Cosumnes Fire Department Strategic Plan, page 77

Insurance Services Office (ISO) Report – November 2023

Reserve Apparatus List

CC 6D.5 The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meets the needs of the agency.

Description

The CFD has a well-established Fleet Maintenance program that follows various policies and consists of inspection, testing, preventative maintenance, a replacement schedule, emergency repair of apparatus. The program consists of biannual and biennial inspection, testing, and preventative maintenance of all of heavy and light duty apparatus, as well as daily pre-trip inspections and failure reporting done by fire station personnel.

Preventative maintenance is performed on heavy fire apparatus every six months. A Preventative Maintenance “A” (PMA) and Preventative Maintenance “B” (PMB) service are performed annually, alternating every six months. A Preventative Maintenance “C” (PMC) service is performed every two years and consists of a PMB service with the addition of a transmission service per manufacturer specifications. Light duty vehicles are serviced every 4,000 miles or annually, whichever comes first.

Annual testing that includes pump testing, ground ladder, aerial ladder, emission, and hose and nozzle testing are performed per NFPA and manufacturer guidelines. All testing is performed at the Fleet Maintenance Facility, with the help of 3rd party contractors that perform testing for aerial, ground ladders, and pumps.

The CFD has an Apparatus Replacement Schedule that was created as part of the 2022-2027 CFD Strategic Plan to efficiently plan for future emergency response vehicle replacement.

Fleet Maintenance Section personnel and contractors maintain necessary certifications and follow manufacturer guidelines.

Appraisal

The inspection, testing, and preventive maintenance programs have been adequate to keep front-line heavy and light duty apparatus and equipment in a ready condition, minimizing out-of-service time. Front line and reserve apparatus have experienced minor

breakdowns that are indicative of the harsh vocation on apparatus. The Fleet Maintenance Section has mitigated those breakdowns efficiently and timely and has been proactive in repairing and maintaining apparatus to minimize those occurrences.

The Apparatus Replacement Schedule has been sufficient as a guiding document, but the CFD has fallen behind on updating apparatus according to the plan due to manufacturing timelines.

Plan

The CFD will continue with its current apparatus maintenance program while seeking to improve efficiencies within the Fleet Maintenance Section to decrease downtime of apparatus. The CFD will also increase the use of its vehicle maintenance software program to further refine maintenance processes and documentation and use this data to update the Apparatus Replacement Schedule and budget for maintenance and repairs.

References

2022-2027 Cosumnes Fire Department Strategic Plan, page 77

Annual Ground Ladder Test Report (Sample)

Daily Pre-Trip Inspection Report (Sample)

PMA maintenance work order- RTA (Sample)

Criterion 6E: Tools, Supplies and Small Equipment

Equipment and supplies are adequate and designed to meet the agency's goals and objectives.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD ensures its equipment and supplies are sufficient to meet its goals as an all-risk fire department by allocating resources strategically to support operations such as structural and wildland firefighting, technical rescue, hazardous materials response, and fire prevention. Equipment and supplies are assigned based on apparatus type and incident needs, with oversight handled by designated personnel. This ensures the department is equipped to handle a wide range of emergencies effectively.

The CFD takes a proactive approach to maintaining and replacing equipment. Key items like hoses and rescue ropes follow a 10-year replacement schedule, while other tools are updated as needed to align with industry standards. Regular inspections, testing, and maintenance are performed by certified personnel or third-party vendors to keep equipment reliable and ready for use. Daily checks and inventory tracking through the Vector Solutions system support consistent operational readiness. The CFD is also working to streamline responsibilities, such as centralizing equipment purchasing under the Logistics Section, to enhance efficiency and ensure the timely management of resources.

Performance Indicators:

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

Description

The CFD ensures its fire apparatus are appropriately equipped with the necessary tools and equipment to meet operational needs and effectively respond to emergencies. Tools and equipment are distributed across all apparatus based on the specific requirements of each functional area, ensuring that each vehicle is stocked with the right resources for its assigned role, whether for firefighting, rescue, or medical emergencies.

The CFD maintains adequate quantities of all essential tools, regularly ensuring that all equipment is in good working condition and readily available, as outlined in CFD Policy 721 – Apparatus and Equipment Maintenance, Inventory, and Cleanliness. This systematic approach ensures that no tool or resource is in short supply during critical situations, and that fire personnel can respond efficiently and safely to a wide range of emergencies.

Appraisal

The CFD has ensured that tools and equipment are appropriately distributed across all functional areas, allowing personnel to effectively perform their duties in firefighting, rescue, prevention, and medical emergencies. This strategic allocation has contributed to operational efficiency and enhancing firefighter safety. While the current inventory meets the department's baseline operational needs, additional equipment in certain disciplines could further enhance response capabilities. For example, increased specialized equipment for hazardous materials (hazmat) incidents or technical rescue operations would improve the CFD's ability to manage complex emergencies. A further assessment of equipment needs in these specialized areas would help determine if additional resources are necessary to optimize response effectiveness. CFD has an opportunity to improve as it relates to basic tools for maintenance and repair in our older fire stations.

Plan

The CFD will continue to ensure the equipment provided meets the needs of the community and the CFD personnel who use it. Routine evaluation will be conducted to ensure the tools are still applicable and updated equipment is purchased whenever available.

References

CFD Policy 721 – Apparatus and Equipment Maintenance, Inventory, and Cleanliness
Cosumnes Fire Department Apparatus Inventories

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

Description

The CFD has goals in the 2022-2027 CFD Strategic Plan to address replacement schedules for tools and equipment associated with facilities, apparatus, vehicles, and personnel (4B, 4C, 4D). Some equipment, such as ropes and hoses, have a 10-year replacement schedule that ensures reliability and safety. Other equipment is replaced as needed or when industry standards may change. This flexible approach allows the CFD to address equipment wear and tear in real-time and adopt new technologies, maintaining operational readiness without being tied to fixed schedules.

Appraisal

The CFD has achieved the 10-year replacement of firefighting hose and rescue rope. Other equipment has been replaced in a timely manner when it is broken or if new technology becomes available to ensure the department is meeting the needs of the communities. This flexible approach allows the CFD to address equipment wear and tear in real time and adopt new technologies, maintaining operational readiness without being tied to fixed schedules.

Plan

The CFD will continue to work towards the goals within the 2022-2027 CFD Strategic Plan associated with replacement schedules for tools and equipment.

References

2022-2027 Cosumnes Fire Department Strategic Plan, pages 57-58

Historical Budget Line Item for Hose Replacements

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

Description

The CFD has various policies to ensure proper equipment maintenance, testing, and inspections, which are performed by qualified personnel, either in-house or third party. Ground ladders undergo annual inspection by a certified/licensed company, as guided by CFD Policy 719 – Maintenance and Testing of Fire Service Ground Ladders. Other equipment such as the Hurst extrication tools or chainsaws and rotary saws are either inspected, serviced, and maintained annually by a certified third-party representative or Fleet Mechanic. Hand tools such as axes, hammers, and tools stored in stations and on apparatus undergo daily pre-trip checks by on-duty personnel, as outlined in CFD Policy 714 – Daily Apparatus Inspections and CFD Policy 721 – Apparatus and Equipment Maintenance, Inventory, and Cleanliness. These checks are tracked in the Vector Solutions system which alerts appropriate personnel if tools need to be replaced or repaired.

Appraisal

The CFD's equipment maintenance policies and practices has been working well, with most processes operating smoothly. One area of improvement that has been identified is the maintenance of long-handled tools transitioning from line personnel to the Fleet Maintenance Section. This transition is expected to create more consistency, as these tools will now be maintained through a single, central location. Other equipment maintenance practices, such as those for ground ladders, Jaws of Life, chainsaws, and hand tools, have been functioning effectively and as intended.

Plan

The CFD will continue to follow the process outlined in the various policies for the maintenance, testing, and inspection of equipment and tools. Regular evaluations will be conducted to ensure all maintenance procedures align with industry best practices and manufacturer recommendations. Additionally, as the transition of long-handled tool maintenance to the Fleet Maintenance Section progresses, the CFD will monitor its

effectiveness and make adjustments as needed to improve efficiency and consistency. The department will also explore opportunities to enhance tracking and documentation processes within the Vector Solutions system to further streamline equipment maintenance and ensure timely repairs or replacements.

References

CFD Policy 714 – Daily Apparatus Inspections

CFD Policy 719 – Maintenance and Testing of Fire Service Ground Ladders

CFD Policy 721 – Apparatus and Equipment Maintenance, Inventory, and Cleanliness

6E.4 Inventory control and maintenance tracking systems are in place and current.

Description

The CFD has implemented inventory control and maintenance tracking systems through Vector Solutions, effectively managing essential equipment such as radios, hoses, ladders, thermal imaging cameras, and PPE. These systems help ensure the readiness and safety of critical assets, with annual testing and routine maintenance conducted on equipment like ladders, hoses, and powered extrication tools in accordance with industry standards. Additionally, the CFD uses Apparatus Inventory Checklists to track and inventory equipment on apparatus across fire stations.

For damaged or missing equipment, the CFD employs a Damaged and Missing Equipment Form, which aids in reporting items that need replacement. Each division within the department maintains its own inventory and maintenance tracking systems for smaller tools and equipment, ensuring these assets are properly cared for. Routine inspections and servicing of hand tools occur on a daily, weekly, and monthly basis, preserving the operational integrity of these tools.

This comprehensive approach to inventory and maintenance ensures that the CFD's equipment is always ready for use, with more intensive tracking reserved for mission-critical assets. The system successfully balances efficiency, oversight, and safety across the department.

Appraisal

The inventory control and maintenance tracking systems has been largely left up to the divisions within the CFD. While this has worked and there have not been concerns with small tools or equipment, there is room for improvement for a more formal and documented inventory that is consistent throughout the department.

Plan

The CFD will continue to have divisions oversee their inventory and maintenance tracking systems while evaluating processes to implement at a department wide level.

References

Apparatus Inventory Checklists (Type 1, Type 3, Type 5)

Damaged and Missing Equipment Form

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, prevention, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national standards.

Description

The CFD is an all-risk fire department and has resources and equipment to respond to all reported incidents. Supplies and materials are allocated based on the apparatus type to include structural firefighting, wildland firefighting, heavy and technical rescue, hazardous materials response, and other special types of incidents. Based on the type of supplies and materials, specific positions within the CFD are responsible for the purchasing, maintenance, and distribution of those supplies and materials.

Appraisal

The CFD has effectively ensured the department is equipped with the necessary tools and supplies to meet its operational objectives. Purchases have been made in a timely manner, and items have been replaced as needed. However, due to the diverse roles and responsibilities across personnel for managing various supplies and equipment, occasional clarification is required regarding accountability. At times, the distribution of responsibilities have resulted in increased workload for specific personnel, leading to delays in procuring and maintaining adequate inventory levels. The CFD has considered evaluative program responsibilities to streamline the management of various equipment and supplies. This could include moving the Logistics Section to a centralized point of purchasing firefighting equipment.

Plan

The CFD will continue to allocate necessary equipment and supplies to meet the operational needs of the specific functional area or program, including incidents and objectives it is tasked with. The CFD will look to streamline program responsibilities to ensure efficiency in managing the various equipment and supplies.

References

Cosumnes Fire Department Apparatus Inventories

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 and related equipment (e.g., self-contained breathing apparatus).

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD provides all necessary and recommended safety equipment to its personnel. The safety equipment list includes, but is not limited to, the following: structure turnouts, wildland turnouts, medical equipment, structure and wildland helmets, boots, gloves, masks, and radios. The CFD has an annual budget for purchasing new safety equipment and replacement of obsolete safety equipment. The CFD adjusts the safety equipment issued to personnel based on the specific job and potential exposures.

The CFD has policies in place that align with the Division of Occupational Safety and Health (Cal/OSHA) regulations and recommendations from the National Fire Protection Agency (NFPA) for the selection and maintenance of safety equipment. Personnel are properly fitted for safety equipment and have been instructed on the use and care of each piece they are assigned. The CFD uses a tracking system called Vector Solutions to log the inspections, testing, and maintenance of each piece of safety equipment. Lastly, the CFD ensures appropriate record keeping is maintained for the maintenance, testing, and inspection of safety equipment.

Performance Indicators:

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

Description

The CFD has Policy 916 – Protective Clothing and Equipment with the purpose being to protect CFD members by providing personal protective equipment (PPE), safety devices, and safeguards for workplace activities. Additionally, the CFD follows NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting and NFPA 1977 – Standard of Protective Clothing and Equipment for Wildland Fire Fighting and Urban Interface Fire Fighting. Also, portable radios are assigned to each operational riding position for first out apparatus and there is a cache of reserves for use during repair and maintenance of the primary devices.

The Logistics Section purchases, distributes, and collects all PPE that is provided to each member of the CFD. All distributed PPE is documented in the CFD's inventory system, Vector Solutions.

The CFD also has a Personal Protective Equipment Workgroup and a Uniform Committee that meets as needed to evaluate new safety equipment or equipment that is no longer meeting the industry standard. The committee consists of all different ranks within the CFD to ensure the end user is well represented.

Appraisal

The CFD Policy 916 and the NFPA Standards have been sufficient at providing guidance for the identification and distribution of safety equipment to appropriate personnel. All CFD personnel have been supplied the necessary safety equipment for their position. The Vector Solutions system has been sufficient at tracking and monitoring distributed safety equipment.

Plan

The CFD will remain in compliance with Policy 916 and the NFPA Standards. The CFD also plans to continue using the Vector Solutions system to monitor the distribution and maintenance of each personnel's PPE.

References

CFD Policy 916 – Protective Clothing and Equipment

NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting, Chapter 6

NFPA 1977 - Standard of Protective Clothing and Equipment for Wildland Fire Fighting and Urban Interface Fire Fighting, Chapter 6

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

Description

The CFD distributes adequate quantities of the appropriate safety equipment as stated in CFD Policy 916 – Protective Clothing and Equipment and guided by NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting and NFPA 1977 – Standard of Protective Clothing and Equipment for Wildland Fire Fighting and Urban Interface Fire Fighting. The list of equipment for one firefighter is the following: 2 sets of Structure Turnouts, 2 sets of Wildland jackets and pants, 1 self contained breathing apparatus mask, 2 sets of Structure Gloves, 2 sets of Wildland Gloves, 1 Structure Helmet, 1 Wildland Helmet, 2 hoods, 1 EMS bag with a minimum compliment of safety gear, 1 Wildland back pack with a Fire Shelter, 2 Gear Bags and Flashlights for Structure and Wildland incidents. The CFD provides two sets of structure and wildland protective clothing to each personnel to ensure that if one set of protective clothing needs to be cleaned, the personnel have another clean set to utilize in the meantime. Furthermore, if repair of PPE is needed, CFD Policy 916 states that loaner PPE is available to employees while repairs are being made. The Logistics Section keeps a back stock of PPE to distribute if personnel need their PPE taken out of service for cleaning or repair.

Appraisal

The CFD has had a long history of providing more than the minimum standard of safety equipment to personnel and has ensured that adequate quantities of the appropriate gear are provided to support operational functions. By providing two sets of structural and wildland protective clothing, the CFD will ensure that personnel always have clean, serviceable gear available, reducing exposure to contaminants and enhancing overall safety. The availability of loaner PPE during cleaning or repairs will further support operational readiness, preventing gear shortages from compromising firefighter protection. Additionally, the Logistics Section will maintain a back stock of PPE to promptly address personnel needs, reinforcing the department's commitment to safety and ensuring uninterrupted access to essential protective equipment.

Plan

The CFD will continue to issue two sets of structure and wildland protective clothing and will continue to keep a back stock of PPE to distribute as needed. It will also continue to issue the necessary safety equipment for personnel to perform their job, no matter which portion of the CFD they are assigned to.

References

CFD Policy 916 – Protective Clothing and Equipment

NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting, Chapter 6

NFPA 1977 - Standard of Protective Clothing and Equipment for Wildland Fire Fighting and Urban Interface Fire Fighting, Chapter 6

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

Description

The CFD's Logistics Section has an annual budget for the purchasing and replacement of safety equipment. The Logistics Section plans for and replaces safety equipment as needed, and always prior to the unit's expiration date. CFD Policy 916 – Protective Clothing and Equipment requires personnel to inspect their safety equipment on a routine basis with an advanced inspection conducted at least every 12 months or whenever routine inspection indicates a problem may exist. Inspections, maintenance, and replacement of safety equipment is tracked in Vector Solutions. The Logistics Section uses this information to plan for and determine when safety equipment should be replaced.

Appraisal

The CFD has met industry standard for safety equipment replacement through a well-structured process that has ensured adequate and timely replacements. The Logistics Section has had an annual budget dedicated to purchasing and replacing safety equipment, with a clear plan in place to replace items before their expiration. This proactive approach minimized the risk of equipment failure and ensured personnel had reliable protective gear at all times. Additionally, the process outlined in CFD Policy 916 provided a method for identifying and addressing potential safety concerns.

Plan

The CFD will continue to follow CFD Policy 916 and other industry standards to ensure safety equipment is replaced in a manner that meets the department's needs and prioritizing the safety of personnel.

References

CFD Policy 916- Protective Clothing and Equipment

Vector Solutions Safety Equipment Maintenance Log (Sample)

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

Description

CFD Policy 916 – Protective Clothing and Equipment, outlines the maintenance, testing, and inspection procedures for safety equipment. As stated in the policy, upon issue, all employees are provided training on the policy and manufacturer's written instructions on the care, use, and maintenance of their PPE. New firefighters receive training before participating in live fire training or operations. All other firefighters receive training as needed. All employees are required to maintain their PPE in a safe and sanitary condition. The policy follows NFPA standards of conducting a routine PPE inspection each time that PPE is exposed or suspected of having been exposed to damage or contamination. The CFD also participates in an annual advanced PPE inspection program with an outside certified third-party vendor to confirm that the PPE is in good working order.

The CFD also has Policy 723 – SCBA Inspection and Maintenance. This policy outlines the daily, after-use, and weekly SCBA inspection process and provides direction on handling the SCBA components requiring maintenance. All SCBA flow testing and fit testing is conducted in house. The primary specialist is a cross-trained fire mechanic. The alternate method is qualified line personnel to assist.

Appraisal

These policies have been sufficient at providing guidance and outlining the process for the maintenance, testing, and inspection of safety equipment. The CFD was utilizing paper for tracking all safety equipment maintenance and inspections. However, the CFD has transitioned to electronic forms and record keeping. The CFD has seen a substantial increase in inspections and reporting since this implementation. This new standard has streamlined the CFD's ability to respond quickly and effectively to issues with safety equipment.

Plan

The CFD will continue to maintain, test, and inspect safety equipment in accordance with CFD policies and will also ensure that record keeping continues to be in place for all maintenance, testing, and inspection of safety equipment.

References

CFD Policy 723 – SCBA Inspection and Maintenance

CFD Policy 916 – Protective Clothing and Equipment

Safety Equipment Maintenance or Inspection Report

6F.5 Safety equipment inventory control and maintenance tracking system are in place and current.

Description

The CFD utilizes a system called Vector Solutions for inventory control and maintenance tracking of safety equipment. Each piece of safety equipment is input into the program along with who it is assigned to. Vector Solutions logs the routine maintenance inspections that are completed and recorded by personnel. Vector Solutions automatically notifies the Logistics Section when a piece of safety equipment fails an inspection or is nearing its end of life.

Appraisal

The Vector Solutions system has worked well for inventory control and maintenance tracking. The automatic maintenance notification system has functioned well and has improved communication of the status of personnel safety equipment. Vector Solutions has room to include more items, so the department has decided to utilize the program to track radios and thermal imaging cameras as well. While Vector Solutions is capable and simple to keep current, the CFD will need to ensure that personnel are assigned to this task.

Plan

The CFD will evaluate the functionality of the Vector Solutions system on an annual basis and expand the use of the system to include additional equipment.

References

Vector Solutions Automatic Notification (Screenshot)

Vector Solutions Inventory Log (Screenshot)

Vector Solutions Maintenance Log (Screenshot)

Category 7: Human Resources

Human resources are defined as all aspects of personnel administration, except those of training and competency (addressed in Category 8) and health and safety (addressed in Category 11). 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.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The District is an equal opportunity employer committed to providing all current and prospective employees with equal consideration, treatment, and employment opportunities and a working environment free from discrimination and harassment. The District's Human Resources (HR) Division operates centrally and is overseen by an HR Director and HR Manager. The HR Division is appropriately staffed to support administrative requirements specific to HR practices. The administrative HR practices cover all District personnel and are outlined in policies consistent with local, state, and federal statutory and regulatory requirements. Additionally, employee handbooks and collective bargaining agreements are in place and augment District policies.

Performance Indicators:

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

Description

The District has a designated Director of Human Resources (HR Director) and a Human Resources Manager (HR Manager). Both classifications oversee the HR Division that supports all departments within the District, including the CFD. The HR Director and HR Manager provide guidance in the administration of HR activities and programs, as well as the management of HR issues. The HR Manager reports to the HR Director and works closely with the leadership in the CFD to provide HR consultation and support and ensure CFD programs are consistent with District policies, in compliance with applicable contractual agreements, and meet local, state, and federal regulatory requirements.

Appraisal

The District has had a designated HR Director and HR Manager who have adequately maintained the HR Division to serve each department, including the CFD.

Plan

The HR Director and HR Manager, in collaboration with the CFD leadership, will continue to monitor the department's HR needs and ensure consistency with District policies, contractual agreements, and local, state, and federal regulatory requirements.

References

Director of Human Resources Job Description

Human Resources Manager Job Description

Human Resources Division Organization Chart

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

Description

The HR Division's organizational structure includes a HR Director, HR Manager, one HR Analyst, three HR Specialists, and one HR Technician. The HR Division supports the CFD and other departments of the District with ongoing responsibilities that include overseeing the recruitment and retention of qualified employees, coordinating training opportunities for employees, maintaining the classification and compensation systems, administration of benefits, managing the annual performance evaluation process, and managing the employee recognition for full and part-time employees. The HR team is adequately staffed to accomplish these functions in conjunction with the CFD leadership.

Appraisal

The District has continuously evaluated the staffing of divisions, and during this accreditation process, it was determined that the HR Division did not have adequate staffing. Two additional positions, one HR Analyst and one HR Specialist, were needed, which were added in Fiscal Year 2023/24. Since then, the HR Division has been adequately staffed to ensure the management of all vital and essential HR functions.

Plan

The HR Division will continue to assess and evaluate its personnel needs to ensure its ability and capacity to achieve its primary functions, which support the District's core mission and values.

References

Human Resources Division Organization Chart

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.

Description

The District has personnel policies, employee handbooks, and contractual agreements that govern administrative practices in accordance with local, state, and federal requirements. The collective bargaining agreements between the District and IAFF Local 522 direct administrative practices in accordance with local, state, and federal requirements for uniformed employees. The District's published personnel policies, employee handbooks, and contractual agreements cover all relevant employment practices and include employee and employer rights, hiring and advancement, compensation and hours, employment benefits, leaves of absence, safety, employment practices, employee standards, conflict and issue resolution, discipline, and separation from employment. Employees can access all policies and documents on the District's Intranet. The HR Division, in coordination with the Office of the General Manager, conducts comprehensive reviews of these documents with the District's leadership teams to ensure compliance with changes in state and federal requirements.

Appraisal

The policies, handbooks, and contractual agreements have adequately directed the HR Division on administrative practices. Reviewing policies and procedures has created an opportunity for the District's leadership to provide updates as required to improve effectiveness or clarity and ensure appropriate education of revisions.

Plan

The HR Division will continue to ensure that established policies are in compliance with local, state, and federal requirements. Any changes to current policies will be reviewed in accordance with the established review processes.

References

District Policies Webpage - Section 3000 Personnel

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.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD employs a robust and inclusive approach to recruitment, selection, retention, and promotion, ensuring all processes align with local, state, and federal statutory requirements. In addition to meeting these standards, the CFD actively seeks to build a workforce that mirrors the diversity of its community, ensuring broader perspectives and enhanced service delivery. The CFD's recruitment efforts are intentional, targeting a wide range of backgrounds, while its selection process focuses on evaluating candidates based on merit, skills, and potential. Retention strategies are centered on employee development, ongoing training, and fostering a positive, supportive work environment that encourages long-term commitment. The CFD works closely with the District's Human Resources (HR) Division to continuously review its policies, identify potential gaps, and ensure accountability in all personnel-related decisions, sharing its progress with both internal and external stakeholders.

Performance Indicators:

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

Description

District Policy 3117 - Recruitment and Selection and collective bargaining agreements between the District, IAFF Local 522, and the Management Employees Organization (MEO) dictate the mechanism to identify and announce potential entry-level, lateral, and promotional positions. Once the need has been identified to hire for existing vacancies or to establish promotional lists, the process is accomplished as written in policy and contractual agreements and managed through CFD leadership and the HR Division. New full-time equivalent (FTE) employees are authorized by the Board and included in the District's biennial budget. Once approved to hire or promote personnel, the CFD Fire Administration and Support Services Branch conducts a formal recruitment process in cooperation with the HR Division for entry-level or lateral hiring. Promotional exams for safety personnel are conducted on a regular cycle by the CFD Training Division in cooperation with the HR Division.

Open or external job announcements are advertised on the District's Job Opportunities webpage and through social media messaging. Employment opportunities are distributed to personnel via email.

Appraisal

The CFD has been successful in identifying and announcing potential entry-level, lateral, and promotional positions in a transparent and consistent manner. The fire service has seen dramatic changes in recruitment and hiring practices in the last few years, with fewer available applicants to select from. The CFD has been able to effectively hire in this changing landscape and has established hiring lists larger than the comparator agencies in the Sacramento region. The 2023 entry-level firefighter-paramedic hiring process yielded 111 applications and a final hiring list with 32 well-qualified candidates. Administrative positions (new hire or promotion) have been accomplished per District policy.

Plan

The CFD will continue to identify and announce potential employment opportunities transparently and consistently. It will also continue to evaluate the recruitment process for outcome-driven improvements and strive to ensure that community members see the fire, rescue, and EMS services as potential career opportunities.

References

Contractual Agreement between the District and IAFF Local 522 – Article 14

District Policy 3117 - Recruitment and Selection

Memorandum of Understanding between the District and Management Employees

Organization – Article 6.5

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

Description

The recruiting process is managed by the CFD Fire Administration and Support Services Branch in cooperation with the HR Division. The Deputy Chief of Administration solicits additional assistance from department members, sworn and civilian, and union representatives, who actively participate in job analysis, development of job descriptions, job announcements, advertisements, and employment tests.

The recruitment plan is developed by CFD members and reviewed by the HR Division prior to implementation. Assigned day shift captains work alongside administration and the HR Division to provide community outreach and pathway opportunities through various school programs or department sponsored events. Personnel attends high school and collegiate career fairs, visit local EMT/paramedic programs, host teen/girls camp, instruct at the Fire Explorer program, provide Fire Internships through the local community college, offer face-to-face connections at Firehouse Table Talks, and offer entry-level orientation/Q&A sessions. At the end of the recruitment process, a diverse group of individuals are selected to assess respective candidates through an oral interview panel, EMS skills assessment, and chief's interview.

Appraisal

The CFD has been successful in involving members in the recruitment process. The CFD's members have been the most valuable assets to the ongoing recruitment efforts as they have provided real-life experiences and shared their career goals in hopes of mentoring others on their journey to the fire service. The active involvement of CFD members in the recruitment process has generated excellent final candidates and CFD buy-in for the new members eventually hired.

Plan

The CFD will continue the current practice of active involvement from members in the recruitment process while also considering ways to enhance the involvement.

References

- 2023 Fire Recruit Interview Panel Request for Line Personnel (Sample email)
- 2023 Firehouse Table Talks Flyer
- 2023 HERo Girls Camp Flyer
- 2023 Outreach and Recruitment Plan
- AchieveIt Plan Item History Report 5C2 5C3

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.

Description

The CFD has established policies and practices that ensure the recruitment and selection of new positions, lateral hires, or promotional personnel comply with local, state, and federal requirements. District policies exist for Commitment to Diversity, Equity, and Inclusion (#1015), Equal Employment Opportunity (#3110), and Recruitment and Selection (#3117).

The CFD utilizes standardized screening and qualifying devices for the recruitment and selection of entry-level and lateral entry candidates for hiring. EMT or paramedic certification is required of all firefighter applicants. The CFD also requires applicants to pass the written and candidate physical ability test (CPAT) offered by the Firefighter Candidate Testing Center (FCTC). Candidates participate in an initial interview, EMS assessment, and final interview before placement on the qualified hiring list. Upon receipt of a conditional offer of employment, candidates participate in a background investigation, medical screening, and psychological evaluation conducted by contractors.

The CFD promotional processes are guided by the applicable District policies and collective bargaining agreements between the District, IAFF Local 522, and the Management Employees Organization (MEO). The IAFF Local 522 agreement addresses exams for engineers, captains, deputy fire marshals, and battalion chiefs, while the MEO agreement addresses the promotion of assistant fire chiefs. The CFD also uses a third-party contractor to manage promotional exams professionally. This ensures additional perspective and supports our commitment to processes that are job-related and comply with all local, state, and federal requirements.

Appraisal

The CFD has effectively implemented policies that ensure compliance with local, state, and federal requirements, including those for Equal Employment Opportunity and Diversity, Equity, and Inclusion. The recruitment process for entry-level and lateral candidates has used standardized screening tools such as written exams and the CPAT, with additional stages including interviews and assessments. Promotional processes have been guided by District policies and collective bargaining agreements with Local 522 and MEO.

Plan

The CFD will continue adhering to current policies and practices and continually evaluating new opportunities for improvement. It will also continue to work with the HR Division and contractual agreement partners to identify issues as they arise.

References

District Policy 1015 - Commitment to Diversity, Equity, and Inclusion

District Policy 3110 - Equal Employment Opportunity

District Policy 3117 - Recruitment and Selection

Firefighter Candidate Testing Center CPAT

Firefighter Candidate Testing Center Written Test

Contractual Agreement between the District and IAFF Local 522 – Article 14

Memorandum of Understanding between the District and Management Employees

Organization – Article 6.5

7B.4 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.

Description

The District has various policies dedicated to creating a workplace that fosters diversity, equity, and inclusion and ensures these values are reflected in the recruitment and selection processes (District Policy 1015 - Commitment to Diversity, Equity, and Inclusion; District Policy 3110 - Equal Employment Opportunity; District Policy 3117 - Recruitment and Selection).

The CFD actively recruits throughout the community and the greater Sacramento area to reach the most qualified candidates and achieve the desired workforce composition that is reflective of the service area demographics. The CFD reviews recruitment plans regularly to improve their effectiveness and assesses the workforce composition at least every three years to compare it to the most recent demographic data for the community. The CFD has thoroughly evaluated the firefighter application and screening process to eliminate unreasonable barriers to success, has actively engaged with the Sacramento Regional Fire Diversity Committee to share ideas and best practices, and continues a longstanding community college developmental program with Cosumnes River College. In 2024, the CFD initiated a new Fire Explorer program to reach potential future firefighters of high school age and has 31 students from 16 high schools participate in the program.

Appraisal

The CFD has made significant efforts over the last several years to improve its outreach and recruitment process to achieve the desired workforce composition that is reflective of the service area demographics. Although many community demographic metrics could be compared, this appraisal compared education level, gender, race, and veteran status as of July 2024. The education level within the community population was that approximately 26.7% of those who were 18 or older had earned at least a bachelor's degree.

Comparatively, approximately 31% of the CFD's personnel had earned at least a bachelor's degree. The community population was comprised of approximately 50% men and 50% women. The make-up of the CFD's personnel was comprised of approximately

89% men and 11% women. The community population was comprised of approximately 33% from the White race, 28% from the Asian race, and 21% from the Hispanic race, 14% from two or more races, 10% from the African American race, and the remainder being made up of all other races. The make-up of the CFD's personnel was comprised of approximately 65% from the White race, 3% from the Asian race, and 13% from the Hispanic race, 6% from two or more races, 3.7% from the African American race, and the remainder being made up of all other races. Lastly, the community population was comprised of approximately 4.1% military veterans. The make-up of the CFD's personnel was comprised of approximately 7.8% military veterans.

Plan

The CFD will continue its work of outreach and recruitment throughout the community. The CFD will continue to evaluate community demographics and compare them to the demographics within the CFD at least every three years in an effort to determine trends.

References

- Cosumnes Fire Department Demographics Spreadsheet
- District Policy 1015 - Commitment to Diversity, Equity, and Inclusion
- District Policy 3110 - Equal Employment Opportunity
- District Policy 3117 - Recruitment and Selection

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

Description

The District has Policy 3117 - Recruitment and Selection, which directs that all new employees must attend a new employee orientation conducted by the HR Division. The orientation includes a review of applicable federal and state laws pertaining to employment with the District, critical rules and policies, a review of the job description, and information on benefits. For newly hired firefighters, additional orientation is accomplished through the full-time fire academy using the Recruit Academy Manual.

Appraisal

The orientation program has been sufficient in preparing new employees for the position. It has been provided to new employees within the first week of employment and has required employees to complete mandated training as directed by Cal-OSHA and other legal entities at the local, state, and federal level.

Plan

The CFD will continue to ensure that all new employees receive a comprehensive orientation program that clearly outlines the duties, expectations, and responsibilities associated with their roles. By collaborating closely with the HR Division, the CFD will ensure that all training modules are up-to-date, relevant, and delivered in a timely manner to ensure compliance and foster a safe, respectful, and productive work environment.

References

District Policy 3117 – Recruitment and Selection

Recruit Academy Manual

CC 7B.6 A supervised probationary process is used by the agency to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills and abilities.

Description

District Policy 3127 – Probationary Status outlines the probationary process for evaluating new and promoted personnel. New and promoted personnel serve an initial probationary period of 12 months. During the probationary period, sworn personnel work on completing a performance-based task book to ensure sufficiency in the knowledge and skill set required for the position; non-sworn personnel are provided with ongoing training and evaluated during their probationary period. Probationary Firefighters must complete written and manipulative exams at the end of their fire academy period (approximately 22-24 weeks) and at the end of their 12-month probationary period (approximately at the 11-month point of probation). Upon completion of the fire academy, Probationary Firefighters spend the remainder of their probationary year assigned to a Fire Captain.

Appraisal

The CFD's probationary process has been in place for over 20 years and has required minor adaptations. It has been effective in identifying, evaluating, and ensuring personnel have the knowledge, skills, and abilities necessary to be successful in their new position. The probationary process for non-sworn personnel has remained consistent and is within District policy.

Plan

The CFD will continue to utilize the probationary period, task books, and testing to ensure personnel have the knowledge, skills, and abilities to be successful in the position. Task books will be reviewed and updated as necessary to ensure they reflect the current best practices. Non-sworn personnel will continue to be trained and evaluated per District policy.

References

Captain Task Book

District Policy 3127 – Probationary Status

Engineer Task Book

Firefighter Task Book

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

Description

The CFD has policies and practices to recognize and encourage excellence for uniformed and non-uniformed personnel. CFD Policy 1018 - Commendations and Awards provides guidance for formally recognizing personnel excellence. Informal recognition is facilitated through the Tenzinga Performance Management system used by the District and guided by CFD Policy 213 - Tenzinga. The District also conducts an annual employee recognition event to issue Years of Service awards in conjunction with District Policy – 3180 Longevity Awards, as well as special awards for Leadership, Initiative, Innovation, Diversity and Equity, and Lifetime Service.

Appraisal

The CFD's policies and practices have created programs for personnel to be recognized at the department and district levels. CFD Policy 1018 - Commendations and Awards has provided a formal framework for recognizing exceptional performance, while informal recognition has been facilitated via the Tenzinga Performance Management system, as outlined in CFD Policy 213. Additionally, the District has hosted the annual employee recognition event where Years of Service awards have been presented alongside special awards for Leadership, Initiative, Innovation, Diversity and Equity, and Lifetime Service, in line with District Policy 3180 - Longevity Awards. These efforts ensure that personnel have been consistently acknowledged for their contributions and achievements.

Plan

The CFD will continue the current practices for personnel recognition and will review and update the policies as needed. Employee recognition will continue to be recognized as important for motivating employees and improving morale.

References

CFD Policy 1018 - Commendations and Awards

CFD Policy 213 - Tenzinga

District Policy 3180 - Longevity Awards

7B.8 The agency's working conditions and environment accommodate diverse and qualified applicants and retains a tenured workforce that is reflective of the community.

Description

The CFD strives to ensure its working conditions and environment accommodate diverse and qualified applicants. The CFD also strives to retain a tenured workforce that is reflective of the community. The District's Equity Statement from District Policy 1015 - Commitment to Diversity, Equity, and Inclusion, states:

“As Cosumnes CSD, we will:

- Ensure equity and inclusion in recruitment and hiring processes.
- Promote a climate that is welcoming and conducive to the success of all employees through respect, inclusion, equity, and cultural awareness.
- Develop and support policies and procedures that promote diversity, equity, and inclusion.
- Provide equitable access to District services, events, and activities that further develop diversity and inclusion in our community.”

The 2022-2027 CFD Strategic Plan has Goal 5C to recruit and develop a well-qualified, professional, and diverse workforce. The CFD has various objectives and methods to accomplish the District's Equity Statement and Goal 5C. Salaries and benefits are competitive, and recruitment includes community sectors that are traditionally underrepresented in the fire service. The CFD collaborates with the California Joint Apprenticeship Committee (Cal-JAC) Women's Commission, the Firefighter Candidate Testing Center (FCTC), and the Sacramento Regional Fire Diversity Committee, to ensure outreach and stay up to date on best practices for recruitment and retention.

Once hired, personnel are required to take harassment and diversity trainings at least every other year.

Appraisal

The CFD has created a working environment that is both inclusive and supportive and has allowed diverse and qualified applicants to thrive within the department. By adhering to District policies focused on diversity, equity, and inclusion, the CFD has ensured that all employees are provided with the best possible working conditions, which has included regular harassment prevention and diversity training. These initiatives have fostered a respectful, collaborative atmosphere that promotes understanding and inclusivity across all levels of the organization.

Plan

The CFD will continue to ensure inclusive working conditions and an environment accommodating diverse and qualified applicants. It will also continue its efforts to recruit and retain a tenured workforce that is reflective of the community. This will be done through effective recruitment, ongoing DEI training, and collaboration to explore new ideas to meet these goals.

References

2022-2027 Cosumnes Fire Department Strategic Plan, page 61

Cosumnes Fire Department Demographics Spreadsheet

District Policy 1015 - Commitment to Diversity, Equity, and Inclusion

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

Description

The CFD is committed to continual improvement of policies and procedures using active acquisition of feedback. To facilitate this, exit interviews, though informal in nature, are conducted upon resignation and retirement to gather feedback. Separately, the Fire Chief and Deputy Fire Chiefs facilitate Crew-Chiefs Meetings with all on-duty personnel at least once a year, fostering open discussion on various issues, including policies and procedures. Similarly, an Officers Meeting is held annually, bringing together fire officers and senior chiefs to exchange insights and feedback.

Furthermore, an in-person labor and management leadership meeting is conducted bimonthly and as needed to ensure effective engagement with elected employee representatives. Every member of the CFD is encouraged to propose improvements informally through the chain of command or through their elected labor representative. Additional formal feedback is collected through CFD Policy 209—Decision Briefs, which outlines the process for submitting improvement opportunities and recommended changes in writing for review.

Appraisal

The CFD has had multiple avenues to collect employee feedback that have been successful in improving policies and procedures. One opportunity has been identified to use surveys more consistently to seek feedback and identify trends or themes over time. Another opportunity has been identified to formalize exit interviews, in partnership with the HR Division, with documentation and analysis of the results.

Plan

The CFD will continue to acquire feedback from personnel to improve policies and procedures and will seek out opportunities to utilize surveys more consistently. The CFD will continue to administer annual Crew-Chiefs meetings and annual Officers' meetings. Finally, the CFD will evaluate the benefits of formalizing the exit interview process.

References

2024 Crew Chiefs Schedule

2024 Officers Meeting Memorandum

CFD Policy 209 - Decision Briefs

7B.10 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.

Description

The CFD conducts a workforce assessment as part of the biennial budget process and evaluates it annually as part of the mid-biennial budget review. Board-authorized positions are confirmed and adjusted based on organizational needs for budget development. The CFD and HR Division then compare authorized full-time equivalent (FTE) employees to the current workforce and initiate the necessary recruitment processes. Historical rates of attrition, as well as personnel retirement eligibility, are considered for recruitment planning.

The CFD has budgeted accordingly to fund the costs of onboarding new personnel, the fire academy, and the ongoing personnel training throughout their career.

Appraisal

In 2024, the CFD conducted an attrition analysis to determine line personnel turnover, fire academy and probationary success, upcoming retirements, and vacancy overview. The analysis demonstrated the following:

- Line Personnel Turnover (2019-2024): Over the last 6 calendar years, the CFD has experienced an average yearly loss of 8.17 line personnel due to voluntary resignations and retirements. Specifically, it has had 16 resignations and 33 retirements during this period.
- Fire Academy and Probationary Success: Over the last 6 fire academy classes, the CFD has seen a 78% success rate from academy family night through the completion of probation. This translates to 91 out of 117 recruits completing their probation. However, 22% (26 out of 117) have not reached completion of probation.
- Upcoming Retirements: As of December 2024, 19 firefighting personnel, including chief officers, were eligible for retirement. By the end of 2025, an

additional seven personnel will be eligible, and by the end of 2026, nine more will be eligible.

- Vacancy Overview (November 2023 – December 2024): With recent retirements, as of December 2024, the CFD had 15 firefighter vacancies.
- The CFD has conducted formal fire academies to replace vacancies since July 1999, with an academy occurring approximately every 12-24 months, with the exception of the timeframe during the Great Recession.

Plan

The CFD will continue to conduct workforce assessments and improve upon its plan to address projected personnel resource needs. The CFD will also continue to work collaboratively with District personnel, including the HR Division and the Finance Division, to ensure effective recruitment and funding occur to hire, train, and empower personnel to successfully complete their probationary period and be promoted through the ranks as tenured personnel retire.

References

Fire Recruitment Analysis

FY 2023-24 & 2024-25 Cosumnes CSD Biennial Budget - Exhibit C

Criterion 7C: Personnel Policies and Procedures

Documented personnel policies and procedures are in place to guide both administrative and personnel behavior.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD has both District-wide and Department-specific personnel policies that serve as essential guides for administrative procedures and personnel behavior. Regular policy updates are a cornerstone of the CFD's commitment to maintaining adaptability, transparency, and regulatory compliance. Through a structured process of periodic review and revision, adjustments are made as necessary to reflect evolving organizational needs, changes in the law, and industry best practices. Timely communication of policy updates is facilitated through multiple channels, including email notifications and using platforms such as Vector Solutions and Lexipol, which serve as central hubs for policy storage, record management, and tracking. These platforms allow personnel to easily access, acknowledge, and stay informed about any policy changes or updates.

The CFD's approach to policy management is proactive, ensuring that policies are not only up to date but also aligned with the department's operational goals and values. This approach fosters a culture of accountability, clarity, and transparency regarding the expectations and standards that guide personnel behavior and performance. Regular training on policies and procedures further reinforces this culture, ensuring that all employees understand and adhere to the established guidelines. Additionally, feedback from personnel is actively sought during policy revisions to ensure that updates are relevant, effective, and in the best interest of both employees and the community. This collaborative, transparent process helps cultivate a positive organizational environment and ensures that the CFD remains responsive to both internal and external changes.

Performance Indicators:

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

Description

The District has policies categorized into four groups: Administrative Rules, Administration, Personnel, and Board Policies. All policies are accessible to personnel on the District's Intranet and are reviewed and updated regularly.

The Cosumnes Fire Department Policy and Procedures Manual (CFD Policy and Procedures Manual) is specific to the CFD and outlines all department policies, procedures, rules, and guidelines for CFD personnel. These policies are accessible to personnel electronically on the Lexipol system and are reviewed and updated regularly.

If a District policy conflicts with the CFD Policy and Procedures Manual, District policies take precedence. For conflicts between District or CFD policies and a collective bargaining agreement, the terms and provisions of the agreement supersede policies for the personnel governed by the agreement.

Management and union representatives review new or updated policies for 14 days before they are published by the CFD. Once published, personnel must review and acknowledge District and CFD policies.

Appraisal

The CFD has ensured current policies, procedures, and rules are documented and communicated to personnel. Personnel policies have been organized into categories and accessible on the District's Intranet. The CFD Policies and Procedures Manual, specific to the CFD, is available to personnel through the Lexipol system. Processes have been in place for the regular review and updating of personnel policies.

Plan

The CFD will continue to document and communicate its current policies, procedures, and rules to all personnel and will continue to evaluate for improvement opportunities.

References

CFD Policy and Procedures Manual Table of Contents

Listing of District Policies Webpage (Screenshot)

CC 7C.2 The agency has a policy that defines and prohibits harassment, bias and unlawful discrimination of employees/members based on sex, race, disability or other legally protected characteristics, 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.

Description

District Policy 1105—Prohibition Against Workplace Harassment Discrimination and Retaliation ensures a work environment free of discrimination and harassment. The policy applies to all District elected officials, executives, personnel, interns, volunteers, contractors, vendors, suppliers, members of the public, and other persons participating in District programs and services.

All District personnel are responsible for maintaining a work environment free from discrimination and harassment as defined in District Policy 1105 and will be held fully accountable for compliance and taking appropriate measures to ensure that such conduct does not occur. If harassment or discrimination does occur, District Policy 1105 outlines the options available for reporting, including information for the United States Equal Employment Opportunity Commission and the California Civil Rights Department.

District Policy 1105 is accessible along with other District policies on the District's Intranet.

Appraisal

District Policy 1105 has adequately defined and prohibited harassment, bias, and unlawful discrimination of personnel based on legally protected classes and characteristics. The policy and related expectations have been communicated to personnel and have remained accessible on the District's Intranet. Additionally, CFD personnel have completed bi-annual training regarding harassment, bias, and unlawful discrimination utilizing the Vector Solutions training program.

Plan

The CFD will continue to follow District Policy 1105 along with the contractual agreement between the District and IAFF Local 522 and the memorandum of understanding between the District and the MEO regarding definition and compliance and will provide ongoing training in accordance with State law. The CFD will continue to work with the HR Division to ensure the bi-annual training on anti-harassment is administered.

References

District Policy 1105 - Prohibition Against Workplace Harassment, Discrimination, and Retaliation

Anti-Harassment Training (from Vector Solutions)

Contractual Agreement between the District and IAFF Local 522

Memorandum of Understanding between the District and the MEO

7C.3 A corrective actions system, which ensures accountability, is in place.

Description

The District intends to utilize progressive discipline as appropriate to change behavior and encourage accountability, education, and growth. When that approach is not successful, the District and the CFD have multiple policies and directives in place that outline corrective action systems that support accountability for conduct and performance.

- District Policy 3165 - Disciplinary Action is in place for all non-represented, regular full-time personnel.
- The contractual agreement between the District and IAFF Local 522 includes Article 16 which outlines the causes for disciplinary action and the procedures for imposing disciplinary action.
- The memorandum of understanding (MOU) between the District and the Management Employees Organization (MEO) includes Article 13, which details the actions to impose discipline when preventative or corrective actions have failed.

Appraisal

A corrective action system has been established through District policy, the contractual agreement between the District and IAFF Local 522, and the MOU between the District and MEO. These corrective action systems have been reviewed annually and every three years when the contract or MOU expires and is replaced with a new one. These procedures have been functional and efficient at holding personnel accountable for conduct and performance.

Plan

The CFD will continue to implement the current corrective actions system and will re-evaluate the corrective actions system each time the District enters contract negotiations.

References

Contractual Agreement between the District and IAFF Local 522 – Article 16

District Policy 3165 - Disciplinary Action

Memorandum of Understanding between the District and Management Employees

Organization– Article 13

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

Description

The District has multiple policies pertaining to ethical conduct and conflict of interest to guide personnel in their duties. These policies are regularly reviewed and available on the District's intranet. District Policy 1100 - Prohibited Conduct sets the expectation to uphold the highest standards of ethical conduct and avoid even the appearance of impropriety. District Policy 1115 – Statement of Ethical Conduct outlines a clear, positive statement of ethical behavior reflecting the expectations of the District. District Policy 1130 – Conflict of Interest directs personnel to file statements of economic interest in compliance with state and local law. District Policy 3215 – Outside Employment and Volunteer Activities directs personnel not to engage in outside employment or volunteer activities that are in conflict with their duties.

The CFD has a Code of Ethics that encompasses the department's philosophical values and ideals regarding its firefighters and staff. The Code of Ethics is not a directive and is not grounds for discipline; rather, it serves as a compass to guide decision-making and day-to-day performance. The CFD utilizes the Lexipol system to create, store, and update all department policies. The program also communicates to personnel when policies are updated or removed.

Appraisal

The CFD has followed the District's ethics and conflict of interest policies that has been published on the District's Intranet and communicated to personnel. The CFD has also maintained a Code of Ethics to guide personnel to make ethical decisions in their day-to-day work.

Plan

The District and CFD will continue to follow these policies and processes and ensure they remain accessible through the intranet and Lexipol. Regular notifications of updates will be used to continue communicating these policies to personnel.

References

CFD Code of Ethics

District Policy 1100 - Prohibited Conduct

District Policy 1115 - Statement of Ethical Conduct

District Policy 1130 - Conflict of Interest

District Policy 3215 - Outside Employment and Volunteer Activities

7C.5 An employee/member grievance/complaint process is published and communicated to employees/members.

Description

The CFD and labor groups have contractual agreements that outline the definition of what constitutes a grievance, the levels and process of filing a grievance, and what discipline can be imposed on a represented member. In the contractual agreement between the District and IAFF Local 522, the grievance process is outlined in Article 15, and in the MOU between the District and Management Employees Organizations (MEO), it is outlined in Article 14. For non-sworn personnel, there is a conflict and issue resolution process outlined in District Policy 3167 – Conflict Resolution and Escalation. These documents are accessible to personnel on the District's Intranet and the CFD's Vector Solutions dashboard.

Appraisal

The CFD's current practices and policies have effectively guided its membership in understanding a grievance and how to file one. The procedure has been detailed and communicated to all employees when the contractual agreements are renewed.

Plan

The CFD will continue to utilize the current grievance process as outlined in District Policy 3167, the contractual agreement between the District and IAFF Local 522, and the MOU between the District and Management Employees Organization. It will also review the current process each time the contractual agreements are set to expire.

References

Contractual Agreement between the District and IAFF Local 522 – Article 15

District Policy 3167 – Conflict Resolution and Escalation

Memorandum of Understanding between the District and Management Employees Organization – Article 14

Criterion 7D: Use of Human Resources

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

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The District aims to recruit and retain a well-qualified diverse workforce. The classification plan provides job classification titles of all positions, distinguishing features of the job classifications, examples of work performed, required knowledge, skills and abilities, desirable training and experience, and other requirements that are used to ensure performance requirements are clear and compensation for each job classification remains fair and competitive in the job market. The District's Human Resources Division provides several programs and services to support the CFD and its personnel and recruits in the achievement of the District's mission, vision, values and objectives, which includes adhering to the District's personnel guidelines and contract agreements. The District also provides opportunities for career development and progressive career growth based on job-specific professional development planning and feedback through ongoing evaluations to ensure continued success and sustainability of the workforce as a public special district. The District or the CFD currently does not have a formal succession plan that incorporates mentoring as one of its key components.

Performance Indicators:

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

Description

District Policy 3145 - Classification Plan describes the established systematic method for the review and grouping of the District's jobs into common classifications based on similarities in duties, responsibilities, education, and authority level. The classification plan serves as a basis for making a variety of human resources decisions such as the design of an equitable and competitive salary structure, clear and objective appraisals for employee performance, and the development of career paths, training, and succession planning. The District reviews the classifications every three years through a classification and compensation study as outlined in District Policy 3330 – Compensation and District Policy and District Policy 3140 – Organization and Position Management Policy.

Appraisal

The District's classification plan has been an adequate approach to managing HR and related financial costs in an effective, consistent, and controllable way. It has identified the process to create, modify or remove an authorized position. These procedures have provided essential information in support of HR, financial planning, and management decision-making.

Plan

The District's HR Division will actively and continually ensure it is maintaining consistency with market based on job classifications that are relevant to the work performed by personnel. This will be done through following the relevant policies and continuing with classification and compensation studies every three years.

References

2024 Classification and Compensation Staff Report

District Policy 3140 - Organization and Position Management Policy

District Policy 3145 - Classification Plan

District Policy 3330 - Compensation

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

Description

As directed by District Policy 3145 – Classification Plan, the District has a job description for all positions. Job descriptions are posted on the District’s Job Opportunities webpage. Job descriptions include the nature of work, essential job functions, examples of work, required knowledge and skills, and required education and training. Job descriptions are submitted to the HR Division for review and approval before the job announcement is made public. Updates to job descriptions include input from subject matter experts, the senior management team, and must be approved by the HR Division.

Appraisal

The District has had current and documented job descriptions for all positions, and procedures for updating and developing job descriptions continues to be consistent with District Policy 3145 – Classification Plan.

Plan

The HR Division will continue working in partnership with hiring authorities in the systematic review of job descriptions.

References

District Job Opportunities Webpage
District Policy 3145 – Classification Plan
Firefighter Job Description (Sample)
Public Education Specialist Job Description (Sample)
Deputy Fire Marshal Job Description (Sample)

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

Description

The District is committed to building and maintaining a high-performing and accountable workforce where managers and employees work together to plan, track, and review an employee's career goals, work objectives, and contributions. District Policy 3160 - Performance Evaluation describes the performance evaluation process and tool, Tenzinga, which is used by supervisors to manage performance by promoting employee understanding of successful job performance and their commitment to the objectives and goals that are critical to the success of the District. Performance evaluations identify specific levels of compliance with standards, acknowledge the merit of above standard performance, and are a tool to assess the means and methods needed to correct deficiencies and achieve the required standard level of performance when necessary.

The District uses Tenzinga as a performance evaluation platform. Tenzinga allows supervisors and their employees to create a roadmap to manage performance and expectations. Both the supervisor and employee can document performance feedback, set goals, and track progress throughout the appraisal year. The Tenziga logs are used to develop an annual performance appraisal that the supervisor and employee can have a meaningful conversation about during the appraisal meeting. In addition, Tenzinga allows for employee recognition by allowing others to provide input and feedback indirectly.

Appraisal

The District's policies surrounding personnel appraisals has been successful at guiding formalized feedback from supervisor to employee. Tenzinga has been a useful and efficient tool in the appraisal system.

Plan

The District will continue using Tenzinga as a tool in the personnel appraisal system. The HR Division will continually look for opportunities to expand the use and capabilities of Tenzinga.

References

District Policy 3160 - Performance Evaluation

7D.4 The agency has a policy or program for receiving employee/member input or suggestions.

Description

The District employs both formal and informal methods to proactively collect employee input, feedback, and suggestions in a constructive manner. One formal avenue is through District Committees, which meet periodically to discuss shared ideas and provide recommendations to management on topics such as climate, culture, operational improvement, and overall effectiveness. As of January 2024, the District has three active committees: the IDEA Committee (Inclusion, Diversity, Equity, and Access), the Safety & Risk Management Committee, and the Pilot Non-Represented Employees Advisory Committee.

In addition, starting in December 2024, the District began hosting quarterly “All Staff Q&A Sessions” with the Strategic Management Team (SMT). These sessions provide employees an opportunity to raise questions, share concerns, and receive updates directly from leadership. Periodic surveys are also conducted to gather feedback on specific topics, such as employee benefits.

Within the CFD, personnel can submit improvement opportunities and formally recommend changes using CFD Policy 209 – Decision Briefs, which outlines the structured process for such submissions.

Appraisal

The methods utilized to collect employee input has created cross-functional team collaboration and engagement of District employees from multiple classifications, divisions, and expertise, and has been very successful in producing innovative ideas and solving organizational problems. This has created a collaborative workforce that continues to develop leadership and management skills, breaks silos, increase diversity awareness, and build team spirit.

Plan

The District will continue to support the methods currently available to employees to provide their input, feedback, and/or suggestions.

References

- CFD Policy 209 – Decision Briefs
- Employee Open Enrollment Benefits Survey Email
- Q&A Session with SMT Meeting Invitation
- Safety Committee Meeting Minutes (Sample)

7D.5 Career and professional development programs are in place for all members and encourage the pursuit of professional credentialing.

Description

District Policy 3335 – Development and Training encourages employees to pursue career and professional development opportunities that are related to their present work, which will prepare them for future job opportunities, career advancement, and/or succession planning within the District. The current career and professional development programs in place range from, but are not limited to, acquiring job-related training through technical and professional associations, onsite training opportunities facilitated by the HR Division, and encouraging employees to participate in the District's professional growth reimbursement program. This program requires an employee and supervisor to develop an individual employee development plan that is designed to reach short and long-term job/career-related goals for upward mobility and to improve or upskill current job performance.

Appraisal

The District has been successful at encouraging and providing opportunities for professional development to employees. The CFD has allocated funding for career and professional development.

Plan

The District will continue to encourage and provide career and professional development programs that are in alignment with its mission, vision, and values. The CFD will continue to budget funds to ensure career and professional development opportunities are in place.

References

District Policy 3335 - Development and Training

7D.6 The agency has a succession plan that incorporates mentoring.

Description

One of the District's values is to develop and train a high-quality workforce with emphasis on professionalism, diversity, equity, and inclusion, succession planning, competency, and organizational growth. The District and CFD encourage training, development, and mentorship that includes succession planning opportunities for personnel to promote upwards into leadership positions or technical/professional positions.

The District and CFD use Vector Solutions as a training system and Tenzinga as a performance management system for personnel and their supervisors to create both performance-based and career development training plans. These plans include continuous performance feedback meetings and check-ins to provide feedback, mentorship, and support to personnel regarding their progress toward meeting their job performance and/or career planning goals.

Additionally, non-sworn personnel are provided an opportunity to work out-of-class when a vacancy occurs until it is filled; this process is dictated within District Policy – 3150 Working out of Classification. Sworn personnel are also afforded the opportunity to be mentored by supervisory personnel, especially as they prepare to promote to the next level, including “riding along” with higher level positions. They also have the opportunity to work out-of-class at the next higher level when temporary vacancies occur to ensure a career path from firefighter to chief officer.

While the CFD has many opportunities for mentoring, a formal succession plan is not in place.

Appraisal

The CFD has had a culture of empowering its personnel to be better prepared for their current level and for a higher level. It was identified that non-sworn personnel have limited opportunities to work out-of-class, except for a long-term vacancy until it is filled by a permanent employee. However, mentoring opportunities have been in place for non-

sworn personnel, primarily by their direct supervisor. Sworn personnel have been provided the opportunity to work out-of-class due to a constant-staffing model. In addition, sworn personnel have been provided with an opportunity to “ride-along” with a higher-level position, primarily at the Battalion Chief rank when it is expected that they will promote to that rank. This opportunity was not found to be the same among the lower ranks, although daily mentoring at all ranks was found to be part of the CFD culture. Lastly, a second duty Battalion Chief was added in July 2024 to include the improvement of mentoring and personnel development for sworn personnel.

Plan

The CFD will continue to support career development and succession planning as one of the District’s values. The District’s Human Resources Manager will investigate and evaluate the current training and development program to expand and incorporate leadership development opportunities and mentorship opportunities. The CFD will develop a formal succession plan that incorporates mentoring as one of its main goals.

References

2021 Cosumnes CSD Strategic Plan, District Values, page 7
District Policy 3150 – Working out of Classification

Criterion 7E: Personnel Compensation

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

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The District provides competitive compensation and benefits packages designed to attract and retain highly qualified employees. The District offers a comprehensive range of benefits to eligible full-time and part-time employees, including medical, dental, and vision coverage, basic Life and Accidental Death and Dismemberment insurance, an Employee Assistance Program (EAP), and optional Long-Term Care insurance. Additionally, employees have access to Health Flex Spending Accounts, Dependent Care Spending Accounts, and an optional 457 deferred compensation plan, providing flexible and valuable financial planning options.

Compensation plans are reviewed every three years and are benchmarked against market standards to ensure the District remains competitive and attractive to current and prospective employees. These plans, along with detailed benefits information, are clearly outlined in the District's policies, and Memoranda of Understanding (MOU) bargaining agreements, ensuring clarity and consistency. To promote transparency and accessibility, both the compensation and benefits packages are available for review on the District's website. Furthermore, the District regularly seeks employee feedback and conducts market surveys to ensure that compensation and benefits remain competitive, equitable, and aligned with the needs of the workforce. This ongoing evaluation reflects the District's commitment to supporting its employees' well-being, job satisfaction, and financial security.

Performance Indicators:

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

Description

Compensation and salary schedules are documented in the Full Time Salary Schedule and Part Time Salary Schedule. Salary schedules are presented to the Board during an open session meeting and once approved are published on the District's Compensation, Benefits, and MOUs webpage for the public and in the Payroll and Staffing webpage on the intranet for employees.

Appraisal

The District has had rates of pay and compensation published on the District's Intranet and public facing website, so they have been accessible to personnel and the general public.

Plan

The District will continue to ensure that compensation rates are published and available to the public and to all personnel.

References

Compensation, Benefits, and MOUs Webpage
Full Time Salary Schedule
Intranet Payroll and Staffing Webpage
Part Time Salary Schedule

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

Description

District Policy 3305 – Benefits General provides an overview of various health benefits that are provided to eligible employees and their qualified dependents in compliance with the Affordable Care Act. Benefit packages include medical, dental, vision, basic Life and Accidental Death and Dismemberment insurance, Employee Assistance Program (EAP), optional Long-Term Care, Health Flex Spending Accounts, Dependent Care Spending Accounts, and an optional 457 plan. The benefit plans are summarized and published on the District's Compensation, Benefits, and MOUs webpage for the public and the detailed guides are published on the Employee Benefits webpage on the intranet for internal personnel.

Appraisal

The District has maintained successful practices for defining, publishing, and communicating benefits packages for eligible full-time and part-time personnel. The benefits are published for the public and employees to view online.

Plan

The District will continue to publish information for the benefits packages provided to eligible full-time and part-time personnel and to provide transparency for the public.

References

2024 Employee Benefits Guide
Compensation, Benefits, and MOU Webpage
District Policy 3305 – Benefits General
Intranet Employee Benefits Webpage

Category 8: 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; and instructional information systems, such as computers and software, telecommunications, other audiovisual 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.

A learning resources organizational structure and a technically proficient support staff are central to success of training and educational programs. 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 its approach to recognized state/provincial and national fire service professional standards programs in its written responses to the performance indicators in this category.

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.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD's training program is multi-faceted to meet the needs of the department and the community served. It encompasses several key components, including fulfilling legal training mandates, providing EMS certification and continuing education, and facilitating personnel professional development. The CFD schedules all training on an Annual Training Calendar and has goals and objectives within the 2022-2027 CFD Strategic Plan to guide training and professional development efforts.

To ensure continuous growth, the CFD provides ongoing training opportunities through on-duty training, participation in training teams, and support for personnel pursuing specialized certification. The CFD has a structured process for personnel to become qualified to act out of class in preparation for taking promotional exams, as well as mentoring opportunities that offer real-world experience prior to promotion.

Performance Indicators:

CC 8A.1 The organization has a process in place to identify training needs, including tasks, activities, knowledge, skills and abilities.

Description

The CFD utilizes several factors to identify training needs, including adhering to legal mandates and continuously evaluating department needs. The CFD meets training requirements from organizations such as the Division of Occupational Safety and Health (Cal/OSHA), the Local EMS Agency (LEMSA), the Insurance Services Office (ISO), and the National Fire Protection Association (NFPA). Additionally, the CFD monitors for new and trending changes in the community, response needs, and performance trends or shortfalls to identify future training needs for the organization. This includes feedback from line personnel, analyzing injury or accident reports, and a Continuous Quality Improvement (CQI) process for Emergency Medical Services (EMS) related incidents. The CFD utilizes an Annual Training Calendar to log and track all identified training needs and ensure training mandates are met.

Appraisal

The CFD has successfully identified the training necessary for tasks, activities, knowledge, skills, and abilities. In recent years, several transitions in the Training Division have created inconsistencies in tracking training. While it has been an option to retroactively review training records to determine what has been completed, the division needed a system to proactively schedule the training mandates, therefore has begun planning for a Two-Year Training Calendar.

Plan

The CFD will continue to complete the process of implementing a Two-Year Training Calendar and will also work with the District's Risk Manager and Safety Committee to ensure that trends in workplace injuries, accidents, or near misses are evaluated to identify training needs. The CFD will continue to utilize the CQI process in relation to EMS training.

References

- Annual Training Calendar
- EMS CQI Results (Sample)

8A.2 The agency's training program is consistent with the mission statement, goals and objectives, and helps the agency meets those goals and objectives.

Description

The CFD's mission is to save lives and protect the community through prevention, preparedness, and emergency response in a timely, courteous, and effective manner. To meet this mission, the CFD emphasizes training and holds personnel to a high standard for performance. This emphasis is documented in the 2022-2027 CFD Strategic Plan in Strategy 5 - Personnel Development and Education, which includes objectives to provide a training program that meets the needs of the department and community, provide opportunity for professional growth, and recruit and develop a well-qualified professional and diverse workforce. The CFD accomplishes this through training teams that emphasize succession planning by including newer members of the department. All new hire employees go through a rigorous training academy to ensure they are prepared to provide service to the community and have received training and education needed to be successful. Academies also provide opportunities for personnel to develop as instructors.

Appraisal

The current training program has been aligned with the CFD's mission statement and goals. The program has ensured the needs of the community are met and has provided personnel with training necessary to become subject matter experts and instructors in the topics they wish to pursue.

Plan

The CFD will continue to ensure the training program supports the mission and goals of the department. The CFD will continue to prioritize succession planning and ensuring there are opportunities for personnel's professional development.

References

2022-2027 Cosumnes Fire Department Strategic Plan, pages 60-61

8A.3 The training program is consistent with legal requirements for mandatory training.

Description

The CFD Training Division works to ensure that the training program meets all legal requirements and recommendations from organizations including the Division of Occupational Safety and Health (Cal/OSHA), Insurance Services Office (ISO), and National Fire Protection Association (NFPA). Furthermore, the EMS Division works to ensure the training program meets the Local EMS Agency (LEMSA) requirements for training and certification. To stay current on evolving standards, the Training Division attends the Fire Department Training Symposium each year, which includes a class specifically focused on legal mandates. In addition, the records program utilized by CFD, Vector Solutions, provides webinars that support compliance with legal mandates.

To track these requirements, the CFD utilizes an Annual Training Calendar that encompass all training requirements and recommendations in one place.

Appraisal

The Annual Training Calendar has been successful at creating a consistent and proactive approach to tracking and scheduling legal requirements for mandatory training. Implementing the Annual Training Calendar has provided training personnel with a central place to track the assignment, scheduling, and completion of required trainings. The Training Division stays current on legal requirements by attending conferences, networking with neighboring agencies, and participating in annual webinars. Staying updated on these legal mandates ensures the CFD remains in compliance with state and national standards, reduces liability, and supports the safety and readiness of personnel. This proactive approach allows the CFD to adapt quickly to regulatory changes, ultimately enhancing operational effectiveness and maintaining public trust.

Plan

The CFD will continue to utilize the Annual Training Calendar while finalizing and implementing the transition to a Two-Year Training Calendar to ensure greater consistency with legally required training.

References

Annual Training Calendar

Firefighter Candidate Testing Center Written Test

Firefighter Candidate Testing Center CPAT

8A.4 The agency identifies minimum levels of training and education required for all positions in the organization.

Description

The CFD has set minimum levels of training and education requirements for all positions in the organization and communicates these through job descriptions. This is done for all levels within the department. Once hired, the CFD provides opportunity to obtain the required training and education for acting out of class or promotion. The annual requirements for Captain and Engineer are 12 hours of continuing education in their respective roles. Each fire department member is expected to log 120 training hours per year.

The CFD hosts a 40-hour Engineer Academy and a 40-hour Company Officer Development Academy to provide more specific training for those roles. Internal task books that are performance based are required to ensure competency for a given position or qualification. These are assigned to personnel during the acting process or after successful completion of the promotional process. All of these methods identify and communicate the minimum levels of training and education required.

Appraisal

The CFD has been successful as identifying minimum levels of training and education required for each position in the organization. The requirements have been outlined in job descriptions and are appropriate for each position.

Plan

The CFD will continue to have minimum training and education requirements for the different positions in the organization and will ensure the requirements are applicable to the roles of the position and update these in collaboration with the labor team.

References

Company Officer Development Academy Curriculum
Job Descriptions for various positions
Task Book - Engineer (Sample)

Criterion 8B: Training and Education Program Performance

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

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD is committed to providing comprehensive training and education throughout every step of a personnel's career. Training begins in the Firefighter I Academy, designed to prepare firefighters for their frontline responsibilities. After this initial training, ongoing trainings are provided to ensure personnel maintain proficiency in their skills and train on new equipment, tools, or procedures. In order to prepare personnel for promotional opportunities, the CFD provides rank specific academies and utilizes a task book system which allows personnel to learn from experienced members who hold the rank they are pursuing.

Each year, trainings are planned during the Master Calendar Summit and then posted to the CFD's Master Calendar in Outlook. The Training Division also utilizes an Annual Training Calendar to track training requirements and plans. Furthermore, Vector Solutions serves as the training record management system to assign, track, and report on trainings.

Performance is evaluated individually throughout the Firefighter I Academy and probationary period, followed by evaluations at the company and battalion levels, with feedback provided in a more informal manner.

Formal and documented training evaluations are conducted after EMS trainings to determine if objectives were met and identify necessary adjustments to the curriculum. Other training evaluations are less formal and not consistently documented.

Annually, the Training Division conducts a formal and documented program appraisal that includes the program overview, resources, outputs, outcomes, and recommendations.

Performance Indicators:

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

Description

The role of the Training Division is to ensure training is provided to prepare personnel to mitigate emergencies and provide a high level of customer service. In addition to the Training Division, the EMS Division provides training with a focus on Emergency Medical Response and patient care. Between the two divisions, personnel are provided all mandated training as well as training required for continuing education for EMS certifications.

Newly hired employees attend a Firefighter I Academy that varies in length from 20-24 weeks. Academy training is planned and documented on the Academy Calendar and focuses on meeting the State Fire Marshal Firefighter I requirements.

Personnel in the fire stations are expected to complete 20 hours of training per month as stated in CFD Policy 626 – Drill Requirements. This training is a combination of divisional training and company level training.

Personnel who are interested in promoting to Engineer are offered the Engineer Academy approximately six months ahead of the promotional process. The focus of the Engineer Academy is to teach personnel how to drive, pump, maintain, and operate fire apparatus.

Personnel who promote to Captain attend a Company Officer Development program. This program includes modules on leadership, supervision, discipline, documentation, and operations.

In addition to the promotional programs, the CFD offers an Acting Program that allows personnel to become qualified to act out of class and gain experience and mentorship. This process is outlined in CFD Policy 1046 - Acting/Out of Class Program.

Appraisal

The CFD has been successful at providing initial and ongoing training to personnel of all ranks. The Acting Program, Engineer Academy, and Company Officer Development programs have helped create opportunities for personnel to gain the knowledge, skills, and abilities necessary for success through the ranks. The CFD has also seen an improvement in our personnel understanding of roles and responsibilities by attending these programs.

Plan

The CFD will continue to provide training to personnel across all ranks in the form of the new hire fire academy, promotional programs, mandated trainings, and ongoing trainings that address current needs. The Training Division will continue to assess the effectiveness of trainings and make adjustments as necessary.

References

Academy 2024-01 Calendar

Annual Training Calendar

CFD Policy 1046 - Acting/Out of Class Program

CFD Policy 626 – Drill Requirements

Company Officer Development Academy Outline

Engineer Academy Outline

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

Description

The Training Division oversees and manages an Annual Training Calendar, which organizes day-to-day operations, including training, for personnel awareness. This starts with a Master Calendar Summit in April each year to develop the Annual Training Calendar for the following fiscal year. The Training Division also uses this calendar to track training requirements and plans.

Appraisal

The Annual Training Calendar has worked well at planning for the upcoming year and coordinating the needs of each division. The accessibility and transparency of the calendar has been key at keeping personnel aware of the day-to-day operations, including training. .

Plan

The CFD will continue to utilize the Annual Training Calendar and finalize and implement the Two-Year Training Calendar to better track the progress of annual trainings and coordinate the schedule for training amongst the different divisions.

References

Annual Training Calendar

Master Calendar Summit Agenda (Sample)

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

Description

The CFD evaluates individual recruit's performance during the Firefighter I Academy and one-year probationary period utilizing the California State Fire Training evaluation sheets. The CFD also utilizes internally developed skill sheets that encompass multiple skills into a single evolution to evaluate performance in a manner consistent with how a task would be completed on the fire ground.

After an employee is off probation, evaluation of performance shifts to the company and battalion level utilizing monthly company evolution training with time standards.

Performance evaluation focuses on providing verbal feedback after drills or emergency incidents.

As a part of the acting and promotional processes, personnel are given internal task books to work through. This is to document and evaluate a minimum level of knowledge, skills, and abilities required for each rank in the organization.

Appraisal

The CFD has been successful at formally evaluating and documenting individual recruit performance in the Firefighter I Academy and while on probation. . The CFD should evaluate the resources it would take to implement formally documented continuous individual and crew performance evaluations.

Plan

The CFD's Training Division will evaluate opportunities for formally documented evaluations of individual and crew performance after drills. The CFD will also consider creating a formally documented evaluation as a part of the promotional probationary process. This process will be evaluated, created, and implemented in calendar year 2026.

References

2022 Firefighter Task Book (Sample)

California State Fire Training Evaluation Sheet

CFD Skill Evaluation Sheet (Sample)
Engine Company Evolutions (Sample)

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

Description

The CFD analyzes evaluations of EMS training to determine whether objectives were met and identify necessary adjustments to the curriculum. This is a requirement set by the Local EMS Agency (LEMSA) to be a continuing education (CE) provider. The instructors review the evaluations to ensure the training meets the personnel's needs. For other (non-EMS) training, the evaluation process is informal and not consistently documented. Evaluations for other trainings consist of verbal feedback from the attendees to the instructors.

Appraisal

The CFD has done well at soliciting and analyzing evaluations of EMS training. However, it has not prioritized having a consistent and formal process for analyzing evaluations for other training. The process has not been consistent because it heavily relies on the individual instructor's approach, and there have not been clear guidelines or policies established to govern how non-EMS training evaluations are conducted and reviewed. Additionally, the lack of formalized procedures has meant there isn't a systematic way to ensure evaluations are consistently reviewed and acted upon across all training programs.

Plan

The CFD will continue to require evaluations for EMS training and will use this process as a framework to evaluate the personnel, time, and resources it would take to improve the process of capturing evaluations for other trainings. This process will be implemented in calendar year 2026.

References

EMS Course Evaluation Form (Sample)

8B.5 The agency maintains a training records management system that meets its needs.

Description

The CFD utilizes Vector Solutions as a training records management system (RMS). Vector Solutions allows the CFD to assign trainings, track completion, maintain the task book process, and run reports in real time. Personnel also have the ability to self-assign trainings from Vector Solution's library of professional development courses.

Appraisal

The CFD has utilized Vector Solutions since 2017 and it has met the current needs as a training RMS. Evaluating the system has been ongoing in order to identify changes and improvement that could be made to the user interface. Additionally, the CFD has identified the need for training and educating personnel on how the RMS functions and the importance of completing training records to accurately document the amount of training completed.

Plan

The CFD will continue to use Vector Solutions as a training RMS and will continue to evaluate the system on an ongoing basis. The CFD will assess how to reinforce training and education on how the RMS functions for personnel.

References

Training Record from Vector Solutions (Sample)

Vector Solutions Dashboard (Screenshot)

CC 8B.6 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's effectiveness and compliance with meeting the needs of the organization.

Description

The CFD conducts a formal and documented program appraisal on an annual basis. The program appraisal captures the program overview, resources/inputs, outputs, outcomes/impacts, and recommendations for the future. The 2024 Annual Program Appraisal notes the Training Division documented 18,345 hours of training in the 2024 calendar year. The Training Division hosted a variety of professional development trainings and promotional testing opportunities.

Appraisal

The Annual Program Appraisal process has been successful at giving the program manager an opportunity to reflect on the effectiveness of the program and plan for improvement for the future. The trainings offered have allowed the CFD to meet mandated requirements, provide professional growth opportunities to personnel, and benefit the promotional process. The Training Divisions efforts have benefited the CFD by ensuring personnel have trained on the most current information and practiced the necessary skills to meet the needs of the community.

Plan

The CFD will continue to conduct a formal and document program appraisal on an annual basis and will use the information to implement improvement opportunities for the future.

References

2023 Annual Program Appraisal - Training and Education
2024 Annual Program Appraisal - Training and Education

Criterion 8C: Training and Education Resources

Printed and non-printed training and education resources, library materials, media equipment, facilities and staff are available in adequate quantity, relevancy, and diversity, and are current.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD operates the William Perry Schulze Fire Training Center, a recognized Accredited Local Academy that spans seven acres and is equipped with classrooms, an EMS lab, and five-story training tower that includes Class A and B burn rooms. The CFD's Training Division is well-equipped with various apparatus and a cache of tools and equipment that meet the diverse training needs of the department. The CFD maintains a detailed inventory of training equipment, ensuring all items are regularly inspected and maintained.

To ensure high-quality instruction, the CFD adheres to certification guidelines set forth by the California State Fire Marshal. Instructors are expected to review and update instructional materials before each training session. The training process is continually evaluated, with opportunities for instructors to propose modifications to the curriculum as needed. This approach guarantees that training resources remain current and aligned with organizational standards.

Performance Indicators:

CC 8C.1 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.

Description

The CFD operates the William Perry Schulze Fire Training Center (Training Center) which has been recognized by the California State Fire Marshals Office as an Accredited Local Academy. This facility is a seven-acre site that includes classrooms, an EMS lab, and a five-story training tower with class A and B burn rooms, among other amenities. The CFD also outsources facilities for specialized trainings such as tower rescues and wildland burns. The Training Center has grown significantly since the construction of the Training Center and parts of the facility are coming up on the end of their useful life.

Furthermore, the CFD has one Type 1 engine, two Type 3 engines, and one Ladder truck assigned to the Training Division, along with an adequate cache of tools and equipment to meet training needs.

Appraisal

. The Training Center has served the CFD well over the 20 years it has been in use; however, the portable buildings utilized on the training grounds are coming up on the end of their useful life. In addition, storage space is at capacity for the Training Division's equipment and supplies. The 2024-2029 Capital Improvement Plan (CIP) has identified the need to improve the facility with modern offices and classrooms. This is currently partially funded for Fiscal Year 2027/28. Furthermore, the CFD has benefited from assigning apparatus as replaced to the Training Division as this has extended the usefulness of the apparatus, reduces wear on first out units, and saving costs on purchasing separate units for training purposes.

Plan

The CFD will continue to work towards the improvement opportunities identified in the five-year CIP to update and modernize the Training Center. Additionally, as apparatus in

operations are replaced, the appropriate reserve apparatus will be assigned to the Training Division as needed.

References

Accredited Local Academy Certificate

Capital Improvement Plan – Fire Facilities Overview

List of Training Facility Amenities (Screenshot)

Overhead map of the William Perry Schulze Fire Training Center

CC 8C.2 The agency has access to instructional personnel, within the organization or from identified external resources, with teaching qualifications and expertise to meet its needs.

Description

The CFD utilizes the California State Fire Marshal (CSFM) certification and registration process to ensure personnel are qualified to be instructors. Internal personnel follow the guidelines outlined in the State Fire Training Procedures Manual to become registered instructors for a variety of topics that meet the needs of the CFD, including classes taught during the fire academies. The CFD provides training opportunities for instructors to teach classes throughout the year and supports personnel's pursuit of instructor qualifications.

Appraisal

This process has successfully ensured that the CFD has had personnel qualified to provide instruction for classes that fulfill the department's needs. The CSFM certification and registration process has ensured instructors have demonstrated their competency and subject matter expertise in various courses. Additionally, the CFD has been supportive of its personnel's professional development and has encouraged personnel to obtain CSFM certification. Leveraging this system and providing support to personnel has ensured the CFD has had access to a skilled and knowledgeable pool of instructors.

Plan

The CFD will continue to encourage and support personnel to become registered instructors with CSFM.

References

List of California State Fire Marshal Registered Instructors
State Fire Training Procedures Manual

8C.3 Instructional materials are current, easily accessible, and support the training program's stated objectives.

Description

The CFD provides current instructional materials as set forth by the guidelines for Accredited Local Academies in the State Fire Training Procedures Manual. Instructors are expected to review materials prior to teaching to ensure they are up to date and applicable to the needs of the class. To make materials easily accessible to instructors and personnel, the CFD utilizes Vector Solutions as a file center of the most up to date instructional materials. Furthermore, each fire station has a library of instructional materials.

Appraisal

The CFD has been successful at providing the most current instructional materials. Vector Solutions and the fire station libraries have been successful at making instructional materials easily accessible; however, the department would benefit from putting a process in place to ensure the fire station libraries are consistently updated.

Plan

The CFD will continue to require instructors to review materials to ensure the most current versions are being utilized. The CFD will create a process that ensures the fire station libraries are inventoried and consistently updated with the most current version of materials. This process will take place by the end of calendar year 2026.

References

State Fire Marshal Procedures Manual, page 29, 3.4.6.A

Vector Solution File Center of Instructional Materials (Screenshot)

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

Description

The process for purchasing, developing, or modifying existing curriculum begins with instructors reviewing curriculum before a class or training to ensure it meets the needs of the department. If updates are needed, the instructor works with the Assistant Chief of Training to develop or modify the existing curriculum. If new curriculum needs to be purchased, funds are available in the training budget and District Policy 2112 – Procurement is followed.

Appraisal

Reviewing curriculum before a training begins has been successful at proactively identifying curriculum that needs to be modified or updated. The Training Division has been successful at collaborating to modify curriculum or follow policy to purchase updated curriculum. This process has ensured the department has had curriculum that meets its needs for all trainings.

Plan

The CFD will continue to use this process to identify curriculum that needs to be modified or updated to meet the department's needs.

References

District Policy 2112 – Procurement
Training Equipment Budget Line Items

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

Description

The CFD maintains a cache of training equipment in accordance with CFD Policy 721 – Apparatus and Equipment Maintenance, Inventory, and Cleanliness. Equipment is inspected to ensure readiness and is regularly cleaned and inventoried. It is the responsibility of the Training Captains to ensure this process is followed. The CFD has budgeted funds to maintain and replace training equipment each fiscal year. The amount of funds is adjusted based on the anticipated needs and has been increased over the years to meet the needs of the Training Division.

Appraisal

This process has been successful at ensuring equipment is maintained, ready for use, and inventoried on a regular basis. This process has helped identify damaged equipment for repair or replacement and ensures lesser used equipment is inspected on a regular basis. In turn the CFD has been able to ensure equipment is well-maintained and tools are in good condition and ready to be used when needed.

Plan

The CFD will continue to maintain equipment in accordance with CFD Policy 721 to ensure equipment is ready for use, cleaned, and inventoried.

References

CFD Policy 721 – Apparatus and Equipment Maintenance, Inventory, and Cleanliness
Training Equipment Budget Line Items

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

Description

The CFD's Training Division maintains a spreadsheet inventory of all training equipment and resources. This includes the age of the equipment, cost for replacement, location, and quantity. It is the responsibility of the Training Captains to ensure this process is kept up to date.

Appraisal

This process has been successful at maintaining accountability for the equipment, as well as planning for replacement of equipment and resources. The spreadsheet has been successful at tracking the condition, location, and quantities of training equipment and resources. This makes planning for upgrades or replacements more efficient.

Plan

The CFD will continue to maintain and update an equipment and resources inventory as equipment is added to or removed from the Training Division cache.

References

Training Equipment Inventory Spreadsheet

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

Description

CFD Policy 627 – New Training Approval Process outlines that any new or modified training will be requested in writing to the Assistant Chief of Training who will ensure the proposed activity is consistent with the organizational mission and generally accepted standards of safety and practice. The intent of this process is to ensure operational consistency while encouraging personnel to take outside courses and bring recommendations forward. This is typically done through a written Decision Brief, as outlined in CFD Policy 209 – Decision Brief.

Appraisal

This process has been sufficient at encouraging personnel to bring training materials to the department while still ensuring their review. Requiring the review has ensured consistency in new materials meeting the department's needs.

Plan

The CFD will continue to follow CFD Policy 627 - New Training Approval Process and CFD Policy 209 - Decision Briefs to review and select new training and educational resource materials.

References

CFD Policy 209 - Decision Briefs

CFD Policy 627 - New Training Approval Process

CC8C.8 Training materials are evaluated, at least annually, to reflect current practices and meet the needs of the agency.

Description

The CFD evaluates training materials any time a training is going to be delivered. For example, if the materials are used twice a year, the materials are reviewed twice a year. This occurs as instructors are preparing to deliver training, so the materials can be updated as needed. The CFD uses the Vector Solutions training files to archive training materials for courses delivered online. Other training materials are saved and accessed in the Training Division SharePoint.

Appraisal

Evaluating training materials during the preparation process has been sufficient at ensuring the materials are current and meet the needs of the department. This process has been successful at proactively identifying training materials that should be modified or updated to reflect current practices and meet the needs of the department. This process has also been fiscally responsible and made efficient use of personnel time.

Plan

The CFD will continue to evaluate training materials before trainings are delivered to ensure the most current information is taught.

References

Vector Solutions listing of training materials (Screenshot)

Category 9: 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 fire 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. An agency seeking *prima facie* for this criterion should refer to the Commission on Fire Accreditation International Interpretation Guide for the qualifying language.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD utilizes and relies upon a dependable water supply system that meets fire flow requirements in accordance with national and international standards, such as the California Fire Code and NFPA guidelines. In 2022, the District, which the CFD is a part of, adopted Ordinance 21, establishing minimum fire flow and hydrant requirements for new developments, with reduced allowances for sprinkler exemptions. The District partners with the Sacramento County Water Agency, Elk Grove Water District, and the City of Galt to ensure existing systems are maintained to support adequate firefighting water supply. Additionally, the CFD reviews water infrastructure plans for new construction projects to confirm that growth areas meet required fire flow standards.

The CFD exceeds national fire flow requirements, maintaining a standard of 3,000-3,500 gpm at 20 psi, and achieved high marks in the 2023 Insurance Services Office (ISO) Public Protection Classification (PPC) evaluation, demonstrating the reliability of its water systems. Hydrant inspections and flow testing have been limited due to resource constraints and responsibility distribution. To improve compliance, the CFD is requesting annual hydrant inspections in collaboration with local water agency partners. Hydrant locations are updated monthly and integrated into Geographic Information System (GIS) programs for emergency access, though challenges persist in obtaining comprehensive data on underground mains.

Hydrant placement follows strict standards in municipal areas and NFPA 1142 – Standard on Water Supplies for Suburban and Rural Firefighting, in rural regions,

ensuring adequate infrastructure for firefighting. The District also relies on regional water master plans for planning and development review, with plans to conduct annual reviews to ensure evolving needs are met. Through strong partnerships, proactive planning, and operational readiness, the CFD ensures its water supply systems effectively support fire protection across its jurisdiction.

Performance Indicators:

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

Description

The District adopts and enforces the 2022 California Fire Code, as amended by Ordinance 21 on October 21, 2022. The amended Fire Code establishes minimum fire flow requirements for all new buildings in Appendix B and codifies hydrant requirements, including quantity and spacing, in Appendix C. The District collaborates with three water providers, Sacramento County Water Agency, Elk Grove Water District, and the City of Galt, to verify compliance with fire flow requirements. For each development, civil plans must demonstrate how required fire flow is achieved. In rural areas without public water supplies, fire flow requirements are determined using NFPA 1142 – Standard on Water Supplies for Suburban and Rural Firefighting.

Appraisal

Fire flow requirements in the District have exceeded the minimums set by national standards for areas with public water supplies, with a long-standing minimum of 3,000-3,500 gallons per minute (gpm) at 20 psi for new projects. This standard has been in place for over 20 years. In rural areas, projects have complied with NFPA 1142 requirements for water supply.

Plan

The CFD will continue enforcing the standard fire flow minimum of 3,000 gpm at 20 psi for developments with public water supplies, or more if required within the California Fire Code (Appendix B & C), and will apply NFPA 1142 standards for rural areas. Civil plans will remain subject to review to ensure compliance with fire flow requirements.

References

CFD Standard Commercial Civil Engineering Comments

District Ordinance 21, including adopted amendments to the 2022 California Fire Code

NFPA 1142 - Standard on Water Supplies for Suburban and Rural Firefighting, Chapter 4

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

Description

ISO's Public Protection Classification (PPC) program evaluates the effectiveness of fire protection agencies, including their ability to provide adequate water supply for firefighting. A critical component of this evaluation is a scored assessment of the water supply system, provided in a Hydrant Flow Data Summary, which includes credit for gallons per minute (gpm) available, overall system reliability as measured by the duration of sustained flow, hydrant distribution, and hydrant inspections.

In 2023, the District updated its ISO rating, which included a comprehensive evaluation of the water supply system. With over 8,000 fire hydrants in the District, it was not feasible to test all hydrants individually. Instead, a standardized procedure was followed in collaboration with ISO, which identified 33 representative hydrant locations for flow testing. CFD conducted these tests according to established protocols and reported the results to ISO.

To achieve maximum credit in the ISO survey, a water supply system must demonstrate a flow of 3,000–3,500 gpm sustained for three hours. The tested hydrants averaged 3,445 gpm and maintained flow for over three hours, demonstrating system reliability and capacity. As a result, CFD received 28.49 points out of a possible 30 points (96.4%) for the ISO ranking.

Appraisal

The District's water supply system has been determined to be reliable, exceeds the minimum required gpm, and provides adequate pressure for firefighting. However, points were deducted from the ISO score due to the absence of regular hydrant inspections and flow testing. Water agency partners previously halted inspection efforts due to workload and drought conditions in California. A resumption of routine inspections and flow testing would result in an improved ISO score for water supply up to an including an

overall Class 1 rating for the CFD. In July 2023, the ISO rated the CFD as Class 2/2Y. In January 2025, the Fire Chief met with water purveyors to discuss meeting the ISO's annual hydrant inspection schedule. The Elk Grove Water District agreed to increase inspections, and CFD will continue collaborating with other agencies to achieve annual inspections. Ongoing discussions will help develop a strategic implementation plan.

Plan

The CFD will continue working closely with local water agencies to ensure hydrant infrastructure is properly constructed in new developments and to ensure an adequate and reliable water supply system. To address the current lack of regular hydrant inspections and flow testing, CFD will explore options for reestablishing these efforts.

References

Hydrant Flow Data Summary

ISO Public Protection Classification Report, Item 616

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

Description

The CFD maintains regular contact with water managers from the Sacramento County Water Agency, Elk Grove Water District, and the City of Galt. As part of development and permit review, the agencies verify available water supply and infrastructure, including hydrant testing. Communication occurs at least monthly, often more frequently, to discuss updates, concerns, and planning needs.

Appraisal

The CFD has maintained regular communication with the water agencies serving the jurisdiction. A meeting was held between CFD leadership and the water agencies' leaders on January 14, 2025, as a result of the Los Angeles County fires and the water situation they experienced, to discuss water supply system, hydrants, and hydrant inspections and flow testing. As a result of the meeting, the Elk Grove Water District has changed their hydrant inspection schedule to once per year.

Plan

The CFD will continue meeting with water agency partners monthly to ensure adequate water supplies for emergency use throughout the community. The CFD will also continue to collaborate with the water purveyors to have them increase their hydrant inspection schedule to once per year.

References

CFD and Water Departments Meeting 1-14-25

Fire Flow Test Report Samples

Water Agency Contact List

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

Description

The CFD updates hydrant locations monthly as new hydrants are added during construction. The District maintains an up-to-date hydrant map for both cities and the unincorporated areas, accessible through the GIS system and the Tablet Command response software. Hydrant placement follows standards set during the development and permit review process.

Appraisal

The CFD has consistently mapped hydrants in newly developed areas and ensured the data is uploaded to the response software for accurate access by emergency personnel. However, challenges in mapping underground water mains have occurred due to limited data sharing from water agency partners. Additionally, the CFD does not annually review fire hydrant maps for the service area to ensure they are accurate. A meeting was held between CFD leadership and the water agencies' leaders where the water agencies provided the CFD with water infrastructure maps.

Plan

The CFD will work to gather data on the location and size of water mains, wells, and other water infrastructure within the jurisdiction. Additionally, the CFD will work with its water agency partners to ensure fire hydrant maps are accurate on an annual basis.

References

CFD GIS Map (Screenshot)

CFD and Water Departments Meeting 1-14-25

9A.5 Fire hydrant adequacy and placement are based on nationally and/or internationally recognized standards and reflect the hazards of the response area.

Description

The District adopted Ordinance 21, amending Appendix C of the 2022 California Fire Code, to establish more restrictive requirements for the number and location of hydrants needed for new development. This standard has been applied to municipal projects for over 20 years. Rural projects must comply with industry best practices. The CFD collaborates with the three local water agencies to establish hydrant flow requirements exceeding the Fire Code's minimum fire flow for new development.

Appraisal

The CFD has worked with local cities and water agencies to ensure water infrastructure is planned, designed, and installed to exceed the minimum fire flow requirements for firefighting activities. The CFD reviews civil plans for water infrastructure as part of the normal permitting process. Fire hydrant adequacy and placement have been conducted in accordance with the California Fire Code and industry best practices.

Plan

CFD will continue reviewing civil plans for new commercial, industrial, and residential projects and coordinating with local water agencies to ensure infrastructure meets the required flow for firefighting in accordance with the California Fire Code and industry best practices.

References

District Ordinance 21, Appendix C, pages 16-17

9A.6 Public fire hydrants are inspected, tested, maintained, visible and accessible in accordance with nationally and/or 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.

Description

The CFD does not inspect, test, or maintain hydrants within the District, as this responsibility falls to the three local water agencies: Sacramento County Water Agency, Elk Grove Water District, and the City of Galt. However, the CFD has a process to address blocked or inaccessible hydrants to ensure they remain available for emergency use.

Appraisal

Due to staffing shortages within the water agencies and drought conditions limiting hydrant water flow, hydrant testing and maintenance have not occurred in recent years. The water agencies have inspected hydrants on an approximate every-three-years basis instead of annually as designated within national standards. On January 14, 2025, the Fire Chief met with the water agency leaders and requested that they meet the Insurance Services Officer (ISO) hydrant inspection requirement of once per year.

Plan

The CFD will collaborate with its water purveyors to implement and or increase its inspection frequency to an annual basis.

References

CFD and Water Departments Meeting 1-14-25

9A.7 The agency identifies, plans and trains for the possibility of a water supply system failure, including fire hydrants with insufficient capacity and areas where fire hydrants are unavailable or inaccessible.

Description

The CFD addresses alternative water sources through two strategies. In case of a system failure or lack of nearby hydrants, the CFD employs its rural structure fire response model, deploying CFD-staffed water tenders or automatic aid water tenders from neighboring agencies, as outlined in CFD Policy 334 - Water Tender Response and the Sacramento County Fire Agencies Mutual Aid Agreement. Additionally, the CFD Fire Prevention Division communicates with local water agencies to minimize the impact of planned water outages on firefighting operations.

Appraisal

The CFD's rural structure fire response has proven effective in providing water to areas without a reliable supply, including those impacted by temporary outages. This has also been beneficial as a contingency of a water system failure. Water outages have been infrequent and typically short, and the current process has met operational needs during these events.

Plan

The CFD will continue training operators to be prepared to mitigate a water system failure and to manage their water supply during limited availability and strengthen its relationships with local water agencies to ensure uninterrupted firefighting capabilities.

References

CFD Policy 334 - Water Tender Response

Sacramento County Fire Agencies Mutual Aid Agreement

9A.8 The agency has operational procedures in place outlining the available water supply and reviews those procedures as part of their documented review policy.

Description

The CFD relies on the Sacramento County Water Agency (SCWA) Zone 40 Water Supply Master Plan, the Elk Grove Water District 2020 Urban Water Management Plan, and the City of Galt's 2020 Urban Water Management Plan to document the available water supply within the District.

Appraisal

The CFD staff has reviewed individual projects for compliance with requirements established by the respective water agencies and has ensured that minimum fire flow requirements as specified in the California Fire Code have been met during construction. While the water agency master plans have not been reviewed annually, they have been referenced, as needed.

Plan

The CFD will continue to have operational procedures in place to outline the available water supply and its Fire Prevention Division will incorporate an annual review of those procedures.

References

City of Galt 2020 Urban Water Management Plan
Elk Grove Water District 2020 Urban Water Management Plan
Sacramento County Water Agency District 40 Master Plan

Criterion 9B: Communications 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.

Summary:

Sacramento County's emergency communications system, managed by the Sacramento Regional Fire/EMS Communication Center (SRFECC) and the Sacramento Regional Radio Communications System (SRRCS), ensures reliable and efficient communication for fire, rescue, and public safety agencies across a 1,000-square-mile region. The primary system operates on an 800 MHz land/mobile radio network with a dedicated backup, supplemented by a redundant VHF radio system, utilizing portable, mobile, and fixed communications systems. The communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals.

Established protocols enable seamless transitions to backup channels during disruptions. SRFECC has a documented plan to ensure continuity in communicating during any partial or total disruption or failure of a communications system or facility. SRFECC's secure facility is adequately equipped and designed, including advanced dispatch capabilities, uninterrupted backup power systems, and routine preventive maintenance to ensure uninterrupted operations. The SRFECC also has a maintenance program in place with regularly scheduled and documented system tests.

The SRFECC has adequate numbers of fire or emergency telecommunicators, supervisors and management personnel on duty to handle the anticipated call volume. The SRFECC has established time-based performance objectives for alarm handling and has met the standards with 90-95% accuracy. With International Association of Emergency Dispatch (IAED) accreditation and a robust dispatcher training program, SRFECC upholds high standards for emergency medical dispatching and situational awareness through ProQA and PulsePoint.

Performance Indicators:

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.

Description

All Sacramento County fire agencies, including the CFD, communicate using an 800 MHz land/mobile radio system managed by the Sacramento Regional Radio Communications System (SRRCS). SRRCS maintains a backup 800 MHz system to ensure continuous communication reliability. Dispatching and resource tracking are managed by the Sacramento Regional Fire/EMS Communication Center (SRFECC), which also oversees a VHF radio system for additional redundancy. This integrated system provides reliable communication between responding units during normal operations.

In areas where communication may be disrupted due to inadequate 800 MHz coverage, established CFD Policy 363 - Tactical Use of 800 MHz Direct15/Direct16 require personnel to switch to a designated radio channel that operates independently of the trunked system. This contingency plan ensures uninterrupted communication during emergencies.

Appraisal

The CFD's communication system has proven to be effective in maintaining reliable emergency scene communications across various operational environments. The integration of the 800 MHz land/mobile radio system, managed by SRRCS, and the additional redundancy provided by the VHF radio system ensures continuous and seamless communication between responding units. The implementation of CFD Policy 363 – Tactical Use of 800 MHz Direct15/Direct16 – has been instrumental in maintaining operational efficiency, particularly in areas where 800 MHz trunked system coverage may be compromised. By enabling personnel to switch to designated direct channels, the

policy ensures uninterrupted incident coordination, enhancing situational awareness and response effectiveness. No significant radio disruptions were reported or documented during the review period and there were no areas identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level.

Plan

The CFD will continue to monitor and assess the performance of the communication system to ensure ongoing reliability. While the current system meets operational demands, CFD remains prepared to implement changes if future evaluations indicate a need for improvement, including areas identified as not being capable of adequate emergency scene communications.

References

CFD Policy 363 - Tactical Use of 800 MHz Direct15/Direct16
Sacramento Regional Radio Communications System agreement with SRF ECC

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

Description

The SRF ECC is equipped to receive both automatic and manual early warning signals. Alerts from the weather system display on an internal marquee is in place to ensure timely dissemination of critical information. Supervisors actively monitor the National Oceanic and Atmospheric Administration (NOAA) for red flag conditions. The SRF ECC Operations personnel follow an established notification process as outlined in SRF ECC Standard Operating Procedure (SOP) 300.209.

Additionally, operational updates are received from the California Governor's Office of Emergency Services (Cal OES). A dedicated hotline facilitates communication with the Public Safety Answering Point (PSAP) and allied agencies, ensuring robust coordination and reporting capabilities.

Appraisal

The emergency communications system effectively supported the agency's ability to receive and act on early warning and emergency reporting signals. No incidents that could have been forecasted in advance were documented, demonstrating the system's reliability. All system components performed as intended, and no deficiencies were identified during the review period.

Plan

The agency will continue monitoring the emergency communications system to maintain its effectiveness. Since the current system meets operational requirements, there are no planned changes at this time. However, the agency remains prepared to make improvements if future evaluations suggest a need.

References

NOAA National Weather Service Sacramento Notification
SRFECC 300.209 SOP CAD Notifications

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).

Description

The SRF ECC serves as a critical support hub for emergency response operations. It is housed in a secure facility with multiple layers of access control, including electronic card readers for interior and exterior entry points, ensuring restricted access and safety. Secure parking further enhances facility security.

The SRF ECC is well-equipped to meet current operational demands, with 12 phone and radio positions on the dispatch floor and 6 overflow call-taking positions. It utilizes ProQA software, compliant with the International Association of Emergency Dispatch (IAED) Medical Priority Dispatch System. Robust infrastructure, including firewalls, system backups, and generators (e.g., CAD JR), ensures operational reliability and resilience.

Recent facility improvements, such as restroom renovations, upgrades to the overflow dispatch area, and the installation of iron fencing, reflect the agency's commitment to maintaining a safe and efficient work environment.

Appraisal

The facility successfully met the agency's staffing and operational requirements. However, the 2030 SRF ECC Strategic Blueprint and Growth Study (Strategic Plan) identified areas requiring long-term investment, particularly in infrastructure, technology, and disaster recovery capabilities. A SWOT analysis conducted during the SRF ECC Strategic Plan process revealed specific challenges, including space limitations, the distance between management and the dispatch floor, and employee safety concerns.

Growth in service demand and operational complexity has been continuously monitored. A draft plan for a new facility was developed as part of the SRF ECC Strategic Plan, reflecting proactive efforts to address future needs and technological advancements.

Plan

The SRF ECC will continue addressing identified challenges through ongoing upgrades and strategic initiatives. Immediate actions include a pending CAD modernization project and a phone system upgrade to improve reliability and communication capabilities.

References

2030 SRF ECC Strategic Plan, pages 17 & 21

SRFECC Layout Plans

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

Description

The SRF ECC maintains a reliable uninterrupted power supply (UPS) system, including battery-based UPS units and two emergency backup generators. These generators ensure continuous power during outages, each with a 300-gallon diesel fuel capacity and a consumption rate of approximately 4 gallons per hour. At 75% capacity, the generators can sustain power for over 110 hours without refueling.

Established power outage procedures ensure that additional fuel is secured after 4 hours of generator operation. Staff are instructed to contact fuel suppliers to arrange diesel deliveries, with contingency planning for up to a 24-hour delivery timeframe. Routine maintenance of the UPS, batteries, generators, and Automatic Transfer Switch systems is performed by Mission Critical Specialists, Inc. to maintain optimal performance and reliability.

Appraisal

The uninterrupted power supply systems, specifically for the primary communications equipment, consistently provided reliable and automatic backup power during power loss events. Routine testing and maintenance confirmed their operational readiness, and no issues or service interruptions were reported.

Plan

The SRF ECC will continue ensuring power supply reliability through regular system testing, monitoring, scheduled maintenance, and automatic backup power capability. Existing procedures for fuel management and system upkeep will remain in place to address any prolonged outages effectively. No additional improvements are planned at this time, as the current systems meet operational requirements.

References

Generator & Automatic Transfer Switch Maintenance Contract

Power Outage Procedures

UPS & Battery Maintenance Contract

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

Description

The SRF ECC serves as a critical hub for public safety, providing fire protection and emergency medical dispatch services across a 1,000-square-mile region. Designated as a secondary Public Safety Answering Point (PSAP), SRF ECC receives 911 calls from local law enforcement agencies, which function as primary PSAPs under state law. By centralizing dispatch services, SRF ECC ensures seamless coordination across multiple jurisdictions and serves as one of the busiest dispatch centers in the nation, answering nearly 500,000 calls annually.

To manage call volume effectively, SRF ECC operates 12 phone and radio positions on its primary dispatch floor, supplemented by 6 overflow call-taking positions for peak demand periods. Staffing levels are carefully managed using Telestaff, an advanced scheduling tool configured to maintain minimum staffing levels based on fluctuating operational needs. SRF ECC is authorized for 7 dispatch supervisor positions and 38 dispatcher positions, and all full-time equivalent (FTE) roles are currently filled.

Appraisal

Staffing levels have not kept pace with the center's increased call volume. Between 2002 and 2023, FTE staffing increased by only 17%, while call volume grew by nearly 70%. This discrepancy placed a significant burden on existing staff, highlighting the urgent need for additional dispatcher positions to maintain performance standards, ensure operational effectiveness, and alleviate staff workload.

Plan

SRF ECC is committed to addressing increased call volume by securing additional telecommunicator, supervisory, and management personnel to handle anticipated call volume. The preliminary budget for Fiscal Year 25/26 includes authorization for four additional dispatcher positions, bringing the total to 41. This expansion will improve workload management, bolster operational capacity, and ensure SRF ECC continues to

meet NFPA standards while delivering reliable fire and EMS dispatch services to the community.

References

NFPA 1225 Standard for Emergency Services Communications, Chapter 15

SRFECC Positions & Authorization Document

Telestaff Roster Report

Shift Assignment with Names Removed

SRFECC Telestaff Requests and Vacancies SOP

9B.6 A maintenance program is in place with regularly scheduled and documented system tests.

Description

The SRF ECC ensures communication system reliability through a proactive, structured preventive maintenance program. Critical systems, including generators and Windows servers, undergo monthly maintenance to maintain operational readiness. Additionally, external network support conducts monthly system tests and sends a confirmation email, providing a reliable record of these tests. Quarterly drills are conducted on backup radios to maintain readiness during emergencies, and maintenance agreements with Motorola ensure that radio consoles are regularly serviced and maintained. These measures are designed to identify potential issues early, allowing for timely resolution.

Appraisal

The maintenance program effectively supported operational reliability by identifying and resolving system issues before they escalated. Regularly scheduled tests, drills, and maintenance activities ensured that communication systems remained functional and ready for use. However, documentation of maintenance activities could be improved. While scheduled tasks were performed as planned, more comprehensive recordkeeping would enhance the program's accountability and traceability.

Plan

SRF ECC will implement strategies to improve the tracking and documentation of maintenance activities. Planned actions include adopting a more detailed logging system, automating reminders for scheduled tests, and transitioning to electronic recordkeeping for improved accuracy and timeliness. SRF ECC will also review existing processes and make necessary adjustments to strengthen both operational reliability and documentation standards.

References

Launch CG System Device Selection Results

Windows server maintenance email

Monthly Server Patching Window email

9B.7 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 and/or memorandums of agreement and are reviewed at least annually to ensure time-based performance objectives are met.

Description

The CFD defines alarm handling (call processing) as the time from when the call taker answers the call to when appropriate emergency services are dispatched. Emergency medical calls processed by SRFECU use Emergency Medical Dispatch (EMD) protocols, which involve specific triage procedures and a set of predefined questions to determine the patient's chief complaint and initiate a send point. Due to the variability in send points based on patient triage, the SRFECU does not establish a consistent call processing standard. As a result of this, the CFD utilized one minute as a call processing benchmark objective, in compliance with NFPA 1710, when calculating a total response time. This is documented in the 2023 CFD CRA/SOC.

Appraisal

The SRFECU's call processing performance for the past four years has remained consistent, with 90% of qualifying emergency incidents processed within three minutes. The SRFECU has adhered to the International Academies of Emergency Dispatch (IAED) Accredited Center of Excellence (ACE) compliance standards since 2023. Monthly performance statistics are regularly provided to the SRFECU Board of Directors.

Plan

The CFD will continue to support SRFECU's adherence to the IAED ACE compliance standards and collaborate, as needed, in any future discussion or development of a time-based call processing standard that accounts for the complexities of EMD protocols and the variability in medical aid send points.

References

- 2023 CFD Community Risk Assessment and Standards of Cover, page 126
- SRFECC IAED EMD ACE 2024
- SRFECC October 24 Center Statistics

9B.8 Communications training programs for emergency telecommunicators and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

Description

SRFECC maintains a robust communications training program for emergency telecommunicators and emergency response personnel to ensure adequate, timely, and reliable emergency responses. New dispatchers begin their training with a six-week classroom academy, followed by a hands-on field training officer (FTO) period. During this phase, each trainee works with two experienced trainers, providing real-world experience and guided instruction. This approach ensures that trainees develop the necessary competencies and confidence before assuming independent dispatching duties. Reports are completed, such as the Rotation Observation Report, to help track progress and provide guidance for improvement.

The training program covers several key areas, including Emergency Medical Dispatch (EMD) certification, area orientation, dispatch protocols, and radio communication etiquette. Through EMD certification, dispatchers learn to triage medical emergencies by following standardized protocols that involve a structured set of questions to determine the patient's condition and the appropriate response. The curriculum also includes specific training on the providers dispatched by SRFEC, further enhancing operational readiness. All new dispatchers are subject to a two-year probationary period, during which their performance is closely monitored and evaluated.

Appraisal

The current training program has successfully met performance expectations, as evidenced by the feedback from trainees and trainers. The structured approach, starting with classroom learning and transitioning to real-world, supervised experience, has provided dispatchers with a solid foundation for effective independent operation.

SRFECC's ability to maintain timely and reliable emergency responses demonstrates the program's overall effectiveness. The combination of comprehensive instruction, practical field experience, and EMD protocol certification ensures that dispatchers are fully

prepared to manage emergency calls and facilitate prompt communication with responders.

Plan

SRFECC will regularly review and update the training curriculum, collect feedback from trainees, trainers, and emergency response personnel, and ensure timely dissemination of updates.

References

Rotation Observation Report

9B.9 The interoperability of the communications system is 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.

Description

SRFECC serves as the primary/sole fire/EMS dispatch center in the Sacramento County region, providing fire protection and EMS dispatch services to nearly all of Sacramento County and part of Placer County. Covering over 1,000 square miles and serving more than 1.4 million residents, SRFECC ensures interoperability by facilitating coordinated emergency response efforts between multiple jurisdictions.

All fire agencies in Sacramento County, including the CFD, utilize a shared 800 MHz land/mobile radio communications system managed by the Sacramento Regional Radio Communications System (SRRCS). This system offers a reliable platform for interagency communication and includes a backup 800 MHz system to maintain communication capabilities during primary system failures or maintenance.

In areas with insufficient 800 MHz coverage, CFD Policy 363 (Tactical Use of 800 MHz Direct15/Direct16) directs personnel to switch to designated radio channels that operate independently of the trunked system, ensuring uninterrupted communication between agencies. Additionally, SRFECC maintains a VHF radio system as a secondary backup, providing an additional layer of redundancy. The communication systems are used daily, ensuring consistent testing and operational readiness.

Appraisal

The current communication system has met the interoperability requirements of the CFD and other regional agencies. Regular operations have confirmed the system's reliability, while established processes have ensured seamless interagency communication.

Scheduled radio failure drills and continuous system monitoring have reinforced operational readiness and maintained familiarity with emergency procedures among both dispatch and field personnel.

Performance metrics indicated that no significant radio disruptions have occurred, confirming the system's effectiveness. Feedback from field personnel has consistently highlighted the system's reliability, ease of use, and ability to support efficient coordination during emergency incidents. Since the communication systems are used daily, this serves as a continuous test of their functionality, ensuring they remain operational and effective.

Plan

The CFD will continue to work closely with SRF ECC to sustain the high level of interoperability and reliability of the communications system. Regular performance evaluations, scheduled radio failure drills, and periodic reviews of system protocols will be conducted to ensure system readiness. SRF ECC will also maintain its collaboration with SRRCS to ensure both primary and backup systems remain up to date and fully functional.

References

CFD Policy 363 - Tactical Use of 800 MHz Direct15Direct16

9B.10 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.

Description

SRFECC employs a formal and recognized Emergency Medical Dispatch (EMD) system to ensure accurate triaging and provide pre-arrival instructions for medical calls.

Accredited by the International Academies of Emergency Dispatch (IAED) as an Accredited Center of Excellence (ACE), SRF ECC adheres to the highest standards in emergency medical dispatch. All dispatchers are trained and certified in Advanced Emergency Medical Dispatch (EMD) and CPR. The center utilizes ProQA, a software solution developed by IAED, based on the Medical Priority Dispatch System (MPDS), which enables dispatchers to provide standardized pre-arrival instructions and effectively triage medical emergencies.

Appraisal

SRFECC's dispatchers have undergone continuous training and certification in EMD, ensuring they are equipped to handle a broad range of medical emergencies. Feedback from the CFD and other partner agencies indicates strong satisfaction with the EMD system and its integration with other communication platforms.

Plan

SRFECC will continue to maintain and enhance its QA/QI program, conducting regular audits and assessments to ensure that best practices are followed and will also monitor emerging technologies and dispatch methodologies, evaluating relevant updates to ProQA and PulsePoint.

References

Medical Priority Dispatch System (MPDS) ProQA agreement

SRFECC Policy 300.123 QI Process, Roles and Responsibilities

9B.11 The agency has a documented and tested system in place for the notification and recall of off-duty agency personnel and telecommunicators for unplanned, large-scale incidents.

Description

SRFECC has a documented and tested system for the notification and recall of off-duty personnel and telecommunicators for unplanned, large-scale incidents. This system is governed by SRFECC SOP 300.226 and SRFECC 300.274 as well as Section 4 and Section 14 within the SRFECC Memorandum of Understanding (MOU) agreement. The policy includes provisions for both dayshift and nightshift staff, ensuring coverage at all times. The recall policy is flexible and can be adjusted as staffing levels change. As more full-time employees (FTEs) are added or as operational requirements evolve, the policy is updated accordingly to maintain its effectiveness. SRFECC regularly practices this recall process to ensure readiness and efficiency in responding to large-scale emergencies. The system provides a structured approach for promptly mobilizing additional personnel during incidents of significance, ensuring continued emergency communication services for the region.

Appraisal

The current system for recalling off-duty SRFECC personnel has been effective in meeting the agency's operational needs. The recall process has been successfully tested and practiced under the existing staffing model, demonstrating its reliability. There have been no significant issues with personnel recall during unplanned large-scale incidents.

Plan

SRFECC will continue to use its established recall process to mobilize off-duty personnel during large-scale incidents.

References

SRFECC MOU Section 14 On-Call Dispatcher Status

SRFECC MOU Section 4 Call Back

SRFECC SOP 300.226 Filling Overtime Rules

SRFECC SOP 300.274 Telestaff Requests and Filling Vacancies

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

Description

All Sacramento County fire agencies, including the CFD, rely on a land/mobile 800 MHz radio communications system managed by the Sacramento Regional Radio Communications System (SRRCS). To enhance reliability, SRRCS maintains a backup 800 MHz system, while dispatching and resource tracking are managed by SRF ECC. Additionally, SRF ECC operates a VHF radio system as an alternative backup, ensuring redundancy in communication capabilities.

SRF ECC has documented and well-established procedures to guide personnel in the event of partial or total communication system failures. If a disruption occurs due to inadequate 800 MHz coverage, these procedures direct staff to switch to designated backup radio channels that operate outside the primary trunked system. This approach ensures that communication continuity is maintained during emergencies, safeguarding the ability of responders to coordinate effectively and provide uninterrupted emergency services. Additionally, as outlined in the Phone System Outage Contingency Plan SOP, if the Center's phone system experiences an outage, other Public Safety Answering Points (PSAPs) within SRF ECC's service area will collaborate with SRF ECC dispatchers to answer calls and relay information, ensuring uninterrupted fire and EMS service.

Appraisal

The SRF ECC's continuity plan for communication failures was well-documented and regularly tested. Drills simulating radio system disruptions were conducted quarterly or bi-annually to evaluate and reinforce preparedness. Feedback from these drills consistently showed that SRF ECC personnel were well-equipped to implement contingency protocols during disruptions. To date, SRF ECC has not experienced any significant radio communication failures, further indicating the effectiveness of the existing plan.

Plan

SRFECC will continue to monitor, evaluate, and test its communication continuity procedures on a regular basis. Updates to the procedures will be made as necessary to reflect changes in technology or operational requirements.

References

SRFECC Radio System Failure Plan

Phone System Outage Contingency Plan SOP

CC 9B.13 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications systems and their impact of meeting the agency's goals and objectives.

Description

The CFD conducts a formal and documented program appraisal on an annual basis. The program appraisal captures the program overview/description, program resources and inputs, outputs, outcomes/impacts, conclusions, and upcoming objectives and next steps. The 2024 Annual Program Appraisal provides the percentage of funding that the Cosumnes Fire Department (CFD) contributes to the SRF ECC budget and outlines CFD's involvement through its assigned representative on the four-person Board of Directors, which oversees the SRF ECC executive team. The Chief Executive Director position rotates among the member fire agencies, and for 2024, Sacramento City Fire Department holds this position.

Appraisal

The Annual Program Appraisal process has been successful at giving the program manager an opportunity to determine the effectiveness of the emergency communications systems and their impact of meeting the CFD's goals and objectives. It has also allowed the CFD to reflect on the effectiveness of the program and plan for improvement for the future. The 2024 Annual Program Appraisal Program reported that SRF ECC achieved Accredited Center of Excellence (ACE) status through the International Academies of Emergency Dispatch (IAED), answered 90% of calls within 15 seconds, and prioritized funding for additional personnel to address the increasing call volume in Sacramento County. Additionally, the existing CAD software was outdated and had limited technical support. By the end of 2024, SRF ECC had entered into a contract with Peraton to implement a new CAD system.

Plan

The CFD will continue to conduct and document a formal program appraisal on an annual basis to evaluate the communications system for any improvements. This

appraisal will be conducted by the assigned CFD Chief Board Member with collaboration by the SRF ECC Director.

References

2023 Annual Program Appraisal - Communication Systems

2024 Annual Program Appraisal - Communication Systems

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, record keeping, reporting, business communications, public interaction, and purchasing.

Summary:

The Cosumnes Fire Department (CFD) is a part of the Cosumnes Community Services District (District). The CFD's 15 full-time and two part-time administrative support staff are strategically assigned to the Office of the Fire Chief, Emergency Medical Services (EMS), and Administration and Support Services divisions to ensure effective organizational planning, resource coordination, record-keeping, business communications, and public interaction. Additional support is provided through inter-departmental collaboration with District Divisions. Despite these systems, the CFD acknowledges the need for additional administrative support staff.

Public communication and customer service needs are addressed through a variety of platforms, including the District website, social media, and physical offices. Social media accounts are managed by CFD staff and the District Communications Team, though internal feedback has identified the need for a dedicated Public Information Officer (PIO) position to enhance emergency communication and social media strategy.

Organizational documents, forms, and policies are reviewed and updated as needed, using platforms like Lexipol Knowledge Management System (KMS) for policy management and Laserfiche for form workflows. While these systems have improved efficiency, challenges remain, including ensuring consistency across older and newer policies and optimizing Lexipol's functionality.

The CFD complies with public records laws, maintaining and disposing of records per District Policies 2310 and 2313 and the California Public Records Act. While retention processes are well-documented, there is a need to improve the organization and accessibility of records, especially for projects requiring scanning and destruction of sensitive materials.

Performance indicators:

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

Description

The CFD's administrative support staffing consists of 15 full-time (FT) and two part-time (PT) positions, each assigned to a specific Division or section to provide either general support or specialized expertise. The Office of the Fire Chief provides Department-wide support and includes four FT administrative support staff positions: Executive Assistant to the Fire Chief, Administrative Manager, Sr. Management Analyst, and Administrative Analyst. The Emergency Medical Services (EMS) Division, within the Operations Branch, includes five FT administrative support staff positions: Management Analyst, Administrative Analyst, Administrative Specialist, Performance Development Coordinator, and Assistant Performance Development Coordinator. Within the Administration and Support Services Branch, there are six FT and two PT positions that provide support for the Fire Prevention Division, Training Division, and Logistics/Staffing section. This includes the following positions: Management Analyst, Permit Technician, Office Specialist (PT), Public Education Specialist, Staffing Coordinator, Logistics Coordinator, Logistics Courier (PT), and Administrative Specialist.

The CFD also receives support from other District Divisions and sections, including Finance, Human Resources, Legal, Graphics/Communications, Facility Maintenance and Development, and Information Technology. Support from these areas is managed through work orders. Personnel costs for these positions are covered by the General Fund, while direct expenses related to specific work order deliverables are charged to the Department via Internal Service Funds (ISF).

Appraisal

While the CFD expanded its safety personnel to meet the growing community needs, administrative support staffing did not increase at the same pace. In recent years, the CFD submitted Budget Decision Packages for four positions (Management Analyst EMS,

Management Analyst for the Office of the Fire Chief, Administrative Assistant for Fleet, and Public Information Officer), though these requests were not approved. Recently, however, the Management Analyst EMS position was approved as it is funded by a new revenue stream (sales tax increase), which does not impact the District's General Fund.

Plan

The CFD will continue to submit Budget Decision Packages during the mid-year and fiscal year budget process for the approval of new administrative support staff. Staff will further enhance these requests with additional information such as data-driven justification, benchmarking from other agencies, initiatives or mandates, and cost-benefit analysis.

References

Cosumnes Fire Department Organization Chart (January 2025)

9C.2 Public reception, public information, and electronic communications components support the customer service needs of the agency.

Description

The CFD ensures effective communication with the community through a variety of channels that support its customer service goals. The CFD manages its section of the District's public-facing website, which provides updates on current events, mutual aid deployments, recruitment opportunities, and Division and Branch information. It also includes online tools for submitting public records requests. Additionally, community members can access a recruitment interest card and a Civilian Ride-Along application, offering them the opportunity to learn more about fire services.

The CFD also has two dedicated pages within the District's Activity Guide, which is distributed to over 30,000 homes and made available online. These pages feature information on upcoming events and courses, seasonal public education tips, and contact information. Recruitment and educational information are further shared on the District's electronic billboard located along Highway 99, ensuring broad visibility to the community.

Social media platforms play a key role in the CFD's outreach efforts. Accounts on Facebook, Instagram, and X (formerly Twitter) enable timely communication. Non-emergency updates, public education, and recruitment information are regularly shared on Facebook and Instagram by non-safety personnel made up of the CFD's Executive Assistant and Public Education Specialist, with support from the District's Communication Team. The platform X is utilized for real-time updates and emergent information from on-scene incidents. These are managed by an on-duty Battalion Chief as time allows who also fields inquiries from the media in the absence of the District's Public Information Officer (PIO).

In addition to electronic communication, the CFD offers in-person services through a public front counter at the Fire Headquarters office, which is staffed Monday through Friday during regular business hours. The District's Administration Office also provides

customer support for all District-related services through its reception area. Each fire station includes a public entryway with educational materials readily available to visitors.

Recognizing the importance of effective communication, the CFD has made it a strategic priority in the 2022-2027 CFD Strategic Plan. Based on stakeholder feedback that was gathered during the community outreach process through surveys and community meetings, one of the six strategies is dedicated to communication. Specifically, Goal 6B focuses on enhancing external communication and optimizing the use of social media.

Appraisal

The CFD has successfully employed a variety of communication channels to engage with the community and support customer service needs. The District's website has provided regular updates and access to online tools, while the Activity Guide and electronic billboard have effectively reached a large audience. Social media platforms have been essential for sharing timely updates and engaging with the public. The District's in-person services have offered additional avenues for community members to receive information and assistance. A gap exists regarding a dedicated PIO, specifically for afterhours incidents and emergencies that occur during the weekend.

Plan

The CFD will continue to enhance communication efforts as outlined in the 2022-2027 CFD Strategic Plan. The District will explore new technologies and platforms to increase engagement and maintain its commitment to transparency and community outreach. The CFD will strive to secure the necessary funding for a dedicated PIO with emergency response expertise and/or training for improved communication with the media and the public.

References

2022-2027 Cosumnes Fire Department Strategic Plan Goal 6B, page 63
Cosumnes Fire Department Website
Fall 2024 Activity Guide, pages 42-43

CC 9C.3 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.

Description

Organizational documents and forms are reviewed and updated on an as-needed basis. Department policies and procedures are managed using the Lexipol Knowledge Management System (KMS), a policy records management platform. The implementation of the Lexipol KMS began in 2016 and was finalized in 2023, as outlined in General Order 23-13 (Cosumnes Fire Policies). Updates to these policies are performed as needed by the relevant subject matter experts. Lexipol also provides recommendations for updates based on changes in laws and regulations. Any member of the Department may suggest revisions to current policies or propose new policies. The Department uses General Orders to communicate updates to procedures, guidelines, or policies to staff.

Department documents, forms, and manuals are stored across four primary locations: 1) the District server, 2) cloud-based storage (Microsoft SharePoint), 3) the District intranet (internal website), and 4) the File Center within Vector Solutions software.

Additionally, the Department uses Laserfiche software to manage forms through a workflow process. Forms stored in Laserfiche are updated as needed and retained within its records management system.

Appraisal

The submission procedures, review responsibilities, and timelines for Department policies was revised in 2023 through CFD Policy 103, Cosumnes Fire Department Policy and Procedures Manual, and has proven effective for recently updated policies, but challenges persist. Staff have encountered difficulties in implementing recommended changes within the Lexipol platform due to limitations in software functionality and a lack of customer service. Furthermore, since the implementation of Lexipol, the District has created over 100 new policies, many of which were derived from older Department

policies. This has created a significant need to thoroughly review all Department policies to ensure consistency with District policies and avoid contradictions.

Plan

The CFD will prioritize Objective 4E, “Evaluate and improve the Department’s business processes and practices to ensure efficient, effective, and professional operations” from the 2022-2027 CFD Strategic Plan. This will include alignment of CFD and District policies, an evaluation of Lexipol, and streamlining and centralizing the storage and management of documents and forms.

References

GO 23-13 Cosumnes Fire Policies

Screenshot of Cosumnes Fire Department SharePoint Site

Screenshot of Lexipol KMS

Screenshot of District Server

Screenshot of Cosumnes Connect Intranet Forms Webpage

Screenshot of Vector Solutions File Center

CFD Policy 103 Cosumnes Fire Department Policy and Procedures Manual

Screenshots of archived manuals

9C.4 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.

Description

The CFD adheres to District Policies 2310 Records Retention and 2313 Electronic Document Retention, which establish guidelines for maintaining, safeguarding, and disposing of records in compliance with legal and regulatory requirements, including the Secretary of State Local Government Records Management Guidelines and Government Code Sections 60201 and 60203.

In accordance with the California Public Records Act (PRA), Government Code Sections 6250–6270, the District ensures timely access to public records while protecting exempt records such as personnel files, ongoing litigation, or real estate negotiations. Public records requests can be submitted online via a Public Records Request Form or by contacting the District Clerk.

Most public requests involve fire or medical incident records, and staff comply with PRA timelines to fulfill these requests. Records are maintained either in electronic or hard-copy formats, following a documented retention schedule. The District Clerk oversees all record retention and destruction processes to ensure compliance with applicable mandates.

Appraisal

The established retention guidelines have enabled the CFD to comply with record retention regulations and appropriately maintain, provide, and dispose of public records. However, the CFD has identified a need to enhance the organization and accessibility of its records, as outlined in Objective 4E.2 of the 2022-2027 CFD Strategic Plan. This objective called for evaluating current methods for storing and managing records. Currently, several records require either destruction or scanning. Due to their sensitive nature, completing this project incurred significant costs. Consequently, the project was deprioritized within the Department and District's overall objectives.

Plan

The CFD remains committed to adhering to the records retention regulations and policies outlined in District Policy and State of California mandates. In Fiscal Year 2025/26 and Fiscal Year 2026/27, the Department will prioritize Objective 4E of the 2022-2027 CFD Strategic Plan. In collaboration with the District Clerk, the CFD will work to establish a clear timeline, request necessary funding resources, and ensure regular progress updates to meet this objective.

References

District Policy 2310 - Records Retention

District Policy 2313 - Electronic Document Retention

Screenshot of Public Records webpage

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.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The District's centralized Information Technology (IT) Division, under the Administrative Services Department, provides essential IT support for all District functions, including the Cosumnes Fire Department (CFD). It is organized into four units: Geographical Information Systems (GIS), Business Systems (hardware and infrastructure), Business Applications (enterprise software), and Operations (helpdesk support). The IT Division manages key technology systems—servers, GIS tools, financial software, and online platforms—and coordinates with external providers for specialized systems like PulsePoint, TeleStaff, and ESRI Enterprise. IT services are managed via a ticketing system, with bi-weekly meetings between IT and CFD personnel to address issues and implement projects.

In addition to supporting daily operations, the IT Division ensures data accuracy, governance, and security, reviews software purchases for compliance, and prevents unauthorized installations. Although the District lacks a formal technology plan, updates are communicated through a “Hotsheet” and weekly leadership meetings. The IT Internal Service Fund (ISF) streamlines budgeting for shared services, software, and hardware needs.

The IT Division plays a critical role in cybersecurity, managing phishing simulations, antivirus protection, device monitoring, mobile device management, and email security. Through a partnership with RedCanary for 24/7 threat detection and mitigation, the Division safeguards the confidentiality, availability, and integrity of District IT resources. These efforts ensure that technology systems remain reliable, secure, and effectively staffed to meet the District's needs.

Performance indicators:

CC 9D.1 Hardware, software, and IT personnel are appropriate for the agency's size, function, complexity, and mission.

Description

The District's centralized IT Division, housed within the Administrative Services Department, supports all District functions, including the CFD. The IT Division comprises four key units: Geographical Information Systems (GIS), Business Systems (hardware and infrastructure), Business Applications (enterprise software), and Operations (helpdesk support). It consists of nine full-time staff and one vacant part-time intern position, responsible for maintaining and improving technology systems, safeguarding information, and maximizing staff use of IT resources.

The IT Division manages essential technology such as computers, servers, cloud applications, GIS tools, financial software, work order systems, and online registration platforms. External providers support specialized systems, including PulsePoint, TeleStaff, and ESRI Enterprise. IT services operate through a ticketing system, with bi-weekly coordination between CFD personnel and the IT team to resolve issues and implement projects effectively.

Appraisal

The IT Division supported the CFD's evolving needs, including implementing Incident Management Command software and piloting a traffic signal preemption system. However, growing demands from other departments, such as the planned implementation of a new Enterprise Resource Planning (ERP) system for Finance and updated registration software for Parks and Recreation, have placed additional strain on IT resources. As the District has expanded, IT personnel and services have adjusted to ensure the availability, functionality, and security of critical systems.

Plan

The IT Director will assess staffing levels and resource needs within the IT Division. Based on the findings, new positions or consulting funds will be proposed through

Budget Decision Packages for review by the General Manager and Board approval during future budget cycles. These proposals will focus on ensuring IT services can meet the District's growing demands while maintaining efficient and secure operations.

References

Information Technology Division FY25 Organization Chart

Screenshot of Reoccurring IT Meeting

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

Description

The District's IT Division manages software system integration and enforces policies on data governance, accuracy, and analysis. District IT policies (District Policy 2325 - Information Technologies and District Policy 2350 – Website Governance) and a list of approved software systems are available on the District's intranet for staff reference. To ensure security and standardization, the IT Division reviews proposed software purchases and implementations for compatibility with existing systems and adherence to District standards. Controls are in place to prevent unauthorized software installations on District-issued devices.

Appraisal

The District developed several policies related to software and IT management, but many require updates to reflect current best practices. A comprehensive Information Technology Governance policy is needed to improve software selection, integration, and data management. Historically, individual departments often procured and implemented software independently, without IT Division involvement. This decentralized approach resulted in fragmented systems, limiting integration, complicating data sharing, and reducing reporting accuracy.

Plan

The IT Division will draft a comprehensive Information Technology Governance policy to establish clear guidelines for software procurement, integration, and data management. Additionally, an upcoming ERP needs assessment will evaluate current software systems, determine integrational potential, and assess whether the new ERP system can consolidate existing functions.

References

District Policy 2325 - Information Technologies
District Policy 2350 - Website Governance

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

Description

The District does not currently have a comprehensive, up-to-date technology plan for systematically updating, evaluating, and procuring hardware and software. In its absence, the IT Division provides technology updates during a weekly Leadership Team meeting as necessary. Internally, the Division tracks and manages projects via an “IT Project List.” Additionally, the IT Division oversees the IT Internal Service Fund (ISF), established during the Fiscal Years 2023/2024 and 2024/2025 Cosumnes CSD Biennial Budget cycle. The ISF helps allocate costs for shared services, software, and hardware needs, improving budgeting and resource distribution across departments.

Appraisal

The District previously developed an Information Technology Strategic Plan in 2019, finalized in March 2020. However, it is now outdated, as it predates key developments such as the pandemic, the transition to teleworking, and major organizational changes. As the District has grown and technology plays an increasingly critical role, the absence of a current technology plan has hindered proactive management of technology investments and equipment replacement. The IT Division recognizes the urgent need for an updated plan that addresses evolving operational requirements and includes scheduled hardware and software updates.

Plan

The IT Division will continue to share regular updates during Leadership Team meetings to maintain transparency on hardware and software needs.

References

2020 Information Technology Strategic Plan

Active IT Project List

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

Description

District Policy 2327 - Software Security Incident Response Plan, outlines the IT Division's responsibilities for managing software security incidents and disasters. It provides a framework for restoring critical business functions and guides staff in responding to events that could compromise the confidentiality, availability, or integrity of the District's IT resources. To proactively mitigate cybersecurity risks, the IT Division conducts simulated phishing tests to improve staff awareness and implements key measures, including antivirus protection, device monitoring, compliance checks, mobile device management, and email security. The Division also partners with RedCanary, a Managed Detection and Response (MDR) provider, for 24/7 monitoring and rapid response to suspicious activity, including email, SaaS application, and identity threats.

Appraisal

While the District has taken significant steps to strengthen cybersecurity, a recent Synoptek Security Health Check identified gaps in its cybersecurity framework. In response, the District applied for funding through the California State and Local Cybersecurity Grant Program (SLCGP) in September 2024 to address vulnerabilities. The \$225,000 grant proposal focuses on initiatives to enhance network security and resilience, aligned with state cybersecurity priorities. In addition, a review of District Policy 2327 highlighted the need for updates to address current cybersecurity challenges and incorporate best practices.

Plan

The District will implement the proposed initiatives from the awarded SLCGP grant over the next 1.5 years to close security gaps and strengthen network resilience. In parallel, the IT Division will revise District Policy 2327 to reflect modern cybersecurity standards and best practices. Additionally, the District will develop a comprehensive cybersecurity policy to address emerging threats and safeguard its digital infrastructure.

References

- 2024 SLCGP Cybersecurity Grant Application Email
- 2024 SLCGP Cybersecurity Grant Awarded Entities
- District Policy 2327 - Software Security Incident Response Plan
- CIS Controls

Category 10: 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 multiunit systems and the increase of interagency agreements between various types of government entities necessitate 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 that 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.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD recognizes the importance of external relationships in enhancing the department's ability to serve the community. Both formal and informal relationships are established with fire and non-fire agencies that assist the CFD in meeting the mission, vision, and operational goals. The CFD participates in local, regional, state, and national partnerships, allowing for opportunities in enhancing training, affecting change in regional operating guidelines, and implementing the use of new technology.

Performance Indicators:

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

Description

The CFD has cultivated relationships with local and regional agencies such as municipalities, law enforcement, fire departments, and educational institutions that support the CFD in facilitating its mission, vision, and operations.

The CFD is a member of the Joint Powers Authority (JPA) for the Sacramento Regional Fire/EMS Communication Center (SRFECC) for emergency dispatch services and maintains a Memorandum of Understanding (MOU) for mutual aid and automatic aid with regional fire departments who are also members of the JPA.

The CFD participates in local, regional, and state associations and committees that support professional development and training, consistency in regional operations, and support for incident response.

Appraisal

The CFD has successfully cultivated relationships with local and regional agencies. The MOU for mutual and automatic aid has enabled the CFD to provide appropriate incident responses through receiving aid from and providing aid to regional agencies when needed. Through the JPA, the CFD has improved efficiency and consistency in emergency response with the regional implementation of technology. Strong relationships with the regional fire agencies have enabled a larger review of topics such as efforts to address and help reduce ambulance patient offload times (APOT) at area emergency rooms.

Plan

The CFD will continue to evaluate external relationships for efficacy, areas of improvement, and growth with changing technologies. The CFD will continue to research new opportunities for external relationships that support the mission, vision, and ongoing efforts for improvement.

References

SRFECC JPA Mutual Automatic Aid MOU

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

Description

The 2022-2027 CFD Strategic Plan has goals and objectives that identify the importance of relationships with external agencies and groups that impact the delivery of the CFD's mission, vision, and operations. These goals and objectives focus on behavioral health, advocacy, enhancing emergency response capabilities, fire and life safety hazards mitigation, positive labor relations, developing a well-qualified and diverse workforce, coordinated regional training, and community education and outreach. For example, Goal 1B is to establish and maintain collaborative partnerships that capitalize on strengths and resources to enhance emergency response.

Furthermore, during the development of the CFD Strategic Plan, internal and external stakeholder feedback was collected through survey and meetings. This feedback was used to conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. While specific agencies/systems are not named in the CFD Strategic Plan, there are examples noted in the SWOT analysis such as Community Health and Mobile Integrated Heath (MIH).

Appraisal

The CFD Strategic Plan has aided CFD personnel in cultivating relationships to better meet the needs of the community and department. While the CFD already had many external relationships in place prior to the implementation of the current CFD Strategic Plan, the document has provided some areas of guidance for consistency, specific growth areas, and topics of great importance to the community served.

Plan

The CFD will continue to evaluate external relationships for their impact and benefit to the department's efficiencies and operations. The specific relationships and focus areas will be researched, implemented, and evaluated following the timeline(s) as identified in the CFD Strategic Plan.

References

2022-2027 Cosumnes Fire Department Strategic Plan, pages 39-46, Appendix D

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

Description

The 2022-2027 CFD Strategic Plan provides guidance for specific areas and topics that could benefit from a functional relationship with external partners, both fire and non-fire, to aid in meeting the mission, vision, and operational goals of the agency. These relationships are coordinated through formal agreements and informal collaborations as needed.

Appraisal

The relationships that have been fostered by the CFD have met the department's needs, however, it was determined that there have been inconsistencies with the formalities of the relationships, especially when compared with other District departments that utilize special partnerships and professional service agreements. While some external partnerships and agreements have been documented formally, there have been relationships that did not include formal agreements, which is inconsistent with how other District departments operate.

Plan

To be consistent with practices of the District, relationships established by the CFD will be evaluated for the implementation of formal agreements on an as needed basis. Examples of this include local assisted living facilities and the local school district. Where appropriate, the relationships will remain informal.

The CFD will continue to research new and evaluate existing relationships for their efficacy in aiding to meet the mission, vision, and operational goals of the CFD and the District, with a target date of the end of Fiscal Year 2026/27.

References

2022-2027 Cosumnes Fire Department Strategic Plan, page 51 and 61
City of Elk Grove Reimbursement Agreement EVP Project (Sample Agreement)

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

Description

The agreements entered into by the CFD include conflict resolution language commensurate with the terms and formality of the agreement. Personnel are able to work through the chain of command for guidance or support from District Counsel when entering agreements or when conflict arises with an existing agreement.

Appraisal

The conflict resolution language used in agreements has been adequate. The CFD has consulted District Counsel when direction has been needed for updating agreements or navigating conflict resolution processes.

Plan

The CFD will continue to evaluate conflict resolution processes and clauses in agreements for efficacy and updating as needed. The CFD will continue to update verbiage based on direction from District management, District Counsel, and as dictated by legislative and/or policy changes.

References

Conflict Resolution Clause in District Agreement Template, page 13

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.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD maintains agreements with various external agencies to assist with providing services and reaching goals and objectives. These agreements are reviewed at least every three years, or as needed per the term dates. This follows District Policy 2140 – Contracts and CFD Policy 214 - Procurement. Together, these policies govern contract creation, tracking, and management, and aim to maintain positive relationships with external agencies.

The CFD does not currently perform annual evaluations of external agencies but is in the process of evaluating this improvement opportunity and incorporating guidelines for this practice into CFD Policy 214 - Procurement.

Performance Indicators:

CC 10B.1 External agency agreements are reviewed every three years and revised as necessary to meet objectives.

Description

The CFD external department agreements are reviewed and revised every three years or as needed based on the term dates/duration of the agreement. Agreements are tracked in New World Systems software which sends a milestone reminder to prompt the review process. Personnel adhere to District Policy 2140 - Contracts and CFD Policy 214 - Procurement, which outline the process of creating, tracking, and managing a contract.

Appraisal

The tracking of agreements through NWS has been effective, with milestone reminder prompts ensuring that the responsible individual remains on track with contract obligations. However, it was determined that there were not clearly defined practices for review outside of the term dates of any particular agreement. Due to this, CFD Policy 214 - Procurement was revised to provide personnel with clear guidelines for reviewing agreements at least every three years. This process is new but has been sufficient at ensuring agreements continue to meet the needs of the CFD.

Plan

The CFD will continue to follow current review policies and will evaluate the process of reviewing agreements every three years for improvement opportunities.

References

CFD Policy 214 - Procurement
District Policy 2140 - Contracts
Milestone Email from New World Systems (Sample)

10B.2 The agency has a process to manage, review and, if needed, revise agreements.

Description

District Policy 2140 - Contracts provides clear standards for managing, reviewing, and revising agreements. All agreements use a template created by the District's Legal Council and must go through a review and approval process prior to execution. Once executed, agreements are managed through the New World Systems software that sends milestone reminders to alert personnel when the agreement requires attention.

Appraisal

While District Policy 2140 - Contracts has been sufficient at defining broad terms for implementation and management of agreements, the CFD would benefit from a department policy with further detailed guidelines. The policy should include clear guidelines for designating the party responsible for the management and review of agreements within the assigned branch or division, timelines for evaluating agreements as they approach end term dates, and the process by which revisions should be evaluated before updated agreements are implemented. This would improve the consistency and efficiency of contract management.

Plan

CFD Policy 214 - Procurement will be revised to provide personnel with more detailed guidelines for managing and reviewing agreements. This will be completed by the end of Fiscal Year 2025/26.

References

CFD Policy 214 - Procurement

District Policy 2140 - Contracts

Milestone Email from New World Systems (Sample)

10B.3 The agency evaluates external agency performance annually to ensure that external agencies are capable and effective in supporting the agency's goals and objectives.

Description

Currently the CFD does not evaluate external agency performance on an annual basis. It is the goal of the CFD to maintain positive working relationships with external agencies. If there is a concern of an external agency not meeting their obligated scope of services, delegated personnel initiate a conversation to address the issues.

Appraisal

While addressing issues as they arise has been sufficient at ensuring that external agencies are meeting the scope of services, the CFD has identified the benefits that evaluating external agency performance could have. Guidelines could include determining if the external agency is meeting the terms outlined in the agreement and if the agreement is in the best interest of the CFD, District, and community. To help evaluate and measure performance, the CFD could develop a rubric for evaluating contractual terms and service delivery.

Plan

The Office of the Fire Chief will review and revise CFD Policy 214 - Procurement to include guidelines for an annual evaluation of external agency performance. This will be completed by the end of Fiscal Year 2025/26.

References

CFD Policy 214 – Procurement

Category 11: Health and Safety

Keeping employees/members healthy and safe is a major priority for any organization. Having adequate programs and processes in place will help meet the goals of eliminating employee injuries and deaths, reducing liability to the organization and ultimately making the organization more effective and efficient.

Criterion 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, loss, and liability.

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD has several guiding documents and programs that define the culture of occupational health, safety, and risk management. These documents align with best practices defined by California State Law, the Division of Occupational Safety and Health Administration (Cal/OSHA), and the National Fire Protection Association (NFPA). The programs ensure the CFD provides a safe working environment for personnel by identifying and addressing workplace hazards, establishing procedures for the transmission of bloodborne pathogens, training personnel on risk reduction, and establishing an Incident Safety Officer for all risk events. In doing so, the CFD can reduce lost work time and liability to the organization. The District has a dedicated Risk Manager position responsible for ensuring best practices and applicable laws and regulations are followed. The Risk Manager is also responsible for leading the District's Safety Committee, record-keeping, and investigating accidents or injuries.

Performance Indicators:

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

Description

The District has identified the Risk Manager as responsible for implementing the occupational health, safety, and risk management programs for all departments, including the CFD. As stated in the Risk Manager job description, this position provides leadership in developing and implementing the District-wide risk management and loss control programs. Furthermore, the Risk Manager is responsible for maintaining compliance with applicable laws and monitoring industry trends and regulatory changes, ensuring the District's programs remain adaptive and compliant.

In addition to the Risk Manager, the District has a Safety Committee that works to identify hazards and unsafe work practices likely to cause severe injuries. The Risk Manager is the Chairperson of the Safety Committee, which includes representatives from multiple departments including the CFD.

Appraisal

The formation of the Risk Manager position has created a streamlined and universal implementation of the occupational health, safety, and risk management programs. The Risk Manager has been available for guidance and questions and has implemented District-wide consistency.

Plan

The Risk Manager will continue to be responsible for implementing the occupational health, safety, and risk management programs. The CFD will continue to support the involvement of department representatives on the Safety Committee.

References

Risk Manager Job Description

Safety Committee Charter

11A.2 The agency has policies and procedures for reporting, evaluating, addressing and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.

Description

The District has policies 2200 - Risk Management and 3405 - Injury and Illness Prevention Program (IIPP), that outline the procedures for reporting, evaluating, addressing, and communicating workplace hazards and unsafe or unhealthy conditions and work practices. The IIPP Safety Handbook supplements these policies. It is the responsibility of all employees of the District to identify and report hazards directly to the responsible Department Head, who will correct the hazard or work with the Risk Manager to resolve it.

As part of these policies and procedures, the District conducts routine inspections and audits of its facilities and work environments to identify and address any emerging hazards promptly. These inspections are conducted by personnel trained in hazard recognition and risk assessment methodologies to promote proactive measures to mitigate risk.

Appraisal

District policies and procedures for reporting, evaluating, addressing, and communicating workplace hazards have empowered employees to identify and mitigate unsafe work conditions. Employees have done this well, and responsible personnel have taken appropriate action to minimize any unsafe working conditions as they are identified. One example is an employee who recognized the need for seals on the doorway between the apparatus bay and living areas. The employee reported this, and proper procedures were followed to place seals on the doorways. Actions such as this have resulted in safer work environments and practices.

Plan

The District will continue implementing policies and procedures for reporting, evaluating, addressing, and communicating workplace hazards. The CFD will continue to train new employees to ensure they are familiar with these policies, procedures, and tools.

References

- District Policy 2200 - Risk Management
- District Policy 3405 - Injury and Illness Prevention Program
- Injury and Illness Prevention Program Safety Handbook
- Copy of Station Inspection Form

11A.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

Description

The District documents steps taken to implement risk reduction and address workplace hazards as outlined in District Policy 3405—Injury and Illness Prevention Program (IIPP) and the IIPP Safety Handbook. The District’s Safety Committee has monthly meetings to review inspections, conduct investigations, and schedule employee safety training based on findings, all of which are documented.

Appraisal

The District’s inclusive approach has ensured that diverse perspectives are considered in the risk reduction process while also creating a sense of ownership and collective responsibility for maintaining a safe working environment. The District’s Safety Committee has effectively implemented District Polity 3405 and the IIPP Safety Handbook, which have documented the steps to implement risk reduction and address identified workplace hazards.

On a department level, the CFD had a Safety Committee separate from the District’s Safety Committee, but it has not met in several years. The purpose of the CFD’s Safety Committee was to provide a subject matter expert perspective on the department’s specialized safety needs and investigations. It was determined that the CFD’s Safety Committee should resume as a subcommittee of the District’s Safety Committee.

Plan

The CFD will continue documenting steps to implement risk reduction and address workplace hazards as outlined in District Policy 3405 and the IIPP Safety Handbook. The CFD Safety Committee will collaborate with the District Safety Committee to resume monthly meetings to identify best practices and ensure compliance with District Policy 3405 and the IIPP Safety Handbook.

References

District Policy 3405 - Injury and Illness Prevention Program

Injury and Illness Prevention Program Safety Handbook

Safety Committee Meeting Minutes (Sample)

Safety Committee Meeting Minutes 2022 (Sample)

CFD Policy 1025 Smoking Tobacco Products

District Policy 3250 Smoking

11A.4 The agency has established and communicated procedures and guidelines for preventing the transmission of blood-borne pathogens and other infectious diseases and reducing exposure to harmful chemicals. Guidelines should include an improvement of practices process.

Description

The CFD has a comprehensive Infection Control Plan (ICP) that establishes and communicates procedures and guidelines to maximize the protection against communicable diseases for all employees. Additionally, the CFD has Safety Data Sheets (SDS) in all fire stations to reduce exposure to harmful chemicals.

The ICP includes information on roles and responsibilities, risk assessments, health maintenance, Bloodborne Pathogen (BBP) exposure control mechanisms, sharps handling and disposal, Aerosol Transmission Disease (ATD) controls, personal protective equipment (PPE) and uses, exposure definitions and reporting procedures, medical records management, and cleaning procedures. Training in BBP and ATD, including the importance of wearing PPE, is initially conducted in the new employee academy and then provided annually.

Appraisal

The ICP was developed and implemented to mandate the personal protection of personnel during emergency response and routine in-station operations to reduce occupational exposure to communicable diseases. The annual required BBP and ATD training for established employees has been sufficient for communicating the established procedures and guidelines in the ICP, including the use of PPE during emergency incidents and while using chemicals. To further enhance these practices, a formal process should be established for the review of the procedures and guidelines within the ICP, which includes timing of the training courses and documentation of material.

Plan

The CFD's Designated Infection Control Officer will re-establish a plan for evaluating the ICP in collaboration with the Human Resources Division and Risk Manager to ensure continued compliance with state and federal regulations. Procedures and guidelines will

be updated through this process and updates will be communicated to personnel through ongoing trainings.

References

- 2024 Infection Control Plan Training Records
- Aerosol Transmissible Diseases Vector Solutions Training
- Bloodborne Pathogens Training Curriculum (Sample)
- Infection Control Plan
- Safety Data Sheet (Sample)

CC11A.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, processes, procedures or equipment are introduced. It provides instructions on operations and hazards specific to the agency.

Description

District Policy 3405 - Injury and Illness Prevention Program (IIPP), requires training and instruction on general and job-specific health and safety practices. A schedule is outlined in the policy to establish when training and instruction are provided. The Human Resources Division (HR Division) manages initial training through the onboarding process that covers education related to specific workplace hazards. Then, the Risk Manager in collaboration with the HR Division implement most new or ongoing training. Other training is implemented by the division responsible for the new process or equipment, such as the CFD Training Division. The level of training varies from in-person hands-on training to video or written guidelines based on the complexity of the new process or equipment, as well as the hazards posed.

Appraisal

District Policy 3405 has ensured the District has training programs that provide instruction on general and job-specific health and safety practices. The Risk Manager and HR Division has collaborated with the CFD to ensure necessary training has been implemented.

Plan

The CFD will continue to comply with and implement District Policy 3405 and analyze the need for training. The appropriate training will be provided to ensure personnel are aware of general and job-specific health and safety practices, including safely operating equipment and following new processes and procedures as needed.

References

District Policy 3405- Injury and Illness Prevention Program
IIPP Training Day from Fire Academy 2024-01

11A.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, could have resulted in a fatality, injury, or property damage.

Description

CFD Policy 920—Reporting Near Miss Incidents and/or Safety Hazards is nonpunitive and encourages personnel to report events that could have resulted in a fatality, injury, or property damage. The policy aims to maintain a safe work environment by preventing similar incidents in the future. It directs personnel to complete a near-miss reporting form to collect pertinent information.

Appraisal

The CFD has not regularly received near-miss reports. The near-miss reporting form has not been attached to the policy, making it difficult for personnel to follow through. This has resulted in a lack of reporting near-miss events up the chain of command.

Plan

The near-miss reporting process will be updated to ensure the form is easily accessible for personnel to report these events. The Operations Branch will implement this by the end of the calendar year 2025.

References

CFD Policy 920 – Reporting Near-Miss Incidents and/or Safety Hazards
Near-Miss Reporting Form

11A.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.

Description

District Policy 3405 - Injury and Illness Prevention Program (IIPP) ensures that workplace accidents, injuries, illnesses, and exposures are investigated to determine the root cause. The Risk Manager, Department Safety Officer, or designee conducts investigations as the IIPP requires. The District's Safety Committee obtains and reviews the investigation documentation.

Upon receiving the reported incident, the supervisor initially conducts a root cause analysis, followed by a thorough examination by the Risk Manager. This dual assessment ensures a comprehensive understanding of the circumstances surrounding the incident.

Subsequently, the Risk Manager formulates recommendations for solutions and prevention measures based on the root cause analysis's findings. This proactive approach aims to address underlying issues and mitigate the risk of similar incidents occurring in the future, contributing to the overall safety and well-being of the District's operations.

Appraisal

Although thorough, the policies related to accident and injury procedures have been challenging to reference because they are listed on various pages of the District's Intranet, and CFD personnel have been more familiar with using Vector Solutions or Lexipol to reference policies. Recently, the Accident and Injury Report has been included in the Workers' Compensation Packet which has streamlined reporting and improved this process.

Additionally, the various reports required capture similar information and involve significant administrative processing. These factors have created barriers to fully complying with the completion of documents for accidents.

Plan

The CFD will continue to work with the Risk Manager to evaluate a more accessible, streamlined process for investigating and documenting accidents and injuries. The CFD will also find ways to collect data analytics that identify trends related to accidents and injuries.

References

Accident and Incident Report (Sample)

District Policy 3405- Injury Illness Prevention Program

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.

Description

CFD Policy 921 – Risk Philosophy and Risk Management Process guides personnel to conduct emergency operations in a manner that reduces risk. Additionally, the CFD has controls in place to follow best practices through the use of protective equipment and tools, and the design and maintenance of apparatus. These practices allow the CFD to operate in high-risk environments as safely as possible during emergencies. Lastly, the CFD's Company Officer Development Program (CODP) includes the Decision Making Under Stress training to educate new acting officers on risk management practices and decision making during emergency incidents.

Appraisal

CFD Policy 921 has been sufficient for incorporating risk management practices during emergency operations. Training on the policy has been provided to personnel at all levels, beginning with the Recruit Academy, and reinforced in ongoing training. This training has ensured that firefighters can evaluate situations, prioritize safety, and make informed decisions based on the department's risk philosophy. The training and policy are clear and concise, and the Decision Making Under Stress training in the CODP has been a beneficial supplement.

Plan

The CFD will continue to educate personnel on CFD Policy 921 and provide company officers with supplemental training and education related to high-risk decision-making.

References

CFD Policy 921 – Risk Philosophy and Risk Management Process

Company Officer Development Program – Decision Making Under Stress

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

Description

CFD Policy 916 – Protective Clothing and Equipment and CFD Policy 512 - Medical Equipment Cleaning and Disinfecting Procedure provide direction, guidance, and management guidelines for the treatment of the direct and cross-contamination of clothing, personal protective equipment, apparatus, and fixed facilities. Upon initial employment, all line personnel receive two sets of firefighting turnouts to allow for appropriate cleaning and decontamination following an incident where contamination occurred. All fire stations and the training facility are equipped with a soft-mount commercial-grade extractor/washer, allowing immediate post-incident cleaning and decontamination of personal protective equipment. All fire stations also have a residential-style washer and dryer to disinfect general uniforms and apparel.

The CFD has placed AMBUstat bio-decontamination foggers in each fire station, which remove and decontaminate all visible organic and inorganic matter on apparatus surfaces. This process is performed anytime transport involves a patient confirmed to have, or is highly likely to have, an aerosolized transmittable sickness or disease. Additionally, after routine ambulance servicing and before being put back in service, the Fleet Maintenance Division disinfects all ambulance interior spaces using a BioQuell Hydrogen Peroxide Vapor System. This system can also be used on fixed facilities.

Appraisal

These policies and procedures have been sufficient for directing the treatment of contaminated clothing, personal protective equipment, apparatus, and fixed facilities. The CFD has evaluated these policies and procedures and has strived to be consistent with industry best practices. At this time, the CFD feels above standard in this area.

Plan

The CFD will continue to implement and evaluate the policies and procedures related to direct and cross-contamination.

References

- CFD Policy 512 - Medical Equipment Cleaning and Disinfecting Procedure
- CFD Policy 916 - Protective Clothing and Equipment
- TG-05 Post-Fire Decontamination

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

Description

The CFD's Infection Control Plan (ICP) outlines the process for collecting and maintaining exposure records. It complies with State and Federal statutes, including California Code of Regulations Title 8 subchapter 7, and Division of Occupational Safety and Health Standards (Cal/OSHA) Bloodborne Pathogens Standard section 1910.1030.

The process begins with the emergency responder completing the Emergency Response Employee Report (ERE), a standardized triplicate form. The ERE is then disseminated as follows: one to the receiving facility declaring the patient a source patient, one to the CFD's Designated Infection Control Officer (DICO), and one to the emergency responder. Upon receipt of the ERE, the DICO will review the report, identify the source patient, provide follow-up to the personnel, and make a referral to occupational medicine. The DICO then files the exposure record in the emergency responder's secure file. The contracted occupational medicine, Kaiser On the Job, maintains medical treatment and follow-up records.

Appraisal

The exposure report collection and recordkeeping processes have effectively served as a notification and record of exposure. The CFD recently moved from storing hard copies of the ERE in a locked file cabinet in the DICO's office, to an electronic storing system. This system was updated to allow the CFD to retain the exposure details in a way that can be queried and data mined while also allowing for system tracking and trending, and assessing gaps in infection controls.

Plan

The CFD will continue to collect and maintain exposure records in accordance with local laws and regulations.

References

California Code of Regulations, Title 8, Subchapter 7

Emergency Response Employee Report (Sample)

Infection Control Plan, pages 25-27

OSHA 1910.1030 - Bloodborne Pathogens

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

Description

CFD Policy 300 – Incident Command System supplements the Incident Command Standard in the Sacramento Regional Fire Departments Standard Operating Guidelines (SOG). Together, these policies ensure the effective and qualified deployment of an Incident Safety Officer to all risk events.

When responding to low-risk incidents, the first arriving Company Officer meets the obligations of the Incident Safety Officer requirement through an informal Incident Command. These types of incidents usually involve minimal resource needs and a limited geographic area. Crews remain within eye contact of each other, and face-to-face communications are utilized.

High-risk incidents such as working structure fires, wildland fires, special rescues, and hazardous materials require a total of two Incident Safety Officers, Battalion Chief or higher, to be dispatched to ensure the safety and accountability of all personnel working on an immediately dangerous to life and health incident (IDLH). Upon arrival, a formal Incident Command and Incident Safety Officer is established to provide multi-level safety and accountability following the National Fire Protection Association (NFPA) 1521 - Standard for Fire Department Safety Officers Professional Qualifications. Positions responsible for being an Incident Safety Officer have company officer level training or higher, which is completed through the promotional exam process.

Appraisal

CFD Policy 300, together with the SOG, has been collaboratively established and effective at ensuring the deployment of an effective and qualified Incident Safety Officer on all risk events. The CFD has 11 qualified Company Officers available daily, who could serve as Incident Safety Officers on low-risk incidents. Additionally, two Battalion Chiefs are available to fill the role on high-risk incidents. On day shifts, personnel ranked Battalion Chief or higher are also eligible and available to serve as Incident Safety

Officers for high-risk incidents. Alternatively, the automatic aid system could dispatch a Battalion Chief from a neighboring agency, if needed.

Plan

The CFD will continue to adhere to department and regional policies and procedures regarding assigning an Incident Safety Officer for all risk events.

References

CFD Policy 300 – Incident Command System

NFPA 1521 - Standard for Fire Department Safety Officers Professional Qualifications, Chapter 5, Section 5.2

Sacramento Regional Fire and EMS Communications Center SOG for Incident Command

11A.12 The agency establishes and consistently follows procedures for maintaining accountability of all personnel operating at all risk events.

Description

The CFD consistently follows the Incident Command Standard of the Sacramento Regional Fire Departments Standard Operating Guidelines (SOG) to maintain accountability of all personnel operating at all risk events. The Incident Command Officer is responsible for ensuring the accountability of all resources using Tablet Command. A formal incident command structure is created, and a personnel accountability system is utilized following the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) ICS-500 Structure Fire Operations.

Appraisal

The Incident Command Standard has been effective at collaboratively ensuring consistent, effective, and efficient operations with high levels of personnel safety and accountability. The Incident Command Officer has ensured all resources are accounted for, using the recently implemented Tablet Command. The formal incident command structure has supported clear roles and responsibilities, contributing to personnel accountability during operations.

Plan

The CFD will continue to comply with the Incident Command Standard and participate in the Sacramento Regional Fire Departments Standard Operating Guideline Committee to develop, evaluate, and update the regional SOG, as needed.

References

FIRESCOPE. ICS-500 Structure Fire Operations

Sacramento Regional Fire and EMS Communications Center SOG for Incident Command

Tablet Command Incident (Screenshots and Report Sample)

Criterion 11B: Wellness/Fitness Programs

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

Summary:

The Cosumnes Fire Department (CFD) is a department of the Cosumnes Community Services District (District). The CFD prioritizes health and wellness and provides personnel with wellness and fitness facilities, equipment, and programs. The emphasis on health, wellness, and fitness begins in the academy and is continuously reinforced throughout a personnel's career. The wellness program includes access to fitness facilities and equipment, quarterly wellness education, initial, regular, and rehabilitative medical and fitness evaluations, and an employee assistance program for behavioral health resources. The CFD contracts with a Wellness Program Coordinator, and has a Wellness Committee, Risk Manager, and Peer Support Team that work together to provide wellness and fitness opportunities to personnel.

Performance Indicators:

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

Description

The CFD utilizes the Firefighter Candidate Testing Center (FCTC) to administer the Candidate Physical Ability Test (CPAT) as a minimum standard for initial firefighter testing and employment eligibility. Once a candidate receives a conditional offer of employment, the CFD provides initial medical examinations through the onboarding process. These examinations are in accordance with the guidelines specified in the National Fire Protection Association (NFPA) 1582 - Standard on Comprehensive Occupational Medical Programs for Fire Departments.

Once employed, the CFD offers voluntary health and movement screening biennially through a contracted Wellness Program Coordinator. The screening includes a health history questionnaire, detailed physical examination, resting EKG, cardiac stress test with treadmill, spirometry, urinalysis, and blood test.

As federal and state law requires, the CFD provides annual mandatory occupational medical examinations. These examinations include respirator medical clearance, TB testing, voluntary flu shots, and a hearing conservation test.

CFD personnel injured on the job receive the appropriate evaluation, treatment, testing, and rehabilitative medical follow-up through the District's workers' compensation and occupational health provider.

Appraisal

The CFD's practices of performing new hire physical fitness testing, voluntary comprehensive fitness evaluations, mandatory annual Cal/OSHA examinations (which consist of respiratory fit testing and Occupational Noise Exposure hearing tests), and appropriate medical evaluation and treatment following a work-related injury or illness have ensured personnel can continue to provide the highest levels of service to the community.

Plan

The CFD will continue to perform new hire physical fitness testing, annual required Cal/OSHA testing, voluntary comprehensive fitness evaluations, and appropriate medical evaluation and treatment following a work-related injury or illness.

References

Candidate Physical Ability Test (CPAT) Preparation Guide

NFPA 1582 Standard on Comprehensive Occupational Medical Programs for Fire Departments, Chapters 7, 8, 9

Wellness Program Coordinator Contract, page 6

California Code of Regulations, Title 8, Section 5097. Hearing Conservation Program
OSHA Occupational noise exposure 1910.95g6 page 6-7

OSHA 29 CFR 1910.134, Respiratory Protection Standard Section F page 12

11B.2 The agency provides personnel with access to fitness facilities and equipment.

Description

The CFD provides personnel access to wellness and fitness facilities and equipment at all fire stations, the William Perry Schulze Fire Training Facility, and the District's Administrative Building for both on and off-duty use. Additionally, CFD personnel have an unrestricted gym membership to the CFD's Wellness Program Coordinator's training facility.

The CFD's Wellness Committee, consisting of line and day-shift personnel, assesses current and future fitness equipment purchasing, orientation, and implementation. Fitness equipment consists of items designed to maintain or improve flexibility, muscular strength, endurance, and anaerobic and aerobic capacity, including but not limited to stretching, running, jogging, weight training, stationary aerobic and core training, and firefighter-specific activities. New personnel are oriented on proper equipment use and review CFD Policy 1048 - Physical Fitness and CFD Policy 1020 - Wellness and Fitness Program.

Appraisal

The CFD wellness and fitness facilities and equipment receive daily use and have continued to provide both on- and off-duty personnel with access and opportunities to maintain or improve their physical fitness levels.

Plan

The CFD will continue to provide access and opportunity for personnel to use fitness facilities and equipment.

References

CFD Policy 1020 - Wellness and Fitness Program
CFD Policy 1048 - Physical Fitness
Wellness Program Coordinator Contract, page 8

11B.3 The agency makes available wellness/fitness training to all employees/members.

Description

The CFD makes wellness and fitness training available to all employees/members by contracting with a Wellness Program Coordinator. The Wellness Program Coordinator provides health and movement screenings, physical fitness assessments, quarterly wellness education drills, Fire Academy wellness services, and access to their training facility. The quarterly wellness and education drills cover nutrition, back health, emotional/mental health, and physical fitness. The Fire Academy wellness services are provided to recruits during the academy and include customized workout plans and general nutrition and hydration education.

Additionally, peer-led training programs and competitions are coordinated at each fire station. These generally consist of exercises that maintain or improve flexibility, muscular strength, endurance, and anaerobic and aerobic capacity, including stretching, running, jogging, weight training, stationary aerobic and core training, and firefighter-specific activities.

Appraisal

The Wellness Program Coordinator has been sufficient at making wellness and fitness training available to CFD personnel. Providing wellness and fitness training to recruits has helped promote continued engagement and participation through their careers. The peer-led training programs have added a healthy level of competitiveness and comradery throughout the stations.

Plan

The CFD will continue to prioritize wellness and fitness access and opportunities for all members. The CFD will periodically evaluate the effectiveness of fitness equipment, training, and education and seek opportunities to expand services to its members.

References

Wellness Program Coordinator Contract, page 7 & 8

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

Description

The CFD has a Peer Support Team to provide personnel with an assistance program and timely access to critical incident stress debriefing, peer support and counseling, and other behavioral health resources. The Peer Support Team consists of line firefighters and spousal support members who have received extensive training through the Sacramento Regional Peer Support Team. Team members follow CFD Policy 1051- Peer Support Program, which outlines the purpose, scope, confidentiality requirements, duties, responsibilities, and selection process for team members.

The CFD also contracts with Cordico, a peer support smartphone application developer, who has designed a department-specific application that can be downloaded via smartphone. This application provides immediate access to behavioral health resources, education, and training.

Furthermore, the District contracts with Concern to provide employees with resources to promote a healthy work/life balance. Concern's services provide emotional and mental wellness, personal resources, and referrals for legal or financial problems, managing debt, finding childcare, and more.

Appraisal

The CFD has provided multiple programs to personnel that have been sufficient with timely access to critical incident stress debriefing, peer support and counseling, and other behavioral health resources. The established Peer Support Team has been crucial in delivering these services, along with the Cordico app that has provided personnel with access to behavioral health resources and educational materials directly from their smartphones. Furthermore, the District's contract with Concern has provided personnel with emotional and wellness services and referrals for various topics. These programs have created a comprehensive and multifaceted system to provide timely and accessible support.

Plan

The CFD will continue to support the current programs available to personnel and will periodically evaluate the policies and procedures related to peer support to determine whether updates or improvements are needed.

References

- CFD Policy 1051 - Peer Support Program Policy
- Cordico Peer Support App (Screenshot)
- Cosumnes Peer Support Team Informational Flyer
- Health & Wellness Intranet Webpage (Concern)

11B.5 The agency provides for cancer and behavioral health screenings and a cardiac assessment.

Description

The CFD provides health and movement screenings through the Wellness Program Coordinator. This voluntary program allows personnel to be screened and receive test results every two years. The screening includes a health history questionnaire, detailed physical examination, resting EKG, cardiac stress test with treadmill, spirometry, urinalysis, and blood test. The screening is in accordance with the recommendations set by the National Fire Protection Association (NFPA) 1582 - Standard on Comprehensive Occupational Medical Programs for Fire Departments. Additionally, the CFD provides annual mandatory occupational medical examinations in accordance with the requirements identified by the Division of Occupational Safety and Health Administration (Cal/OSHA).

The CFD does not provide specific assessments for behavioral health outside of the health history questionnaire but has established a department Peer Support Team and accompanying smartphone application to streamline behavioral support assistance, education, and area resources.

Appraisal

The voluntary health and movement screening and annual mandatory occupational medical examination have effectively assisted employees with measuring their overall health and wellness, especially regarding cancer and cardiac screenings. While the CFD offers options and resources for behavioral health, the approach to encourage personnel to engage with this option is passive.

Plan

The CFD will continue to support and promote the importance of physical evaluations for its employees through an effective wellness program, voluntary periodic medical examinations, and mandatory annual occupational medical examinations. The CFD will research behavioral health screenings to offer as a voluntary option for personnel.

References

Annual Medical Examination Form (Sample)

NFPA 1582 - Standard on Comprehensive Occupational Medical Programs for Fire Departments, Chapters 7, 8, 9

Voluntary Examination Form (Sample)

Wellness Program Coordinator Contract, page 6

California Code of Regulations, Title 8, Section 5097. Hearing Conservation Program

OSHA Occupational noise exposure 1910.95g6 page 6-7

OSHA 29 CFR 1910.134, Respiratory Protection Standard Section F page 12

CC 11B.6A 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.

Description

The CFD conducts a formal and documented program appraisal on an annual basis. The program appraisal captures the program overview, resources/inputs, outputs, outcomes/impacts, and recommendations for the future.

Appraisal

The Annual Program Appraisal process has been successful at giving the program manager an opportunity to reflect on the effectiveness of the program and plan for improvement for the future.

Plan

The CFD will continue to conduct a formal and documented program appraisal on an annual basis.

References

2023 Annual Program Appraisal - Wellness Fitness
2024 Annual Program Appraisal - Wellness Fitness