Annual Compliance Report
9th Edition

Adams Country Fire Rescue
8055 N. Washington St
Denver, CO
USA 80229

This Report Prepared September, 2020
By
Corey Davidson, Accreditation Manager

For The
Commission on Fire Accreditation International

This Report Represents the Agency's Status
As It Relates to Its Accreditation Report
Dated August, 2019

Table of Contents

Preface

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

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

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

Updated Agency Information: Agency profile has been updated as of September 2020. Adams County Fire intends to update our profile as changes occur and review at least annually.

Agency Information

Agency Name: Adams County Fire Protection District

Agency Address: 8055 N Washington St, Denver, CO 80229-5818

Agency Website: acfpd.org

Agency Head: Stuart Sunderland

Agency Head E-Mail: ssunderland@acfpd.org

Agency Head Phone: 303-539-6800

Accreditation Mgr: Corey Davidson

Accred. Mgr. E-Mail: cdavidson@acfpd.org

Accred. Mgr. Phone: 303-539-6839

Date of most recent
Award of Accreditation: August 2019

Annual Compliance
Report due date: October 31, 2020

Annual Compliance
Report Number (1-4): 1

Current ISO Rating 1

Current Population: 68,500

Department Type: Career

Number of Fire Stations: 4
Number of Full Time Personnel: 119.5
Number of Part Time (Volunteer/Paid on call) Personnel: 0

ACR Reporting Period: 1/1/2019 to 12/31/2019

Agency/Jurisdiction Changes

1. Has there been a change in key positions of the agency during the past reporting period?   Yes

    a. The July 2020 retirement of Chief Laurienti has created a significant amount of movement at Adams County Fire. Stuart Sunderland is the new Fire Chief.
    b. ACFR added two new positions in 2019—Chief Arson Investigator and Division Chief of Emergency Management. Other promotions include; Deputy Chief, Operations Chief, and EMS Chief.
    c. New Accreditation Manager was also appointed in early 2020.

    Organizational Chart updated 01/01/2020 [Exhibit #1]

2. Has there been a change in the governance of the agency? No

3. Has there been a change in the area/population the agency protects? Yes

    a. Estimated 1.45% increase. Based off of recent US Census data from https://worldpopulationreview.com/us-counties/co/adams-county-population)

4. Have there been any changes in resources (i.e. equipment, stations, apparatus, etc)? Yes

    Fire station 11 has relocated and opened in August of 2019. While department-wide staffing remains the same, deployment has changed substantially. Station 11 now houses an Engine, Medic Unit, SAM unit, Truck Company, and Battalion Chief. Apparatus changes include moving a ladder truck out of station 12 into station 11. The SAM unit is now staffed at all times.

    The new station location was chosen for various reasons. The previous station 11 was on top of a steep hill in the middle of a residential neighborhood with poor access to major streets. The new location is in the center of the highest call volume area and offers immediate access to major thoroughfares and highways.

    ACFR actively monitors the impacts of the relocation. Cursory findings have shown a slight increase in total responses for Medic and Engine 11. Truck 11 has also shown an increase in total responses as compared to Truck 12(Truck 11 replaced Truck). Overall, travel times have also decreased throughout the District. The department will complete a full analysis in early 2021.

5. Have there been any changes in programs/services? Yes
   a. The department spent much of 2019 exploring the possibility of a merger with South Adams Fire. The Fire Chief and Board of Directors came to the conclusion that a merger was not in the best interest of the organization in late 2019.

   b. Adams County Fire Rescue no longer maintains and operates our own Fleet Maintenance Division. The shared fleet maintenance Intergovernmental Agreement(IGA) between South Adams Fire and Adams County expired in March of 2020. Both parties mutually agreed not to renew the IGA. ACFR established a new IGA[Exhibit #2] with North Metro Fire Rescue. Services provided remain the same.

   c. The addition of Jerry Means as Chief Arson Investigator and Arson dog "Riley" has restructured the arson investigation program at ACFR. Criterion 5C[Exhibit #3] has been re-written and updated to reflect the changes.

6. Describe any significant changes to your annual budget?
7.
   a. The operating budget for 2019 showed no significant change.

   b. The annual operating budget for 2020 showed a 20% increase in comparison to 2019. Increase in property values and new construction attribute to the change. After five years of stagnation, residential property values increased by 24% in the 2019 assessment. A significant portion of the increased revenues is being applied to reserve funds (capital reserves, Equipment reserves, station construction reserves, sick leave bank). Funds have also enabled the department to add two new positions—Business Analyst and Public Information Officer. EMS Training Lieutenant and facilities manager positions have been put on hold in 2020 due to the uncertain financial effects of the COVID-19 pandemic. Criterion 4A.5 [Exhibit #4] has been updated to reflect the noted changes.

Accreditation Model Annual Compliance

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

<u>Core Competency:</u>

1. CC 9C.5: 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.

    It was recommended that the department implement a formal, documented and transparent procedure for tracking reviews, revisions, and updates to organizational documents, including standard operating procedures and the employee handbook.

    Plan for improvement:

    Various solutions have been attempted however we have not completely implemented a solution. The department has been moderately successful accomplishing this task through the use of excel spreadsheets. We are now in the process of purchasing a document management system(DMS). The minimum requirements the DMS will satisfy this core competency. Numerous vendors have presented software demonstrations and presented bids. The selection of the DMS is expected by mid-October with implementation to immediately follow.

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

1. 2D.6 – Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually. [Exhibit #5]

2. 3D.1 – The agency's goals and objectives are examined and modified at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals. [Exhibit #6] [Exhibit #32]

3. 5A.5 – The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.

    Due to turnover of in the Fire Marshal position the formal documented appraisal was not completed. The community risk reduction program is in the

process of being formally defined and department is actively persuing the appointment of a new Fire Marshal.

4. 5B.3 – The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance. [Exhibit #7]

5. 5C.5 – The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program and its efforts to reduce fires based on community assessment, standards of cover, and measures performance.[Exhibit #8]

6. 5E.3 – The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire suppression program and its impact on meeting the agency's goals and objectives.[Exhibit #9]

7. 5F.7 – The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the EMS program and its 8 impact on meeting the agency's goals and objectives. This should include an evaluation of the agency's standard operating procedures, protocols, and equipment. [Exhibit #10]

8. 5G.3 – The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the technical rescue program and its impact on meeting the agency's goals and objectives. This appraisal must include a full-scale evaluation of the response components, including mutual aid, when part of the deployment model.[Exhibit #11]

9. 5H.3 – The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the hazardous materials program and its impact on meeting the agency's goals and objectives. This appraisal must include a comprehensive evaluation of the response components, including mutual aid, when part of the deployment model. [Exhibit #12]

10. 5K.2 – The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the wildland fire services program, to include suppression, mitigation, educational activities, and its impact on meeting the agency's goals and objectives. [Exhibit #13]

11. 9B.10 – A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications system and its impact on meeting the agency's goals and objectives.[Exhibit #14]

C. Have there been any changes in compliance to non-core competencies? Yes

Specific Recommendations

Category II – Assessment and Planning
Criterion 2C: Current Deployment and Performance

<u>2C.8   The agency's resiliency has been assessed through its deployment policies, procedures, and practices.</u>

It is recommended the department have a formalized plan to track training exercises, planned events, including normal peak demand workload, and any unplanned major events.

While no formalized plan has been put in place; the department takes numerous steps to continually assess resiliency. Training exercises, planned events and actual peak time performance evaluations are all a part of our operation. Detailed examples of each can be found in the attached exhibit [Exhibit #15].

Category III – Goals and Objectives
Criterion 3B: Goals and Objectives

<u>3B.3   The agency invites internal and external stakeholder participation in the development, implementation, and evaluation of the agency's goals and objectives.</u>

It is recommended the department make every effort to include more of the community in the development of goals and objectives.

The department planned to reach out to the community during three large planned department sponsored community events during 2020. The concept was to use iPads to collect survey information during the events. The surveys were designed to evaluate the needs of the community. Unfortunately, all community events were cancelled due to the pandemic. The department is currently focusing on new ways to reach the community during the pandemic. We also plan on moving forward with the surveys [Exhibit #16] as soon as large public gatherings are allowed.

Category V – Programs
Criterion 5D: Domestic Preparedness, Planning and Response

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

It is recommended that the department administration aggressively pursue the development and implementation of a COOP plan.

The department has developed and implemented a COOP plan [Exhibit #17]. The plan is live and under its second revision.

Category VI – Physical Resources
Criterion 6F: Safety Equipment

> 6F.3   Safety equipment replacement is scheduled, budgeted, implemented, and adequate to meet the agency's needs.
>
> *It is recommended that the department move forward with outlined plans for the necessary replacement of their self-contained breathing apparatus.*

Funding for the replacement of the self-contained breathing apparatus was applied for and granted through the Assistance to Firefighters Grant program. The department received notification of the grant award in August of 2020 [Exhbit #18]. Matching funds obligation of 10% has been budgeted and approved. The department is in the process of working with our vendor with the intent of a January 2021 implementation.

Category VII – Human Resources
Criterion 7G: Wellness/Fitness Programs

Performance Indicator

> 7G.5   A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.
>
> *It is recommended that the department develop a formal and documented program appraisal to determine the effectiveness of the wellness and fitness programs.*

Annual Appraisal requirement has been implemented for the Wellness/Fitness program [Exhibit #19].

Performance Monitoring

Are you currently meeting the following performance indicators? Yes

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

ACFR continues to notify the Board Directors via quarterly, annual [Exhibit #20] and periodic reports, the BOD will continue to be informed of significant changes within the District that impact the budget or ACFR's ability to serve the community.

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

Monthly board meetings are held. A comprehensive report [Exhbit #21] is presented to the board. Information provided during the monthly board meetings range from budget updates to remarkable incident summaries. April 2020 Board report is attached and is an excellent example of how the board is formally notified of current capabilities. The COVID-19 Pandemic had a significant impact on our day to day operations and the board was formally apprised of all plans, outcomes, and effects. Additionally, weekly reports were sent out to the department and board members to ensure up to date information was shared.

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.

Plans for external stakeholder involvement have been drastically impacted by the COVID-19 pandemic. The department is in the development stage of a new plan. The intent is to come up with a way to interact with stakeholders while observing social distance measures.

Agency Performance Tracking

Performance tracking for all areas are based off of year to date information(YTD) for 2020. All references of YTD should be considered complete through the end of July 2020.

High Risk Fire Suppression

Benchmark Performance:

    For 90 percent of medium and high risk fires, the total response time for the arrival of the first due unit, staffed with 2 firefighters and 1 officer, shall be: 9 minutes and 34 seconds in urban areas. The first due firefighters shall be capable of: establishing command; sizing up and assessing the situation; locating the fire; donning personal protective equipment (PPE); preparing for fire attack; mustering tools; and rescuing known victims; providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing and advancing an attack line flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations.

Baseline Performance:

    For 90 percent of high risk fires, the total response time for the arrival of the effective response force (ERF), staffed with 18 firefighters, shall be: 11 minutes and 34 seconds in urban areas. The ERF shall be capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul. The ERF for high and special risk fires shall also be capable of placing elevated streams into service from aerial ladders.

(High) Fire Suppression - 90th Percentile Times - Baseline Performance			2016-2020(YTD*)	2020 YTD*	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	02:27	01:32	01:56	01:35	02:44	00:38
Turnout Time	Turnout Time 1st Unit	Urban	02:57	02:37	02:35	03:03	02:00	02:38
Travel Time	Travel Time 1st Unit **Distribution**	Urban	05:44	03:58	04:28	05:36	07:14	07:40
	Travel Time ERF **Concentration**	Urban	09:43	07:51	09:57	08:10	09:14	09:42
Total Response Time	1st Unit on Scene **Distribution**	Urban	09:55	07:34	08:17	10:25	11:29	10:52
			57	15	11	16	12	3
	Time ERF **Concentration**	Urban	14:54	14:01	16:57	12:36	14:19	00:00
			22	8	4	6	4	0

Medium Risk Fire Suppression

Benchmark Performance:
> For 90 percent of medium and high risk fires, the total response time for the arrival of the first due unit, staffed with 2 firefighters and 1 officer, shall be: 9 minutes and 34 seconds in urban areas. The first due firefighters shall be capable of: establishing command; sizing up and assessing the situation; locating the fire; donning personal protective equipment (PPE); preparing for fire attack; mustering tools; and rescuing known victims; providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing and advancing an attack line flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations.

Baseline Performance:
> For 90 percent of medium risk fires, the total response time for the arrival of the effective response force (ERF), staffed with 15 firefighters, shall be: 11 minutes and 34 seconds in urban areas. The ERF shall be capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul.

(Medium) Fire Suppression - 90th Percentile Times - Baseline Performance			2016-2020(YTD*)	2020 YTD*	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	02:15	01:47	01:44	02:26	02:14	00:24
Turnout Time	Turnout Time 1st Unit	Urban	02:54	02:02	03:16	01:54	01:43	01:54
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:27	04:44	05:38	05:29	06:18	06:35
	Travel Time ERF **Concentration**	Urban	09:45	08:32	08:47	10:28	08:39	08:16
Total Response Time	1st Unit on Scene **Distribution**	Urban	09:46	09:45	08:57	09:56	09:18	09:49
			81	14	18	22	22	5
	Time ERF **Concentration**	Urban	15:00	12:17	13:48	11:04	16:12	11:04
			36	8	12	8	7	1

Medium Risk EMS

Benchmark Performance:

For 90 percent of all EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters, shall be: 9 minutes and 30 seconds in urban areas. The first-due unit shall be capable of: assessing scene safety and establishing command; sizing up the situation; conducting an initial patient assessment; obtaining vitals and patient's medical history; initiating mitigation efforts within one minute of arrival; providing first responder medical aid including automatic external defibrillation (AED); and assisting transport personnel with packaging the patient.

For 90 percent of all EMS response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 5 firefighters, shall be: 11 minutes and 30 seconds in urban areas. The ERF shall be capable of: providing incident command and producing related documentation; appointing a site safety officer; completing patient assessment; providing appropriate treatment; performing AED; initiating cardiopulmonary resuscitation (CPR); and providing intravenous (IV) access-medication administration.

Baseline Performance:

For 90 percent of all EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters, is: 9 minutes and 44 seconds in urban areas. The first-due unit is capable of: assessing scene safety and establishing command; sizing up the situation; conducting an initial patient assessment; obtaining vitals and patient's medical history; initiating mitigation efforts within one minute of arrival; providing first responder medical aid including AED; and assisting transport personnel with packaging the patient.

For 90 percent of all EMS response incidents, the total response time for the arrival of the ERF, staffed with 5 firefighters and officers, is: 11 minutes and 29 seconds in urban areas. The ERF is capable of: providing incident command and producing related documentation; appointing a site safety officer; completing patient assessment; providing appropriate treatment; performing AED; initiating CPR; and providing IV access-medication administration.

(Risk Level) EMS - 90th Percentile Times - Baseline Performance			2016-2020(YTD*)	2020 YTD*	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	02:14	01:55	02:04	02:18	02:37	01:02
Turnout Time	Turnout Time 1st Unit	Urban	02:24	02:12	02:24	02:44	02:30	01:53
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:11	05:30	05:30	05:51	06:30	07:29
	Travel Time ERF **Concentration**	Urban	07:39	06:40	06:47	07:14	07:45	08:50
Total Response Time	1st Unit on Scene **Distribution**	Urban	09:40	08:51	08:59	09:36	09:58	09:22
			18273	2982	4765	4388	4012	1930
	Time ERF **Concentration**	Urban	11:25	10:40	10:38	11:19	11:35	11:13
			16287	2682	4399	3929	3482	1558

Medium Risk Technical Rescue

Benchmark Performance:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters shall be 10 minutes; The first-due unit shall be capable of: locating the incident; contacting witnesses; establishing command; sizing up to and assessing the situation; determining the need for additional resources; and safely extricating victims and treating patients.

For 90 percent of all medium risk technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 8 firefighters and officers including the technical response team, shall be: 10 minutes in urban or rural areas. The ERF shall be capable of: establishing rescue operations, including scene safety and rigging; rescuing victims and treating patients, provide equipment, technical expertise, and knowledge.

Baseline Performance:

For 90 percent of all medium risk technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters, is: 10 minutes and 56 seconds in urban areas; The first-due unit is capable of: locating the incident; contacting witnesses; establishing command; sizing up to and assessing the situation; determining the need for additional resources; and safely extricating victims and treating patients.

For 90 percent of all medium risk technical rescue incidents, the total response time for the arrival of the ERF, staffed with 15 firefighters and officers including the technical response team, is: 10 minutes and 57 seconds in urban areas. The ERF is capable of: establishing rescue operations, including scene safety and rigging; rescuing victims and treating patients, provide equipment, technical expertise, and knowledge.

(Medium) Technical Rescue - 90th Percentile Times - Baseline Performance			2016-2020(YTD*)	2020 YTD*	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	02:59	02:46	03:02	02:38	03:36	01:09
Turnout Time	Turnout Time 1st Unit	Urban	02:22	02:13	02:21	02:44	02:07	01:49
Travel Time	Travel Time 1st Unit **Distribution**	Urban	07:23	06:41	07:18	07:16	07:17	08:04
	Travel Time ERF **Concentration**	Urban	11:15	10:17	11:00	06:44	07:32	08:20
Total Response Time	1st Unit on Scene **Distribution**	Urban	11:27	10:58	11:20	11:47	10:56	09:42
			960	292	390	100	70	108
	Time ERF **Concentration**	Urban	16:53	14:25	17:12	10:58	10:59	10:00
			366	86	112	55	42	71

Medium Risk Hazardous Materials

Benchmark Performance:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters shall be: 10 minutes. The first-due unit shall be capable of: establishing command; sizing up and assessing the situation to determine the presence of a potentially hazardous condition; estimating the potential harm; intervening when appropriate; determining the need for additional resources; establishing a hot, warm, and cold zone; and conducting gross decontamination as needed.

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF) including the hazardous materials response team, staffed with 9 firefighters not including the full hazardous material team, shall be: 12 minutes. The ERF shall be capable of: scene safety; establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous condition; estimating potential harm; intervening when appropriate;

Baseline Performance:

It was verified and validated by the peer assessment team that the Adams County Fire Rescue did not have sufficient hazardous materials incidents, which required a first due unit and effective response force to be assembled for 2016-2018, to provide a sufficient data set to study. Therefore, no baseline service level performance statements are provided for the first due unit and effective response force in this report.

(Medium) HazMat - 90th Percentile Times - Baseline Performance			2016-2020(YTD)	2020	2019	2018	2017	2016
Alarm Handling	Pick-up to Dispatch	Urban	05:21	NA	02:19	NA	NA	NA
Turnout Time	Turnout Time 1st Unit	Urban	02:20	NA	02:04	NA	NA	NA
Travel Time	Travel Time 1st Unit **Distribution**	Urban	06:11	NA	05:15	NA	NA	NA
	Travel Time ERF **Concentration**	Urban	NA	NA	NA	NA	NA	NA
Total Response Time	1st Unit on Scene **Distribution**	Urban	11:15	NA	08:28	NA	NA	NA
			10	NA	3	n=XX	NA	NA
	Time ERF **Concentration**	Urban	NA	N	NA	NA	NA	NA
			NA	NA	NA	NA	NA	NA

Strategic Recommendations

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
2C.4 - It is recommended that the agency develop a formal process to validate the critical task analysis for all risk classes	ACR 2020- Data collection and validation process have been implemented to better allow the validation of critical tasks.	ACR 2020 Captains are now reviewing all incidents reports in new Quality Assurance program which was rolled out in early 2019 [Exhibit #22]	
2D.6 - It is recommended the department ensure inadequacies, inconsistencies, and negative trends in performance gaps are completely implemented	ACR 2020- Gaps and causal factors have been identified, remedial actions have been taken and improvement plans have been deployed.	ACR 2020- Real-time dashboards [Exhibit #23] in stations and red flag alerts in RMS system identify potential problems and require additional documentation.	
2D.7 - It is recommended the department have a continuous improvement plan with identified time frames that address exiting gaps	ACR 2020- Continuous improvement plans have been implemented and have proven to be effective.	ACR 2020: Time frames are in the process of being added into the formalized plan.	
3C.1 - It is recommended the department ensure the documentation process to track the department's goals and objectives is incorporated in the strategic plan	ACR 2020 The documentation process for tracking goals and objectives has been more clearly defined and will be included in the strategic plan.	ACR 2020 The goal tracking pages [Exhibit #24] will be added to the 1st amendment of the strategic plan	
3C.2 - It is recommended the department ensure the designated personnel responsible for each goal and objective is in the strategic plan	ACR 2020 The designation of responsible personnel has been included in the strategic plan.	ACR 2020 The designation pages [Exhibit #25] will be added to the 1st amendment of the strategic plan	
5A.5 - It is recommended that the department conduct an annual formal appraisal of the community risk reduction program. This recommendation also applies to the following core competencies: 5B.3 (Public Education Program), 5C.5 (Fire Investigation, Origin and Cause Program), 5G.3 (Technical Rescue), 5H.3 (Hazardous Materials), 5K.2 (Wildland Fire	ACR 2020 Formal annual appraisals have been completed for 2019.	ACR 2020: See Exhibits referenced on page 7 of this document	

Services) and 9B.10 (Communications Systems)			
5B.1 - It is recommended the department provide public education material in Spanish to the community	ACR 2020 The Department has incorporated various public education documents in Spanish	ACR 2020 Exhibits attached [Exhibit #26] [Exhibit #27] [Exhibit #28]	
6B.3 - It is recommended that the department have the vehicle exhaust extraction systems tested to assure proper function and removal of vehicle exhaust	ACR 2020: All Stations exhaust systems are now being tested annually.	ACR 2020 Report attached [Exhbit #29]	
7B.6 - It is recommended that the department establish a supervised probationary period for all promoted positions	ACR 2020: Supervised probationary period has been added for all promoted positions	ACR 2020 Supervised probationary period of at least 90 days has been added to the SOP. [Exhibit #30]	
9C.1 - It is recommended that the department conduct a workforce analysis study to determine the benefits of filling the existing open positions for human resources staff, data analyst and community outreach/public information officer	ACR 2020: Analysis has been completed for each position. Most positions have been filled	ACR 2020: All positions mentioned were filled in early 2019. Human resource responsibilities have been redistributed and are largely being performed by the executive assistant. [Exhibit #32]	
9C.5 - It is recommended that the department implement a formal, documented and transparent procedure for tracking reviews, revisions and updates to organizational documents, including standard operating procedures and the employee handbook	ACR 2020: Document management software has been budgeted and will be evaluated	ACR 2020: Evaluation of various systems has been completed. Implementation expected in late October 2020	

Exhibit List

Exhibit #1:   OrgChart_1_20.pdf

Exhibit #2:   Exhibit_10A1_IGA_Fleet_Maintenance.pdf

Exhibit #3:   CAT_5C_2020.pdf

Exhibit #4:   CAT_4A5_2020.pdf

Exhibit #5:   Exhibit_Cat_2D6_2020.pdf

Exhibit #6:   CAT_3D1_2020.pdf

Exhibit #7:   Exhibit_5B3_2020.pdf

Exhibit #8:   Exhibit_5C5_2020.pdf

Exhibit #9:   Exhibit_5E3_2020.pdf

Exhibit #10:   Exhibit_5F7_2020.pdf

Exhibit #11:   Exhibit_5G3_2020_TechRescue.pdf

Exhibit #12:   Exhibit_5H3_HazMat.pdf

Exhibit #13:   Exhibit_5K2_Wildland.pdf

Exhibit #14:   Exhibit_9B10_Communications.pdf

Exhibit #15:   Cat_2C8_2020.pdf

Exhibit #16:   Exhibit_Resident_Survey.pdf

Exhibit #17:   Exhibit_5D7_2020.pdf

Exhibit #18:   Exhibit_6F3_Award Package.pdf'

Exhibit #19:   WellnessFitness_Apprasial_2019.pdf

Exhibit #20:   2019 Annual Report.pdf'

Exhibit #21:   'April 2019 Board report.pdf

Exhibit #22:   SOP 207 Fire Quality Management Program.pdf

Exhibit #23:   Exhibit_Dashboards.pdf

Exhibit #24:   Exhibit_3C1_2020.pdf

Exhibit #25:   Exhibit_3C2_2020.pdf

Exhibit #26:   open burn half sheet.pdf

Exhibit #27:   Coloring book[1].pdf

Exhibit #28:   Coloring book 2[1][1].pdf

Exhibit #29:   Exhibit_6B3_2019_air_testing.pdf

Exhibit #30:   SOP 702 Promotional Process.pdf

Exhibit #31:   AccreditationCycle.pdf
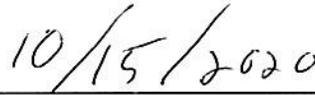
Exhibit #32:   H.R. Job Desctiption

Verification

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

_____
Signature of Agency Head

Fire Chief
_____
Title

10/15/2020
_____
Date