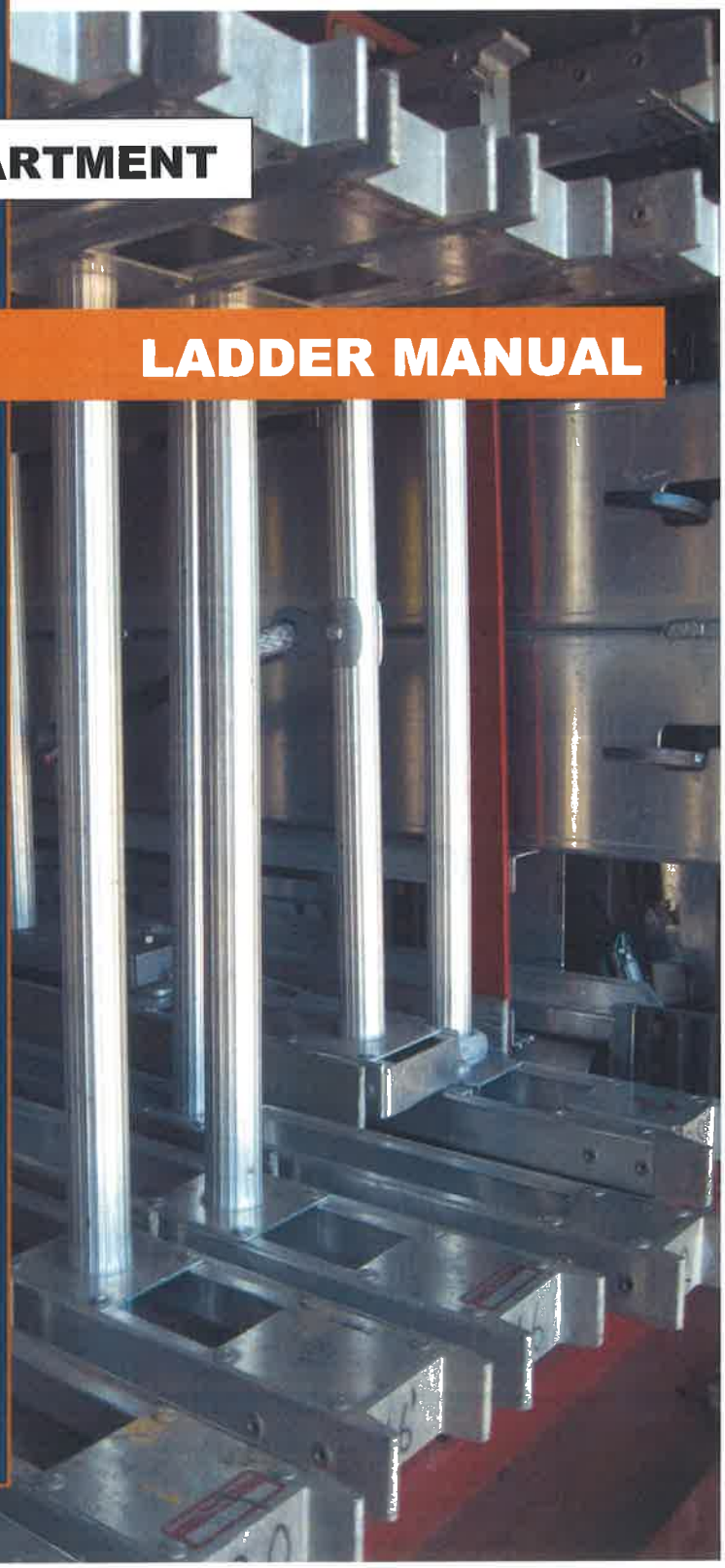
FIRE DEPARTMENT

LADDER MANUAL



City of Roseville

January 2013

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Introduction

The purpose of this Ladder Manual is to create a standard by which all Roseville Fire Department employees can be evaluated when throwing ladders. The Roseville Fire Department Training Division recognizes that there are many ways of throwing ladders. *It is not the intent of the Training Division to mandate that all employees throw ladders in the manner described in this manual. However, if deficiencies are ever noted this manual will be used as the basis for any potential evaluations so that everyone will be judged along the same standard. In addition, all probationary evaluations will be judged using this standard.*

This Manual attempts to show the variety of methods that members of Roseville Fire employ when throwing ladders. To that end, here are some basic things to keep in mind when reading this manual:

- ☐ All ladders will be placed in the "FLY OUT" position prior to climbing.
- ☐ Any command in **BOLD** lettering must be verbalized. Example, "**Overhead Clear**".
- ☐ Any 2 person ladder requires good communication. The butt firefighter takes the lead with commands. The preparatory command will be what you intend to do, i.e.: "**Pick-up and carry low-shoulder**". This communicates to both FF's the intended action. Briefly pause, then initiate the action with the command "**ladder**".
- ☐ If conditions dictate the need for a 3 person ladder that is not described in this Manual do not hesitate to do so. The Training Division recognizes the fact that there are wide arrays of conditions that will dictate whether a ladder can be safely thrown using 1, 2 or 3 firefighters.
- ☐ When tying off a halyard on an extension ladder, any knot that safely encompasses the halyard and rung is acceptable. i.e.: Four-Quadrant, Clove Hitch or Bangor.
- ☐ The overall intent of this Manual is for Department members to be able to safely, effectively and efficiently place ground ladders at the scene of an emergency. Hopefully this Manual will assist you in that overall goal.
- ☐ The term firefighter(s) is used in this manual to denote personnel and their position in reference to the ladder operations. It does not indicate actual rank.
- ☐

This Manual meets or exceeds NFPA 1001 Standard for Fire Fighter Professional Qualifications section 5.3.6 and A.5.3.6.

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Training Notes

- ☐ Normally all ground ladders are placed with the climbing angle at 75 degrees. However, in both RIC situations and victim rescue situations ladders shall be placed with the climbing angle between 60-70 degrees.

- ☐ All 24' extension ladders are considered to be single Firefighter ladders.

- ☐ In an evaluation scenario, 28' extension ladders will be thrown as a 2 Firefighter ladder in the same fashion in which this manual describes throwing a 35' extension ladder. However, personnel shall be aware that when assigned to a Truck Company the member will normally be assigned to throw a 28' extension ladder as a single Firefighter ladder. Due to limited personnel and the need for expedient ladder placement a 2 Firefighter 28' extension ladder throw should be the exception not the norm.

- ☐ All personnel shall perform a "leg lock" while working off of a ground ladder.

- ☐ When climbing a ladder with a tool, members must hold onto the beam on the non-climbing side of the ladder that the tool is in. The other hand must remain on a rung while climbing.

- ☐ When footing a ladder for someone, try footing the ladder from the climbing side so that you have the ability to continually size-up the fireground.

- ☐ When working off of a roof ladder, it is preferable to maintain both feet on the ladder at the same time. However, it is recognized that there may be times in which it will be necessary to stray from this. Whenever conditions dictate that you are not able to maintain both feet on the roof ladder consider having another member bury a rubbish hook or axe as additional footing.

Ladder Placement Considerations:

- ☐ When throwing a ladder for a conscious victim rescue, throw the ladder to one side of the objective and then roll the ladder into the fly out position and adjust your climbing angle. If using an extension ladder, ensure the fly section is "locked" before it is in reach of the victim.

- ☐ When throwing a ladder for a potential unconscious victim or firefighter rescue, throw the ladder so that the tip will end up in the center of the window just below the window sill and adjust to a "rescue" angle.

- ☐ When performing VES from a ladder, expect an unconscious victim and throw the ladder to the center and below the sill; adjust to a "rescue" angle.

- ☐ Ladders may also be utilized to quickly ventilate an above ground window. Extend the fly so that you will have approximately 3 rungs into the side of the window. You can try to forcefully break the window with the tip of the ladder and then adjust your climbing angle.

- ☐ When throwing a ladder to gain access to a roof, remember – the more rungs the better. Five rungs above the roof or parapet are preferred. Be cautious that you do not have so much ladder above a roof line that the ladder could then pendulum from the point of contact with the building.

Straight Side from Truck – High Shoulder Method (One Firefighter)

Approach Ladder

- Determine which size ladder suits your objective.
- While facing rear of Truck, stand with ladder on your right side.
- Grasp rung closest to the butt end of ladder with your right hand.

Prepare to Pick Up and Carry

- Walk away from Truck pulling ladder with you.
- Look back to watch for the ladder to come out of the ladder bed.
- As tip of ladder comes out of the bed allow it to rest on the edge of compartment.
- Place butt end of ladder on the ground.
- Walk back to midpoint of ladder.

Pick Up and Carry

- Squat down; grasp the bottom beam with inside hand.
- With the opposite hand grasp the top beam.
- Walk away from the Truck being careful not to hit the compartment door with the ladder.
- The midpoint of the ladder should rest on the shoulder.

Straight Side from Truck – High Shoulder Method (One Firefighter)

Prepare to Spot and Raise

- While approaching building, check overhead hazards and verbalize "**Overhead Clear**".

Spot and Raise

- When at desired location, use forward momentum and proper body mechanics to throw ladder.
- Squat with legs; push top beam down with top hand; push up on bottom beam with bottom hand.
- Place ladder in vertical position.
- Pivot ladder 90 degrees and secure ladder in the vertical position against building.
- Move both hands to either the fourth or fifth rung.
- Secure ladder against building by placing either foot on the bottom rung.

Set Climbing Angle

- Step to either side of the ladder.
- With top hand, grasp the fifth rung, palm down.
- With bottom hand, grasp the second rung, palm up.
- Look down to make sure area is clear.
- Looking up, move base of ladder out to the appropriate climbing angle.
- Look down as the feet of the ladder are set down.
- Proper climbing angle should be equal to one arm's length to the center of the beam, with tip of toes against butt of ladder.

Straight Side from Truck – High Shoulder Method (One Firefighter)

Prepare to Lower Ladder

- Place hands in same position used to adjust climbing angle.
- Look down to make sure area is clear.
- Looking up, move base of ladder into the building until ladder is in the vertical position against building.
- Look down as the feet of the ladder are set down.
- Control the ladder by placing both hands on the fourth or fifth rung and one foot on the bottom rung.
- Look over both shoulders and verbalize **"Ladder Coming Down"**.

Straight Side from Truck – Low Shoulder Method (One Firefighter)

Approach Ladder

- Determine which size ladder suits your objective.
- While facing rear of Truck, stand with ladder on your right side.
- Grasp rung closest to the butt end of ladder with your right hand.

Prepare to Pick-Up and Carry

- Walk away from Truck pulling ladder with you.
- Look back to watch for the ladder to come out of the ladder bed.
- As tip of ladder comes out of the bed allow it to rest on the edge of compartment.
- Place butt end of ladder on the ground.
- Walk back to midpoint of ladder.

Pick-Up and Carry

- Squat down, reach through the rungs with the inside hand and grasp the bottom beam.
- With the opposite hand grasp the top beam.
- Walk away from the Truck being careful not to hit the compartment door with the ladder.
- The midpoint of the ladder should rest on the shoulder.

Straight Side from Truck – Low Shoulder Method (One Firefighter)

Prepare to Spot and Raise

- While approaching building, check overhead hazards and verbalize "**Overhead Clear**".
- Move top hand to the rung directly in front of chest, palm away.
- Angle butt end of ladder towards the ground in anticipation of your spot.

Spot and Raise

- Move hand from bottom beam of ladder to rung directly in front of should, palm forward.
- In one continuous motion, spot and rotate ladder up and over head.
- Walk hands up the rungs as you advance the ladder into the building.
- Move both hands to either the fourth or fifth rung.
- Secure ladder against building by placing either foot on the bottom rung.

Straight Side from Truck – Low Shoulder Method (One Firefighter)

Set Climbing Angle

- Step to either side of the ladder.
- With top hand, grasp the fifth rung, palm down.
- With bottom hand, grasp the second rung, palm up.
- Look down to make sure area is clear.
- Looking up, move base of ladder out to the appropriate climbing angle.
- Look down as the feet of the ladder are set down.
- Proper climbing angle should be equal to one arm's length to the center of the beam, with tip of toes against butt of ladder.

Prepare to Lower Ladder

- Place hands in same position used to adjust climbing angle.
- Look down to make sure area is clear.
- Looking up, move base of ladder into the building until ladder is in the vertical position against building.
- Look down as the feet of the ladder are set down.
- Control the ladder by placing both hands on the fourth or fifth rung and one foot on the bottom rung.
- Look over both shoulders and verbalize "**Ladder Coming Down**".

Straight Side from Truck – Low Shoulder Method (One Firefighter)

Lower Ladder

- Walk rungs back towards the midpoint of the ladder.
- At the midpoint of the ladder, cross arm over body to the opposite side of the ladder.
- Rotate body 180 degrees into the ladder.
- Slide bottom arm through the rungs and grasp the bottom beam of the ladder.
- Balance ladder on shoulder.
- Return hands to original carrying position.
- Return ladder to Truck to be stowed.

Straight Side from Ground – High Shoulder Method (One Firefighter)

Approach Ladder

- Determine which size ladder suits your objective.
- Squat on side of ladder facing tip.
- Inside knee down, inside hand grasping beam.
- Maintain proper body mechanics.

Prepare to Pick-Up and Carry

- In one motion, pick-up ladder with inside arm, stand up, allowing ladder to pivot onto its beam.
- Place outside hand in bottom beam.
- Rotate body 180 degrees into ladder.
- Place ladder onto shoulder.

Pick-Up and Carry

- Walk down the beam towards the midpoint of the ladder.
- At the midpoint of the ladder, squat down and allow the ladder to cantilever onto shoulder.
- Midpoint should come to rest at the rear portion of the shoulder, ladder parallel to the ground.
- Walk ladder to desired location.

Straight Side from Ground – High Shoulder Method (One Firefighter)

Prepare to Spot and Raise

- While approaching building, check overhead hazards and verbalize "**Overhead Clear**".

Spot and Raise

- When at desired location, use forward momentum and proper body mechanics to throw ladder.
- Squat with legs; push top beam down with top hand; push up on bottom beam with bottom hand.
- Place ladder in vertical position.
- Pivot ladder 90 degrees and secure ladder in the vertical position against building.
- Move both hands to either the fourth or fifth rung.
- Secure ladder against building by placing either foot on the bottom rung.

Straight Side from Ground – High Shoulder Method (One Firefighter)

Set Climbing Angle

- Step to either side of the ladder.
- With top hand, grasp the fifth rung, palm down.
- With bottom hand, grasp the second rung, palm up.
- Look down to make sure area is clear.
- Looking up, move base of ladder out to the appropriate climbing angle.
- Look down as the feet of the ladder are set down.
- Proper climbing angle should be equal to one arm's length to the center of the beam, with tip of toes against butt of ladder.

Prepare to Lower Ladder

- Place hands in same position used to adjust climbing angle.
- Look down to make sure area is clear.
- Looking up, move base of ladder into the building until ladder is in the vertical position against building.
- Look down as the feet of the ladder are set down.
- Control the ladder by placing both hands on the fourth or fifth rung and one foot on the bottom rung.
- Look over both shoulders and verbalize "**Ladder Coming Down**".

Straight Side from Ground – High Shoulder Method (One Firefighter)

Lower Ladder

- Walk rungs back towards the midpoint of the ladder.
- At the midpoint of the ladder, shoulder ladder to the high shoulder method.
- Midpoint of ladder on shoulder; inside hand on lower beam; opposite hand on upper beam.
- Ground ladder using the opposite method with which it was picked up.

Straight Side from Ground – Low Shoulder Method (One Firefighter)

Approach Ladder

- Determine which size ladder suits your objective.
- Squat on side of ladder facing tip.
- At midpoint of ladder.
- Grasp beam closest to body.
- Maintain proper body mechanics.

Prepare to Pick Up and Carry

- Place ladder onto its beam.
- Take side step towards ladder.
- Grasp beam with one hand and prepare to lift.

Pick-Up and Carry

- Pick-up ladder and rotate body 180 degrees into ladder.
- Reach through rungs with the inside hand and grasp the bottom beam.
- With the opposite hand grasp the top beam.
- The midpoint of the ladder should rest on the shoulder.

Straight Side from Ground – Low Shoulder Method (One Firefighter)

Prepare to Spot and Raise

- While approaching building, check overhead hazards and verbalize "**Overhead Clear**".
- Move top hand to the rung directly in front of chest, palm away.
- Angle butt end of ladder towards the ground in anticipation of your spot.

Spot and Raise

- Move hand from bottom beam of ladder to rung directly in front of should, palm forward.
- In one continuous motion, spot and rotate ladder up and over head.
- Walk hands up the rungs as you advance the ladder into the building.
- Move both hands to either the fourth or fifth rung.
- Secure ladder against building by placing either foot on the bottom rung.

Straight Side from Ground – Low Shoulder Method (One Firefighter)

Set Climbing Angle

- Step to either side of the ladder.
- With top hand, grasp the fifth rung, palm down.
- With bottom hand, grasp the second rung, palm up.
- Look down to make sure area is clear.
- Looking up, move base of ladder out to the appropriate climbing angle.
- Look down as the feet of the ladder are set down.
- Proper climbing angle should be equal to one arm's length to the center of the beam, with tip of toes against butt of ladder.

Straight Side from Ground – Low Shoulder Method (One Firefighter)

Prepare to Lower Ladder

- Place hands in same position used to adjust climbing angle.
- Look down to make sure area is clear.
- Looking up, move base of ladder into the building until ladder is in the vertical position against building.
- Look down as the feet of the ladder are set down.
- Control the ladder by placing both hands on the fourth or fifth rung and one foot on the bottom rung.
- Look over both shoulders and verbalize "**Ladder Coming Down**".

Straight Side from Ground – Low Shoulder Method (One Firefighter)

Lower Ladder

- Walk rungs back towards the midpoint of the ladder.
- At the midpoint of the ladder, cross arm over body to the opposite side of the ladder.
- Rotate body 180 degrees into the ladder.
- Slide bottom arm through the rungs and grasp the bottom beam of the ladder.
- Balance ladder on shoulder.
- Return hands to original carrying position.
- Ground ladder in the opposite manner that it was picked up.

24' Extension from Engine (One Firefighter)

Prepare Ladder for Removal from Engine

- Unlock pneumatic ladder lock.
- Lower ladder rack.
- Remove ladder mounting hooks.

Remove Roof Ladder

- Place roof ladder alongside engine.
- Make sure the ladder is clear of the exhaust.

Prepare to Pick-Up and Carry

- Find balance point of ladder.
- Remove from mounting hook.
- Slide ladder out from ladder rack and onto your shoulder.

24' Extension from Engine (One Firefighter)

Pick-Up and Carry

- Use legs to lift ladder out of the ladder rack and onto your shoulder.
- The midpoint of the ladder should rest on the rear portion of your shoulder, ladder parallel to ground.
- Ensure that hands are on the base section of the ladder.
- Walk ladder to desired location.

Prepare to Spot and Raise

- While approaching building, check overhead hazards and verbalize "**Overhead Clear**".

Spot and Raise

- When at desired location, use forward momentum and proper body mechanics to throw ladder.
- Squat with legs; push top beam down with top hand; push up on bottom beam with bottom hand.
- Place ladder in vertical position.
- Pivot ladder 90 degrees on the inside beam, just prior to the outside beam's feet striking the ground, fly section away from body.

24' Extension from Engine (One Firefighter)

Prepare to Raise Fly

- With either leg, wrap leg around beam of ladder.
- Secure ladder with the inside of the foot around the back portion of the ladder and the knee around the front portion of the ladder.
- Grasp halyard with both hands thumbs.

Raise Fly

- Keep head up, looking at the tip of the ladder.
- Raise fly by alternating hands while pulling on the halyard.
- Use elbows and halyard to keep the ladder balanced.

Prepare to Lower to Building

- Move hands from halyard to beams.
- Move foot from the leg lock position to the bottom rung.
- Look up.

Lower to Building

- Use opposite leg as counterbalance when placing ladder into the building.
- Lower ladder under control as it is placed against building exterior.

24' Extension from Engine (One Firefighter)

Set Climbing Angle

- Tie off halyard using a knot that encompasses both the halyard and the rung.
- Rotate ladder on one beam so that it is "**FLY OUT**".
- Step to either side of ladder.
- With top hand, grasp the fifth rung palm down.
- With bottom hand, grasp the second rung palm up.
- Look down to make sure area is clear.
- Looking up, move base of ladder to the appropriate climbing angle.
- Look down as the feet of the ladder are set down.
- Proper climbing angle should be equal to one arm's length to the center of the beam, with tip of toes against butt of ladder.

24' Extension from Engine (One Firefighter)

Remove Ladder from Building

- Rotate ladder to "Fly Out" position.
- Untie halyard.
- Place foot on bottom rung.
- With both hands, grasp the back of each beam.
- Using opposite leg as counterbalance, pull ladder away from the building to a vertical position, looking up.

Lower Fly

- Secure beam using the same knee and foot method utilized during the raising of the fly.
- Grasp halyard with both hands thumbs down.
- Keeping your head up, lower the fly section under control, using alternating hands.
- Use your hands and elbows to balance the ladder.
- Lower and secure the fly into the bed section of the ladder.

Lower Ladder

- Move hands from halyard to each beam.
- Pivot ladder on beam so that butt end of ladder will face the direction you want to walk.
- Look over shoulder and verbalize "**Ladder Coming Down**".
- Begin walking ladder down along the beams.
- When at the midpoint of the ladder, squat down and cantilever the ladder onto your shoulder.
- Ladder should be parallel to the ground, balanced evenly on your shoulder.
- Walk to location where the ladder will be grounded or placed back on apparatus.

24' Extension from Ground (One Firefighter)

Approach Ladder

- Base section down, fly section up.
- Squat down next to ladder, inside knee down, facing tip of ladder.
- Place inside hand on the beam closest to your body, between first and second or second and third rung.
- Maintain proper body mechanics.

Prepare to Pick-Up and Carry

- In one motion, pick up ladder with inside arm, stand up, allowing ladder to pivot onto its beam.
- Place outside hand on bottom of base section beam.
- Rotate body 180 degrees into ladder.
- Place ladder onto shoulder.

Pick-Up and Carry

- Walk down the beams towards the midpoint of the ladder.
- At the midpoint of the ladder, squat down and allow the ladder to cantilever onto shoulder.
- Midpoint should come to rest at the rear portion of the shoulder, parallel to the ground.
- Ensure that hands are on the base section of the ladder.
- Walk ladder to desired location.

24' Extension from Ground (One Firefighter)

Prepare to Spot and Raise

- While approaching building, check overhead hazards and verbalize "**Overhead Clear**".

Spot and Raise

- When at desired location, use forward momentum and proper body mechanics to throw ladder.
- Squat with legs; push top beam down with top hand; push up on bottom beam with bottom hand.
- Place ladder in vertical position.
- Pivot ladder 90 degrees on the inside beam, just prior to the outside beam's feet striking the ground, fly section away from body.

Prepare to Raise Fly

- With either leg, wrap leg around beam of ladder.
- Secure ladder with the inside of the foot around the back portion of the ladder and the knee around the front portion of the ladder.
- Grasp halyard with both hands thumbs.

24' Extension from Ground (One Firefighter)

Raise Fly

- Keep head up, looking at the tip of the ladder.
- Raise fly by alternating hands while pulling on the halyard.
- Use elbows and halyard to keep the ladder balanced.

Prepare to Lower to Building

- Move hands from halyard to beams.
- Move foot from the leg lock position to the bottom rung.
- Look up.

Lower to Building

- Use opposite leg as counterbalance when placing ladder into the building.
- Lower ladder under control as it is placed against building exterior.

24' Extension from Ground (One Firefighter)

Set Climbing Angle

- Tie off halyard using a knot that encompasses both the halyard and the rung.
- Rotate ladder on one beam so that it is "Fly Out".
- Step to either side of ladder.
- With top hand, grasp the fifth rung palm down.
- With bottom hand, grasp the second rung palm up.
- Look down to make sure area is clear.
- Looking up, move base of ladder to the appropriate climbing angle.
- Look down as the feet of the ladder are set down.
- Proper climbing angle should be equal to one arm's length to the center of the beam, with tip of toes against butt of ladder.

24' Extension from Ground (One Firefighter)

Remove Ladder from Building

- Rotate ladder to "Fly Out" position.
- Untie halyard.
- Place foot on bottom rung.
- With both hands, grasp the back of each beam.
- Using opposite leg as counterbalance, pull ladder away from the building to a vertical position, looking up.

Lower Fly (w/assistance)

- Secure beam using the same knee and foot method utilized during the raising of the fly.
- Grasp halyard with both hands thumbs down.
- Keeping your head up, lower the fly section under control, using alternating hands.
- Use your hands and elbows to balance the ladder.
- Lower and secure the fly into the bed section of the ladder.

Lower Ladder (w/assistance)

- Move hands from halyard to each beam.
- Pivot ladder on beam so that butt end of ladder will face the direction you want to walk.
- Look over shoulder and verbalize "**Ladder Coming Down**".
- Begin walking ladder down along the beams.
- When at the midpoint of the ladder, squat down and cantilever the ladder onto your shoulder.
- Ladder should be parallel to the ground, balanced evenly on your shoulder.
- Walk to location where the ladder will be grounded or placed back on apparatus.

35' Extension from Truck – Beam Raise (Two Firefighters)

Approach Ladder

- While facing rear of Truck, both Firefighters stand with ladder on their right side.
- Butt Firefighter grasps rungs of both base and fly sections making sure that fly will not slide and pinch fingers.

Prepare to Pick-Up and Carry

- Butt Firefighter walks away from Truck pulling ladder with him.
- Tip Firefighter grasps rungs of base and fly sections as tip of ladder comes out of bed.

Pick-Up and Carry

- Pick-up ladder and rotate body 180 degrees into ladder.
- Reach through rungs with the inside hand and grasp the bottom beam.
- With the opposite hand grasp the top beam.
- The midpoint of the ladder should rest on the shoulder.

35' Extension from Truck – Beam Raise (Two Firefighters)

Prepare to Spot and Raise

- While approaching building, check overhead hazards and verbalize "**Overhead Clear**".

Spot and Raise

- Butt Firefighter calls out "**Beam Raise, Ladder**".
- Butt Firefighter grasps top beam with outside hand, lowers bottom beam to ground, places inside foot on bottom beam, and uses both hands to pull top beam to vertical position while keeping body clear of butt spurs.
- Tip Firefighter raises bottom beam above head and walks the ladder up hand over hand along the bottom beam.
- Once ladder is in the vertical position the butt firefighter moves to the fly side of the ladder and the tip firefighter moves to the base side of the ladder.
- Pivot ladder as needed working as a team.
- Secure the ladder by having each firefighter use their right leg to wrap the beam, and place right hand high on one beam while left hand is low on other beam.

35' Extension from Truck – Beam Raise (Two Firefighters)

Raise Fly

- For safety, communicate with each other prior to raising fly.
- Butt Firefighter watches butt end of ladder.
- Tip Firefighter watches tip end of ladder.
- Tip Firefighter raises fly by alternating hands while pulling on the halyard.
- Tip Firefighter uses elbows and halyard to keep the ladder balanced.

Prepare to Lower to Building

- Tip Firefighter moves hands from halyard to beams.
- Tip Firefighter places one foot on bottom rung.
- Butt Firefighter places himself behind ladder in a position to absorb the weight of the ladder as it is lowered into the building.

Lower to Building

- As a team, lower ladder under control as it is placed against building exterior.

35' Extension from Truck – Beam Raise (Two Firefighters)

Raise Fly

- Tie off halyard using a knot that encompasses both the halyard and the rung.
- Rotate ladder on one beam so that it is "Fly Out".
- Each firefighter on one side of the ladder.
- Place top hand on fifth rung palm down.
- Place bottom hand on second rung palm up.
- Look down to make sure area is clear.
- Looking up, move base of ladder to the appropriate climbing angle.
- Look down as the feet of the ladder are set down.
- Proper climbing angle should be equal to one arm's length to the center of the beam, with tip of toes against butt of ladder.

35' Extension from Truck – Beam Raise (Two Firefighters)

Remove from Building

- Rotate ladder to "Fly Out" position.
- Untie halyard.
- Tip Firefighter places foot on bottom rung, both hands on beams and pulls ladder away from building.
- Butt Firefighter places both hands on beams and pushes ladder away from building.

Lower Fly

- Both firefighters secure the ladder using leg and hand placement as when they raised the fly.
- Butt Firefighter watches butt end of ladder.
- Tip Firefighter grasps halyard with both hands, watches the tip of the ladder and lowers the fly section under control using alternating hands.
- Tip Firefighter uses halyard and elbows to balance the ladder.
- Lower and secure the fly into the base section of the ladder.

35' Extension from Truck – Beam Raise (Two Firefighters)

Lower Ladder

- Communicate with each other as a team about how you want to lower the ladder.
- Look over shoulder and verbalize **"Ladder Coming Down"**.
- Tip Firefighter begins walking ladder down along the beams.
- Butt Firefighter foots the ladder on the base section side with forward foot on the bottom beam and both hands on the top beam.
- When Tip Firefighter gets to the tip of the ladder, rotate body 180 degrees into ladder placing inside arm through the rungs allowing top beam to rest on shoulder with inside hand on bottom beam.
- Butt Firefighter picks up ladder from top beam and places inside hand through rungs allowing top beam to rest on shoulder with inside hand on bottom beam.
- Return to Truck to stow ladder.

35' Extension from Truck – Flat Raise (Two Firefighters)

Approach Ladder

- While facing rear of Truck, both Firefighters stand with ladder on their right side.
- Butt Firefighter grasps rungs of both base and fly sections making sure that fly will not slide and pinch fingers.

Prepare to Pick-Up and Carry

- Butt Firefighter walks away from Truck pulling ladder with him.
- Tip Firefighter grasps rungs of base and fly sections as tip of ladder comes out of bed.

Pick-Up and Carry

- Pick-up ladder and rotate body 180 degrees into ladder.
- Reach through rungs with the inside hand and grasp the bottom beam.
- With the opposite hand grasp the top beam.
- The midpoint of the ladder should rest on the shoulder.

35' Extension from Truck – Flat Raise (Two Firefighters)

Prepare to Spot and Raise

- While approaching building, check overhead hazards and verbalize "**Overhead Clear**".

Spot and Raise

- Butt Firefighter calls out "**Flat Raise, Ladder**".
- Butt Firefighter places both butt spurs on ground, turns 180 degrees, stands on butt spurs or bottom rung and pulls ladder to a vertical position by placing hands on beams.
- Tip Firefighter raises flat above head and walks the ladder up hand over hand along the rungs.
- Pivot ladder as needed working as a team.
- Secure the ladder by having each firefighter use their right leg to wrap the beam, and place right hand high on one beam while left hand is low on other beam.

35' Extension from Truck – Flat Raise (Two Firefighters)

Raise Fly

- For safety, communicate with each other prior to raising fly.
- Butt Firefighter watches butt end of ladder.
- Tip Firefighter watches tip end of ladder.
- Tip Firefighter raises fly by alternating hands while pulling on the halyard.
- Tip Firefighter uses elbows and halyard to keep the ladder balanced.

Prepare to Lower to Building

- Tip Firefighter moves hands from halyard to beams.
- Tip Firefighter places one foot on bottom rung.
- Butt Firefighter places himself behind ladder in a position to absorb the weight of the ladder as it is lowered into the building.

Lower to Building

- As a team, lower ladder under control as it is placed against building exterior.

35' Extension from Truck – Flat Raise (Two Firefighters)

Raise Fly

- Tie off halyard using a knot that encompasses both the halyard and the rung.
- Rotate ladder on one beam so that it is "Fly Out".
- Each firefighter on one side of the ladder.
- Place top hand on fifth rung palm down.
- Place bottom hand on second rung palm up.
- Look down to make sure area is clear.
- Looking up, move base of ladder to the appropriate climbing angle.
- Look down as the feet of the ladder are set down.
- Proper climbing angle should be equal to one arm's length to the center of the beam, with tip of toes against butt of ladder.

35' Extension from Truck – Flat Raise (Two Firefighters)

Remove from Building

- Rotate ladder to "Fly Out" position.
- Untie halyard.
- Tip Firefighter places foot on bottom rung, both hands on beams and pulls ladder away from building.
- Butt Firefighter places both hands on beams and pushes ladder away from building.

Lower Fly

- Both firefighters secure the ladder using leg and hand placement as when they raised the fly.
- Butt Firefighter watches butt end of ladder.
- Tip Firefighter grasps halyard with both hands, watches the tip of the ladder and lowers the fly section under control using alternating hands.
- Tip Firefighter uses halyard and elbows to balance the ladder.
- Lower and secure the fly into the base section of the ladder.

35' Extension from Truck – Flat Raise (Two Firefighters)

Lower Ladder

- Communicate with each other as a team about how you want to lower the ladder.
- Look over shoulder and verbalize "**Ladder Coming Down**".
- Tip Firefighter begins walking ladder down along the rungs.
- Butt Firefighter foots the ladder by standing on both spurs and placing hands on beams.
- When Tip Firefighter gets to the tip of the ladder, rotate body 180 degrees into ladder placing inside arm through the rungs allowing top beam to rest on shoulder with inside hand on bottom beam.
- Butt Firefighter picks up ladder from top beam and places inside hand through rungs allowing top beam to rest on shoulder with inside hand on bottom beam.
- Walk to location where ladder will be grounded or stowed back on Truck.

35' Extension from Ground – Beam Raise (Two Firefighters)

Approach Ladder

- Both Firefighters on right side of ladder facing tip.
- Inside knee down, inside hand grasps beam.

Prepare to Pick-Up and Carry

- Butt Firefighter says "**Beam Ladder**".
- Both Firefighters beam the ladder and sidestep towards the ladder.

Pick-Up and Carry

- Butt Firefighter says "**Pick-Up Ladder**".
- Both Firefighters pick up ladder and rotate body 180 degrees into ladder.
- Both Firefighters reach through the rungs with the inside hand and grasp the bottom beam.
- The top beam should be resting on the shoulders of both firefighters.

35' Extension from Ground – Beam Raise (Two Firefighters)

Prepare to Spot and Raise

- While approaching building, check overhead hazards and verbalize "**Overhead Clear**".

Spot and Raise

- Butt Firefighter calls out "**Beam Raise Ladder**".
- Butt Firefighter grasps top beam with outside hand, lowers bottom beam to ground, places inside foot on bottom beam, and uses both hands to pull top beam to vertical position while keeping body clear of butt spurs.
- Tip Firefighter raises bottom beam above head and walks the ladder up hand over hand along the bottom beam.
- Once ladder is in the vertical position the butt firefighter moves to the fly side of the ladder and the tip firefighter moves to the base side of the ladder.
- Pivot ladder as needed working as a team.
- Secure the ladder by having each firefighter use their right leg to wrap the beam, and place right hand high on one beam while left hand is low on other beam.

35' Extension from Ground – Beam Raise (Two Firefighters)

Raise Fly

- For safety, communicate with each other prior to raising fly.
- Butt Firefighter watches butt end of ladder.
- Tip Firefighter watches tip end of ladder.
- Tip Firefighter raises fly by alternating hands while pulling on the halyard.
- Tip Firefighter uses elbows and halyard to keep the ladder balanced.

Prepare to Lower to Building

- Tip Firefighter moves hands from halyard to beams.
- Tip Firefighter places one foot on bottom rung.
- Butt Firefighter places himself behind ladder in a position to absorb the weight of the ladder as it is lowered into the building.

Lower to Building

- As a team, lower ladder under control as it is placed against building exterior.

35' Extension from Ground – Beam Raise (Two Firefighters)

Raise Fly

- Tie off halyard using a knot that encompasses both the halyard and the rung.
- Rotate ladder on one beam so that it is "Fly Out".
- Each firefighter on one side of the ladder.
- Place top hand on fifth rung palm down.
- Place bottom hand on second rung palm up.
- Look down to make sure area is clear.
- Looking up, move base of ladder to the appropriate climbing angle.
- Look down as the feet of the ladder are set down.
- Proper climbing angle should be equal to one arm's length to the center of the beam, with tip of toes against butt of ladder.

35' Extension from Ground – Beam Raise (Two Firefighters)

Remove from Building

- Rotate ladder to "Fly Out" position.
- Untie halyard.
- Tip Firefighter places foot on bottom rung, both hands on beams and pulls ladder away from building.
- Butt Firefighter places both hands on beams and pushes ladder away from building.

Lower Fly

- Both firefighters secure the ladder using leg and hand placement as when they raised the fly.
- Butt Firefighter watches butt end of ladder.
- Tip Firefighter grasps halyard with both hands, watches the tip of the ladder and lowers the fly section under control using alternating hands.
- Tip Firefighter uses halyard and elbows to balance the ladder.
- Lower and secure the fly into the base section of the ladder.

35' Extension from Ground – Beam Raise (Two Firefighters)

Lower Ladder

- Communicate with each other as a team about how you want to lower the ladder.
- Look over shoulder and verbalize "**Ladder Coming Down**".
- Tip Firefighter begins walking ladder down along the beams.
- Butt Firefighter foots the ladder on the base section side with forward foot on the bottom beam and both hands on the top beam.
- When Tip Firefighter gets to the tip of the ladder, rotate body 180 degrees into ladder placing inside arm through the rungs allowing top beam to rest on shoulder with inside hand on bottom beam.
- Butt Firefighter picks up ladder from top beam and places inside hand through rungs allowing top beam to rest on shoulder with inside hand on bottom beam.
- Return to Truck to stow ladder.

35' Extension from Ground – Flat Raise (Two Firefighters)

Approach Ladder

- Both Firefighters on right side of ladder facing tip.
- Inside knee down, inside hand grasps beam.

Prepare to Pick-Up and Carry

- Butt Firefighter says "**Beam Ladder**".
- Both Firefighters beam the ladder and sidestep towards the ladder.

Pick-Up and Carry

- Butt Firefighter says "**Pick-Up Ladder**".
- Both Firefighters pick-up ladder and rotate body 180 degrees into ladder.
- Both Firefighters reach through the rungs with the inside hand and grasp the bottom beam.
- The top beam should be resting on the shoulders of both firefighters.

35' Extension from Ground – Flat Raise (Two Firefighters)

Prepare to Spot and Raise

- While approaching building, check overhead hazards and verbalize "**Overhead Clear**".

Spot and Raise

- Butt Firefighter calls out "**Flat Raise Ladder**".
- Butt Firefighter places both butt spurs on ground, turns 180 degrees, stands on butt spurs or bottom rung and pulls ladder to a vertical position by placing hands on beams.
- Tip Firefighter raises flat above head and walks the ladder up hand over hand along the rungs.
- Pivot ladder as needed working as a team.
- Secure the ladder by having each firefighter use their right leg to wrap the beam, and place right hand high on one beam while left hand is low on other beam.

35' Extension from Ground – Flat Raise (Two Firefighters)

Raise Fly

- For safety, communicate with each other prior to raising fly.
- Butt Firefighter watches butt end of ladder.
- Tip Firefighter watches tip end of ladder.
- Tip Firefighter raises fly by alternating hands while pulling on the halyard.
- Tip Firefighter uses elbows and halyard to keep the ladder balanced.

Prepare to Lower to Building

- Tip Firefighter moves hands from halyard to beams.
- Tip Firefighter places one foot on bottom rung.
- Butt Firefighter places himself behind ladder in a position to absorb the weight of the ladder as it is lowered into the building.

Lower to Building

- As a team, lower ladder under control as it is placed against building exterior.

35' Extension from Ground – Flat Raise (Two Firefighters)

Raise Fly

- Tie off halyard using a knot that encompasses both the halyard and the rung.
- Rotate ladder on one beam so that it is "Fly Out".
- Each firefighter on one side of the ladder.
- Place top hand on fifth rung palm down.
- Place bottom hand on second rung palm up.
- Look down to make sure area is clear.
- Looking up, move base of ladder to the appropriate climbing angle.
- Look down as the feet of the ladder are set down.
- Proper climbing angle should be equal to one arm's length to the center of the beam, with tip of toes against butt of ladder.

35' Extension from Ground – Flat Raise (Two Firefighters)

Remove from Building

- Rotate ladder to "Fly Out" position.
- Untie halyard.
- Tip Firefighter places foot on bottom rung, both hands on beams and pulls ladder away from building.
- Butt Firefighter places both hands on beams and pushes ladder away from building.

Lower Fly

- Both firefighters secure the ladder using leg and hand placement as when they raised the fly.
- Butt Firefighter watches butt end of ladder.
- Tip Firefighter grasps halyard with both hands, watches the tip of the ladder and lowers the fly section under control using alternating hands.
- Tip Firefighter uses halyard and elbows to balance the ladder.
- Lower and secure the fly into the base section of the ladder.

35' Extension from Ground – Flat Raise (Two Firefighters)

Lower Ladder

- Communicate with each other as a team about how you want to lower the ladder.
- Look over shoulder and verbalize "**Ladder Coming Down**".
- Tip Firefighter begins walking ladder down along the rungs.
- Butt Firefighter foots the ladder by standing on both spurs and placing hands on beams.
- When Tip Firefighter gets to the tip of the ladder, rotate body 180 degrees into ladder placing inside arm through the rungs allowing top beam to rest on shoulder with inside hand on bottom beam.
- Butt Firefighter picks up ladder from top beam and places inside hand through rungs allowing top beam to rest on shoulder with inside hand on bottom beam.
- Walk to location where ladder will be grounded or stowed back on Truck.

Roof Ladder Aloft

Approach Ladder

- Remove ladder from Truck or Engine as described in Straight Side carries.

Prepare to Spot and Raise

- Foot roof ladder using bottom rung, against the beam of the climbing ladder.
- Raise the roof ladder over your head and walk rungs back to the tip of the roof ladder.
- Grasp 1st rung palm up, unlock hooks so that they are facing up.

Spot and Raise

- Walk roof ladder to a vertical position.
- Hook the roof ladder onto the climbing ladder.

Roof Ladder Aloft

Climbing

- Climb extension ladder until your shoulder is about two rungs above the midpoint of the roof ladder.
- Place inside hand through rungs of roof ladder and grasp beam of climbing ladder and secure onto your inside shoulder. Where you put your hand through the rungs may have to be adjusted for longer roof ladders. The key is to have enough of the tip of the ladder above you so that when you transition the ladder from on your shoulder to on the building you are at the balance point. Never have the balance point at or above your shoulder.
- The beam of the roof ladder closest to building should rest against the front of shoulder.
- Continue climbing ladder with the outside hand grasping every other rung while sliding inside hand along the backside of beam at or above eye level.

Place Ladder on Peak of Roof

- Upon climbing to the rung nearest the roofline, lock into the climbing ladder with the foot opposite the roof ladder.
- To lock in, place the foot opposite the roof ladder through the rung space above the original foot position, rest the back of knee on the rung and wrap the foot to the outside of the beam.
- With the outside hand, reach across chest and grasp the rung of the roof ladder resting on shoulder, palm down.
- Rotate inside shoulder out of roof ladder and grasp rungs down with the inside hand, palm up so that you have one empty rung between your hands.
- Slide the roof ladder up the roof on its beam, using every other rung.
- When the majority of the ladder is on the roof, grasp the rung nearest to you with inside hand palm up and rotate the roof ladder 90 degrees away from the body to place the hooks down resting on roof.
- Continue to advance the roof ladder until the hooks drop over the peak or ridge of the roof.
- Pull back on roof ladder to set hooks and secure the ladder for use.

Roof Ladder Aloft

Remove Roof Ladder from Peak

- With inside hand, palm up, grasp the nearest rung of the roof ladder.
- Push roof ladder away from the peak to dislodge the hooks, the rotate it 90 degrees toward your body so hooks face out.
- With the roof ladder on its beam, slide the ladder down, feeding the rungs from the outside hand to the inside hand, skipping every other rung.
- When two rungs above the midpoint is reached, grasp it with the outside hand, palm down and place the roof ladder onto the inside shoulder.
- Adjust the roof ladder so the beam is resting against the front of shoulder.
- Unlock outside leg and begin climbing down extension ladder.
- When the feet of the roof ladder make contact with the ground, step up one rung.
- Rotate inside shoulder out of roof ladder.
- Rest the top rung of the roof ladder against the beam of the extension ladder with the hooks facing out.
- Continue climbing down the extension ladder.

Remove the Ladder

- Pull the roof ladder into a vertical position by grasping the 2nd and 5th rung and removing from rung.
- Return both hands to the 5th rung.
- Look over both shoulders and verbalize "**Ladder Coming Down**".
- With either foot, brace the bottom rung of the roof ladder against the outside beam of the climbing ladder.
- Walk the rungs of the roof ladder toward the tip.
- Grasp the 1st rung of the roof ladder palm up and return the hooks to the original position.
- Walk rungs to the midpoint of the ladder.
- Stop one rung prior to the midpoint.
- In one motion, rotate body 180 degrees to a low shoulder carry while stepping away from climbing ladder.

Ground Ladder

- Walk roof ladder to desired location to be stowed

Appendix

Individual Performance Standard
20' Straight Side Ladder

Target Solutions Training Code: .....NFPA 1001 – Firefighter I and II

Objectives:

Demonstrate the ability to safely and efficiently throw a 1 Firefighter 20' Straight Side Ladder as described in the Roseville Fire Department Ladder Manual. It shall be the individual's choice of which method they prefer to use (High-Shoulder vs Low-Shoulder).

Materials Needed:

- 20' Straight Side Ladder
- Building to ladder

Given:

A 20' Straight Ladder from either a Truck Company or from the ground and a building to ladder.

Performance:

In full structural PPE the Firefighter will throw the ladder to the designated location for the type of scenario given. The Firefighter should be told where to ladder and the intent of the ladder (i.e. rescue, access/egress a window, roof access)

Standard:

Firefighter properly throws the ladder maintaining proper lifting techniques, in the proper sequence, without hesitation or any unsafe acts.

Reference:

- NFPA 1001 *Standard for Fire Fighter Professional Qualifications* section 5.3.6 and A.5.3.6.
- Roseville Fire Department Ladder Manual

Individual Performance Standard 20' Straight Side Ladder Evaluation Guideline		
Date:	**Crew:**	**Co:**
	Perform 20' ladder evolution to designated area	
Points Possible		**Points Scored**
1	Pick-up and carry ladder as described in Ladder Manual	
5	Foot of ladder carried toward building. Verbalize **"Overhead Clear"**	
1	Place foot of ladder firmly against building and ground	
1	Raise ladder overhead, using hand over hand, with hands on the rungs	
1	Foot of ladder positioned to proper climbing angle using 2nd and 5th rungs	
1	Check climbing angle: toes against foot of ladder, arms extended out straight	
1	Look up while moving the ladder inward/outward, and looked down while positioning the foot of ladder	
1	Place ladder flat against the building to prepare to remove from building	
5	Both hands on 5th rung, looking over both shoulders, verbalize **"Ladder Coming Down"**	
1	Lower ladder, hand over hand, on rungs to mid-point	
1	Carry ladder away from building using either high or low shoulder method described in Ladder Manual	
1	Place ladder back on apparatus or ground ladder	
5	Task completed efficiently: proper sequence, without hesitation, no unsafe acts	
Total 25	**Pass** **Fail**	
Evaluator's Signature:		

Individual Performance Standard
24' Extension Ladder

Target Solutions Training Code: .....NFPA 1001 – Firefighter I and II

Objectives:

- Demonstrate the ability to safely and efficiently throw a 1 Firefighter 24' Extension Ladder as described in the Roseville Fire Department Ladder Manual.

Materials Needed:

- 24' Extension Ladder
- Building to ladder

Given:

A 24' Extension Ladder from either a Truck Company or Engine Company and a building to ladder.

Performance:

In full structural PPE the Firefighter will throw the ladder to the designated location for the type of scenario given. The Firefighter should be told where to ladder and the intent of the ladder (i.e. rescue, access/egress a window, roof access).

Standard:

The timed scenario will begin with the ladder rack already in the DOWN position (Type I Apparatus). The firefighter shall properly throw the ladder maintaining proper lifting techniques, in the proper sequence, without hesitation or any unsafe acts in **under 1:30 minutes**.

Reference:

NFPA 1001 *Standard for Fire Fighter Professional Qualifications* section 5.3.6 and A.5.3.6.

- Roseville Fire Department Ladder Manual

Individual Performance Standard
24' Extension Ladder
Skill Task List

Ladder will be placed on the ground 30-50' from desired target.
Recruit is instructed to place the ladder on the Alpha side of the Tower at the second floor landing window for rescue of a conscious civilian waving for help.

- ☐ Pick-up and carry ladder as described in Ladder Manual
- ☐ Foot of ladder carried toward building. Verbalize "**Overhead Clear**"
- ☐ Spot and raise ladder in one motion without letting the ladder slide
- ☐ Ladder footed properly using knee and foot
- ☐ Extend fly - hand over hand - to proper height and placement **(to one side of the window approximately one rung down from full extension)**
- ☐ Visualize dawgs and confirm they are locked before releasing halyard
- ☐ Lower ladder to building with hands on beams and foot on rung
- ☐ Tie-off Halyard using a knot that encompasses both the Halyard and a rung
- ☐ Roll the ladder fly out into the window **(recruit should use a technique that allows for good control of the ladder and not allow the ladder to slam into the sill)**
- ☐ Adjust to proper climbing angle - looking up while moving the ladder inward/outward and looking down while placing foot of ladder
- ☐ Check climbing angle - toes against foot of ladder and arms extended out straight **(TIME STOPS)**
- ☐ Ladder removed properly - foot on rung and hands on beams (w/assistance)
- ☐ Ladder footed properly using knee and foot (w/assistance)
- ☐ Lower fly - hand over hand - and confirm dawgs are locked (w/assistance)
- ☐ Pivot ladder, face the direction of lowering area and verbalize "**Ladder Coming Down**" (w/assistance)
- ☐ Lower ladder to shoulder properly - balance with lower and upper hands grasping bed section beams (w/assistance)
- ☐ Return ladder to ground
- ☐ Task completed efficiently - proper sequence, without hesitation and no unsafe acts

Critical Failure if task takes longer than 1:30 minutes
(Removal from ground to positioned and ready for climbing)

Individual Performance Standard
24' Extension Ladder
Evaluation Guideline

Date:	Crew:	Co:
Points Possible	**Apparatus will be positioned 30-50' from desired target The evolution will begin with the ladder rack in the DOWN position (on Type I apparatus)**	**Points Scored**
1	Pick-up and carry ladder as described in Ladder Manual	
5	Foot of ladder carried toward building; verbalize "**Overhead Clear**"	
1	Spot and raise ladder in one motion without letting the ladder slide	
1	Ladder footed properly using knee and foot	
1	Extend fly - hand over hand - to proper height and placement	
1	Visualize dawgs and confirm they are locked before releasing halyard	
1	Lowered ladder to building with hands on beams and foot on rung	
1	Check climbing angle - toes against foot of ladder and arms extended out straight	
1	Look up while moving the ladder inward/outward and look down while placing foot of ladder	
1	Ladder removed properly - foot on rung, hands on beams (w/assistance)	
1	Ladder footed properly using knee and foot (w/assistance)	
1	Lower fly - hand over hand - and confirm dawgs are locked (w/assistance)	
2	Pivot ladder, face the direction of lowering area and verbalize "**Ladder Coming Down**" (w/assistance)	
1	Lower ladder to shoulder properly - balance with lower and upper hands grasping bed section beams (w/assistance)	
1	Return ladder to apparatus or ground	
5	Task completed efficiently - proper sequence, without hesitation and no unsafe acts	
	Critical Failure if task takes longer than 1:30 minutes (Removal from rack to positioned and ready for climbing)	**Time:**
Total 25	**Pass** **Fail**	**Points:**
Evaluator's Signature:		

Individual Performance Standard
35' Extension Ladder

Target Solutions Training Code:.....NFPA 1001 – Firefighter I and II

Objectives:

- Demonstrate the ability to safely and efficiently throw a 2 Firefighter 35' Extension Ladder as described in the Roseville Fire Department Ladder Manual. (3 Personnel can be used if conditions are warranted)

Materials Needed:

- 35' Extension Ladder
- Building to ladder

Given:

A 35' Extension Ladder from a Truck Company and a building to ladder.

Performance:

In full structural PPE the Firefighters will throw the ladder to the designated location for the type of scenario given. The Firefighters should be told where to ladder and the intent of the ladder (i.e. rescue, access/egress a window, roof access).

Standard:

Firefighters properly throw the ladder maintaining proper lifting techniques, in the proper sequence, without hesitation or any unsafe acts, working together as a team.

Reference:

NFPA 1001 *Standard for Fire Fighter Professional Qualifications* section 5.3.6 and A.5.3.6.

- Roseville Fire Department Ladder Manual

Individual Performance Standard 35' Extension Ladder Evaluation Guideline		
Date:	**Crew:**	**Co:**
	Perform 35' ladder evolution to designated area	
Points Possible		**Points Scored**
1	Pick-up and carry ladder as described in Ladder Manual	
5	Foot of ladder carried toward building. Verbalize "**Overhead Clear**". Butt Firefighter gives commands.	
1	Spotted and raised ladder in one motion without letting the ladder slide	
1	Both Firefighters stabilize ladder as described in Ladder Manual; Butt Firefighter watches butt end of ladder, Tip Firefighter watches tip end of ladder	
1	Tip Firefighter extends fly, hand over hand, to proper height and placement	
1	Visualize dawgs and confirm they are locked before releasing halyard	
1	Work together as a team to lower ladder into building as described in Ladder manual	
1	Tie off halyard; rotate ladder to FLY OUT; adjust climbing angle as a team	
1	Look up while moving the ladder inward/outward, and looked down while placing foot of ladder	
1	Ladder removed as a team	
1	Ladder stabilized prior to lowering fly	
1	Lower fly, hand over hand, and confirm dawgs are locked	
2	Pivot ladder as needed, face the direction of lowering area and verbalize "**Ladder Coming Down**"	
1	Lower ladder to shoulder	
1	Return ladder to apparatus or ground	
5	Task completed efficiently: proper sequence, without hesitation and no unsafe acts	
Total 25	**Pass** **Fail**	
Evaluator's Signature:		

Individual Performance Standard
14' Roof Ladder Aloft

Target Solutions Training Code: .....NFPA 1001 – Firefighter I and II

Objectives:

- Demonstrate the ability to safely and efficiently throw a 1 Firefighter Roof Ladder Aloft as described in the Roseville Fire Department Ladder Manual.

Materials Needed:

- 14' Roof Ladder
- 24' or 35' extension ladder
- Building to ladder

Given:

A building that has already been laddered needs a roof ladder aloft for ventilation operations.

Performance:

In full structural PPE the Firefighter will take a roof ladder aloft and place it for effective and safe roof operations on a pitched roof.

Standard:

Firefighter properly throws the ladder maintaining proper lifting techniques, in the proper sequence, without hesitation or any unsafe acts.

Reference:

NFPA 1001 *Standard for Fire Fighter Professional Qualifications* section 5.3.6 and A.5.3.6.

- Roseville Fire Department Ladder Manual

Individual Performance Standard 14' Roof Ladder Aloft Evaluation Guideline		
Date:	**Crew:**	**Co:**
Points Possible		**Points Scored**
1	Pick-up and carry ladder as described in Ladder Manual	
1	Place the foot of roof ladder at the base of the extension ladder	
1	Walk back using rungs hand over hand to tip of ladder and rotate hooks 90 degrees so they face up	
1	Raise ladder walking toward foot using hand over hand technique on the rungs	
1	Place hook of roof ladder on the rung of climbing ladder so it hangs of the ground to the outside of the ladder	
1	Climb ladder to necessary height so roof ladder can be shouldered	
1	Lift roof ladder (palm up) and rotate onto shoulder approximately two rungs above the midpoint of the ladder with hooks facing outward and climb to roof line	
1	Lock into climbing ladder on opposite side of roof ladder	
1	Reach across with free arm grasping roof ladder (palm down) removing ladder off shoulder	
1	Lift ladder onto roof using hands on rungs advancing it on every other rung sliding the ladder on beam	
1	Place ladder hooks down and anchor it on the peak of roof	
1	Place ladder on beam and remove ladder off of roof using rungs	
1	Lift roof ladder (palm up) and rotate onto shoulder approximately two rungs above the midpoint of the ladder with hooks facing outward	
1	Unlock from leg-lock while maintaining hands on climbing ladder	
1	Descend down ladder until foot of roof ladder hits ground then step up one rung	
1	Rotate roof ladder off shoulder and hook on rung of climbing ladder making sure roof ladder is off ground and inside bed of climbing ladder	
1	Visualize and check area for hazards or people prior to lowering. Verbalize "**Ladder Coming Down**"	
1	Lower roof ladder, hand over hand on rungs, return hooks to original position	
1	Walk back toward balance point, shoulder ladder and returned to original area	
1	Ground ladder or place back on apparatus using proper technique	
5	Task completed efficiently: Proper sequence, without hesitation, no unsafe acts	
Total 25	**Pass** **Fail**	
Evaluator's Signature:		

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Roseville Fire Department

Truck Company
Standard Operating Guidelines

Staffing

1. All regular assigned members should be trained on tractor and tiller driving, aerial specifications, set-up procedures, and maintenance.

2. ~~The tillerman will assume all "top" duties. The "inside man" will ride in the tractor cab.~~

3. ~~The captain and the top man are the "vent team" and truck engineer and the inside man are the "inside team". On the radio the captain will answer for the~~The truck company will be utilized as one functional unit and not split or divided. ~~vent team and the truck engineer will answer for the inside team.~~

Driving

1. The engineer and the tillerman must operate as a team. The engineer will direct the tillerman as to how much and what style of tillering is expected. With regards to driving the tillerman reports to the engineer.

   The tillerman and the engineer should communicate clearly. Here are some examples of what is expected.

   a. Engineer wants the trailer to go left-say "trailer left"
   b. Engineer wants the trailer to go right –say "trailer right"
   c. Engineer warns tillerman of hazards or obstructions and ~~vise~~ vice versa. Clearly define what the hazards are-say "black pick-up sticking out on the right" the tillerman should confirm the message.

2. The tillerman is to assist the engineer, good tillerman communicate with the engineer and do not over tiller nor do they under tiller. Do not grab the lane when making lane changes or turns unless directed by the engineer. The tillerman should be tracking as close as possible. As speed increases the need for tillering decreases.

3. The three beep signal should be used at all times.
   1 continuous beep - STOP
   2 beeps - clear to move forward
   3 beeps – clear to back-up

4. If any contact is made between the truck and an object the captain is to be notified immediately.

5. If the jack knife warning system beeper goes off, stop! Do not proceed, think about the corrective action, plan and communicate with the tillerman's next move, pull out of the jack-knife.

   DO NOT get to the second warning beep as ~~self collision~~self-collision will occur at that point.

6. The tillerman's responsibilities tend to increase during low speed, tight driving, and while backing up. When backing, the tillerman points the trailer where he/she wants it to go, and the tractor should push the trailer back in that direction. In order to do so the tractor must stay in-line with the trailer as much as possible.

   CAUTION: Jack-knifing can occur rapidly during backing, especially at increased speeds Use plenty of caution when backing.

7. The tillerman is required to wear his/her turnout pants and coat on structure fire and alarm activation responses.

Spotting / Aerial placement

1. As you approach the scene, slow down and take a good look at the building. The captain will tell the engineer where to spot the apparatus. The engineer and the tillerman make it happen!

2. When raising the aerial, try and get the corner of the building. Spot so the turntable is in a position that will allow the highest climbing angle (60-70 degrees is most desirable.) Although low angle use is permitted, avoid low angles i.e. under 45 degrees.

   NEVER EXCEED THE MANUFACTURER'S SPECIFICATIONS FOR SET-UP OR USE OF THE AERIAL LADDER!

3. All members are expected to look for and report overhead wires and other hazards as you approach the scene to spot the apparatus.

4. The engineer sets-up the ~~driver's side of the~~ truck, ~~the inside man~~Captain sets-up the passenger's (right) side of the truck.

    1. Position the jack pad on the ground.
    2. Place chock blocks on steering axle tires
    3. After the outrigger is set, place the pin in the outrigger leaving a minimum of ¼" clearance. Advise the truck engineer the right pin is set ~~i.e~~i.e. "pinned"

5. Follow the Raise, Rotate, Extend principal when moving the aerial ladder into position.

Fireground operations

Residential, Apartments, Hotels, Motels

~~Vent team~~

~~2.~~ Ventilation assessment and safety

~~3.~~ Raise primary ladder

~~4.~~ Ventilation (positive pressure used horizontally, vertically, or both.)

~~5.~~ Assist inside ~~team~~ with search and rescue, checking for extension, salvage and overhaul.

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~~Inside team~~

~~2.~~ Raise secondary ladder (when directed by truck captain)

~~3.~~ Take a blower, salvage cover, ceiling tool, and forcible entry tools to the front door.

~~4.~~ Gain entry, complete a primary and secondary search and report "all clear" to command.

~~5.~~ Start salvage, check for extension, and overhaul.

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Commercial

~~Vent team~~

~~2.~~ Ventilation assessment

~~3.~~ Raise primary ladder

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~~4.~~ Take tools and equipment to roof

~~Inside team~~

~~2.~~ Raise secondary ladder (when directed by truck captain)

~~3.~~ Large structures will often require more than two members to operate safely. ~~When operating with four members on the roof, work in teams of two.~~

~~4.~~ Handle forcible entry/exits, search & rescue, salvage, overhaul.

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Auto accidents / Extrications

1. The truck captain will meet with the first-in engine captain and/or battalion chief and get a size-up. Be sure to identify hazards (fuel, wires down, etc.) how many patients, and what order they need to be extricated in. Next the truck captain will assess the scene, tell the truck company what method (s) to use to remove the patient (s), set up lights if needed.

   The truck engineer after stabilizing the vehicles will attend the extrication tools.

   ~~Note: if stabilization is more than the routine "set the brake, D/C the battery", etc. the inside man will assist truck engineer with stabilization.~~

   ~~The inside man and the top man will set up all tools. The top man should use the cutters and the and the inside man uses the spreaders.~~

Truck Engineer Duties

Structure fires

~~The duties of the truck engineer differ from those of an engine company engineer. The truck engineer breaks off into his own two-person company of which he is in charge of one firefighter and takes the radio sign of T1 inside team. He will be expected to contact the captain who is in charge of inside operations and request orders.~~ As a general rule the ~~inside crew~~truck companies are ~~is~~ responsible for salvage and overhaul. This means salvage covers will be thrown down and ceiling will be pulled.

The truck company will coordinate operations with the officer in charge of inside operations to coordinate activities.

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Tools to be taken in:

1. Fan
2. Chainsaw
3. Pike pole
4. Salvage covers
5. Flashlights

Ventilation

On larger fires all ~~four~~ members will go to the roof. ~~The top team usually cuts the heat holes and the engineer and inside firefighter set up a secondary means of egress by either throwing a ground ladder or using the aerial, then the engineer and inside firefighter go to the roof and prepare for strip / trench cut.~~

Tolls to be taken up:

1. Chainsaw
2. Axe
3. Rubbish hook
4. Rope bags
5. Ladders up
6. Aerial up

ROSEVILLE FIRE DEPARTMENT
Standard Operating Guideline

"LADDER PIPE OPERATIONS"
(manned)

Objective: to safely and quickly get an elevated master stream (400 - 800 g.p.m.) In operation.

Application: large, defensive fires and/or exposure protection.

Tools & Equipment needed: One ~~four-person, tractor-drawn tiller~~ Truck Company and one three-person Engine Company, and a hydrant.

Performance: The evolution shall start with all members seated on their apparatus in full turnouts, ready for a structure fire response. The apparatus will stage and wait for the signal to go.

On the signal to go, the Truck Company will spot for a ladder pipe operation as directed. The Engine Company will follow the Truck, establish a water supply, and get water to the Truck. Time starts when the Truck Company's parking brakes are set. Time stops when water is flowing from the ladder pipe with the aerial at 75 degrees elevation, approximately 90 degrees to the trailer, 85 feet extension, all equipment has been secured, and all members are in their assigned positions.

Time allowed for this evolution is ~~4:30~~ TBD minutes.

GENERAL RULES

1. The Truck will spot in the best tactical position for a ladder pipe operation (as directed by the I.C. or Truck Captain);

   * close enough for the fire stream to reach the intended target(s)
   * out of the collapse zone(s)
   *away from overhead wires and other hazards.

2. The Truck may be set-up "in line" or "jack-knifed."

3. The **"75-80-85 rule"** should be employed when using the ladder pipe;

   75 degree angle for aerial ladder.
   80 pounds nozzle pressure for straight tips
   (100 p.s.i. for fog tips).
   85 feet ladder extension (maximum)

Captain -

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7. Leads, directs, and ~~supervises thesupervises the~~ evolution.

8. Directs Company to spot and set-up "~~Ladder PipeLadder Pipe~~."

1.

~~9.~~2. Checks for overhead wires and other hazards on approach.

~~10.~~3. Confirms all members and apparatus are on proper tactical channel.

~~11.~~4. Confirms with the I.C. as to which Engine Co. will supply the Ladder Pipe operation. Communicates with that Engine as to best approach, forward or reverse lay, etc.

Upon exiting the cab;

5.

6. Get Tillerman's SCBA and put it on top of the Tiller Cab.

a.

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7. Place passenger side outrigger pad.
8. Place passenger side chock blocks at front tires.
9. Place pin in left side outrigger, after Engineer sets the outrigger.
10. Get the male coupling from 3" hose and take it to the tip of the aerial. Help the Tillerman connect it to the ladder pipe and secure the safety strap.
11. Remove the 5" Storz by 2-1/2" gated-wye (Compartment L1) and place it on the ground near the turntable. (opposite side from the fire).
12. Grab the female coupling of 3" hose. Pull all 3" hose from the hose compartment, and flake it out on the ground (opposite side from fire) and in-line with the aerial ladder.
13. Connect the female coupling of the 3" hose to one side of the gated-wye. CLOSE the valve.
14. Remove the 1-3/4" High Rise pack (Compartment R4) from the rig and connect it to the other side of the gated-wye.

CLOSE the valve.

~~12.~~ Once the water supply has been established, charge the protection line.

15. Once the aerial ladder is elevated and extended, and the Tillerman signals he is ready for water, **SLOWLY** open the gated wye and charge the 3" line. Watch the line for problems.

16.

~~a.~~

17. Assist the Tillerman with securing the ladder pipe and/or getting himself ready and secured, if needed.
18. Man the protection line and stand-by at the gated wye in case there is a problem with the Ladder Pipe of hose and it needs to be shutdown right away

~~YOUR ONLY JOB NOW is to man the protection line and stand-by at the gated wye in case there is a problem with the Ladder Pipe of hose and it needs to be shutdown right away.~~

~~b.~~

~~14.~~ Lead, observe, and direct the operation. Focus on safety and ~~effectiveness of~~effectiveness of the evolution.

Radio identification is as follows:

Captain = "Truck 1 Captain"
Engineer = "Truck 1 Engineer"
Tiller= "Truck 1 Ladder Pipe"

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~~Inside = "Truck 1 Inside Man"~~

Engineer-

1. Looks for overhead wires and other hazards on approach.
2. Coordinates spot with Tillerman.
3. Sets parking and trailer brakes, engages P.T.O. and aerial power.
4. Upon exiting the cab, take another look for overhead wires and other hazards, then set-up driver's side outrigger.
5. Verify the passenger side outrigger is properly set.
6. Move to the pedestal.
7. Prepare to raise, rotate, and extend aerial after receiving signal from Top Man and *VERIFYING WITH HIM THAT HIS HANDS, FEET, AND EQUIPMENT ARE CLEAR.*
8. Raise the aerial into position. As you do, check to make sure the 3" line feeds up the aerial smoothly and doesn't get caught or tangled in anything.
9. Once the aerial is in position, place a safety strap around the 3" hose and a lower rung of the aerial. DO NOT put the strap around TWO different SECTIONS of the aerial ladder.

Raise - to 75 degrees
Rotate - into position (may need to wait for water Before putting the Top Man over the fire).
Extend - to 85 feet

~~**Inside Man**~~

~~1. Exit cab and look for overhead wires and other hazards.~~
~~2. Place passenger side outrigger pad.~~
~~3. Place passenger side chock blocks at front tires.~~
~~4. Place pin in left side outrigger, after Engineer sets the outrigger.~~
~~5.1. Remove the 5" Storz by 2-1/2" gated-wye (Compartment L1) and place it on the ground near the turntable. (opposite side from the fire).~~
~~6.1. Grab the female coupling of 3" hose. Pull all 3" hose from the hose compartment, and flake it out on the ground (opposite side from fire) and in-line with the aerial ladder.~~
~~1. Connect the female coupling of the 3" hose to one side of the gated-wye. **CLOSE the valve.**~~
~~7.1. Remove the 1-3/4" High Rise pack (Compartment R4) from the rig and connect it to the other side of the gated-wye.~~
~~**CLOSE the valve.**~~
~~7.1. Once the water supply has been established, charge the protection line.~~
~~11. Once the aerial ladder is elevated and extended, and the Tillerman signals he is ready for water, **SLOWLY** open the gated wye and charge the 3" line. Watch the line for problems.~~
~~**11. YOUR ONLY JOB NOW is to man the protection line and stand-by at the gated wye in case there is a problem with the Ladder Pipe of hose and it needs to be shutdown right away.**~~

Tiller -

1. ***Assist*** the Engineer with spotting the apparatus.
2. Exit the Tiller Cab and look for overhead wires and other hazards.
3. Confirm with the Truck Captain which tip is to be used.

   1-112" tip (600 g.p.m. @ 80 p.s.i.) is normalfy left on the ladder pipe. We also have **1-114"** (400 g.p.m.@ 80 p.s.i.), **1-318"** (500 g.p.m.@ 80 p.s.i.) smooth bore tips, and a **large fog** nozzle (can be pumped up to 750 g.p.m. @ 100 p.s.i. when used on the ladder pipe).
4. Place the correct tip on the Ladder Pipe.
5. Remove the Ladder Pipe from it's bracket. **Keep the safety strap with the Ladder Pipe.**
6. Place the Ladder Pipe on the tip of the aerial ladder **Caution: Be careful not to strike the Tiller windshield with the ladder pipe.** Set the adjustable clamp of the Ladder Pipe in first, then position the fixed clamp on the dummy rung. Slide the Ladder Pipe slightly to the left of center so there is room around the knob for the handle Ladder Pipe· handle adjustment.
7. **Securely clamp the Ladder Pipe into position and shake it hard to verify it is properly clamped. Place the safety strap around the adjustable clamp and it's rung.**
8. Connect the male coupling of the 3" hose to the Ladder Pipe and confirm that the gate valve is **CLOSED.**
9. Place an additional Safety Strap around the 3" hose and a rung about 18" below the Ladder Pipe.
11. Don a ladder belt and SCBA. Deploy the foot pads on the aerial and climb onto the tip.
12. Make sure that your hands, feet, and equipment are clear of all moving parts and when ready, signal to the Engineer that you are ready to be raised.

CAUTION:

When flowing water, DO NOT point the tip "up" above the tip of the aerial ladder and DO NOT attempt to sweep side to side more than 15 degrees. There are stops on the ladder pipe to limit side-to-side sweep.

Open and close all valves slowly !

Hydraulics calculations:

Tips -	1-1/4"	400 gpm@ 80 psi	130
	1-3/8"	500 gpm @ 80 psi	135
	1-1/2"	600 gpm @ 80 psi	145
	Fog	750 gpm@ 100 psi	180

Ladder Pipe Assembly- 25 psi

Elevation - ½ psi per foot

Friction Loss -

100' x 3" hose .8 x Q x LL
400 gpm = 12.8 psi
500 gpm = 20 psi
600 gpm = 28.8 psi
750 gpm = 45

10 psi for the gated-wye

A typical scenario would be; (starting at the gated-wye)

1-1/2" tip@ 85 feet

80 (NP)+ 25 (ladder pipe)+ 28.8 (FL 3"hose)+ 42.5 (elevation)=

176.3 psi needed at the gated wye + FL in supply hose (5")

400 gpm = 1 psi per 100 feet
500 gpm = 1.6 psi per 100 feet

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600 gpm = 2.4 psi per 100 feet.
750 gpm = 3.75 per 100 feet

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Truck Company Tools and Equipment

QUALIFICATION RECORD

POSITION: Probationary Firefighter/Paramedic

Tools and Equipment	EVALUATOR: Initial & date at completion of task
Describe and demonstrate the proper procedures for the safe operation, care, and maintenance of the following tools and equipment: • Chain saws • Rotary saws • Spreaders • Cutters • Rams and ram supports • Pedal cutter • Rescue 42's • High and low pressure air bags • Water vacuum and sump pump • Gas powered blowers • Portable generator • Portable lights • Captain's ladder • Air chisel • Reciprocating Saw~~Saws all~~	

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TITLE:	**Fire Department Organization**	**SOP:**	**2.04.0050**
		DATE:	**03/05/15**
DIVISION:	**Administration**	**PAGE:**	**1 of 2**

PURPOSE

This SOP is intended to publish the current organizational chart of the Roseville Fire Department. The attached chart reflects the authorized position strength of the Department and the lines of reporting authority at the time of publication. This SOP and the attached organizational chart will be updated as circumstances change within the Department.

ADDENDUM

Roseville Fire Department Organization Chart

SPM Conceived	08/12/01
Reviewed	12/19/01
Revised	12/17/03
Revised	01/10/06
Revised	12/19/07
Revised	04/01/08
Revised	12/16/09
Revised	12/22/11
Revised	03/05/15
Revised	04/26/17

APPROVED: _____

Rick Bartee, Fire Chief

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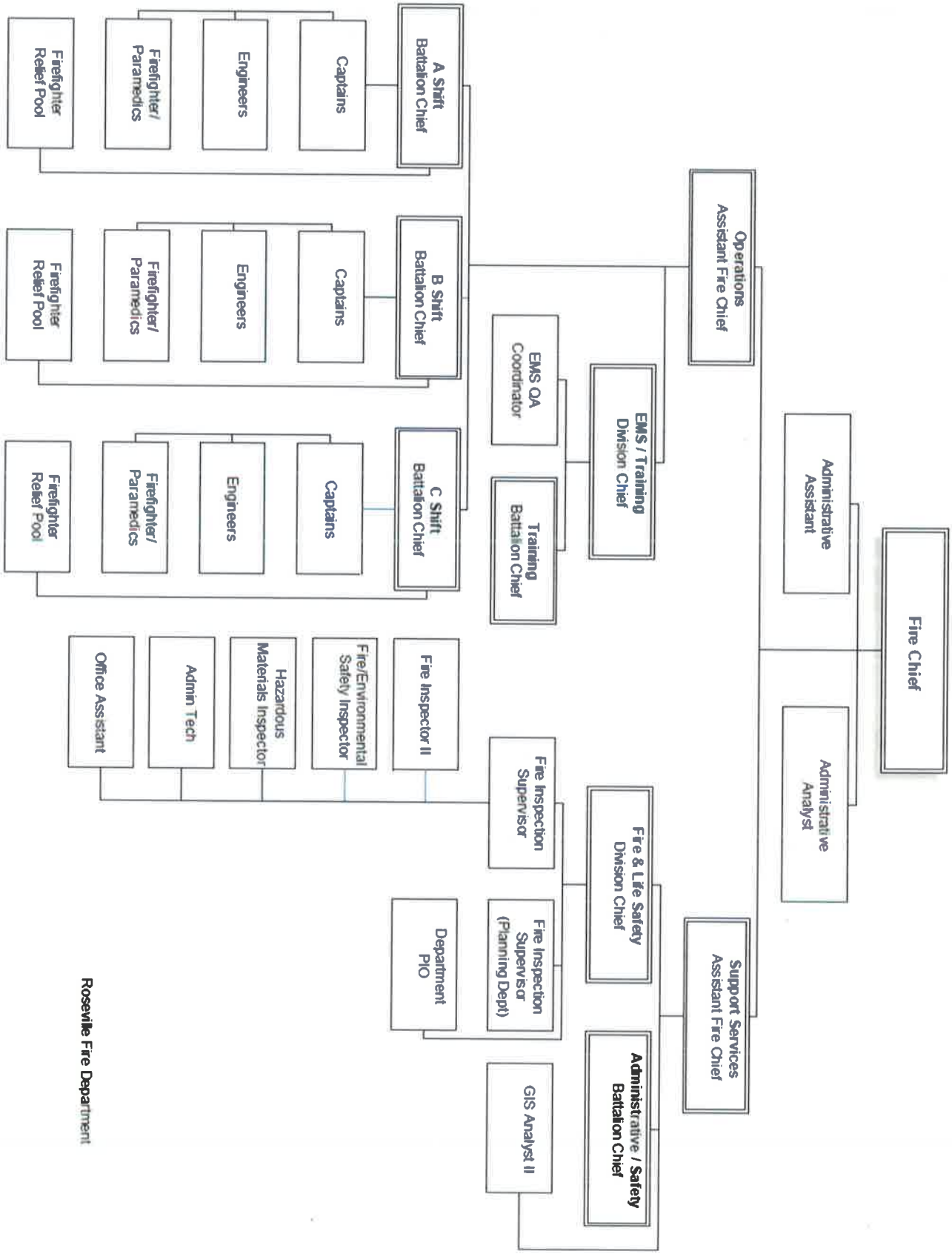

Roseville Fire Department

City of Roseville

FIRE DEPARTMENT

Staffing Manual

, 2017 •

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DEFINITIONS

Acting Battalion Chief	Employee on the current BC promotional list and/or is qualified via completion of the Acting BC Taskbook.
Administrative Battalion Chief	Day-shift (40-hour) Battalion Chief.
Administrative Captain	Day shift captain(s); may be on BC promotional list.
Callback	Work assigned outside an employee's normal work hours.
Callback, Day of	Overtime assignments made to an "available" employee made on the same day that the vacancy occurred.
Call Back, Force Hire (FH)	Call backs made "Rank for Rank" utilizing the "Force Hire" list.
Call Back, SOD Available	Overtime assignments made to an "available" person before the date of the vacancy; the fill results in scheduled overtime duty (SOD).
Constant Staffing	Constant Staffing is a means of employing the minimum number of employees required to fulfill the staffing requirements for each shift, and then using existing off-duty personnel to fill vacancies created due to employee leave
Count	Counter(s) that track the number of times an event occurs (i.e. the number of times an employee has been assigned to a position).
Date Stamp	Records of the date and time when a person was called.
Drive Time	The time that it takes an employee to travel from where he/she geographically is to the assignment; it is expected to be less than one (1) hour when being called back for OT.
Duty Officer	An Administrative Chief Officer assigned during non-business hours as the assigned Duty Officer (DO) for the purpose of assisting the on-duty Battalion Chief with the coordination of coverage/support needs during periods of high activity or inordinate events.
EE(s)	Employee(s).
Fire Investigator	A qualified member of the Fire Investigation team.
First Choice Vacation	Two or more consecutive shifts of vacation and/or holiday leave. Once a First Choice Vacation has been selected, it must be taken, except in unusual circumstances and authorized by the Battalion Chief.
FH	Force Hire (a.k.a. Mandatory Overtime).

HAZMAT Station	Fire station housing the HAZMAT team (HM company); presently Fire Station 1.
HM 2.5%.....	Employees possessing a valid California State hazardous materials technician or specialist certificate and assigned to the Hazardous Material Response Team (HMRT) but not assigned to the Hazmat Station shall receive 2.5% of base salary bi-weekly.
HM 5%	Employees possessing a valid California State hazardous materials technician or specialist certificate who are assigned to the Hazmat Station shall receive 5% of base pay bi-weekly.
Long-Term Callbacks	Long-Term callbacks are eight (8) or more hours in length.
Mandatory Overtime	A mandatory Force Hire (FH).
Minimum Staffing	The established minimum staffing levels for any given day/shift.
On-Duty Moves	Personnel on-duty who are moved to accommodate staffing needs related to qualification requirements (e.g. Truck Operator or Hazmat Specialist)
Overtime List	List of all staff members who have signed-up for overtime; sorted by their last Date Stamp.
Overtime Sign-Up (Availability)	Staff members who have signed-up for a full shift and are available for any shift (full, partial and flex).
Release Time	Approved leave from a normal shift assignment utilized to accommodate a special need (Department or L1592)
Relief Pool	Firefighter position(s) that do not have a permanent assigned position. They are utilized to fill initial vacancies.
Rescue Station	Fire station housing the Rescue Truck and Rescue Engine (RQ company); presently Fire Station 7.
RQ 2.5%	RQ qualified employees not assigned to a RQ Company that receive a 2.5% incentive.
RQ 5%	RQ qualified employees assigned to a RQ company and who receive a 5% incentive.
Scheduled Overtime Duty	The methods used to administer the practice of Constant Staffing are known as "Scheduled Overtime Duty" (SOD). The SOD system is designed to fill long-term vacancies (eight hours or more). When staffing needs cannot be met using the SOD system, then the use of a mandatory callback system, Force Hire, shall be used.
Short-Term Callback	Short-Term callbacks are less than eight (8) hours in length (7 hours, 59 minutes or less).

SOD Hours	Are an accumulation of all hours worked to include regular overtime, strike team deployments and all off roster assignments
Staffing, Regular Duty	Scheduled workday (includes Shift Trades).
Tactical SWAT Medic (TSM)	Tactical Emergency Medical Support Medics that operate under the direct control of the Roseville Police Department.
96-Hour Rule	Personnel are not allowed to work more than 96 consecutive hours without a minimum of a consecutive 8-hour (or greater) rest period (off-duty).

LEADERS INTENT

This manual seeks to define our staffing culture and support departmental policy as outlined in SOG 1.02.0100 – Staffing Management.

Given available resources, the intent is to ensure reliable operational staffing at all ranks utilizing a system that is consistently administered with respect to procedure and intent unless noted by exception.

Staffing priorities are:

1. Maintain ~~constant~~ staffing.
2. Provide for qualified relief and seek to minimize costs.
3. Seek consistency through clear, written procedures and procedural compliance.
4. Promote equitable distribution of voluntary assignments (Scheduled Overtime Duty) and the disbursement of mandatory overtime (Force Hire).

Consistent policy administration is expected; however, flexibility is to be exercised in the event of emergent or unusual circumstances. Policy deviation is to be accordant with established staffing priorities.

Management reserves the right to reassign personnel as needed should special circumstances demand such action.

Each employee is responsible for managing their availability and work schedule (regular and OT). Employees are expected to log-in to TeleStaff® and review such data at/near the beginning of each work day.

THE STAFFING PROCESS

TeleStaff is a position-based staffing solution; it starts with a position and finds the most qualified person to fill it based on different criteria (e.g., qualifications, availability, timing, etc.).

Key Points:

- Staffing is a ***process***. Processes are consistent, well defined and well documented. A clear and reproducible process improves productivity amongst the staffing professionals, reduces staffing costs, and improves the morale of all employees.
- The staffing process is typically ***timing dependent*** based on **when** the **position is staffed** (as opposed to when the position was vacated). For example, a position that is vacant due to a future-dated and planned leave of absence, vacation, scheduled sick leave, etc. can be staffed several days or weeks in advance. This future-dated staffing process is typically different than the process needed to staff an immediate vacancy caused by an unexpected event.
- The staffing process is ***event-driven***. The event causes the vacancy that needs to be staffed. Regardless of whether the event is scheduled or unexpected, it is predictable and known. For example, when a person will be sick is not be predictable, but the fact that someone will take a Sick Leave is. In fact, for some organizations, the average number of daily/weekly Sick Leaves is also predictable.

- The staffing process is typically governed by ***rules*** defined by the organization. These rules are the building blocks for the staffing process and should be well documented, clearly stated, uniformly enforced, and fairly static.
- The staffing process typically takes ***fairness*** into account when distributing overtime to employees, letting people sign up for work, or requesting people to work. Fairness improves morale and reduces grievances.
- The staffing process is ***position-based***. It may be different for different positions, it may prioritize positions for staffing, it may elect not to staff certain positions or staff them differently depending on the day or date, or it may elect to staff positions only if a specific specialty is needed.

TELESTAFF PROCESS: RULES = BUILDING BLOCKS

When configuration is complete, the staffing process in TeleStaff® mimics the organization's staffing process and consists of five tiers. Each tier is the building block for the next tier.

1. **RULES:** Rules are the first tier and must be configured first. A TeleStaff® rule maps directly to a business rule in the organization's staffing process. There is no limit to the number of rules that can be created in TeleStaff®, nor is there a limit to the number of times the same rule can be reused in a list target or a list.
2. **LIST TARGETS:** List targets consist of one or more rules. List targets define sets of qualified and available candidates. These sets of candidates are reusable since a list target can be used by multiple lists.
3. **LISTS:** Lists contain one or more list targets and rules. A list defines the strategy used to staff a position - a step in the organization's staffing process. In addition, a list returns an ordered set of qualified and available candidates.
4. **LIST CHAINS:** List chains contain one or more lists. A list chain mimics the organization's staffing process with each list in the chain representing a step in the process. List chains account for timing dependencies and there are frequently different list chains, depending on the timing for staffing the vacancy (i.e., immediate vs. future-dated).
5. **LIST PLANS:** List plans contain one or more list chains. A list plan is attached to each position. When a vacancy occurs, TeleStaff® looks at the list plan to determine the appropriate list chain. A list plan contains one default list chain but can hold several more, run sequentially in order (from top to bottom). Only one list chain can be active at any given time; however, a list chain may be conditionally activated.

The five tiers identified above describe the staffing process in TeleStaff®.

POLICY ADMINISTRATION

STAFFING WORKGROUP

A Staffing Workgroup consists of five (5) persons. The current Staffing Workgroup consist of:

1. Assistant Fire Chief Brian Diemer

2. Assistant Fire Chief Greg James

~~3. Captain Pepper~~

~~4. Engineer Sanchez~~

3. Administrative Assistant Natalie Rickman

4. Captain Jordan Paul

5. Captain Will Raby

The Staffing Workgroup will serve as a legislative body tasked to evaluate current policy/procedure and recommend change(s) on matters related to staffing. The workgroup reports to the Fire Chief; policy implementation/modification requires authorization by the Fire Chief.

STAFFING OFFICER

Assistant Fire Chief Brian Diemer is the department Staffing Officer and is responsible for the supervision of all staffing matters; the on-duty Battalion Chief assumes the daily administration responsibilities.

Staffing Officer Contact:

Email: FireStaffing@roseville.ca.us

DOCUMENTATION

The Staffing Manual outlines detailed process regarding all aspects of staffing all ranks and positions within the department; it is a living document and is reviewed by the TeleStaff® Workgroup regularly.

Written proposals for change may be submitted to the Staffing Officer at any time. Submissions should detail the proposed procedural change(s) and said justification for that change. The Staffing Officer will forward proposals to the TeleStaff® Workgroup for review; the workgroup will review and reply to the submitter with their recommended action. Submissions receiving recommended implementation will be submitted to the Fire Chief for consideration.

Changes authorized by the Fire Chief are to be assigned an implementation date and will be communicated appropriately to all fire department personnel. Routine procedural reviews are to occur on a predetermined and regular schedule; changes are implemented as approved by the Fire Chief.

GENERAL STAFFING RULES – OPERATIONS

MINIMUM CONSTANT STAFFING LEVELS (OPERATIONS)

Minimum staffing is three (3) personnel per Engine Company, three (3)~~four (4)~~ personnel per Truck Company, and One (1) BC per Battalion.

STATION RELIEF

- Employees are not to leave their duty assignment without relief from another employee of the same (appropriate) job classification or without specific permission from their supervisor.
- Employees may use short-term "stand-in" cover to be released from shift early.

- Employees required to work beyond their normal shift assignment are compensated as prescribed in the Memorandum of Understanding (MOU).
- Employees have thirty (30) minutes to travel to an assigned duty station for an on-duty move or a move to accommodate a subsequent callback assignment. Travel time for Off Roster assignments is not compensated (e.g. time to and from a class).

CALENDAR SLOTS

- Positions on the leave calendar are considered "slots".
- The number of "slots" reserved per day for PERSONAL LEAVE (i.e. VAC, HOL and CTO) – excluding BCs – is 20% of the total positions assigned to that shift; a calculation resulting in decimal is to be adjusted up to the next whole number.
- Department Leave: A minimum of two (2) slots of RELEASE TIME will be made available each day to accommodate for department need (e.g. training, meetings, etc.). Additional slots may be assigned as long as it does not create mandatory overtime (FH).
- Local 1592 Leave: A minimum of two (2) slots of RELEASE TIME will be made available each day to accommodate for Local 1592 business need (e.g. training, meetings, etc.). Additional slots may be assigned as long as it does not create mandatory overtime (FH).
- Roster vacancies related to sick leave (SL), workers compensation (WC), military leave (ML), jury duty (JD), Family Medical Leave Act (FMLA), "off without pay" (OWP) or a long-term vacancy (OPN) are NOT to be considered in the allowable counts as outlined above.

MINIMUM LEAVE HOURS TAKEN

- Operations: VAC, HOL and CTO leave may be taken in quarter (0.25) hour increments; however, a period of less than eight (8) hours is considered short-term leave and requires the employee to secure their own volunteered leave cover. Leave periods of eight hours or more are considered long-term leave and are filled using the relief pool and/or SOD system.
- Fire & Life Safety Division: Vacation, holiday, management and CTO leave may be taken in quarter (0.25) hour increments.

SPECIAL TIME PERIODS

- Shift personnel may take planned leave on Thanksgiving, Christmas Eve (December 24th) and Christmas (December 25th) only if doing so does NOT create mandatory overtime (FH). Long-term vacancies, sick leave and other "non-planned leave" are filled thirty (30) days prior to the holiday; thereafter, an employee may secure (qualified) volunteered cover to work the holiday (volunteered cover may include actors from a current promotional list and Fire Engineers working out-of-class

as a Firefighter/Paramedic). Volunteered cover for the holiday is to be submitted to their direct supervisor or the on-duty Battalion Chief for posting.

TRANSFERS AND REASSIGNMENTS

- Employees who are promoted or administratively transferred (e.g. a move from one shift to another) are to have previously scheduled leave days carried over to the new shift. The employee is entitled to the same window of time off regardless if doing so causes the maximum number of employees off on leave to be exceeded.
- If an employee chooses to bid an opening and is awarded that bid or a requested transfer by the employee results in a shift change, then that employee assumes the responsibility to choose vacation/holiday days that DO NOT exceed the maximum number of employees off daily (VAC, HOL).
- Selection of 1st Choice PERSONAL LEAVE (Vacation/Holiday) is bid annually.

SHORT-TERM TRANSFERS

- Short-term staffing changes (for purposes of accommodating special training or other departmental needs) are to be no greater than ninety (90) days in duration and should be pre-planned and announced at least thirty (30) days in advance of taking effect.

TEMPORARY TELESTAFF ASSIGNMENTS

- Although the physical worksite assignment may change, the employee's root TeleStaff® assignment will remain the same (indicating their permanent work assignment).
- When a temporary assignment at a different station occurs, the station the employee is assigned to at the time, is considered the home station, and is the station the employee's (in house) SOD created/received will come from. SOD assignments will not come from the employee's bid station.
- Temporary changes in worksite location are represented in TeleStaff® by manually "switching" the affected employees on the specific date that the action is to occur.

SCHEDULING LEAVE

- PERSONAL LEAVE – Vacation (VAC), holiday (HOL), and compensatory time off (CTO) – is to be scheduled at least seven (7) days prior to the start of the requested leave period in order to be assured leave approval (assuming "slot" availability). Leave may be scheduled up to twenty-four (24) hours prior to the start of the leave period as long as it does NOT create mandatory overtime (FH).
- Leave requests may be approved within twenty-four (24) hours of the requested leave period with supervisor approval given that the following conditions are met:
  - The request does not result in mandatory overtime (FH).
  - Direct contact can be made with an "available" and "qualified" employee notifying said employee of the assigned SOD.
  - The leave request will result in no additional costs to the department (e.g. extension of shift coverage costs).
- Leave is considered secure when the Employee's Request has been approved by his or her supervisor and is entered into the TeleStaff system.

Fire & Life Safety Division:

- Minimum staffing levels for the purposes of granting employee leave shall be:
  - One (1) Inspection Staff,
  - One (1) Supervisor, and
  - One Fire & Life Safety Administrative Support Staff (Fire Technician or Office Assistant)

  This staffing level shall not be construed to be sufficient for the Fire & Life Safety Division to operate at an optimal level, but is considered the bare minimum to operate the basic functions of the Fire & Life Safety Division during time of high leave use and lower work demand periods. The Fire Marshal reserves the right to modify this staff level based on the needs of the department.

- All requests for leave shall be approved by the employee's immediate supervisor. Upon approval, the employee shall enter his/her time on the TeleStaff® Roster using the appropriate leave code, as well as entering time on the "Fire Prev Master Calendar."

POSTING LEAVE

Fire Operations Division:

- Employees post their own leave in TeleStaff® (except for 1st choice Personal Leave); 1st Choice Personal Leave is posted by the on-duty Battalion Chief.
- Leave posted within seven (7) days of the current date is to be posted by the Company Officer; the vacancy may not create mandatory overtime. The Company Officer is responsible for filling the vacancy at the time the leave is posted.

Fire & Life Safety Division:

- Employees post their own leave in TeleStaff®.

BUMPING

- First Choice Vacation/Holiday leave cannot be bumped.
- All other scheduled leave can be bumped only if done so more than one (1) month (i.e. 31 days) or more prior to the desired date (by seniority). If an employee's scheduled leave is bumped, that employee shall be contacted and informed of the change by the Captain making the change.

CANCELLING LEAVE

- The Fire Chief retains the right to cancel all leave types (without restrictions) should exigent circumstances demand such action (e.g. a major emergency or disaster).
- Employees have the ability to remove leave that is greater than thirty (30) days of the scheduled date (with the exception of first choice leave).
- Removal of leave within eight (8) to thirty (30) days of the scheduled date is to be done by the direct supervisor or the on-duty Battalion Chief.
- PERSONAL LEAVE (e.g. VAC, HOL & CTO) may NOT be cancelled within seven (7) days of the scheduled date **unless there is mutual agreement by both involved parties to do so**; mutual agreement notice must be posted to the direct supervisor or the on-duty Battalion Chief for processing.

RELINQUISHING A SOD ASSIGNMENT

Employees who indicate availability and are subsequently assigned SOD are expected to work the assignment.

An employee who wishes to relinquish a SOD assignment may request to do so through their direct supervisor or the on-duty Battalion Chief. Approval is subject to the following:

1. The availability of a qualified, rank-for-rank employee (the change cannot create mandatory overtime).
2. Reassignment will be consistent with the Telestaff sort matrix.
3. There is a mutual agreement by both involved parties.

SICK LEAVE

Unplanned Sick Leave

Fire Operations Division:

- The employee is to notify the Company Officer, Battalion Chief or other on-duty officer of unplanned leave as soon as possible (no later than one (1) hour prior to the beginning of the scheduled work assignment). Notification must be made by direct voice contact.
- The Company Officer is to immediately fill the vacancy in TeleStaff®; the on-duty Battalion Chief is to be notified.

Fire & Life Safety Division:

- The employee is to notify their immediate supervisor as soon as possible.

Planned Sick Leave

- Given the availability of volunteered cover, planned sick leave for medical appointments may be taken in half-hour (0.5) increments; employees are to notify the direct supervisor or the on-duty Battalion Chief as soon as possible.

1ST CHOICE LEAVE

Fire Operations Division:

- Employees will be afforded an opportunity in January of each year to select a single block of time - consisting of two (2) or more consecutive shifts - to be identified as first choice leave. Selections are initiated on day one (1) of the second (2nd) tour rotation in January; selections are for the period of April 1st of the current year to March 31st of the following year. Selection opportunities are to be circulated by shift starting with the most (overall) senior employee on that shift; the on-duty Battalion Chief administers the process.
- Each employee is assigned a specific date to post their selection. Posting by proxy is allowed in the event an employee is unavailable. **Failure to post a selection on the assigned date is considered a forfeiture of the first choice leave selection privilege. Once selected, first choice leave cannot be bumped or cancelled.**

COMPENSATORY TIME OFF (CTO)

- Subject to Fair Labor Standards Act (FLSA) regulations, permanent and probationary employees may, with prior approval of their supervisor, accrue up to 144 hours of compensatory time off (CTO)

in lieu of overtime pay. The accrual rate of compensatory time is 1.5 times for each hours of compensatory time worked.

SHIFT TRADES

- Shift trades and stand-ins are rank-for-rank only; minimum qualifications and compliance with the 96-hour work rule must be observed.
- Shift trades and stand-ins must not impose a cost to the City. The employee requesting the trade is responsible for the vacancy and any subsequent financial consequences.
- Approved shift trades are to be posted by the employee's Company Officer; no paperwork is required.
- Employees are limited to twelve (12) shift trades exceeding twelve (12) hours each in duration within any calendar year.

SOD AVAILABILITY

- Employees are encouraged to indicate the days that they are available to work SOD at least two (2) months in advance. Posting SOD availability for the full twenty-four (24) hour period is encouraged; however, posting partial shift availability is permissible.
- Removal of SOD availability must be done at least twenty-four (24) hours in advance of a given day. The direct supervisor or the on-duty Battalion Chief must administer removal of SOD availability within 24 hours of a given day.
- The sum count of SOD hours worked is reset January 01 and July 01 of each year.
- Strike team availability (STA) is managed separately from SOD availability (SO), resulting in two separate pick lists. Employees are encouraged to indicate the days that they are available for strike team deployment through Telestaff at least thirty (30) days in advance. Employees indicating STA must be able to deploy from the designated rendezvous within 30 minutes.

CONSECUTIVE HOURS WORKED LIMIT

- Personnel are not allowed to work more than 96 consecutive hours without an eight (8) hour or greater (off-duty) rest period or without special exception approval being awarded by the on-duty Battalion Chief.

SPLIT SHIFTS

- Splitting SOD shifts is only allowed for emergent circumstances and in an effort to prevent Mandatory Overtime. Furthermore; Mandatory Overtime shifts may be split.

LONG-TERM VACANCIES (30-DAY RULE)

- Long-term vacancies become a "floating" vacancy on the thirty-first (31st) day; NO "reset" of a floating vacancy will be applied if the vacancy is moved to a different unit or shift assignment.

HAZMAT AND TECHNICAL RESCUE INCENTIVE PAY

- Hazmat and Technical Rescue Incentive Pay will only apply for long-term or permanent transfers (greater than ninety (90) days). Incentive pay will begin immediately for planned long-term transfers.
- Once a person has been assigned to a position, staff will avoid moving said person from that position unless department need necessitates the move (i.e. demand for special qualifications).

STRIKE TEAM STAFFING

STRIKE TEAM DEPLOYMENT

- Each position for deployment occurs by using the strike team deployment pick list, following the established criteria

    a. Available (Strike team availability STA)
    b. Qualified
    c. On Duty (Strike Team House up for deployment)
    d. On Duty (Any Station – lowest overall SOD hours)
    e. Off Duty (lowest overall SOD hours)

- If there are no available members to fill a position, crewmembers from the designated Strike Team House have the obligation to fill the assignment with the fourth member coming from the next up Strike Team House.
- A second "available" engineer can be deployed in the fourth FF position if there are no available FF's
- To be considered "Qualified" for OES 364 deployment a member must have completed Rescue Systems 1 (RS1). Company Officers must be Engine Boss Certified.
- Crew Rotations (if needed) should be planned for as far in advance as possible

    a. Available
    b. Qualified
    c. Lowest overall SOD hours

STRIKE TEAM ASSIGNMENT

- Strike Team shall be filled six (6) days out when a strike team is deployed. Staff will continue to hold the six (6) day window until the strike team returns home. All staffing that has been completed in the six (6) day window is final and will not be reassigned upon the return of the strike team. **However, back-fill due to the strike team deployment can be cancelled upon the return of the strike team.**

STRIKE TEAM REST PERIOD

- At the discretion of the Fire Chief, or on-duty Battalion Chief, individuals may be released for a paid rest period, and listed below:
  - Return 0700 – 1500 – Stay and work
  - Return 1500 – 1900 – released and return to work at 0700
  - Return 1900 or later – released and return to work at 1500 the following day

CALLBACK PROCEDURES – GENERAL

GENERAL:

- Automated TeleStaff® hiring (Outbounding) is administered daily at 0710hrs; the system is to automatically notify employees based upon the contact information they have established in their TeleStaff® information profile.
- The SOD available list is sorted from lowest to highest accrued hours.
- SOD accrued hours include all regular overtime, strike team deployments, off roster assignments and all comp. time earned hours.
- Employees are not to remove "Availability" from TeleStaff® less than twenty-four (24) hours prior to the calendar date that "Availability" has been indicated. The direct supervisor or on-duty Battalion Chief must administer removal of SOD availability within twenty-four (24) hours of a given day.
- 24-hour vacancies will be assigned before partials are considered.
- The relief pool will be utilized, when practical, to fill vacancies prior to utilizing overtime employees.

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VACANCIES W/ 24-HOURS (OR LESS) NOTIFICATION TIME:

- Callbacks made less than 24 hours out are filled immediately by the Company Officer where the vacancy resides.
- The relief pool will be utilized, when practical, to fill vacancies prior to utilizing overtime employees.
- The Company Officer is to contact qualified personnel sequentially on the TeleStaff® pick list in five (5) minute intervals; until the vacancy is filled.
- If the vacancy is not filled with "Available" SOD personnel within sixty (60) minutes, the vacancy is filled as a Force Hire.

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VACANCIES BETWEEN 24-HOURS AND SEVEN (7) DAYS NOTIFICATION TIME:

- The relief pool will be utilized, when practical, to fill vacancies prior to utilizing overtime employees.
- Employees will be contacted utilizing the contact(s) listed within TeleStaff®.
- If unable to make direct contact, a message will be left.
- Employees will be hired according to the sort order in TeleStaff® utilizing "Fill by Rules".
- The vacancies are filled sequentially by the company officer beginning with the day closest to the present day in fifteen (15) minute intervals until filled. Once the list is exhausted, the opportunity expires and is assigned as a Force Hire.

VACANCIES BETWEEN EIGHT (8) AND THIRTY (30) DAYS NOTIFICATION TIME:

- The relief pool will be utilized, when practical, to fill vacancies prior to utilizing overtime employees.
- Vacancies are filled beginning with day eight (8) and then each sequential day thereafter up to day thirty (30).
- Employees will be contacted utilizing the contact(s) listed within TeleStaff®.
- TeleStaff® automatically assigns the SOD shift.
- A courtesy notification is made, but no option is given to decline the SOD assignment.
- If the employee determines that he/she would like to decline the SOD assignment, he/she is responsible to follow the established rules outlined under *Relinquishing a SOD Assignment.*

TELESTAFF SORT MATRIX:

1. Same Rank ▶ Available ▶ Qualified ▶ Same Unit ▶ Lowest Hours ▶ Highest Overall Seniority ▶ **SOD**
2. Same Rank ▶ Available ▶ Qualified ▶ Same Station ▶ Lowest Hours▶ Highest Overall Seniority ▶ **SOD**
3. Same Rank ▶ Available ▶ Qualified ▶ Any Station ▶ Lowest Hours ▶ Highest Overall Seniority ▶ **SOD**
4. Same Rank ▶ Available ▶ Unqualified ▶ Any Station ▶ Lowest Hours ▶ Highest Overall Seniority ▶ **SOD**
   (Qualification accommodation met via On-Duty Move)
5. Actor ▶ Available ▶ Qualified ▶ Any Station ▶ Lowest Hours ▶ Highest Overall Seniority ▶ **SOD**
6. Actor ▶ Available ▶ Unqualified ▶ Any Station ▶ Lowest Hours ▶ Highest Overall Seniority ▶ **SOD**
   (Qualification accommodation met via On-Duty Move)
7. Unavailable ▶ Same Rank ▶Unqualified ▶ Lowest Mandatory Count ▶ Lowest Overall Seniority ▶ **FH**
   (Qualification accommodation met via On-Duty Move)

BC SORT MATRIX

BC Sort Matrix

1. Same Rank ▶ Available ▶ Qualified (DO) ▶ Lowest Hours ▶ Highest Overall Seniority ▶ **SOD**
2. **Different Rank (Capt) ▶ Available ▶ Qualified (DO) ▶ Lowest Hours ▶ Highest Overall Seniority ▶ SOD**
3. Unavailable ▶ Same Rank ▶ Lowest Mandatory Count ▶ Lowest Overall Seniority ▶ **FH**

CALLBACK PROCEDURES – HAZMAT

~~Seven (7)~~ Six (6)qualified Hazmat (HM) personnel are assigned to the HM Truck and HM Engine at Station 1. A minimum of one (1) additional qualified (HM) person will be on duty in the department for a total of Seven (7) qualified Hazmat personnel on duty per shift. ~~– the~~ FIRESCOPE Hazmat Type 1 Operation system description establishes this minimum. The staffing goal is to fill all vacancies with qualified persons; however, a minimum of six (6) HM personnel is required.

- The relief pool will be utilized, when practical, to fill vacancies prior to utilizing overtime employees.
- Overtime will be incurred to maintain this minimum.
- Of the six (6) qualified staff, it is preferred to have ~~four (4)~~ three (3) on the HM Truck and ~~two (2)~~ three (3) on the HM Engine be HM qualified.
- An "On-Duty Move" utilizing an employee receiving 2.5% HM incentive pay and assigned to a non-hazmat unit may be re-assigned to accommodate qualification requirements in order to prevent a Force Hire.

CALLBACK PROCEDURES – RESCUE

The staffing goal of the department is to assure that a minimum of six (6) rescue qualified employees are assigned to the Rescue Truck and Rescue Engine at Station 7 on each shift – the FIRESCOPE Rescue Type 1 Operation System Description establishes this minimum.

- The relief pool will be utilized, when practical, to fill vacancies prior to utilizing overtime employees.
- Overtime will be incurred to maintain this minimum.
- Of the six (6) qualified staff, ~~four (4)~~ three (3) on the RQ truck and any ~~two (2)~~ three (3) on the RQ Engine must be RQ qualified. If a vacancy on the RQ Truck occurs, it is expected that the qualified RQ Engine employees move to the RQ Truck to fill openings before other staffing moves are made.
- An "On-Duty Move" utilizing an employee receiving 2.5% Rescue incentive pay and assigned to a non-rescue unit may be re-assigned to accommodate qualification requirements in order to prevent a Force Hire.

FORCE HIRES

PROCEDURES:

- Mandatory Overtime (FH) assignments are made only after all voluntary options for filling the vacancy have been exhausted.
- Mandatory overtime assignments DO NOT apply to short-term callbacks with the exception of proper station relief.
- Actors are bumped back to their assigned rank and position prior to initiating Mandatory Overtime (FH).

- Mandatory Force Hires are made "Rank-for-Rank" off of the Mandatory Force Hire list.
- The Mandatory Overtime (FH) rotation is structured so that employees are liable for force hire on the first (1st) and fourth (4th) day of their four-day off period. All 24-hour shift employees are subject to FH.
- Employees who volunteer to work a FH assignment will have said time recorded as Mandatory Overtime (FH) and accumulate such time as FH hours worked.
- Employees may be assigned Mandatory Overtime (FH) for consecutive shifts.

MANDATORY OVERTIME (FH) LIST SORT CRITERIA:

- Mandatory Overtime is distributed based upon a rotating list originating its structure based upon rank seniority (least at top).
- The list is to be sorted by: (1) Total FH hours worked (2) Last FH Date and (3) rank seniority; the list is perpetual and does not reset.
- The list is sorted without regard to "specialties". Specialty requirements may need to be accommodated by the on-duty move/reassignment of personnel.
- Employees who assume an out-of-class FH assignment will have those FH hours added to their total FH hours worked.

MANDATORY OVERTIME (FH) EXEMPTION CRITERIA:

- Employees are exempt from Mandatory Overtime (FH) if it shall cause them to work in excess of 96 consecutive hours.
- Employees are exempt from Mandatory Overtime (FH) if they are on Sick Leave 24-hours prior to the vacancy.
- The employee has taken off two (2) or more consecutive shifts of Personal Leave*. The exemption period begins when the member has completed their last scheduled duty day and ends when the member has returned to their next scheduled duty day.

Example: **X** = Scheduled work day **V** = Personal Leave Day **L** = Liable **E** = Exempt	
Leave Taken	**V V**
Work Schedule	**X X** O O O O O **X X** O O O O O **X X** O O O O O
Force Hire Liability	**E E E E** **E E E E**

MANDATORY OVERTIME (FH) LIABILITY COVERAGE

- Employees may "swap" FH liability coverage, voluntarily assuming each other's position on the rotational calendar.

- To better ensure protective cover, an employee should not "swap" with the next person in the rotation, but should try to secure cover from someone on the bottom of the list or from someone who will be on day 2 or 3 of their 4-day on the day of concern.

Off Roster

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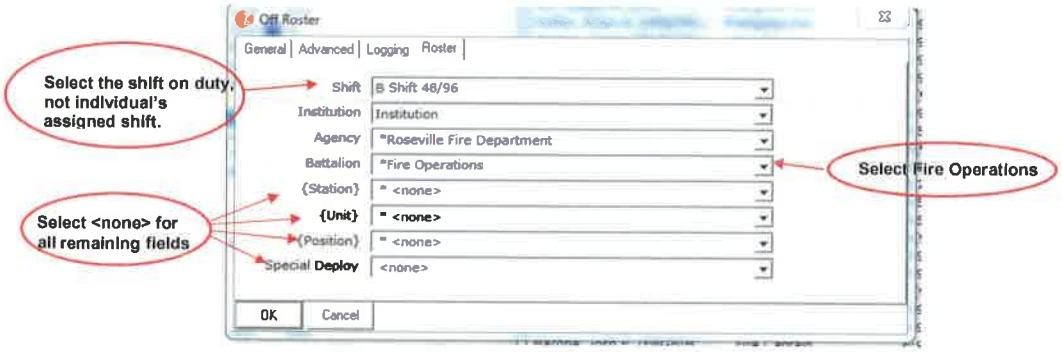
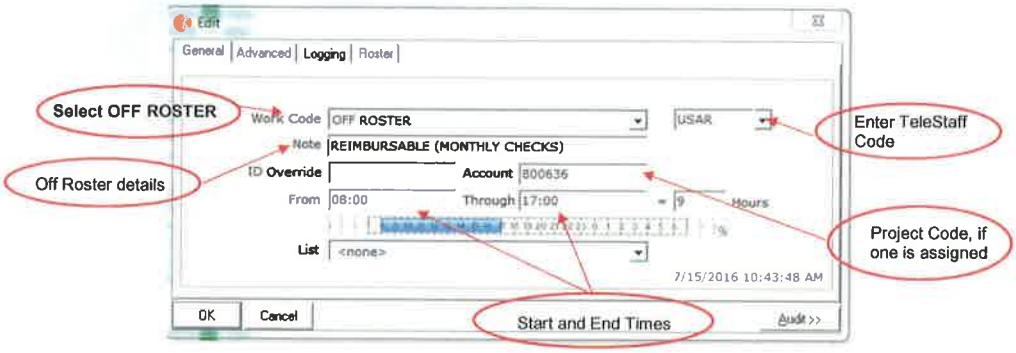
- Off Roster work assignments are to be authorized in advance by a Chief Officer. Off Roster start and end times must be reported to the Company Officer. If the Company Officer is unavailable, time must be reported to the on-duty Battalion Chief.
- Off Roster work assignments are to be posted in TeleStaff® by Company Officers utilizing the "Off Roster" work code and the appropriate detail code for the assignment. The note area is utilized to provide a description of the purpose for the work assignment and the name of the authorizing Chief Officer:

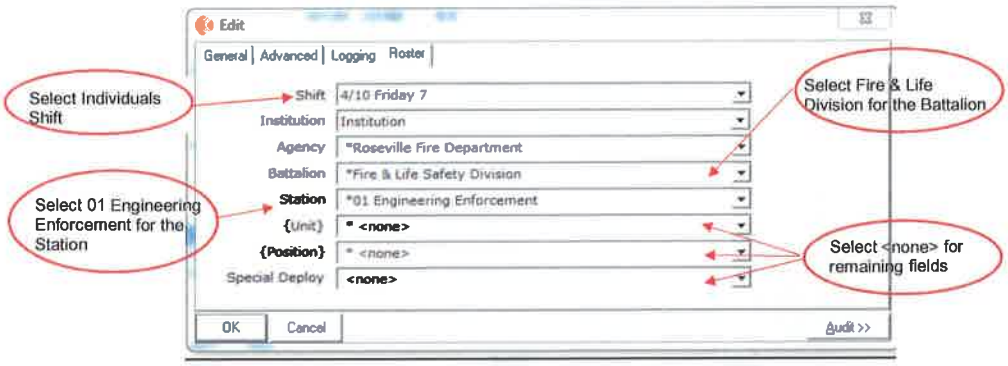
Examples:

Operations Personnel Off-Roster Input

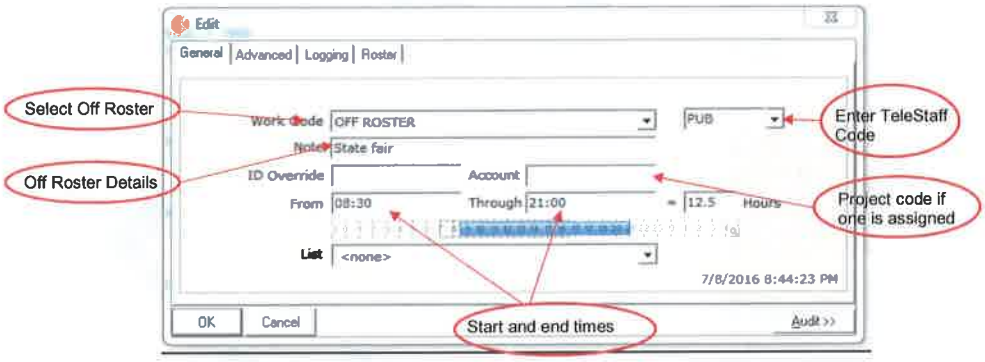




Fire & Life Safety Off-Roster Input



- Fire Administration shall follow the same steps, with the exception of selecting Fire Administration for the Battalion field and Administration for the Station field



NOTE: All off roster overtime for the pay period must be entered and approved before the time payroll is submitted or the overtime will be posted to the following pay period.

TELESTAFF CODES (WORK & DETAIL)

RFD TELESTAFF CODES — Updated: May 2016

ACTING – Off-Duty	AOT	
ACTING – On-Duty	ACT	
Comp Time Earned – Off Roster	CTE	
Comp Time Earned – SOD	CTE	
FORCE HIRE	FH	
Long Term Vacancy	OPN	
MEDICAL LEAVE		
▶ Sick Leave	SL	
▶ Bereavement Leave	SICKBV	
▶ FMLA (Family Medical Leave Act)	FMLA	
▶ Workers Comp – Off Duty	WC	
▶ WC for Medical Appointment	WCM	
Modified Duty – Personal Injury	LDP	
Modified Duty – Workers Compensation	LDW	
Not Available	NA	
COMMITTEES		
▶ Apparatus	CAP	
▶ Community Relations	CCM	
▶ EMS	CEM	
▶ Meritorious	CMR	
▶ Staffing	CST	
▶ Professional Standards	CPS	
▶ Safety	CSF	
▶ Training	CTR	
▶ Technical Governance	TGC	
LOGISTICS		
▶ Apparatus	SPA	
▶ Equipment	SPE	
▶ Facilities	SPF	
▶ Technology	SPT	
▶ Communications	SPC	
▶ CAD	CAD	
▶ Logistics Support	LOG	
OPERATIONS		
▶ Extension of Shift	EXT	
▶ Strategic Staffing	SS	
PREVENTION		
▶ Fireworks	PNF	
▶ Inspections	PNS	
▶ Plan Checks	PLN	
▶ Billable Hours	BHR	
PROGRAMS		
▶ CISM /Chaplaincy	SPH	
▶ Disaster Planning	EOC	
▶ City Training	CIT	
▶ Cost Recovery	SCR	
▶ Grants	SGR	
▶ Community Outreach	PUB	
▶ SWAT Medic	SM	
▶ Investigations	INV	
▶ USAR	USAR	
▶ EMS QI	CQI	

TRAINING		
▶ Academy	TAC	
▶ Chief Officer	TBC	
▶ Company Officer	TFO	
▶ Driver/Operator	TDO	
▶ Testing & Meetings	TCD	
▶ Communications	TCO	
▶ EMS	TEM	
▶ Fire Instruction	TFS	
▶ Suppression	TFI	
▶ Hazmat	THZ	
▶ Technical Rescue	TRE	
▶ Reimbursable	ODP	
▶ Community Outreach	PUB	
▶ SWAT Medic	TSM	
▶ Technology	TEC	
▶ Promotional Exams	SPP	
PERSONAL LEAVE		
▶ Vacation	VAC	
▶ Holiday	HOL	
▶ CTO	CTO	
▶ Personal Leave	PLT	
PERSONAL LEAVE – 1st Choice		
▶ 1st Choice Holiday	HOL1	
▶ 1st Choice Vacation	VAC1	
Regular Pay - Manager	MGR	
Regular Pay - Staff	REG	
RELEASE TIME - Committee	R	
RELEASE TIME - Local 1592	R	
RELEASE TIME - Logistics	R	
RELEASE TIME - Operations	R	
RELEASE TIME - Prevention	R	
RELEASE TIME - Programs	R	
RELEASE TIME - Training	R	
SOD Available	SO	
SOD Overtime	SOD	
Trade – Not Working	TRDO	
Trade – Working	TRDW	
xRFD – Administrative Leave	ADML	
xRFD – Flex OFF	OFF	
xRFD – Flex ON	ON	
xRFD – Jury Duty	JD	
xRFD – Lunch	000	
xRFD – Management Time Off	MTO	
xRFD – Military Leave	ML	
xRFD – NO PAY	NP	
xRFD – Off Without Pay	OWP	
xRFD – OT All Call	OALL	
xRFD – OT Strike Team	OST	
xRFD – Straight Overtime BC	SOT	

CONTACT LOG

TeleStaff tracks communication through Contact Logs.

Contact Attempt	Description
Opportunity for work	This means an opportunity to accept or reject a work assignment. The word 'Vacancy' will be displayed as the type of Contact Log. Scroll to the right and left to view all relevant information. Right click on the log to Accept or Reject the opportunity for work.
Messages	Messages can be sent to employees via TeleStaff. If a message is received the text is displayed in the contact log window. The message remains in this window until it is accepted. To accept the message, right click on the message and click Accept. If there is a voice recording associated with the message, right click on the log and select Play. Speakers and sound card are needed on the workstation in order to hear any voice recording. If speakers are not available, call into TeleStaff over the phone to listen to the voice recording.
Notifications	Notifications are a means of providing detailed Assignment information. Scroll left or right to view the details of the notification. Notifications may only be accepted by right clicking on the notification and selecting Accept. TeleStaff does not provide the option to reject a notification.

The Contact Log window contains information such as: why was there a contact attempt, who was contacted, what type of contact was made, who made the contact, when the contact was made, and when the offer expires.

Right click on a contact record to display more options for this window.

- Expand Item - expands the view of the highlighted record to display all the contacts for this person and this position
- Expand All - expands all the contact records for every person contacted for this position
- Accept - When receiving a contact attempt, select this option to confirm receipt of the working notification, working opportunity, or message.
- Reject - When receiving a contact attempt, select this option to reject the working opportunity.
- Play - This option is only active when the contact attempt type was a message. If this selection is grayed out, this record is not an Outbound record and does not have a message that can be played. If enabled, this option plays back the message that was recorded.
- Status - This option is enabled only on the most recent contact record. Use this option to change the Outcome of an opportunity, the phone number used to contact the person, and the logging options for the offer. Previous outcomes are not removed, but placed further down the contact log to retain a history of events.
- Query - locates contact log(s) via the Query window
- Print - prints the contact record

CHANGE PASSWORD

TeleStaff® has built-in security that allows organizations to define different levels of access (system security) for different users. As a result, TeleStaff® requires each user to have a unique ID and password. The password field is alphanumeric, case-sensitive, and limited to ten characters.

There may be times when it is required to change your Login Password. This is very easy to do. Simply follow the below steps to change a password. It is recommended to change your password periodically.

To change the password:

1. Go to File > (your name) > Password...
2. Open the Change Password tab and enter the new password in the New Password field.
3. Retype the same password in the Again field.
4. Once a new password is entered and repeated, the OK button activates and you can save the changes.
5. The two passwords must match exactly for TeleStaff® to accept and save the new password. If a password is forgotten or if there are any issues/questions, simply contact Natalie Rickman, Administrative Assistant and she can reset your password.

Depending on the organization's security setup, a password may have a minimum length and/or a user may have to change it periodically to a different and unique password.

Remember, when selecting your password keep in mind that this password will be entered through the telephone; so if alpha characters are used be sure to follow the telephone format when calling into TeleStaff:

- ABC=2
- DEF=3
- GHI=4
- JKL=5
- MNO=6
- PQRS=7
- TUV=8
- WXYZ=9

Should the organization utilize TeleStaff's *Authenticate Users via Domain* feature, the password entered in these fields will only apply to the password used for telephone login. The Change Password tab will change to the Change Phone Password tab and provide the following note:

Please note: This password is used for phone logins ONLY

PERSONAL CONTACT INFORMATION

The General Tab contains personal information such as name, contact numbers, address, and work IDs. Depending on the settings configured by your TeleStaff® Administrator, most of these fields will not be selectable; although some may be available for employees to maintain.

CONTACT PREFERENCES

These fields contain the primary methods for TeleStaff® or the Staffing administrator to contact you with notifications, work offers, and messages. Phone numbers , and email addresses may be utilized in this field; although only one method may be inserted. Standard numbers are formatted in a phone number format: (###) ~~###-####~~.

Contact #1 is set to contact a mobile phone (via text or voice).

Contact #2 is set to each employee's work email address.

Phone numbers should be entered in the standard format within this field. Optionally, the phone number may be further defined, however this is for informational purposes only:

- Home phone numbers can be formatted with an **H:** before the number.
- Office phone numbers can be formatted with an **O:** before the number.
- Mobile phone numbers can be formatted with an **M:** before the number.
- Pagers can be formatted with a **P:** before the number.
- Email can be formatted with an **E:** before the email address.
- Faxes can be formatted with an **F:** before the number.
- Non-standard phone numbers can be formatted with an * before the phone number.
- A comma may be used with any number to indicate a 2 second pause. Enter multiple commas for longer pauses. Enter a home phone, cell phone, pager, email address, or a fax number. This field holds up to 50 characters.

SMS TEXT MESSAGING (160 character limit)

Text codes are service provider dependent. To be contacted by text, you must set your configuration as you would for contact via email, but include the appropriate text code (specific to your carrier).

AT&T:	10digitphonenumber@txt.att.net
Comcast	10digitphonenumber@comcastpcs.textmsg.com
Metro PCS	10digitphonenumber@mymetropcs.com
Nextel:	10digitphonenumber@messaging.nextel.com
Sprint:	10digitphonenumber@messaging.sprintpcs.com

Surewest	10digitphonenumber@mobile.surewest.com
T-MOBILE	10digitphonenumber@tmomail.net
Verizon:	10digitphonenumber@vtext.com

TELESTAFF OVER THE TELEPHONE

TeleStaff® provides the flexibility to access your personal staffing information over the telephone. Through the Telephony feature, simply call into TeleStaff, enter your ID and Password, and from there gain access to your personal staffing Calendar and information. With this flexibility, you even have the power to call into TeleStaff® to review working opportunities through the Pick List. In addition, the TeleStaff solution may be setup to contact you to offer work, communicate important messages, and notify you of your new assignment.

ACCESS NUMBER: (916) 746-1388

For further instruction, open TeleStaff, select HELP > CONTENTS > TeleStaff Over The Telephone

Dialing into TeleStaff

- *If you have more then one Agency using TeleStaff for example Fire & Police you will be prompted to select the appropriate database...*
- Enter your ID, press the **# Key**
- Enter your Password, press the **# Key**
- You have "x" Messages
  - If there are messages then...
    - Press 1 to hear messages
    - Press 2 to hear old messages
    - Press 3 for **Inbound Options**
  - If there are NO messages then...
    - Press 3 for Inbound Options

Inbound Options

- To enter a code, **press 1**
- To remove code, **press 2**
- To review your personal calendar, **press 3**
- To check your pick list position, **press 4**
- To review working opportunities, **press 5**
- To change your personal information, **press 6**
- For advanced options, **press 7**
- To return to the previous menu, **press the # key**
- To repeat options, **press the * key**

To Enter a Code (1)

- Enter date or date range followed by the **# key**
  - Enter code followed by the **# key** (Enter code abbreviation then #)
  - **Press *** to hear a List of Codes
- Press **1 to confirm**
- To cancel, press the **# key**

To Remove a Code (2)

- Enter date or date range followed by the **# key**
- *Press 1 to confirm*
- To cancel, press the **# key**

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To review your personal calendar (3)

- Enter date range followed by the # key
  - *Wait to listen to your schedule...*

To check your pick list position (4)

- Enter date followed by the **# key**
  - *You have entered (date)*
  - *For (division) press 1*
  - *For advanced options press 2*
  - *For division 'x' press 1 etc...*
  - *Wait to listen to your position*
- *Press * to repeat*
- To continue, press the **# key**

To review working Opportunities (5)

- Enter date followed by the **# key**

***Wait to listen to a list of working* Opportunities**

To change your personal information (6)

- To record your name, **press 1**
  - Press the **# key** when done, speak after the tone
  - Press 1 to confirm
  - To cancel, **press the # key**
  - To review your name, **press 2**
- To change your password, **press 2**
  - Enter your new password followed by the **# key**
- To change your phone number, **press 3**
  - To enter primary phone number, **press 1**
  - To enter secondary phone number, **press 2**
  - To cancel, press the **# key**
  - Enter phone number followed by the **# key**
    - ***Press 1 to confirm***
    - To cancel, press the **# key**
- **To return to the previous menu, press the # key**
- **To repeat options, press the * key**

For advanced options (7)

- To receive daily roster by fax, **press 1**
  - Enter date followed by the **# key**
  - Enter your fax number followed by the **# key**
    - To send full Roster, **Press 1**
    - To send Limited Roster, **Press 2**
    - To cancel, press the **# key**
- To review staffing alarms, **press 2**
  - Enter date followed by the **# key**
    - To start automatically hiring, **press 1**
    - To skip, press the **# key**
- To approved requests, **press 3**
  - Enter a date range followed by the **# key**
    - To confirm, **press 1**
    - To cancel, Press the **# key**
- To re-login as another person, **press 4**
  - Enter ID number followed by the **# key**
- To return to the previous menu, press the # key
- To repeat options, press the *** key**

Date and Date Range Format

- Use Two digits when specifying month or day
- Date and Date Ranges are for today and future only
- Use military time

CALENDAR	TELESTAFF
January 3	0103
January 1st-January 29	01010129
March 6, 7 am – 2 am	030607000200

SHORTCUTS

CALENDAR	TELESTAFF
Today	000
Tomorrow	001
Entire month (Oct)	1000
Next 'x' days (5 days)	005

Note: Users are not able to access inbound phone options on an outbound call from TeleStaff.

LEVELS OF AUTHORITY

TeleStaff® has a security level system that determines what users can and cannot do, depending on their level of authority. Users such as Battalion Chiefs, for example, will have a higher level of authority than a Firefighter.

The levels of authority defined for the City of Roseville Fire Department are:

System Administrator (Level 1 & 2 Override Authority). This is an administrative access for a select few individuals to setup and maintain the system.

Battalion Chief (Level 1 & 2 Override Authority). BCs have the authority to add, edit and remove assignments for all personnel.

Fire Captain (Level 2 Override Authority). Captains have the authority to view profile information, use the Outbound function to fill and notify personnel, manage the roster and run reports.

Admin/Prevention (Level 2 Override Authority). Have the authority to view profile information, use the Outbound function to notify personnel, manage the roster and run reports.

Management (Level 2 Override Authority). Have the authority to view profile information, use the Outbound function to notify personnel, manage the roster and run reports.

Firefighter. Have the authority to post availability and request leave, view their own calendar, roster and profile information and may run reports on themselves.

Base Access. This authority is for posting availability, requesting leave and viewing the calendar; these are WebStaff users.

TELESTAFF SETUP CONFIGURATIONS

PROFILE SPECIALTIES

TTO – Truck Tiller Operator

TC – Truck Captain

TE – Truck Engineer

TR – Technical Rescue

WR – Water Rescue Technician

SM – Swat Medic

STEN – Strike Team Leader

STEN-T – STL Trainee

PM – Paramedic

HMS – Hazmat Specialist

FI – Fire Investigator

LFI – Lead Fire Investigator

ENGB – Engine Boss

PIO – Public Information Officer

VACANCY FILL PRIORITY

HIRING ORDER

BCs

1. **B1**

Captains

1. T1 Captain
2. T7 Captain
3. E1 Captain
4. E7 Captain
5. E5, E6, E9, E2, E3, E4 Captains

2. Engineers

1. T1 Engineer
2. T7 Engineer
3. E5, E6, E9, E2, E3, E4 Engineers

3. Firefighter/Paramedics

1. T1 Top Firefighter
2. T7 Top Firefighter

~~3. T1 Inside Firefighter~~

~~4. T7 Inside Firefighter~~

~~5.~~3. _____E1 Firefighter/Paramedic

~~6.~~4. _____E7 Firefighter/Paramedic

5. _E5, E6, E9, E2, E3, E4 Firefighter/Paramedics

~~7.~~6. _____ Relief Pool Firefighters

NON-SPECIALTY VACANCY CHAINS

BATTALION CHIEF

- Scheduled (SOD)
  1. Call Back Battalion Chief (sort: Any Station)
  2. Call Back Acting Battalion Chief (sort: Date stamp)
  3. Mandatory Force Hire Battalion Chief (sort: Mandatory Count)

- Day Of
  1. Call Back Battalion Chief (sort: Any Station)
  2. Call Back Acting Battalion Chief (sort: Date stamp)
  3. Mandatory Force Hire Battalion Chief (sort: Mandatory date stamp)

CAPTAINS

- Scheduled (SOD)
  4. Call Back Captain (sort: Same Unit)
  5. Call Back Captain (sort: Any Station)
  6. Pull Back Captain Acting as BC if available
  7. Call Back Acting Captain (sort: Date stamp)
  8. Mandatory Force Hire Captain (sort: Mandatory Count)

- Day Of
  4. Call Back Captain (sort: Same Unit)
  5. Call Back Captain (sort: Any Station)
  6. Pull Back Captain Acting as BC if available
  7. Call Back Acting Captain (sort: Date stamp)
  8. Mandatory Force Hire Captain (sort: Mandatory date stamp)

ENGINEERS

- Scheduled (SOD)
  1. Call Back Engineer (sort: Same Unit)
  2. Call Back Engineer (sort: Any Station)
  3. Pull Back Engineer Acting as Captain if available
  4. Call Back Acting Engineer (sort: Date stamp)
  5. Mandatory Force Hire Engineer (sort: Mandatory Count)

- Day Of
  1. Call Back Engineer (sort: Same Unit)
  2. Call Back Engineer (sort: Any Station)
  3. Pull Back Engineer Acting as Captain if available
  4. Call Back Acting Engineer (sort: Date stamp)
  5. Mandatory Force Hire Engineer (sort: Mandatory date stamp,)

FIREFIGHTER

- Scheduled (SOD)
  1. Relief Pool Firefighter
  ~~1.~~ 2. Call Back Firefighter (sort: Same Unit)
  ~~2.~~ 3. Call Back Firefighter (sort: Any Station)
  ~~3.~~ 4. Pull Back Firefighter Acting as Engineer if available
  ~~4.~~ 5. Mandatory Force Hire Firefighter (sort: Mandatory Count)

- Day Of
  1. Relief Pool Firefighter
  ~~1.~~ 2. Call Back Firefighter (sort: Same Unit)
  ~~2.~~ 3. Call Back Firefighter (sort: Any Station)
  ~~3.~~ 4. Pull Back Firefighter Acting as Engineer if available

4.—Mandatory Force Hire Firefighter (sort: Mandatory date stamp.)

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SPECIALTY VACANCY CHAINS – HAZMAT TRUCK

HAZMAT TRUCK – TRUCK CAPTAIN

- Scheduled (SOD)

1. Call Back Captain (sort: Same Unit)
2. Call Back HM Truck Qualified Captain (sort: Same Station)
3. Call Back HM Truck Qualified Captain (sort: Any Station)
4. Call Back Truck Qualified Captain (sort: Any Station)
5. Call Back HM Captain (sort:Any Station)
6. Call Back Captain (sort: Any Station)
7. Pull Back Captain Acting as Battalion Chief if available
8. Call Back Acting Captain (sort: Date stamp)
9. Mandatory Force Hire Captain (sort: Mandatory Count)

HAZMAT TRUCK – TRUCK ENGINEER

- Scheduled (SOD)

1. Call Back Engineer (sort: Same Unit)
2. Call Back HM Truck Qualified Engineer (sort: Same Station)
3. Call Back HM Truck Qualified Engineer (sort: Any Station)
4. Call Back Truck Qualified Engineer (sort: Any Station)
5. Call Back HM Engineer (sort: Any Station)
6. Call Back Engineer (sort: Any Station)
7. Pull Back Engineer Acting as Captain if available
8. Call Back Acting Engineer (sort: Date stamp)
9. Mandatory Force Hire Truck Qualified Engineer (sort: Mandatory Count)

HAZMAT TRUCK – TRUCK FIREFIGHTERS

- Scheduled (SOD)

1. Relief Pool Firefighter
1.2. Call Back Firefighters (sort Same Unit)
~~2.~~3. Call Back HM Truck Qualified Firefighter (sort: Same Station)
~~3.~~4. Call Back HM Truck Qualified Firefighter (sort: Any Station)
~~4.~~5. Call Back Truck Qualified Firefighter (sort: Any Station)
~~5.~~6. Call Back HM Firefighter (sort: Any Station)
~~6.~~7. Call Back Firefighter (sort: Any Station)
~~7.~~8. Pull Back Firefighter Acting as Engineer if available
~~8.~~9. Mandatory Force Hire Firefighter (sort: Mandatory Count)

SPECIALTY VACANCY CHAINS – HAZMAT ENGINE

HAZMAT ENGINE – ENGINE CAPTAIN

- Scheduled (SOD)

1. Call Back Captain (sort: Same Unit)
2. Call Back HM Captain (sort: Same Station)
3. Call Back HM Captain (sort: Any Station)
4. Call Back Captain (sort: Any Station)
5. Pull Back Captain Acting as Battalion Chief if available
6. Call Back Acting Captain (sort: Date stamp)
7. Mandatory Force Hire Captain (sort: Mandatory Count)

HAZMAT ENGINE – ENGINEER

- Scheduled (SOD)

1. Call Back Engineer (sort: Same Unit)
2. Call Back HM Engineer (sort: Same Station)
3. Call Back HM Engineer (sort: Any Statoin)
4. Call Back Engineer (sort: Any Station)
5. Pull Back Engineer Acting as Captain if available
6. Call Back Acting Engineer (sort: Date stamp)
7. Mandatory Force Hire Engineer (sort: Mandatory Count)

HAZMAT ENGINE – FIREFIGHTER

- Scheduled (SOD)

1. Relief Pool Firefighter
~~1.~~2. Call Back Firefighter (sort: Same Unit)
~~2.~~3. Call Back HM Firefighter (sort: Same Station)
~~3.~~4. Call Back HM Firefighter (sort: Any Station)
~~4.~~5. Call Back Firefighter (sort: Any Station)
~~5.~~6. Pull Back Firefighter Acting as Engineer if available
~~6.~~7. Mandatory Force Hire Firefighter (sort: Mandatory Count)

SPECIALTY VACANCY CHAINS – RESCUE

RESCUE TRUCK – TRUCK CAPTAIN

- Scheduled (SOD)

1. Call Back Captain (sort: Same Unit)
2. Call Back RQ Truck Qualified Captain (sort: Same Station)
3. Call Back RQ Truck Qualified Captain (sort: Any Station)
4. Call Back Truck Qualified Captain (sort: Any Station)
5. Call Back RQ Captain (sort: Any Station)
6. Call Back Captain (sort: Any Station)
7. Pull Back Captain Acting as Battalion Chief if available
8. Call Back Acting Captain (sort: Date stamp)
9. Mandatory Force Hire Captain (sort: Mandatory Count)

RESCUE TRUCK – TRUCK ENGINEER

- Scheduled (SOD)

1. Call Back Engineer (sort: Same Unit)
2. Call Back RQ Truck Qualified Engineer (sort: Same Station)
3. Call Back RQ Truck Qualified Engineer (sort: Any Station)
4. Call Back Truck Qualified Engineer (sort: Any Station)
5. Call Back RQ Engineer (sort: Any Station)
6. Call Back Engineer (sort: Any Station)
7. Pull Back Engineer Acting as Captain if available
8. Call Back Acting Engineer (sort: Date Stamp)
9. Mandatory Force Hire Truck Qualified Engineer (sort: Mandatory Count)

RESCUE TRUCK – TRUCK FIREFIGHTERS

- Scheduled (SOD)

1. Relief Pool Firefighter
~~1.~~2. Call Back Firefighter (sort: Same Unit)
~~2.~~3. Call Back RQ Truck Qualified Firefighter (sort: Same Station)
~~3.~~4. Call Back RQ Truck Qualified Firefighter (sort: Any Station)
~~4.~~5. Call Back Truck Qualified Firefighter (sort: Any Station)
~~5.~~6. Call Back RQ Firefighter (sort: Any Station)
~~6.~~7. Call Back Firefighter (sort: Any Station)
~~7.~~8. Pull Back Firefighter Acting as Engineer if available
~~8.~~9. Mandatory Force Hire Firefighter (sort: Mandatory Count)

RESCUE ENGINE – ENGINE CAPTAIN

- Scheduled (SOD)

    1. Call Back Captain (sort: Same Unit)
    2. Call Back RQ Captain (sort: Same Station)
    3. Call Back RQ Captain (sort: Any Station)
    4. Call Back Captain (sort: Any Station)
    5. Pull Back Captain Acting as Battalion Chief if available
    6. Call Back Acting Captain (sort: Date stamp)
    7. Mandatory Force Hire Captain (sort: Mandatory Count)

RESCUE ENGINE – ENGINE ENGINEER

- Scheduled (SOD)

    1. Call Back Engineer (sort: Same Unit)
    2. Call Back RQ Engineer (sort: Same Station)
    3. Call Back RQ Engineer (sort: Any Station)
    4. Call Back Engineer (sort: Any Station)
    5. Pull Back Engineer Acting as Captain if available
    6. Call Back Acting Engineer (sort: Date Stamp)
    7. Mandatory Force Hire Engineer (sort: Mandatory Count)

RESCUE ENGINE – FIREFIGHTER

- Scheduled (SOD)
    1. Relief Pool Firefighter
    ~~1.~~2. Call Back Firefighter (sort: Same Unit)
    ~~2.~~3. Call Back RQ Firefighter (sort: Same Station)
    ~~3.~~4. Call Back RQ Firefighter (sort: Any Station)
    ~~4.~~5. Call Back Firefighter (sort: Any Station)
    ~~5.~~6. Pull Back Firefighter Acting as Engineer if available
    ~~6.~~7. Mandatory Force Hire Firefighter (sort: Mandatory Count)

WEBSTAFF

Accessing WebStaff:

- http://www.TeleStaff.net/
- Log in using TeleStaff® user ID and password
- Access Code - 2068

GLOSSARY

Vacation Leave: .....Taken at a minimum of eight (8) hours at a time up to twenty-four (24) hours in one (1) hour increments.

Holiday Leave: .....Taken at a minimum of eight (8) hours at a time up to twenty-four (24) hours in one (1) hour increments.

Comp Time Earned (CTO): ...Subject to FLSA regulations, permanent and probationary operations employees may, with the prior approval of their supervisor, accrue up to 144 hours of compensatory time off in lieu of overtime pay. The accrual rate of compensatory time shall be 1.5 hours for each hour of compensatory time worked.

Emergency Leave:.....The Battalion Chief may grant emergency leave to personnel who need time off for emergency purposes.

Sick Leave: .....Employees calling in sick are required to call no later than 0600 hours on their assigned workday. Refer to the sick leave policy for specific procedure.

Special Dates: .....Shift personnel do not have available slots on the calendar for the following holidays:

- Thanksgiving Day
- Christmas Eve (December 24)
- Christmas Day (December 25)

Shift employees who are scheduled to work on these holidays do have the opportunity to find a replacement worker for Thanksgiving, Christmas Eve, or Christmas; however, it is the responsibility of the scheduled worker to identify his/her volunteer replacement worker (qualified & rank-for-rank).

SOG
1.02.0200
ADMINISTRATION

Unit Bidding

PURPOSE: To provide opportunity for personnel to select their desired unit assignment.

POLICY: Unit bidding will be conducted every two (2) years and will be made based upon seniority bid in the employee's current position. Management retains the right to assign and or move personnel based upon department need (e.g. disciplinary action, succession planning, to meet qualified staffing needs or to balance open position equity across shifts).

AUTHORITY: The bidding process will be administered by the Staffing Officer.

PROCEDURE:

I. TIMELINE

A. The bidding process will be evaluated annually (April – May) by a mutually agreed upon collaboration of persons representing both Labor and Management. Process amendments will be submitted to the Fire Chief for approval.

B. Unit bidding shall be processed every two (2) years during the month of September. The process will be completed by October 1st and changes will take effect on the first day of the first pay period in the next calendar year.

C. Personnel will be notified at least seven (7) days in advance of their assigned bid day. It will be the responsibility of the employee to post their bid selection (in person or by proxy) on the assigned day; failure to do so will be considered a voluntary forfeiture of the privilege.

II. BID RESTRICTIONS

A. Labor and Management will complete a roster evaluation prior to initiation of the bid process; the evaluation will identify areas of concern and known employee restrictions. Employees will be noticed in advance of the process and options will be identified.

B. Management will complete a roster evaluation prior to initiation of the bid process; the evaluation will identify positions that are vacant and eligible for bidding. Employees will be noticed in advance of what positions are being filled in the shift bid process.

A.C.

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~~B.~~D. UNIT PRE-REQUISITES:

Personnel bidding the following units must be qualified as outlined below.

UNIT REQUIREMENTS	Captain	Engineer	Firefighter #1	Firefighter # 2 *
Engine 1	HM • RS1	HM • RS1	ALS • RS1 • HM	
Engine/Grass 2			ALS	
Engine 3			ALS	
Engine/Grass 4			ALS	
Engine/Brush 5	ENGB		ALS	
Engine/Brush 6	ENGB		ALS	
Engine 7	RS1 • RS2 CSR • TR	RS1 • RS2 CSR • TR	ALS • RS1 • RS2 CSR • TR	
Engine/Brush 9			ALS	
Truck/Hazmat 1	TC • HM RS1	TC • HM RS1	ALS • TO • HM • RS1	TO • HM RS1
Truck/Rescue 7	TC • RS1 RS2 • TR • CSR	TC • RS1 RS2 • TR CSR	ALS • TO • RS1 RS2 • CSR • TR	TO • RS1 RS2 • CSR • TR
Relief Pool	ALS			

ALS = Paramedic
RS1 = Rescue Systems 1
CSR = Confined Space Rescue
TC = Truck Certified
ENGB = Engine Boss

HM – Hazmat Technician or Specialist
RS2 = Rescue Systems 2
TR = Trench Rescue
TO = Tiller Operator
* When Firefighter 2 Vacancies are filled

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~~C.~~E. Employees denied their submitted bid will receive a written justification for the denial from the Staffing Officer at the conclusion of the bid process.

III. DEPARTMENT NEED

A. The following are pre-designated needs that must be met through either seniority bidding or direct assignment. Should direct assignment be necessary, assignment(s) will be made using qualified persons having the least seniority.

1. HAZMAT: A total of six (6) Hazmat Specialists/Technicians must be assigned to Fire Station 1 (i.e. Hazmat Taskforce). ~~The FF/P assigned to Engine 1 may be a trainee; hazmat certification must be achieved in one (1) year.~~ The Hazmat Program Manager must be assigned to Fire Station 1. Firefighters assigned to Fire Station 1 must be certified as Tiller Operators within one (1) year. The Engineer assigned to Engine 1 must be certified as a Truck Operator within one (1) year.

2. TECHNICAL RESCUE / USAR: A total of six (6) rescue specialists/technicians must be assigned to Fire Station 7 (i.e. Rescue Taskforce); employees must be certified in RS1, RS2, Confined Space Rescue and Trench Rescue. ~~The FF/P assigned to Engine 7 may be a trainee; rescue certification must be achieved in one (1) year.~~ The

Technical Rescue/USAR Program Manager must be assigned to Fire Station 7. Firefighters assigned to Fire Station 7 must be certified as Tiller Operators within one (1) year. The Engineer assigned to Engine 7 must be certified as a Truck Operator within one (1) year.

3. STRIKE TEAMS: Fire Station 5, ~~and~~ Fire Station 6, and Fire Station 9 have been designated for out-of-county strike team response; personnel bidding these stations are expected to be willing and ready to respond to unplanned out-of-county strike team requests and engage in additional training as needed. Captains bidding stations 5 & 6 (with Type III apparatus) must be certified as an Engine Boss.

IV. PROBATIONARY FIREFIGHTERS / ENGINEERS

Probationary employees may bid by seniority, but will be assigned according to their specific needs. Probationary employees will typically be rotated every six (6) months; potentially impacting non-probationary employees. Employees rotated during the bid cycle due to probationary needs will maintain their bid assignment and return to their assigned unit once the probationary needs are met. Typically, probationary personnel will be assigned to busier stations (i.e. Fire Stations 1, 2, 3 and 5); personnel bidding into units at those stations may be subjected to temporary moves.

V. MUTUAL AGREEMENT

A "Mutual Agreement" is an agreement between two (2) employees to temporarily swap unit assignments for up to six (6) months (e.g. for personal need or professional development). An employee may enter into a Mutual Agreement once during a bid cycle; the agreement may go across shift boundaries, but cannot result in cost to the department. A proposed Mutual Agreement is to be submitted in writing through the chain-of-command and will be subject to the approval of the Division Chief of Operations.

VI. SHIFT VACANCIES

Vacancies that occur during the bid cycle will be handled as follows:

1. Vacancies occurring in the first eighteen (18) months of a bid cycle will be seniority bid by personnel on the affected shift first; the option will then be made available to all shifts. This is an opportunity for employees to move shifts; however, requests to move shifts are subject to Management approval. A maximum of three (3) personnel moves will be allowed when filling

vacancies. Any remaining vacancy(s) may be filled by hiring, promotion, assignment or the position may be identified as a Long-Term Vacancy.

2. A vacancy created in the final six (6) months of a bid cycle will be filled by hiring, promotion, assignment or the position may be identified as a Long-Term Vacancy.

3. A "Long-Term Vacancy" is an open position which is not being filled with a specified person. Long-Term Vacancies within various ranks will be distributed equitably across shifts.

VII. SHIFT TRANSFERS

Shift transfers will be considered on a case-by-case basis and cannot result in overtime costs to the department. Transfers may be considered to balance long-term vacancy equity across shifts. Employees seeking transfer approval when shift balance already exists must find another employee willing to make a swap in order to maintain shift balance. Employees may submit a request in writing through the chain-of-command; the request will be subject to the approval of the Division Chief of Operations.

References:

- IAFF Local 1592 • Roseville Fire Fighters – Memorandum of Understanding
- FIRESCOPE ICS 420-1 • Field Operations Guide (2012 edition)

APPROVED: DATE:

~~November 05, 2014~~

Rick Bartee~~Marcus O. Reed~~
Fire Chief

Standards of Cover 2015

Roseville Fire Department

CITY OF ROSEVILLE CALIFORNIA

20158 STANDARDS of COVER

Introduction

Roseville Fire Department's ***Standards of Cover*** is a comprehensive report that highlights community demographics, risk, resource deployment, concentration of personnel and response reliability. It is the result of a review process known as deployment analysis. This is a process where guidelines and standards from the National Fire Protection Association (NFPA), the Commission on Fire Accreditation International (CFAI) – *8th Edition Fire and Emergency Services Self-Assessment Manual*, the American Heart Association and the Insurance Services Office – *Fire Suppression Rating Schedule* are used to determine the distribution and concentration of fixed and mobile resources along with an intensive risk analysis of hazards within the City of Roseville. This report provides a valuable review of past performance and offers strategic recommendations aimed at ensuring safe and effective emergency response.

Standards of Cover Team

Fire Chief ~~Brian Kelly~~Rick Bartee

Assistant Chief ~~Kathy Finney~~Brian Diemer

Assistant Chief Greg James

Division Chief Jason Rizzi

~~Division Chief Brian Diemer~~

~~Division Chief Greg James~~

Division Chief David Dolson

~~Fire Inspection Supervisor Rob Arnett~~

GIS Specialists ~~Dorothee Moss & Corey Yeoman~~Dan Funderburg

Administrative Analyst Katrina Rostam

Administrative Assistant Natalie Rickman

Office Assistant Jenny Neeley

Version 1.2 October 21, 2015

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Executive Summary

This Standards of Cover (SOC) report for the Roseville Fire Department aims to provide elected officials, citizens, customers, cooperating agencies and department members an overview of the assets at risk (people, possessions, homes, businesses, cultural assets, environment, etc.) and the methods the Roseville Fire Department will employ to assess those fire and non-fire risks. The SOC defines the baseline emergency response and identifies service delivery performance. It is to be used in conjunction with the 2015 Roseville Fire Department Strategic Plan. Developing the report requires research, study and evaluation in a number of key areas including risk, critical tasks, service level objectives, deployment plans, reliability measures and historical performance.

Fire stations are located strategically throughout the community in order to place resources within acceptable response distance to the areas that the assigned resources are expected to serve. Response time is one of the most important measurements of fire department performance. Time is critical – two commonly referred to criteria used to quantify the importance of fire department response include (1) time of flashover in a structure fire (where a fire goes beyond the control capability of a single alarm) and (2) the time where irreversible brain damage and chances for successful resuscitation are greatly reduced on an EMS call for patients that are pulseless and non-breathing.

The Roseville Fire Department has established six response performance measures based on its current capabilities and resources, along with a benchmark time (goal to reach) and our baseline, or current times.

RFD Overall Priority Call Baseline Response Times:

All Incidents - Department-Wide 90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:49 (53,526)	02:03 (9,317)	01:56 (9,281)	01:42 (9,941)	01:41 (10,178)	01:44 (10,225)	01:48 (4,584)
Turnout	01:56 (50,986)	01:56 (8,756)	01:56 (8,637)	01:54 (9,265)	01:55 (9,479)	01:55 (9,629)	02:01 (5,220)
Travel-Distribution	05:11 (53,286)	05:11 (9,131)	05:05 (9,124)	05:11 (9,706)	05:08 (9,864)	05:15 (10,024)	05:18 (5,437)
Call to Arrival-Distribution	07:39 (54,153)	07:51 (9,262)	07:41 (9,232)	07:36 (9,882)	07:30 (10,074)	07:38 (10,191)	07:38 (5,512)

The number in parentheses is the number of calls assessed for that statistic. The smaller the number, the chance for error is increased. These categories are further broken down by call and station later in this SOC.

Overall, Roseville Fire's baseline response goals are within reasonable time standards for a community of our size and risk. The benchmark goals are not necessarily goals we will ever reach, but are used as best case scenarios and as a measurement to identify how we can strive to improve in each area of response. The five year trend shows our EMS response improved so much that the benchmark was lowered from 08:12 to 07:12.

The chart below summarizes our six response measures:

Response Goal	Benchmark Time	Current Baseline	Comments
#1 – First Due Fire	07:55	08:35 (2010-2015) 08:12 (2014) 07:27 (2015 Q1Q2)	New benchmark time established in 2015 since 08:12 was met.
#2 – Fire ERF "Building Fires"	11:30	11:54 (2010-2015) 13:38 (2014) 13:13 (2015 Q1Q2)	Assess if arrival times can be verified with AVL through CAD.
#3 – EMS	07:12	07:24 (2010-2015) 07:27 (2014) 07:34 (2015 Q1Q2)	New benchmark time established in 2015 since 08:12 was met.
#4 – HazMat	08:12	09:04 (2010-2015) 09:14 (2014) 08:20 (2015 Q1Q2)	HazMat calls are not always situations to rush into. More analysis needed.
#5 - Rescue	07:55	08:03 (2010-2015) 08:08 (2014) 08:17 (2015 Q1Q2)	New benchmark time established in 2015 since 08:12 was met.
#6 – Response Reliability	80%	>86% in all districts	

See Response Goal Statements beginning on page 69

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Key Findings

Key Finding 1

Obtaining consistent, accurate data continues to be a challenge, both inputting correct data and utilizing technology to output meaningful data that flags for errors. Better data input will provide more accurate data, specifically of the Effective Response Force (ERF).

Recommendations:

- Continue to train crews on required data fields and importance of accurate entry.
- Company and Chief Officers need to thoroughly check all data entries daily.
- Develop an automated report system where daily reports are automatically sent to report writers alerting them to issues.
- Evaluate if Automatic Vehicle Location (AVL) software through CAD can verify arrival times.

Key Finding 2

Call processing is not meeting benchmark goals and call transfer time was difficult to analyze in the old Tiburon CAD.

Recommendations:

- New World™ CAD was installed in May, 2015, and we are waiting to assess all components of call receiving, processing and Emergency Medical Dispatch (EMD) instruction delivery.
- The Public Safety Answering Point (PSAP) is purchasing a new telephone system that will link non-911 calls to the state's ECaTs, allowing much better data tracking of individual calls for service through the entire system. This data can help identify non-emergency calls so we can look at alternative care models other than 911 ambulance transport for patients that do not need ambulance transport, but need other types of care.

Key Finding 3

Turnout times are above the 2:00 minute goals. Past turnout time performance was difficult to calculate due to MDC issues, older style station notification systems, and lack of clarity in pre-alerts so crews didn't know if calls were for them or another company. All stations have been updated with ComTech Alerting Systems and data is being monitored to see if improvements have a corresponding drop in turnout time. New World™ CAD has the capability to use department and personal phones to send call alerts via "Active 911". This system was instituted in August, 2015 and will be closely monitored.

Recommendations:

- Monitor recent upgrades to see if our objectives are being met.
- Differentiate night versus day turnout standards.
- Perform time study of turnout time from sleeping quarters to apparatus.
- Continue installation of Decision Support Software via New World to assess station notification issues.

Key Finding 4

As calls for service continue to increase impacting unit reliability, especially in core areas, new staffing patterns should be evaluated to augment response during peak times.

Recommendation:

- Possibly staff a floating engine or "peak activity unit" during mandatory trainings or when other special staffing patterns are in effect to ensure unit reliability is maintained.

Key Finding 5

Roseville Fire has adopted a best practice response deployment model through the annual performance-based budget process, data analysis, performance measures and the SOC document. The current response performance measures have not been adopted by the City Council.

Recommendation:

- Seek the City Council's approval of the Standards of Cover document.

Section 1: The City of Roseville

Organizational Overview

The City of Roseville is located in California on the southwest edge of Placer County, bordering Sacramento County. The City of Roseville (the City) began as a railroad junction in 1864 and was called, Roseville Junction. Renamed Roseville City, the City was incorporated in 1909 and officially became a chartered city in California in 1955. In 1907, a fire protection committee was established and thus was born the Roseville Fire Department. The original city had less than 2,500 persons and has grown to over 128,382 (as of 1/1/2015), and covers 43.05 square miles. The Roseville Fire Department is legally established as a department in the City of Roseville, which is the largest city in Placer County. The City operates under a council/manager system with five city council members elected at large, with one being the Mayor and one being the Mayor Pro-Tem. Council ensures compliance with the basic agency policies through the annual budget review and approval process that includes program performance reviews.

Fire Department Milestones

2015

- July 2015, Roseville Fire receives an ISO Public Protection Classification rating of 02 out of 10.
- Reorganization of chief officer staffing: Division Chief of Operations reclassified to the Assistant Fire Chief position. Division Chiefs of Training and EMS report to the Assistant Fire Chief.
- PIO position allocated.

2014

- The Tower Rescue Program was eliminated due to budgetary and training limitations.
- A retrospective study of fire alarm response over the past 10 years changed the residential and commercial fire alarm response to a single company responding code 2 (no lights and sirens) for a single electronic signal (with no other signs of fire). Water flow, multiple calls, report of smoke or call specific indicators of not just a false alarm continue to get a full structure response code 3 (response with lights and sirens).
- Addition of Office Assistant position.
- Chief Marcus Reed leaves employment November, 2014; Interim Chief Brian Kelly arrives in January, 2015.

2013

- Fire Station 9 was opened in May, providing coverage to the West Roseville Specific Plan. The Engine 8 crew and apparatus were moved from Fire Station 8 to Fire Station 9 and Fire Station 8 was closed.

- Fire Administration was re-organized in October; this added three additional Division Chief positions and one Administrative Battalion Chief. This eliminated the Assistant Fire Chief and the second 24-hour Battalion Chief positions, leaving only three (3) 24-hour line Battalion Chiefs (one per shift).

- The Inflatable Rescue Boat (IRB) program was eliminated due to budgetary and training limitations.

2012

- A radio —pre-alert system was initiated, improving total response time to emergencies by 13%.

- Fire Chief Marcus Reed assumes leadership of the organization.

- The tactical EMS program was started in conjunction with Roseville PD's SWAT Team. Three (3) FF/P's were trained to respond with PD in SWAT situations.

- A Safer Grant worth $2.2 million was awarded in September providing funding for eight (8) positions over a two (2) year period.

2011

- An economic recession and subsequent budget decrease led to down staffing: several positions in administration were cut and line positions that were vacated from retirements were not filled – including two (2) Battalion Chief positions. Truck 7 (T7) and Engine 7 (E7) were each downsized by one person resulting in the formation of Light Force 7 (LF7) where the five members worked together between E7 and T7 operating as one resource with three (3) on the truck and two (2) on the engine.

- Interim Fire Chief Wynn Lotta assumed leadership of the organization.

2010

- Roseville Fire Department was re-accredited and described as a very dynamic and progressive department.

- Fire Chief Ken Wagner retired and Interim Fire Chief Dean Grundy assumed leadership of the organization.

- The Dive Rescue Program was eliminated due to budget constraints.

2007

- With a population of 106,266, the Roseville Fire Department received an Insurance Services Office (ISO) Public Protection Classification Rating of 03 out of 10.

- Fire Station 7 opened, providing coverage to the north-central areas of Roseville. Engine 7, Truck 7 (T7) and Battalion 8 (the second 24-hour Battalion Chief) were staffed.

2006

- Temporary Fire Station 7 was opened with Engine 7 (E7) in a temporary trailer until Fire Station 7 was completed.

2005

- Accredited through the Commission on Fire Accreditation International (CFAI), now called Center for Public Safety Excellence (CPSE).
- Fire Station 8 was opened at a temporary location at 1020 Winding Creek Rd (north Roseville).

2000

- Fire Chief Ken Wagner assumed leadership of the organization

1989

- EMT II personnel upgrade to the paramedic level.

1985

- An EMS service enhancement with upgrade of Emergency Medical Technician (EMT) II's providing limited advanced life support services.

Incident Milestones

2015

- Red Robin and Rubio's fire on the same night.

2013

- Maidu Urban Interface Wildland Fire – spread into adjacent neighborhoods and resulted in damage to four (4) homes.
- The Duran Incident – an active shooter event that resulted in three (3) police officers being shot; deployed RFD SWAT Medics provided immediate, lifesaving care to one (1) police officer.

2010

- Westfield Galleria Mall Fire (Arson) – fire resulted in 55 million dollar loss and prompted the declaration of a State of Emergency by Governor Schwarzenegger due to the impact to the local economy.

2006

- Small plane crashes into two (2) houses killing three (3) people and destroying both houses.
- Ross Department Store fire.

1994

- American Furniture Store Fire.

1990

- Large area flooding – 358 structures sustained flooding, considered to be the flood of record.

1989

- Riverside Hotel Fire – one death, several major injuries and loss of a two-story older hotel.

1986

- Large area flooding – 209 structures incurred flooding.

1973

- Southern Pacific Railroad switching yard munitions explosions caused 24 million dollar loss in property damage.

Department Budget

The City Manager and the City Council approve the administrative structure of the fire department through its annual budget process. The City uses a one-year budget cycle to prepare the annual operating budget and capital improvement plan based on a July through June fiscal year. Quarterly program performance reports are reported for each program within the department. The fire department is funded through the City general fund. Revenue for fire and EMS is received through the general revenue of the city primarily from property tax. Additionally, revenue from fees-for-service activities such as plan checking and fire inspections, as well as hazardous materials and driving under-the-influence (DUI) cost recovery reimbursement programs, also contribute to department revenue.

Year	Salaries & Benefits	Materials & Supplies	Capital Outlay	Reimbursed Expenditures	Total
FY 9/10	21,748,687	2,447,326	718,304	(21,637)	24,892,680
FY 10/11	18,595,519	2,145,521	345,961	(13,226)	21,073,775
FY 11/12	18,923,878	2,154,251	1,522,557	(33,567)	22,567,119
FY 12/13	22,555,922	2,546,460	429,981	(57,260)	25,475,103
FY 13/14	22,990,538	2,509,860	0	(6,533)	25,493,865
FY 14/15	24,944,535	3,088,054	62,301	(359,020)	27,735,600

Year	Admin Personnel	Operations BC's	Prevention Personnel	Operations Personnel	Total Personnel
FY 9/10	7	6	10	96	119
FY 10/11	9	6	9	96	120
FY 11/12	9	4	7.5	90	110.5
FY 12/13	7	4	8	90	109
FY 13/14	11	3	9	96 (6 vacancies)	119
FY 14/15	11	3	10	96	120

Roseville - Census Bureau and Demographics

People Quick Facts	Roseville	California
Population, 2012 estimate	124,519	37,999,878
Population, 2010 estimate	118,790	37,253,959
Population, percent change April 1 2010 to July 1, 2012	4.8%	2.0%
Persons under 5, percent 2010	6.8%	6.8%
Persons Under 18, percent 2010	26.3%	25%
Persons 65 years and under, percent, 2010	13.4%	11.4%
Female, percent, 2010	52.1%	50.3%
White alone, percent	79.3%	57.6%
Black or African American alone, percent 2010	2.0%	6.2%
American Indian and Alaska Native alone, percent, 2010	0.7%	1.0%
Asian alone, percent, 2010	8.4%	13%
Native Hawaiian and other Pacific Islander alone, percent, 2010	0.3%	0.4%
Two or more races, percent, 2010	5.0%	4.9%
Hispanic or Latino, percent, 2010	14.6%	40.1%
Living in same house 1 yr and over, percent, 2008-2012	82.1%	84.2%
Foreign born persons, percent, 2008-2012	12.8%	27.1%
Language other than English spoken at home, percent at age 5, 2008-2012	18.2%	43.5%
High School Graduate or higher, percent of persons age 25+, 2008-2012	93,9%	81%
Bachelor's degree or higher, percent of persons age 25+, 2008-2012	34.8%	30.5%
Veterans, 2008-2012	9,241	1,952,910
Mean travel time to work (minutes), workers age 16+, 2008-2012	25.9	27.1
Housing Units, 2010	47,757	13,680,081
Homeownership rate, 2008-2012	65.7%	56%
Housing Units in multi-unit structures, percent 2008-2012	23.5%	30.9%
Median Value of owner occupied housing units, 2008-2012	$326,700	$383,900
Households, 2008-2012	45,015	12,466,331
Persons per household, 2008-2012	2.64	2.93
Per Capita money income in past 12 months, 2008-2012	$33,788	$29,551
Median household income, 2008-2012	$74,579	$61,400
Persons below poverty, percent, 2008-2012	8.3%	15.3%
Business Quick Facts		
Total number of firms, 2007	11,321	3,425,510
Women-owned firms, percent, 2007	28.9%	30.3%
Manufacturer shipments, 2007 ($1000)	2,114,736	491,372,092
Retail Sales, 2007 ($1000)	3,923,158	455,032,270
Retail Sales per capita, 2007	$36,243	$12,561
Accommodation and food services sales, 2007 ($1000)	344,184	80,852,787
Geography Quick Facts		
Land Area in square miles, 2010	36.22	155,779.22
Persons per square mile, 2010	3,279.4	239.1

In 2013, Roseville was in the top 10% of highest growth cities/counties. From 2009 through 2013, Roseville was in the top 2 of the fastest growing cities in Placer County.

Roseville Growth Rate		California Growth Rate	
Roseville 2013-2014	1.80%	California 2013-2014	0.90%
Roseville 2012-2013	1.20%	California 2012-2013	0.88%
Roseville 2011-2012	1.50%	California 2011-2012	0.80%
Roseville 2010-2011	2.00%	California 2010-2011	0.70%
Roseville 2009-2010	2.60%	California 2009-2010	0.92%

California all Cities/County Growth Rates 2013-2014		
1.8% and above	57	9.60%
> 1% and <1.8	104	17.51%
0.5%-1%	269	45.29%
<0.5%	164	27.61%
	594	100.00%

For a full Demographic, Development and Employment Profile from the Roseville Office of Economic Development, click this link:

http://roseville.ca.us/civicax/filebank/blobdload.aspx?blobid=20515

Roseville is a net importer of jobs with the daytime population increasing to over 150,000 people, meaning demand for emergency services will typically be higher in the daytime because of the influx of people during business hours.

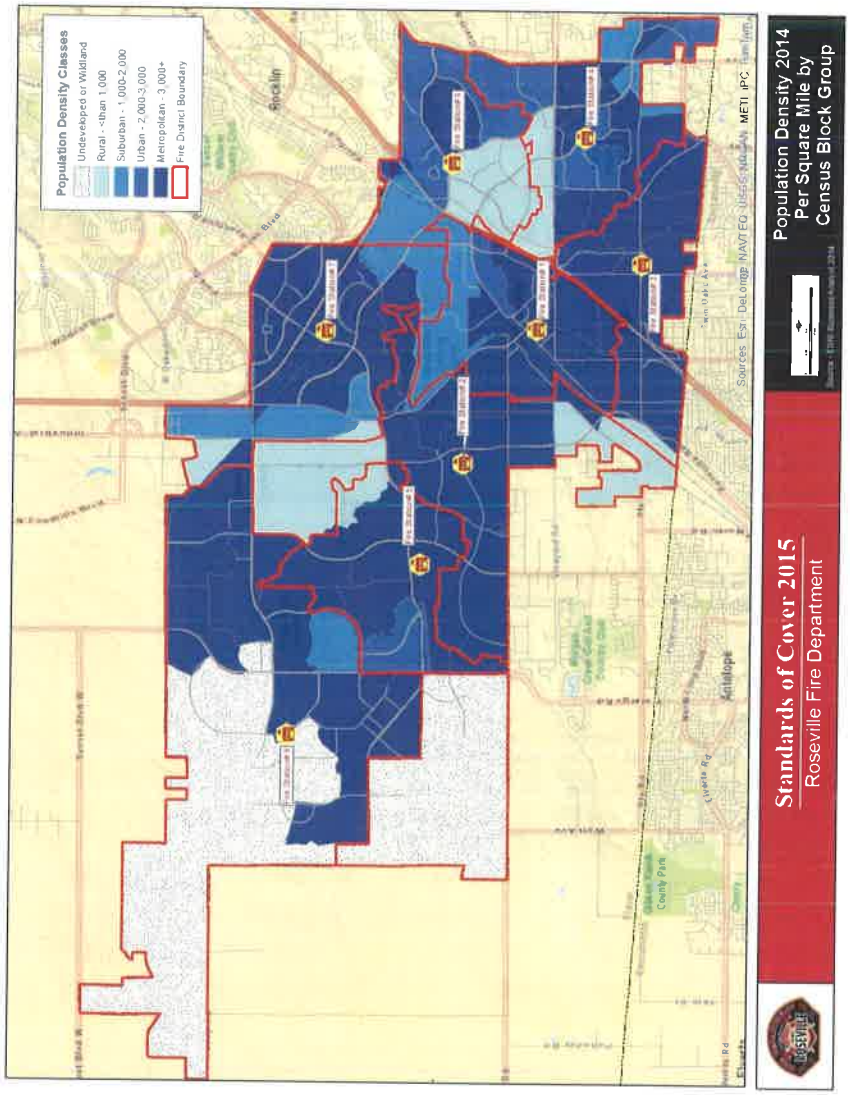
Population Density by First Due District

Roseville Population Numbers and Density Classes

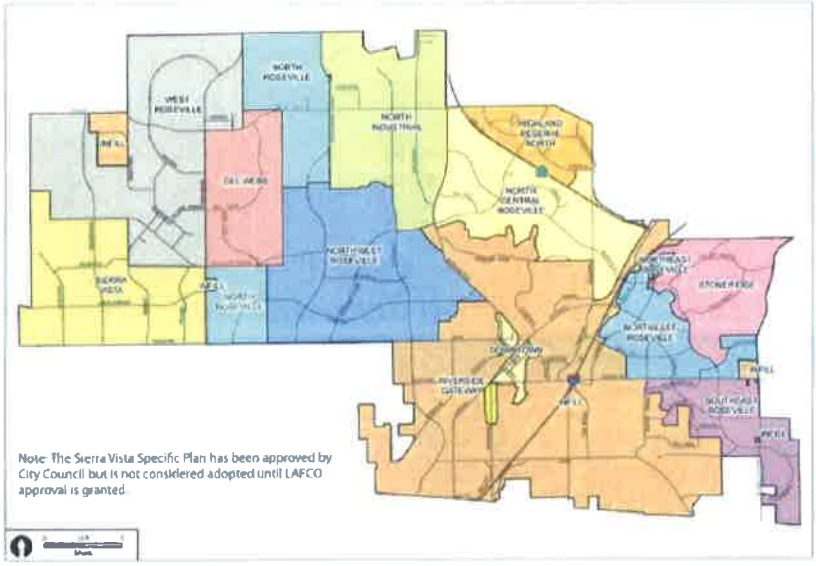
District Density	Citywide Total		District 1		District 2		District 3		District 4		District 5		District 6		District 7		District 9	
	Population	%	Population	0%	Population	7%	Population	0%	Population	0%	Population	0%	Population	10%	Population	0%	Population	0%
Rural <1,000	2,480	2%	0	0%	1,747	7%	0	0%	0	0%	0	0%	733	10%	0	0%	0	0%
Suburban 1,000-2,000	7,223	6%	626	4%	0	0%	0	0%	3,011	21%	0	0%	768	11%	2,101	14%	717	3%
Urban 2,000-3,000	9,485	7%	580	4%	0	0%	0	0%	4,978	35%	1,387	11%	2,540	35%	0	0%	0	0%
Metropolitan 3,000+	109,348	85%	13,026	92%	23,678	93%	16,182	100%	6,288	44%	11,742	89%	3,168	44%	12,451	86%	22,813	97%
Total Population	128,536	100%	14,232	100%	25,425	100%	16,182	100%	14,277	100%	13,129	100%	7,209	100%	14,552	100%	23,530	100%

Population estimates as of January 1, 2015, Roseville GIS

Population Density 2014



Specific Plans



Del Webb
Adopted: December 15, 1993
Acres: 1,202
Units: 3,110 single family
100 multi-family

Downtown
Adopted: April 1, 2009
Acres: 176
Units: 255 single family
117 multi-family

Highland Reserve North
Adopted: June 7, 1997
Acres: 678
Units: 1,018 single family
651 multi-family

Infill
Adopted: NA
Acres: 8,479
Units: 11,076 single family
4,340 multi-family

North Central
Adopted: July 5, 1990
Acres: 1,715
Units: 1,827 single family
2,299 multi-family

North Industrial
Adopted: NA
Acres: 2,045
Units: 643 single family
400 multi-family

North Roseville
Adopted: August 6, 1997
Acres: 1,552
Units: 3,987 single family
363 Eskaton Village units
1,004 multi-family

Northeast Roseville
Adopted: April 8, 1987
Acres: 884
Units: 615 single family
465 multi-family

Northwest Roseville
Adopted: May 10, 1989
Acres: 2,663
Units: 6,566 single family
2,502 multi-family

Riverside Gateway
Adopted: March 15, 2006
Acres: 50
Units: 4 single family
29 multi-family

Southeast Roseville
Adopted: April 20, 1988
Acres: 1,026
Units: 1,779 single family
1,384 multi-family

Stoneridge
Adopted: March 18, 1998
Acres: 1,117
Units: 2,012 single family
895 multi-family

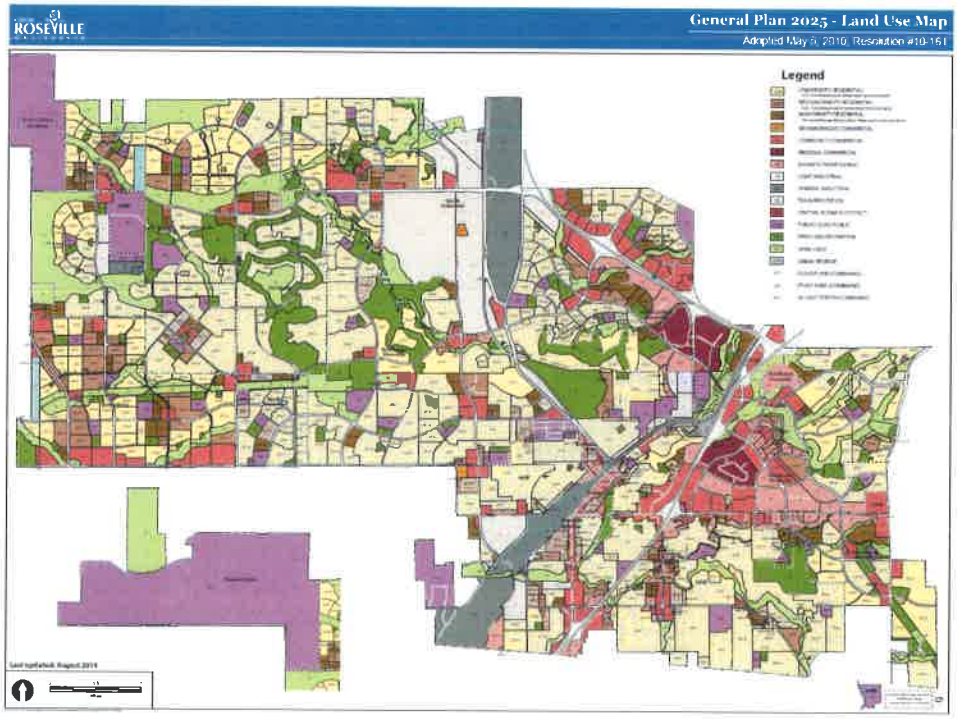
West Roseville
Adopted: February 23, 2004
Acres: 3,162
Units: 5,802 single family
2,791 multi-family

Land Use Breakdown 2014

Existing Land Use Inventory - Acreage & Percentage of Existing Uses

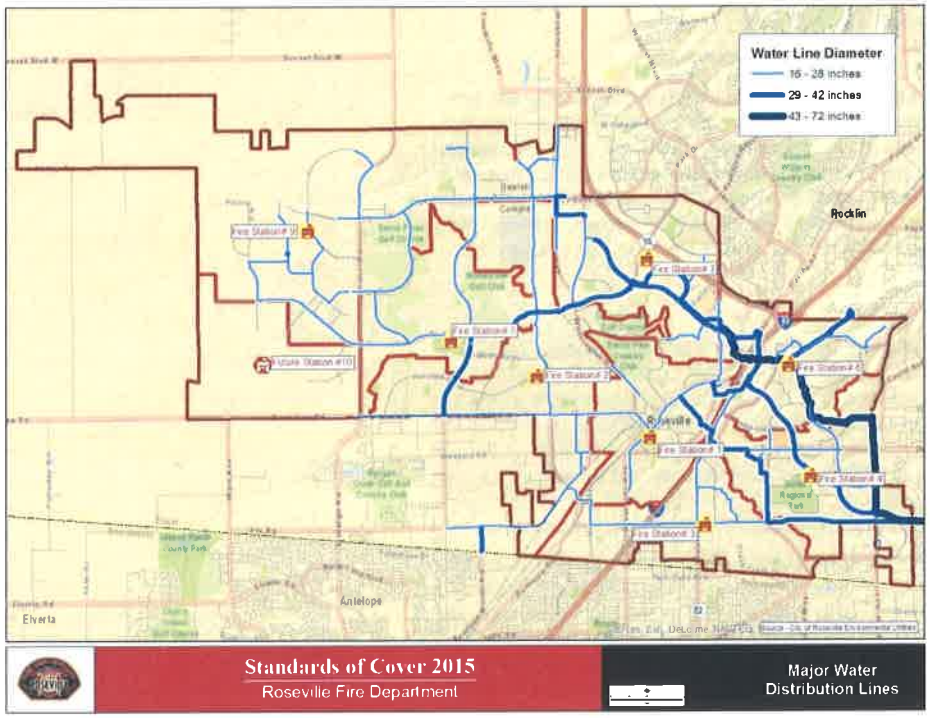
Existing Use	Citywide		District 1		District 2		District 3		District 4		District 5		District 6		District 7		District 9		District 10	
	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%
Commercial/Retail	1,386	5%	118	5%	157	4%	102	5%	186	8%	18	1%	337	16%	442	14%	26	0%	77	4%
Business Professional/Office	656	2%	29	1%	24	1%	83	4%	263	11%	4	0%	144	7%	89	3%	20	0%	0	0%
Industrial	1,219	4%	49	2%	542	14%	44	2%	27	1%	13	1%	44	2%	271	9%	201	3%	0	0%
Residential	7,468	27%	749	34%	1,413	36%	986	47%	880	36%	884	42%	440	21%	703	22%	1,415	19%	0	0%
Public/Quasi Public	817	3%	185	8%	151	4%	125	6%	48	2%	63	3%	23	1%	141	4%	81	1%	0	0%
Parks/Open Space	6,061	22%	409	19%	369	10%	117	6%	502	21%	765	36%	455	22%	329	10%	3,038	40%	0	0%
Undeveloped & Vacant	5,093	18%	55	3%	366	9%	63	3%	78	3%	39	2%	141	7%	416	13%	2,000	27%	1,934	94%
Other (Easements, Rights-of-Way)	4,853	18%	583	27%	857	22%	584	28%	457	19%	334	16%	491	24%	755	24%	761	10%	57	3%
Total	27,552	100%	2,177	100%	3,879	100%	2,108	100%	2,442	100%	2,118	100%	2,075	100%	3,147	100%	7,541	100%	2,068	100%

Land Use Map 2014



City Water Supply

The City of Roseville's municipal water system is operated by the Environmental Utilities Department. The department is responsible for the operation and maintenance of the City's water transmission and distribution facilities through the groups of Construction, Meter/Backflow, Meter Retrofit, Preventative Maintenance and Field Service. These facilities include water mains, water storage tanks, pump stations, water wells, pressure-reducing stations and interties. The water system consists of approximately 500 miles of water mains ranging in size from 4 to 66 inches in diameter. There are over 4,000 fire hydrants, 10,000 valves, 4,000 backflow devices and 35,000 services within the system. Roseville's water supply comes from Folsom Lake and is treated by a city-operated treatment plant. In order to provide reliability in time of water shortage or emergency outages, the City also maintains five groundwater wells and several interties with surrounding water agencies.



Section 2: Services Provided by Roseville Fire Department

The City of Roseville Fire Department is a full service, all hazards department, capable of responding to any type of fire, EMS, rescue or hazardous materials call. The department maintains a modern fleet of well-equipped apparatus that are distributed throughout the service area and are staffed with highly-trained, motivated employees. Paramedics are staffed on every apparatus. The department utilizes a variety of resources to deliver a full range of services including:

- Fire suppression (including wildfire response)
- Emergency medical services (basic and advanced life support)
- Hazardous materials emergency response
- Technical rescue (high-angle, confined space, trench, vehicle extrication and water rescue)
- Public assistance and education
- Community risk reduction (Fire & Life Safety Division)
- Tactical EMS Paramedics supporting Roseville PD SWAT Team
- Paramedic Bike Team

The department operates from eight (8) stations and currently staffs eight (8) engine companies, two (2) ladder companies, and one (1) Battalion Chief; these personnel cross staff three (3) brush engines, two (2) grass engines, one (1) hazmat company, and one (1) rescue company. There are three (3) platoons, working 48-hours on, followed by 96-hours off. The staffing matrix is done via a constant staffing framework (meaning no extra bodies are hired to float out to open positions). Long-term vacancies, training, vacation and other open positions are filled using scheduled overtime via our TeleStaff™ system. Minimum daily staffing for eight (8) stations, including one (1) 24-hour Battalion Chief, is thirty-three (33) persons per day.

Fire Service Response

Roseville Fire department is appropriately staffed and equipped to respond to fire incidents in the City as well as providing automatic and mutual aid to neighboring agencies throughout the State of California. The **Low Level** first alarm structure response for a smoke odor or possible fire response consists of two (2) engines, one (1) truck, and one (1) Battalion Chief, providing eleven (11) firefighters. A working fire incident, either residential or commercial, sends a **High Level** response for working structure consisting of four (4) engines, two (2) trucks, two (2) Battalion Chiefs and one (1) ambulance (a total of 21 firefighters). All Roseville Firefighters are certified by the State of California to the "Firefighter II" level and each holds current Emergency Medical Technician I certification or Paramedic licensure.

The eight (8) frontline and three (3) reserve engines are Spartan chassis, similarly outfitted so as to allow for consistency in both operation and maintenance. Every Type I fire engine carries three (3) firefighters (Captain, Engineer and a Firefighter/Paramedic (FF/P)), is a 1500gpm rated pumper with foam capability, holds 500 gallons of water, carries 1,000 feet of supply hose and 1,950 feet of attack hose (in varying diameters), has scene lighting and a full assortment of basic and advanced life support equipment. Fire engines are operated out of Fire Stations 1 through 9, with Type I reserve apparatus assigned to Fire Stations 1, 5 and 6.

The typical fire truck carries four (4) firefighters (Captain, Engineer, and two (2) FF/Ps); a hydraulically-powered 100 foot aerial ladder; and hydraulic, pneumatic, and electric heavy rescue tools. Fire trucks carry no water and have no fire pump. Fire trucks are currently operated out of Stations 1 and 7 and they cross staff either a rescue or hazardous materials unit. Fire Station 1 and Fire Station 7 are called Task Force stations as the crews are trained at each station to meet specialty qualifications (discussed later); Task Force stations respond as multi-piece companies. A reserve ladder truck is housed at Fire Station 7.

Commented [DB1]: This section to be updated to reflect 4 to 3 truck staffing changes, relief pool, and modifications to response plans

Wildfire / Vegetation Fire Service

The department operates three (3) Type III International —Brush Engines and two (2) Type VI Ford —Grass Engines in the areas that are prone to wildland fires. All firefighters are trained to fight wildland and urban interface fires and complete annual RT 130 training. The Type III and Type VI apparatus are capable of getting in tight areas along our bike trails and ravines that Type I structure apparatus cannot access. Type III Brush rigs are heavily utilized during Statewide Mutual Aid fires throughout California. The department participates fully with the California Master Mutual Aid System by sending any of our capabilities to those in need. All apparatus are typed and registered with the California Office of Emergency Services (OES) and subject to deployment when requested.

Emergency Medical Service

In 2014 the department responded to approximately 10,000 EMS calls. The Roseville Fire Department operates one of the most progressive EMS systems in the United States utilizing cutting edge technology and current treatment protocols and procedures including Advanced Cardiac Life Support and medication administration for the heart attack victim, various advanced airways tools, intraosseous insertion for fluid and medications. Electronic patient care reporting (ePCR) and transmission of EKGs directly to the hospital during patient treatment are just two examples of the progressive and innovative approach to patient care. In addition, the Roseville Fire Department participates in the STEMI (ST Elevation Myocardial Infarction) Critical Trauma and Stoke programs supported by local hospitals.

All apparatus in Roseville Fire Department are staffed 24/7 with California State Certified Paramedics (EMT-P) capable of providing care to critical patients requiring invasive procedures such as IV's, 12 lead EKG's, medication administration and airway intubations. In addition to the ALS equipment carried on the engines and trucks, limited ALS equipment is also carried on three brush units located at Stations 5, 6 and 9. The Division Chief of EMS oversees all areas of EMS while the EMS Quality Assurance Coordinator delivers EMS training to the Department's Paramedics and Emergency Medical Technicians. The EMS Division not only encompasses a field operations component, but incorporates an extensive EMS Education and Quality Assurance Program. Training includes a variety of disciplines including EMT, American Heart ACLS, PALS and current standards of practice for emergency medicine. The EMS Division also partners with the Training Division to offer EMS learning opportunities throughout the year during company evolutions and the new hire fire academy.

Technical Rescue Service

Rescue 7 is the department's Type II —Medium rescue vehicle. The vehicle carries equipment capable of providing the means to perform high angle (above ground), trench (below ground), confined space, collapse and swift water rescues. All personnel assigned to Station 7 are State Fire Marshal Certified in Confined Space Rescue, Trench Rescue, as well as Rescue Systems I and II. Most are certified as Swift Water Rescue with a goal to get 100% of Task Force members trained. Numerous members at outlying stations are also trained in these rescue disciplines and they attend required trainings to keep their skill levels

proficient. For a large or complex event, these additional rescue technicians may be pulled from other fire apparatus to supplement those already assigned to Station 7.

Hazardous Materials Service

Roseville Fire Department operates one (1) of three (3) Type I Hazardous Materials Teams located in the Sacramento Region. Task Force 1 personnel are trained to the Hazmat Specialist level of capability. In addition to the seven (7) hazmat specialists assigned to Task Force 1, many other hazmat specialists are assigned around the City and may be mobilized to assist Task Force 1 if the need arises. All operational personnel are trained to the First Response Operations (FRO) level, and may assist with certain hazardous materials incident tasks such as decontamination.

The department also staffs a mass decontamination trailer that was provided to the department from regional grants. This equipment/personnel provide the capability to decontaminate large numbers of contaminated people while providing for their modesty. The trailer is one (1) of seven (7) similar resources located throughout the Sacramento region. Personnel assigned to Fire Station 2 are responsible for this resource and capability when needed.

Tactical EMS

To assist with immediate care and increase survivability on critical incidents such as an active shooter scenario, one (1) Roseville Captain/Paramedic and two (2) Engineer/Paramedics participate on the Roseville Police Special Weapons and Tactics (SWAT) Team providing immediate medical attention for officers, citizens and suspects that might be injured in a tactical environment. Tactical medics train ten (10) hours every month with the Police SWAT Team and meet annual certification and qualifications. In October 2013, two (2) tactical medics provided immediate care to a Roseville SWAT officer that was shot in the face during an active shooter incident in Roseville, demonstrating the effectiveness of the program by applying immediate care.

Paramedic Bike Team

For special events that involve large crowds or difficult access, Roseville Fire deploys two (2) paramedics on bicycles. This crew carries advanced life support (ALS) equipment so paramedic-level care can be provided instantly while waiting for additional responders to arrive.

Fire Investigation Team

Roseville Fire Department has an eleven (11) person investigation team. The team operates under the Operations Section and is staffed by nine (9) shift personnel, one (1) day person and one (1) shift Battalion Chief managing and coordinating the program. Each shift has one (1) Lead Investigator and two (2) Assistant Investigators. The shift investigators are cross-trained in investigations and they hold the rank of a Firefighter/Paramedic, Engineer or Captain. This allows the department to have an investigator on-duty 24/7 and provides the necessary coverage when a fire occurs.

Roseville Fire Department investigates all fires occurring in the city limits and assists neighboring jurisdictions when requested. Roseville Police Department assists when a fire is determined "criminal" in nature after an origin and cause investigation is conducted. Arrests are made by Roseville Police and they also book and hold evidence. Roseville Fire Investigators belong to organizations to help facilitate training and knowledge sharing within the investigation community. All Roseville Fire Investigators are members of the Sacramento / Sierra Arson Taskforce, California Conference of Arson Investigators and the International Association of Arson

Investigators.

Fire Administration

Roseville Fire Battalion Chiefs operate out of Fire Station 1 in the Battalion 1 command vehicle. One Battalion Chief covers eight (8) stations and ten (10) companies on the same 48-hours on followed by 96-hours off for each A, B and C shift. Back-up coverage is provided by the Monday through Friday Administrative Battalion Chief, as well as any of the four Division Chiefs or Assistant Fire Chief available throughout the work week. Duty Chiefs rotate after-hours coverage when large scale events occur. Regional partnerships with neighboring Battalion Chiefs provide automatic second due response to working fires. Regional trainings occur regularly among Chief Officers in the southern area of the county.

The Division Chiefs of Logistics, and Fire & Life Safety report to the Fire Chief, while the four Battalion Chiefs and Division Chiefs of Training and EMS report to the Assistant Fire Chief. Each Division Chief is tasked with a major area of responsibility: Operations, Training, Logistics, Fire & Life Safety, and EMS. An Administrative Analyst and Administrative Assistant also report to the Fire Chief.

Fire & Life Safety Division

The Fire and Life Safety Division is comprised of eight (8) full-time staff members and one part-time staff member. The division oversees a wide variety of programs and services which include the inspection and plan review of commercial construction projects, annual fire inspections on occupancies requiring a state-mandated inspection and administration of the Certified Unified Program Agency (CUPA), or hazardous materials program. Additionally, the division provides public education and outreach services to the community through its public education program, and oversees the department's Public Information Officer.

Roseville Fire Department's Fire and Life Safety Division contracts with South Placer Fire District for plan check and other various prevention duties. The contract is renewable on a semi-annual basis.

This division also coordinates the city's emergency preparedness program which oversees city-wide preparedness planning in the areas of prevention, preparedness, response, recovery and mitigation. The division plans and leads city and county-wide disaster drills, trains city personnel on Emergency Operations Center (EOC) operations and handles emergency notification delivery systems to warn citizens of impending emergencies. The City's Emergency Operations Plan and Multi-Hazard Mitigation Plan are reviewed and updated annually.

Public Safety Outreach and Public Education

The Roseville Fire Department actively participates to spread its mission throughout the community. Using news releases, public service announcements and direct contact we assure our public education reaches its intended audience. An example of this is our recent drive to train the public Hands Only CPR. Over 17,000 citizens were shown how easy it is to administer Hands Only CPR during half time at a Sacramento Kings basketball game by our Roseville Fire EMS QA Coordinator. Administrative and suppression personnel and volunteers are used in a continuing program to educate and train the public in this essential lifesaving skill. Other programs include smoke detector checks and installs for those in need. Roseville Fire hosts the Placer County Safe Kids Coalition program which provides car seat inspections at Fire Station 1.

Safe Kids also hosts annual inspection events for the community, as well as training opportunities for those

wanting to become car seat technicians.

Roseville Fire Department opens up one (1) fire station the first Saturday of each month to meet the community and show them what we do. Each event has a different safety theme and allied public safety educators are encouraged to participate.

Roseville Firefighters host an annual week-long Kids Fire Camp where children between 12 and 14 years of age have the opportunity to spend six (6) days immersed in learning lifesaving skills and about what firefighters do. At the conclusion of the camp week, participants show their parents the skills they learned during a graduation ceremony.

Training Division

Training is the keystone to effective emergency response. During emergency operations, time is always of essence and an effective training program can mean the difference between a fire contained to the area of origin and one that causes great damage.

Training in the fire service has two parts: (1) vocational training, which teaches the skill sets necessary to do the "hands-on" type work that firefighters do; and (2) education, which teaches the knowledge necessary to do the —mental work the firefighters do. The Training Division maintains Standard Operating Evolutions, thus ensuring a well-trained, effective and aggressive response capability.

The National Fire Protection Association (NFPA) has several recommended standards that apply to fire service training. The Roseville Fire Department has adopted some of these standards by reference as they represent best practices for the fire service:

NFPA 1403 - *Standard on Live Fire Training Evolutions*. This standard outlines the procedures required for safe live-fire training. This is a particularly important standard as live-fire training is demonstrably the most dangerous training activity undertaken by the fire service. The Roseville Fire Department conducts live fire training at its training facility in specially designed burn rooms.

NFPA 1410 - *Standard for Initial Emergency Scene Operations*. Standard Company Evolutions are the minimum acceptable standards for the performance of critical firefighting tasks. These NFPA Standards have been incorporated into the Roseville Fire Department Standard Operating Evolutions Manual. All line personnel (firefighter through captain) train regularly on these Evolutions so they can effectively, efficiently, and safely operate as part of an emergency response company.

The Roseville Fire Department utilizes the State Fire Training - Office of State Fire Marshal (OFSM) certification standards for its entry and promotional training requirements. Positions which meet or exceed State Fire certification and training standards include Firefighter, Apparatus / Operator, and Fire Officer. There is a consistent sanctioned career development program through all levels in the OSFM certification program and the California State Fire Training - OSFM training certification program is compliant with national standards.

The Roseville Fire Department participates in the "red card" system through the California Incident Command Certification System (CICCS). This program ensures that Incident Command and wildland (vegetation) fire training requirements are met. Training is under the auspices of the OSFM's Fire Service Training and Education Program. All the Roseville Fire Department instructors are certified Fire Instructors through State Fire Training – OSFM and/or are qualified subject matter experts with extensive training in instructional methodology. The Roseville Fire Department Training Division is staffed with a Division Chief of Training and supplemented with designated department instructors used as needed for specialized training in Hazmat,

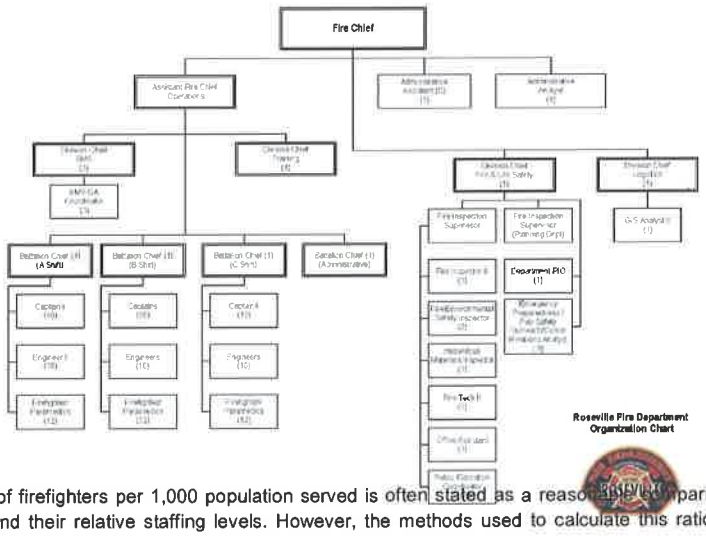
Technical Rescue, Wildland Firefighting, Pump Operations, Emergency Vehicle Driving, and Fire Officer Development. Didactic training can often be delivered directly to fire stations via online learning tools such as Target Solutions and Go-To Meeting. The fire stations also have a standard International Fire Service Training Association (IFSTA) training library.

Manipulative training is conducted at the Roseville Fire Training Center, a state-of-the-art training facility that includes a six-story training tower with computerized burn rooms, classrooms, drafting pit, above/below grade technical rescue props, and fully functional hazardous materials props.

The Roseville Fire Department Training Division manages the following required training and associated activities:

- Insurance Services Office required drills – live fire drills, multi-company drills, regional drills, driver / pump operator, emergency vehicle operator and new hire firefighter academy training.
- Interagency mutual aid drills.
- California Code of Regulations required training – Hazardous Materials, technical rescue, annual wildland fire refresher, blood-borne pathogen, and SCBA.
- Code of Federal Regulations – Confined Space and Trench Rescue training. The Fire Training Center (FTC) provides facilities for effective drills and classroom presentations, which are essential to the development of skills.
- A Training Advisory Committee meets monthly to help identify and guide training priorities in the department's two-year training plan. This committee is comprised of lead instructors, program managers, and members at large.

Fire Department Organization Chart



The measure of firefighters per 1,000 population served is often stated as a reason for comparison of fire departments and their relative staffing levels. However, the methods used to calculate this ratio can vary

considerably, so national department-to-department comparisons may not be accurate or useful. In addition, this measure does not consider other important variables such as area served and community risk. What is useful, however, is calculating this ratio for a single community and its department over time to show changes in relative staffing strength.

Population and Calls for Service

Year	Population	Total Calls	Operations Response Personnel	FF's Per 1,000 Population	Shift Staffing
2004	102,378	8,488	69	.67	23
2009	116,846	10,637	99	.85	33
2013	126,000	13,272	99	.79	33
2014	126,323	13,474	99	.79	33
% change 2004 - 2014	**23%**	**59%**	**43%**	**18%**	**43%**

Fire Department Staffing

Administrative Positions

Positions	Number
Fire Chief*	1
Assistant Fire Chief*	1
Division Chief*	4
Battalion Chief*	4
EMS QA Coordinator	1
Administrative Analyst	1
Administrative Assistant	1
GIS Analyst	1
Public Outreach	.5
Pub Ed Coordinator	.5
Fire Inspector	1
Fire Inspectors* (2	4
Fire Technician	1
Fire PIO	1
Office Assistant	1
Total	23
***Sworn positions**	**16**

Emergency Response Personnel 2015

Positions	Number
Fire Chief	1
Assistant Fire Chief	1
Division Chief	4
Battalion Chief	4
Fire Captain	30
Fire Engineer	30
Firefighter Paramedics	36
TOTAL	**106**

Minimum Daily Staffing

Positions	Number
8 Engines @ 3 FF's per Day	24
2 Trucks @ 4 FF's per Day	8
1 Battalion Chief	1
TOTAL	**33**

Commented [DB2]: This section to be updated to reflect 4 to 3 truck staffing changes, relief pool, and modifications to response plans

Unit Staffing

Each unit is staffed by career personnel, with wildland units (Grass and Brush), HazMat and Rescue cross staffed by the same personnel from that station. If a wildland fire is dispatched, the crew will respond in the wildland unit and place the engine out of service.

Commented [DB3]: This section to be updated to reflect 4 to 3 truck staffing changes, relief pool, and modifications to response plans

Unit	ID	UNIT TYPE	BC	Captain	Engineer	FF Medic	FF or FF Medic	TOTAL
Battalion 1	B1		1					1
Engine 1	E1	I		1	1	1		3
Truck 1	T1			1	1	1	1	4
Hazmat 1	HM1	II	Cross Staffed by E1 / T1					
Engine 2	E2	I		1	1	1		3
Grass 2	G2	VI	Cross Staffed by E2					
Engine 3	E3	I		1	1	1		3
Engine 4	E4	I		1	1	1		3
Grass 4	G4	VI	Cross Staffed by E4					
Engine 5	E5	I		1	1	1		3
Brush 5	BR5	III	Cross Staffed by E5					
Engine 6	E6	I		1	1	1		3
Brush 6	BR6	III	Cross Staffed by E6					
Engine 7	E7	I		1	1	1		3
Truck 7	T7			1	1	1	1	4
Rescue 7	R7	MED	Cross Staffed by E7 / T7					
Engine 9	E9	I		1	1	1		3
Brush 9	BR9	III	Cross Staffed by E9					

Resource Deployment

CAD Call Type	Description	Alarm Level	BC	Engine	Truck	AMB	TACH	NOTES
AUTOAID	Requestfor Automatic Aid	Resource type as requested						
BOMB	Bomb Threat		1	1		1	X	
BOXCAR	Boxcar Fire		1	2	1		X	
CALARM	Alarm Only – No Additional			1*				* Code 2 I May be a Truck
CGAS	Commercial Gas Leak		1	2	1		X	
CO	Carbon Monoxide Alarm			1		1*		* If medical need indicated
CSTRUL	Smoke Odor – Possible Fire	1	1	2	1		X	
CSTRUH	Confirmed Commercial Structure – Fire/Smoke	1	2	4	2	1	X	MNGT Page for 2nd Alarm +
		2		2	1			Mirrored for each additional alarm
ELEV	Elevator Rescue		1	1	1	1*	X	* If medical need indicated
FINV	Fire Investigation			1				
FLOOD	Flooding			1	1		X	
FTRASH	Trash Fire			1				
FVEH	Vehicle Fire	1		1				Smoking – No visible fire
		2		2			X	Working Fire / Large Intersection
HWIRE	Hazardous Wires			1				
HZL	Low Level Hazmat			1				
HZH	High Level Hazmat		1	2*	1*		X	* T1 & E1 with HM1
LAND	Helicopter Landing Zone			1				
MAID	Medical Aid			1*				* Truck secondary in Districts 1 or 7
MUTAID	Mutual Aid	Resource type as requested						
PAST	Public Assistance			1*				* Truck response if in District 1 or 7
PLANE	Plane Crash		2	3	2	1	X	
POLICE	Police Assist			1				
RALARM	Alarm Only – No Additional			1*				* Code 2 I May be a Truck
RESCUE	Above or Below Grade Technical Rescue		1	2*	1*	1	X	* T7 & E7 with R7
RGAS	Residential Gas Leak		1	2	1		X	
RSTRUL	Smoke Odor – Possible Fire	1	1	2	1		X	
RSTRUH	Confirmed Residential Structure – Fire/Smoke	1	2	4	2	1	X	MNGT Page for 2nd Alarm +
		2		2	1		X	Mirrored for each additional alarm
STRIKE	Strike Team Request	Resource type requested						
TRAIN	Train Wreck / Derailment		1	2	1		X	
VAF	Vehicle Accident with Fire		1	2	1	1	X	
VAL	Vehicle Accident (Low)			1		1		

VAH	Vehicle Accident (High)		1	2	1	1	X	
VEGL	Vegetation Fire (Low)		1	2*			X	* Closest Available - Any Type
VEGH	Vegetation Fire (High)	1	1	3*			X	* Closest Available - Any Type
		2	1	2*				Initial dispatch to be 2nd Alarm on Red Flag days or at BC request
WFLOW	Alarm with Water Flow		1	2	1		X	

Distribution of Resources

The term distribution describes resource locations needed to ensure a rapid initial response to emergencies. Distribution is measured by the percentage of the jurisdiction covered by the first-in response company within adopted response time goals.

This view of the response system analyzes fire and EMS resource deployment in terms of a static placement of resources and their theoretical response potential. By taking this theoretical view of the system, it is possible to determine whether or not response standards can be met from existing infrastructure with current staffing levels when all companies and units are in quarters and available for emergency response.

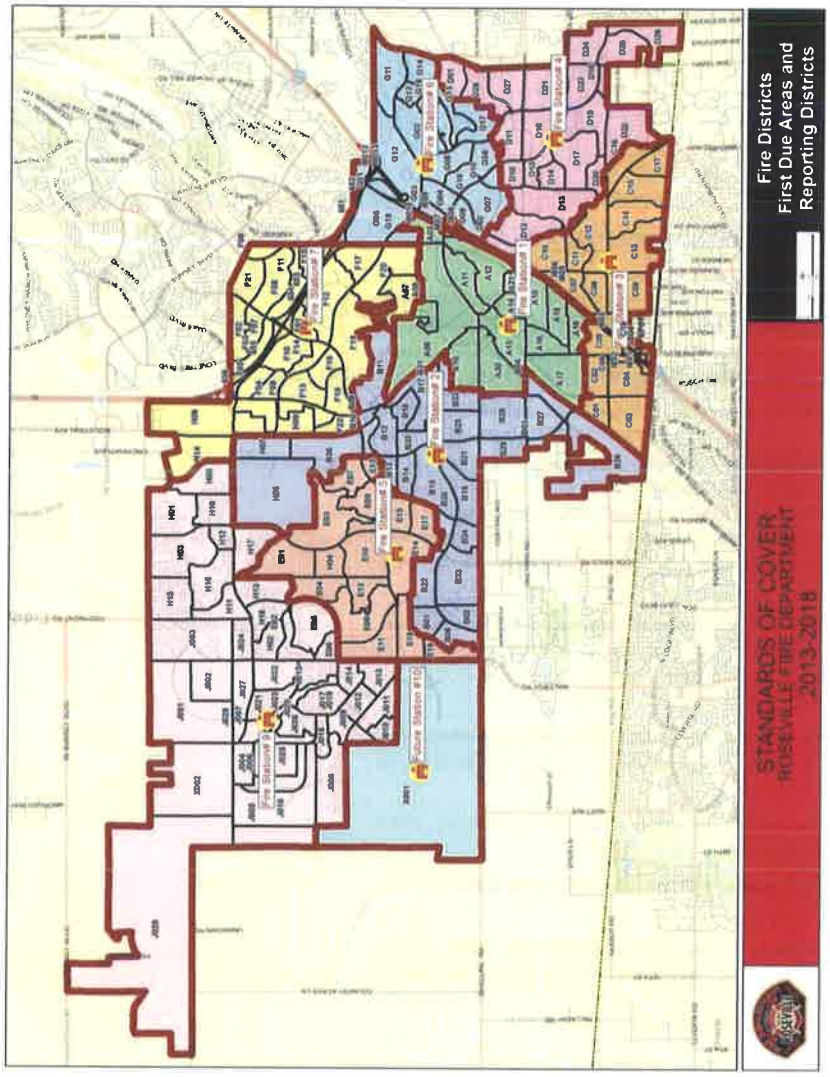
The department uses a variety of factors to determine optimal locations for fire stations including pertinent national standards including NFPA (NFPA 1710 –*Standard for Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, 2010 Edition*), the Insurance Services Office (ISO), and the American Heart Association, covering both response time (how fast) and deployment standards (how many and type of resources needed on scene). In addition, GIS mapping uses time-and-distance studies that are performed to measure actual distances and travel times across the service area. The results help the department determine response areas and response order.

The department's current fire station positioning provides for an efficient distribution of the available emergency response resources. In developing this infrastructure, the goal was to balance elements that comprise a favorable fire station site configuration and three additional areas of consideration that the departments apply when selecting station locations. These are:

- Placement - Geographic spacing between fire stations taking into consideration natural and human-made obstacles or barriers, and provides for coverage efficiency balanced with depth of coverage through limited response zone overlap.
- Response Routes - Proximity and access to multi-directional transportation corridors sized appropriately for fire apparatus and referred to as run streets.
- Property Acquisition - Availability, lot size, and the cost of suitable sites within the parameters of factors noted above.

Currently, the department operates out of eight (8) fire stations divided into one (1) geographically defined battalion, comprised of nine (9) first due response districts containing two-hundred and ten (210) fire-reporting districts. All CAD data is reviewed from the response district perspective. However, we can focus on the smaller fire reporting district if we need to make smaller adjustments to response districts.

Fire Response First Due Districts and Fire Reporting Districts

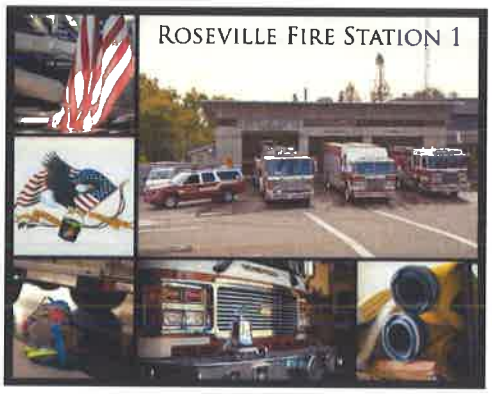


Staffing, Station Location & Equipment Analysis

A critical factor in developing a Standards of Cover is to look at the overall system to see if it is meeting the established service level objectives. It is common for fire and EMS response that distinctive geographic areas are built upon the first due response areas of the fire stations located throughout the city. This approach allows the fire department to analyze the workload and measure the performance of those stations based upon the identified service level objectives. By doing so, it assists the department in identifying areas of weakness, where additional stations may be warranted and/or where additional companies should be placed in service based upon the workload.

Fire Station Introduction

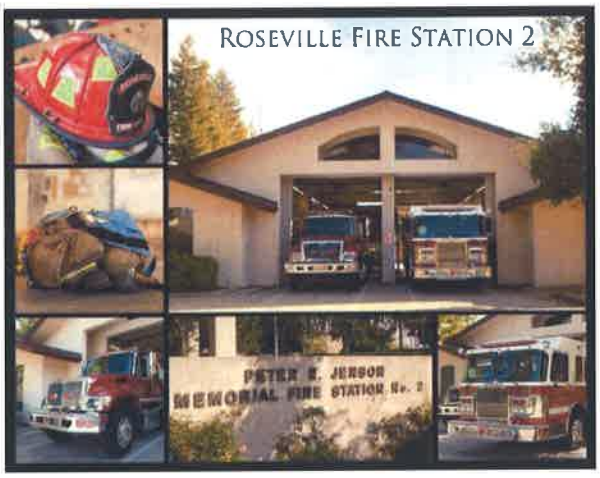
Fire Station 1 & Administration Headquarters
401 Oak Street
Roseville, CA 95678



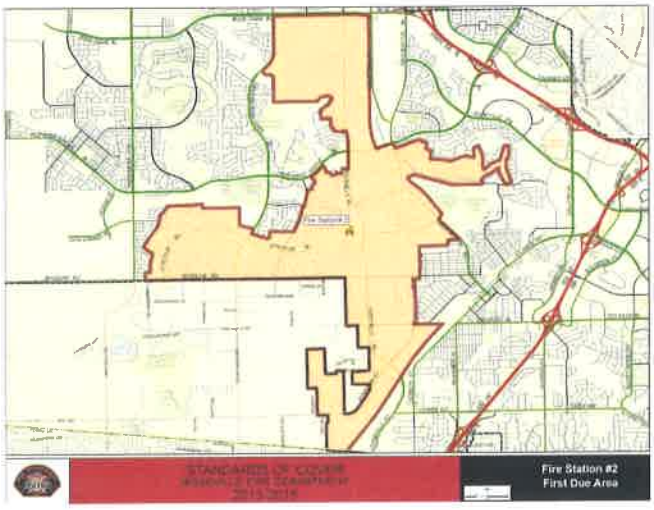
Apparatus

- Engine 1 – 2003 Spartan
- Truck 1 – 2007 American LaFrance
- Battalion 1 – 2009 Chevrolet
- HazMat 1 – 2006 Pierce

Fire Station 2
1398 Junction Blvd
Roseville, CA 95747



- Engine 2 – 2006 Spartan
- Grass 2 – 1999 Ford



Fire Station 3

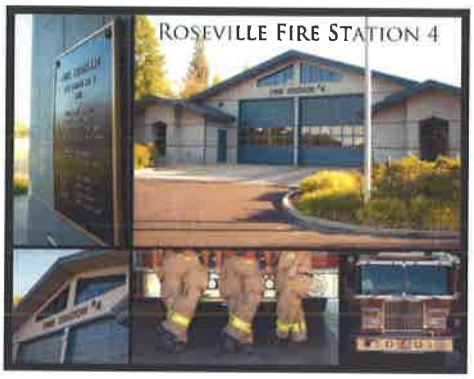
1300 Cirby Way
Roseville, CA 95661

- Engine 3 – 2004 Spartan
- Reserve Engine 3B – 2007 Spartan

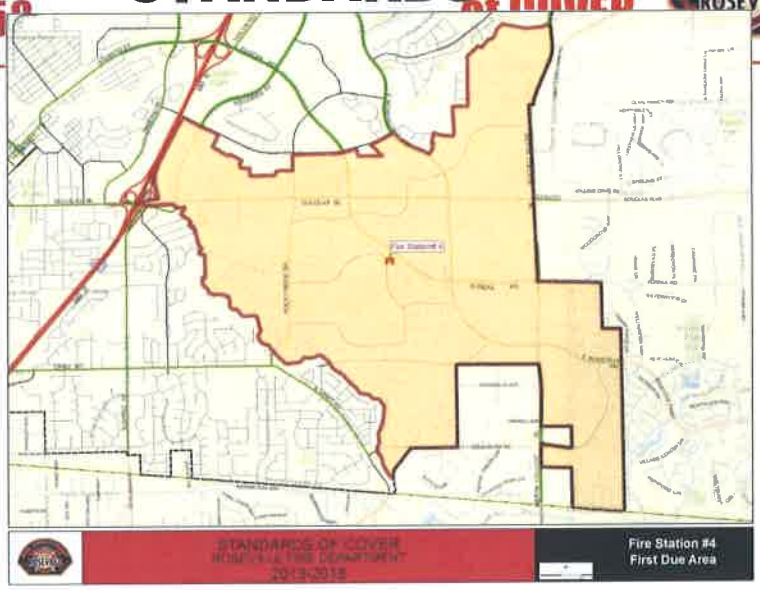
STANDARDS OF COVER
Fire Station #3
First Due Area

Fire Station 4

1900 Eureka Rd
Roseville, CA 95661



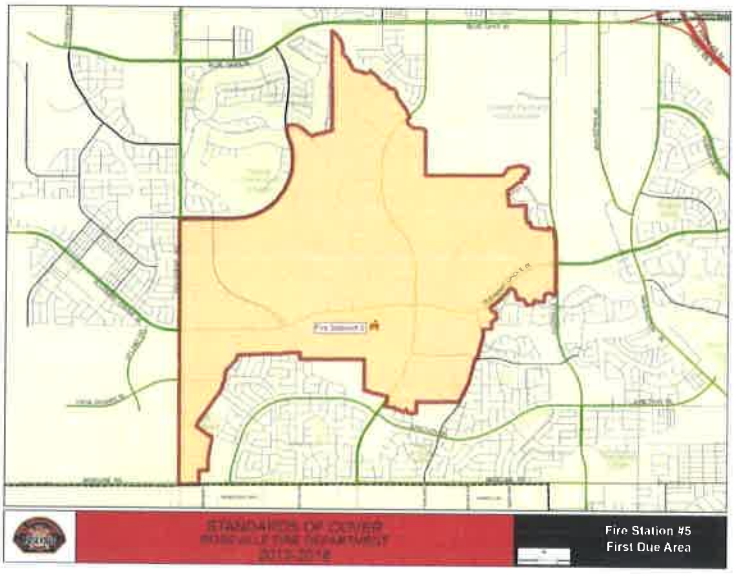
- Engine 4 – 2006 Spartan
- Grass 4 – 2005 Ford


Fire Station #4
First Due Area

Fire Station 5

1565 Pleasant Grove Blvd.
Roseville, CA 95747

- Engine 5 – 2000 Spartan
- Reserve Engine 5B – 2000 Spartan
- Brush 5 – 2004 International



Fire Station 6

1430 East Roseville Pkwy
Roseville, CA 95661

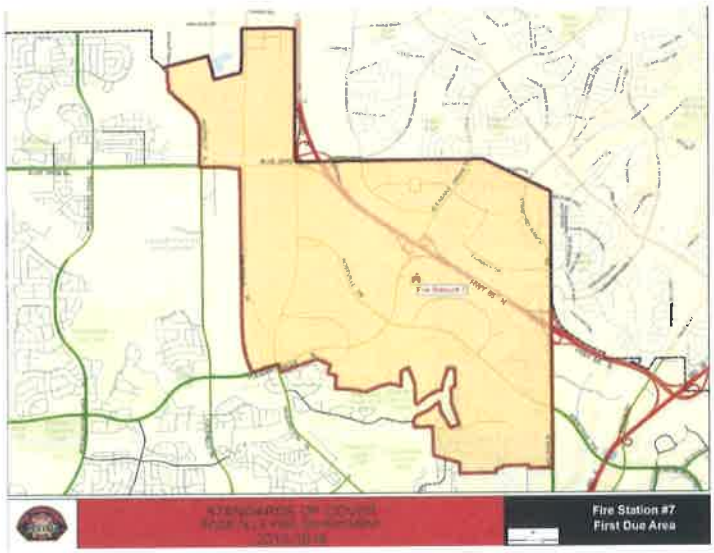
- Engine 6 – 2003
- Brush 6 – 2004 International
- Reserve Engine 6b – 2003 Spartan
- Paramedic Bike 1
- Bike 2

Fire Station #6
First Due Area

Fire Station 7

911 Highland Pointe Dr
Roseville, CA 95661

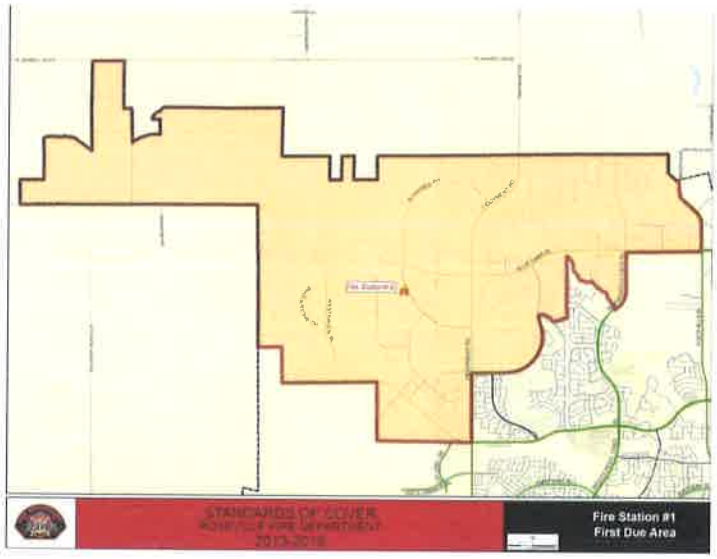
- Reserve Truck 7B – 2000 American LaFranceTruck 7 – 2007 American LaFrance
- Engine 7 – 2006 Spartan
- Rescue 7 – 2002 HME



Fire Station 9

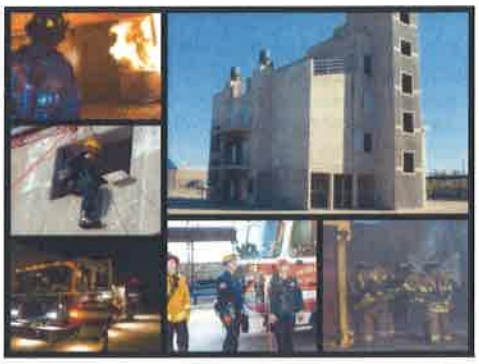
2451 Hayden Parkway
Roseville, CA 95747

- Engine 9 – 2006 Spartan
- Brush 9 – 2004 International



Fire Training Center

2030 Hilltop Circle
Roseville, CC 95678



- Bauer Air Trailer
- Training 1 – 97.425 Spartan
- Decontamination Trailer for large-mass casualty Events

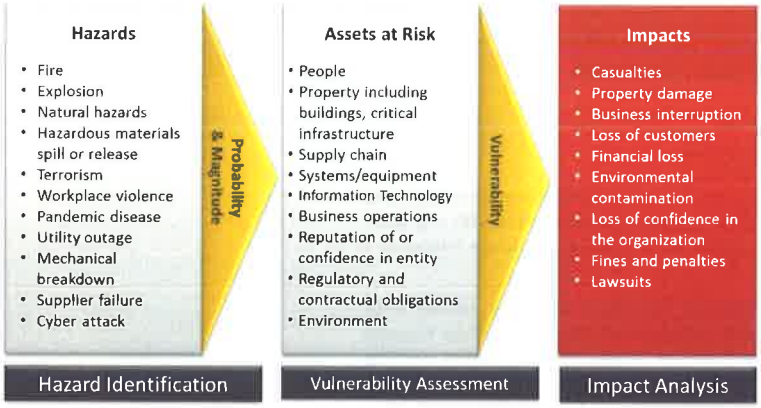
The Fire Training Center sits on five (5) acres and serves as a regional training hub providing state certified technical rescue, hazardous materials and command training programs for Roseville and other public safety agencies. Twice a year the Roseville Fire Training Center hosts a pre-service Firefighter I Academy in partnership with Sierra College.

The six (6) story tower contains Class A burn rooms, anchors for high angle rappelling, forcible entry props, an elevator shaft, SCBA confidence course, simulated building fronts (retail and center hallway) and various search and rescue rooms. Other on-site props include a train derailment prop, multiple hazmat props for rail, transport and fixed facility simulations and a roof ventilation prop. The site also houses two (2) multi-use classrooms with office space and a large apparatus building with two (2) bays that house the training engine and the air trailer.

Section 3: Community Risk Assessment Methodology

Risk Assessment

The City must assess risks based upon the potential frequency (probability of an incident occurring) and consequence (potential damage should an event occur). For example, a dike breach at Folsom Lake has a low probability; however, if a dike breach occurs, the damage and the psychological impact are potentially very high. It is estimated that numerous areas of Roseville, south of Douglas Boulevard and east of Sunrise, could be 10+ feet under water. The overall potential damage from routine medical emergencies to the community as a whole is not nearly as significant as that from an earthquake or other natural disaster (though these individual incidents greatly affect those requiring our service). To design future deployment strategies, the Department must be able to compare the potential frequency and potential damage of events that may affect the community and service area.



Risk assessment is the analysis of the chance of an event occurring and the resulting damage that could occur as a result of the event. Risk management is the practice of committing sufficient resources to address the hazards in the most effective and efficient manner available.

The relationships between probability and consequence and the community's adopted service level goals determine the needed concentration and distribution of resources.

- Distribution is the number of resources placed throughout the city. Currently, this can be best described as deploying sufficient resources to provide a 5:12 (312 seconds) travel time 90% of the time to all residents.
- Concentration is the number of resources needed in a given area within the city depending on many factors including the number of events (calls for service), the risk factors of the area, the availability, reliability, and time of arrival of secondary responding units, etc.

The challenge in community risk management then progresses from the quantifiable work necessary to assess the probable emergency events in a community to the policymakers, who will determine the level of service to be delivered to the areas being served.

Resource Management

A critical element in the assessment of any emergency service delivery system is the ability to provide adequate resources for anticipated fire combat situations, medical emergencies, and other anticipated events. Each emergency requires a variable amount of staffing and resources to be effective. Properly trained and equipped fire companies must be notified, respond, arrive, and deploy at the event within specific timeframes and in proper numbers to mitigate the event.

The objective is to have a distribution of resources that is able to reach a majority of events in the timeframe as stated in the service level goals. There are many factors that make up the risk level, which would indicate the need for a higher concentration of resources.

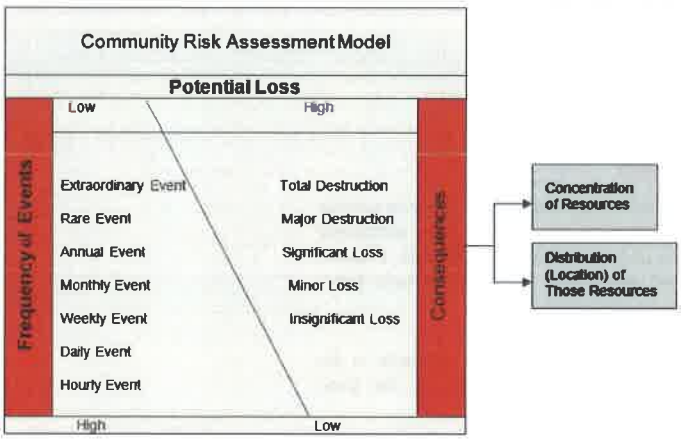
Risk Factors:

- Inability of occupants to take self-preserving actions
- Construction features
- Lack of built-in fire protection
- Hazardous structures
- Lack of needed fire flow
- Nature of the occupancy or its contents, etc.

Evaluation of such factors leads to the number of personnel needed to conduct the critical tasks necessary to contain the event in an acceptable timeframe. The level of service provided by an agency should be based on the agency's ability to cope with various types and sizes of emergencies that the agency can reasonably expect after conducting a risk assessment.

This process starts with examining the most common community risk, the potential fire problem, target hazards, critical infrastructure, and an analysis of historic call data.

Community risk assessment incorporates the various elements of risk among the community as a whole, the frequency of events that occur, the severity of potential losses, and the distribution of those risks. Overall, the City and its service areas are likely to have a wide range of potential risks; and, yes, there will be an inverse relationship between risk and frequency. The daily event is usually the routine calls that result in minimal losses, while significant events are less frequent. Toward the highest risk levels on the chart, the events are less frequent. If the risk management system is working in the community, a catastrophic loss should be an extraordinary event. The objective of a risk assessment is to reduce the truly serious loss to a very unusual event for the area served and involves trying to keep routine emergencies from becoming serious loss situations. This is accomplished only when a Standards of Cover has been developed, that provides the necessary resources for those risks identified within the City and the other service areas.



The purpose of risk assessment is not only to evaluate risks and hazards in the Fire Department's response area but also to provide a basic methodology to evaluate existing response coverage. The process begins with the identification of community hazards and risks.

- **Hazard** - a source of potential danger or an adverse condition
- **Risk** - the possibility of loss or injury
- The probability of an event multiplied by the significance of the consequence (impact) of the event = Risk.

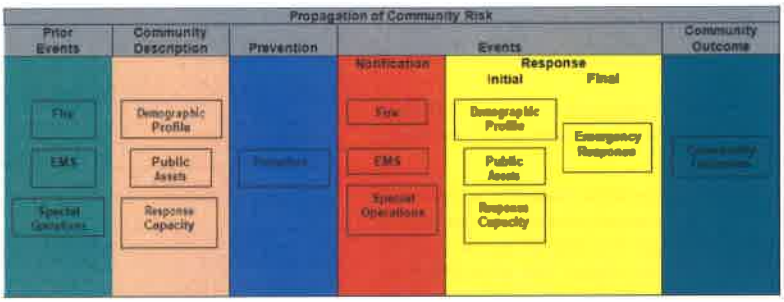
Risk = Probability x Impact

To determine the overall community risk and vulnerability, several areas must be assessed.

Evaluating Community Risk

The City of Roseville routinely responds to a variety of risks. Roseville is the economic hub of the region with areas of greatest concentration of retail in the county, the largest railway marshaling yard west of the Mississippi and two large hospital campuses. The service area encompasses over 43 square miles, not including areas served through automatic and mutual aid. These areas include both a structural and non-structural risk in this evaluation. Non-structural risks include emergency medical, hazardous materials, technical rescue, water rescue, wildland/urban interface, and disasters. Structural risks evaluated included all structures within the service area, major highways, railways and roadways that transverse the area, water, power, communications and other critical infrastructure, as well as items of historical and cultural significance. In order to determine the extent of various risk factors, the department analyzed the demographics in the area protected, the building stock, historical call volume, and the existing deployment of resources.

The following table illustrates the critical need for rapid response to fire and medical responses to mitigate these emergencies.



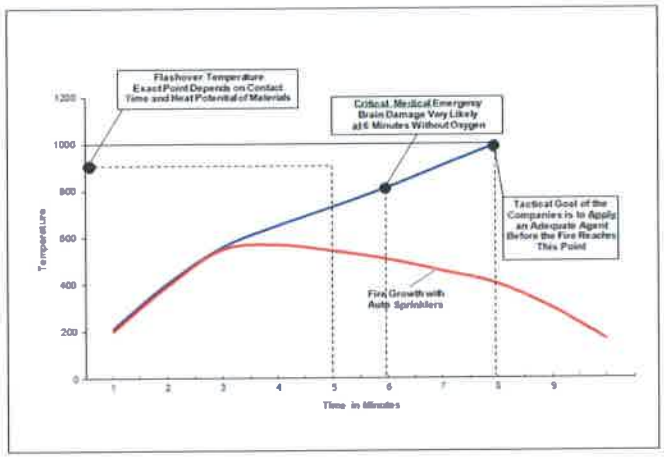
Evaluating Fire Suppression Capabilities

Firefighters encounter a wide variety of conditions at each fire. Some fires will be at an early stage and others may have already spread throughout the building. This variation in conditions complicates attempts to compare fire department capability. A common reference point must be used so that the comparisons are made under equal conditions. In the area of fire suppression, service-level objectives are intended to prevent the occurrence of flashover, a particular point of a fire's growth that makes a significant shift in its threat to life and property. Fire suppression tasks required at a typical fire scene can vary a great deal. What fire companies must do, simultaneously and quickly if they are to save lives and limit property damage, is to arrive within a short period of time with adequate resources (Effective Response Force or ERF) to do the critical tasks required. Matching the arrival of resources within a specific time period is the objective of developing a comprehensive Standards of Cover.

The Stages of Fire Growth

Virtually all structure fires progress through a series of identifiable stages.

- **Ignition** - the ignition of a fuel source takes place. Ignition may be caused by any number of factors, from natural occurrences such as lightning to premeditated arson.
- **Growth Stage** - during this stage of a fire, heat breaks down the fuel source so that it turns into a gas which is capable of combustion. A fire in this stage is typically considered to be fuel limited meaning that there is less fuel available for consumption than there is oxygen. The primary method of heat transfer during this stage is through convection. Inhaling the products of combustion is the primary life hazard during this stage.
- **Flashover Stage** - as a fire continues to grow and produce more fuel it begins to pre-heat all of the material in the room, furniture, wall coverings, floor coverings, window coverings all begin to off gas and produce pre-heated fuel. Once all of the fuel, or smoke, in the room reaches its ignition temperature (which varies depending upon the material, anywhere from 400-900 degrees F) it will all simultaneously ignite. Temperatures during flashover can range from 800-1700 degrees Fahrenheit. Both scientific tests and field observations have shown when flashover is experienced, fire growth is exponential and can quickly overwhelm firefighting resources. Human survival after this point is highly improbable without specialized protective equipment. Flashover can occur multiple times during a structure fire.
- **Fully Developed Stage** - all of the available fuel is involved in combustion. A fire in this stage can free-burn until it becomes either fuel limited or ventilation limited. One breath of the superheated air can sear the lungs.
- **Decay Stage** - A fire in this stage may be either fuel limited or ventilation limited. In a fuel limited fire, the fire has either burned all of the available fuel or it is no longer producing enough fuel to support combustion. In ventilation limited fires, the fuel no longer has enough oxygen available to support combustion. Understanding fuel limited and ventilation limited fires allow firefighters to use tactics to extinguish fires. For example, by applying water to a fire, one is able to cool the fuel which decreases the amount of fuel being produced to the point where combustion is no longer supported. This would be an offensive tactic based on the premise of a fuel limited fire. During the decay stage large volumes of smoke and toxic gases are produced. Most fire deaths occur as a result of inhaling these gases. Temperatures rise throughout this stage to over 1,000 degrees Fahrenheit in compartmentalized spaces, creating the hazard of "backdraft" or smoke explosion. This stage can vary in time from a few minutes to several hours. When sufficient oxygen is present, the fire will progress to the free-burning phase.



Dynamics of Fire in Buildings

Most fires within buildings develop in a predictable fashion, unless influenced by highly flammable material. Ignition, or the beginning of a fire, starts the sequence of events. It may take several minutes or even hours from the time of ignition until a flame is visible. This smoldering stage is very dangerous, especially during times when people are sleeping, since large amounts of highly toxic smoke may be generated during this phase, hence the importance of smoke alarms to provide early notification to the occupants.

Once flames do appear, the sequence continues rapidly. Combustible material adjacent to the flame heat and ignite which in turn heats and ignites other adjacent materials if sufficient oxygen is present. As the objects burn, heated gases accumulate at the ceiling of the room. Some of the gases are flammable and highly toxic.

The spread of the fire from this point continues quickly. Soon the flammable gases at the ceiling, as well as other combustible material in the room of origin, reach ignition temperature. At that point, an event termed "rollover" occurs; the gases near the ceiling level ignite and cause increased preheating of materials and gases. Once preheated gases have been produced an event termed "flashover" occurs; the gases from ceiling to floor ignite, which in turn ignites everything in the room. Once flashover occurs, damage caused by the fire is significant and the environment within the room can no longer support human life.

Due to the high heat release rates of modern furnishings and building materials, flashover may occur in as little as two (2) to three (3) minutes from ignition. Since flashover has such a dramatic influence on the outcome of a fire event, the goal of any fire agency is to apply water to a fire before flashover occurs. This is where quick response times are pivotal.

Although modern building codes tend to make fires in newer structures more infrequent, today's energy-efficient construction (designed to hold heat during the winter) also tends to confine the heat of a hostile fire. In addition, research has shown that modern furnishings generally burn hotter (due to synthetics).

In the 1970s, scientists at the National Institute of Standards and Technology (NIST) found that after a fire broke out, building occupants had about 17 minutes to escape before being overcome by heat and smoke. Today, that estimate is as short as three (3) minutes. The necessity of effective early warning (smoke alarms), early suppression (fire sprinklers) and the proper number of firefighters arriving on the scene of a fire in the shortest span of time is more critical now than ever.

Perhaps as important as preventing flashover is the need to control a fire before it does damage to the structural framing of a building. Materials used to construct buildings today are often less fire resistive than the heavy structural skeletons of older frame buildings. Roof trusses and floor joists are commonly made with lighter materials that are more easily weakened by the effects of fire. Light weight roof trusses fail after five (5) to seven (7) minutes of direct flame impingement. Plywood I-beam joists can fail after as little as three (3) minutes of flame contact. This creates a dangerous environment for firefighters.

In addition, the contents of buildings today have a much greater potential for heat production than in the past. The widespread use of plastics in furnishings and other building contents rapidly accelerate fire spread and increase the amount of water needed to effectively control a fire. All of these factors make the need for early application of water essential to a successful fire outcome. A number of events must take place quickly to make it possible to achieve fire suppression prior to flashover. The following figure illustrates the sequence of events.

Pre-Flashover = 0 to 6 minutes	Post-Flashover = 6 to 10 minutes
Limited to one room	May spread beyond one room
Requires smaller attack line	Requires larger, more attack lines
Rescue of trapped occupants more likely	Trapped occupants not likely to survive
Less firefighters are needed	More firefighters are needed
Structure and possessions more likely to be salvaged	Structure and possessions damaged beyond repair

Impact of Residential Fire Sprinklers

In January 2010, California adopted the 2009 International Residential Code, including its requirements for automatic fire sprinkler systems in new one and two-family dwellings. The sprinkler requirement became effective on January 1, 2011. With this action California became one of only two states to require an automatic fire sprinkler system in new one and two-family dwellings.

The complete impact of residential sprinklers on deployment models may take years to fully realize, but reasonable assumptions can be made with regard to the deployment of future department resources. National Fire Protection Association (NFPA) data on reported fires in the U.S. from 2007 – 2011 shows that for fires reported in single-family homes, the risk of dying decreases by about 80 percent and direct property damage is reduced by about 70 percent when sprinklers are present.

With increasing numbers of new homes being built in Roseville, all of which are equipped with automatic fire sprinkler systems, the department needs to continue its fire safety education and outreach. Facts that should be communicated include:

- Sprinkler systems are designed to keep fire contained long enough to allow occupants to exit, not to fully extinguish the fire. A fire department response is still necessary.
- Sprinkler systems do not control fires outside the home.
- Sprinkler systems do not lessen the need for fire stations (distribution), but will lessen the need for multiple units responding (concentration).

Over the next several years, the fire department may explore alternative deployment models in areas where the majority of occupancies are equipped with automatic fire sprinkler systems. With all new residential occupancies and all commercial occupancies greater than 3,600 square feet requiring sprinklers, the City of Roseville is well positioned to decrease the risk of fire. While the fire risk will never be completely eliminated, balancing the deployment model with other categories of service including medical emergencies, vehicle accidents and hazardous materials incidents will be a key factor in any alternative deployment model.

Evaluation of EMS Capabilities

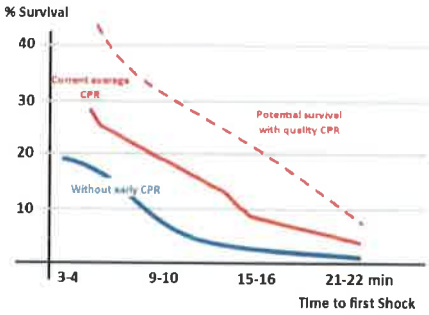
The morbidity and mortality rates of critically ill or injured patients in an emergency system is directly proportional to the time of rapid access of the 911 system, accurate assessment of needs and timely intervention with advanced life support skills.

Human body systems cannot survive without adequate oxygen being delivered to each body cell by a heart that is functioning properly and blood vessels that are supporting the transfer of oxygenated blood. Those organs most readily affected are the brain, heart and kidneys. Timely emergency response is key to keeping those organs alive and oxygenated to prevent further destruction and ultimate death.

Cardiac arrest, stroke, critical trauma and shock are all known as "time-sensitive" diseases that, without rapid response and intervention, will result in severe disability or death. Fire department rapid response is crucial in an EMS system aimed at serving the community to promote a safe and healthy environment.

Cardiac Arrest: The leading cause of death in the United States with 424,000 deaths annually. Early CPR and early defibrillation is often called the critical link in the chain of survival because it is the only way to successfully treat most sudden cardiac arrests. When cardiac arrest occurs, the heart starts to beat chaotically (fibrillation) and cannot pump blood efficiently. Time is critical. If a normal heart rhythm is not restored within minutes, the person will die. In fact, for every minute without defibrillation, the odds of survival drop seven (7) to ten (10) percent.

The shortest possible response times create the highest probabilities of resuscitation. An important evaluation point lost on most agencies is the time crews reach the patient's side. Often the clock stops when the vehicle arrives or stops at the address. The key to a successful outcome is the point the patient is actually contacted. Consideration of actual patient contact must be made when evaluating total response time for EMS calls; this time period can be substantial and can most certainly affect the outcome due to delayed intervention. The following graph illustrates the importance of not just rapid response, but rapid response coupled with properly trained employees.



Stroke: Early detection and rapid treatment will alter the course of a stroke victim and shorten the rehabilitation process.

Critical Trauma: Critical trauma is the fourth-leading cause of death in the United States, and requires prompt treatment on scene, and rapid transport to a trauma center for best patient outcome.

Response Times Importance

Timely arrival of appropriately equipped firefighters and paramedics is essential to saving lives and controlling fires before they escalate. The importance of processing 911 calls, alerting the appropriate personnel and sending the closest, most appropriate resource cannot be over emphasized. Timely arrival of well-trained and equipped personnel can mean a big difference on the outcome.

Two commonly referred to criteria used to quantify the importance of a timely fire department response include:

- The time of flashover in a structure fire where a fire goes beyond control capability of a single alarm.
- The time on an EMS call where irreversible brain damage and chances for successful resuscitation are greatly reduced on patients that are pulseless and non-breathing.

Section 4: Roseville Risk Assessment

Risk Assessment is the process of measuring the potential loss of life, personal injury, economic injury, and property damage resulting from hazards. This SOC document reviews the hazards identified in the 2011 Roseville Multi-Hazard Mitigation Plan (RMHMP) located at: http://roseville.ca.us/fire/about_roseville_fire/divisions/planning/multi_hazard_mitigation_plan.asp which are likely to occur in Roseville. It meets the requirements of Title 44 of the CFR (Section 201.6.c.2) for risk assessment of hazards; it also looks at the possible impacts of human-caused and human health hazards. Chapters 10 through 18 of the City of Roseville Multi-Hazard Mitigation Plan describe the risk associated with the identified hazards of concern for the City of Roseville. Each chapter elaborates on one hazard, the City's vulnerability to that hazard, and probable event scenarios. The 2014 Progress Report (http://roseville.ca.us/civicax/filebank/blobdload.aspx?blobid=31077) to the RMHMP assesses the progress made since the plan was approved by FEMA on March 28, 2011. As of the most recent reporting period, 63 hazard mitigation initiatives were pursued during this 5-year performance period.

The RMHMP addresses the probable impact of the following natural hazard events in the City of Roseville along with in-depth reports on loss estimates, impacts, secondary hazards, etc. Appendix B has maps of various risks identified in the RMHMP.

1. Dam Failure
2. Drought
3. Earthquake
4. Flood
5. Human-Caused Hazards
   - Terrorism and Weapons of Mass Destruction
   - Technological Hazards
   - Hazardous Materials
   - Industrial Fixed-Facility Hazardous Materials
   - Hazardous Materials Transportation Facilities
   - Pipeline Facilities
   - Utility Losses
   - Data and Telecommunications
   - Water/Wastewater Disruption
   - Air and Transportation Accidents
   - Infrastructure Threats
   - Business and Industrial Areas
   - Agricultural
   - Radioactive
6. Human-Health Hazards
   - Influenza, H1N1, H5N1, Small Pox, Vital Hemorrhagic Fever, Plague, Tularemia, Encephalitis, Malaria, West Nile, Lyme Disease, Anthrax, Severe Acute Respiratory Syndrome
7. Severe Weather
8. Structure/Wildland Fires
9. Landslides

Roseville Emergency Operations Plan

The City of Roseville Emergency Operations Plan (EOP), adopted in June of 2004, directs the City of Roseville Emergency Management Organization, coordinates the actions of the Emergency Operations Center (EOC) staff, establishes operational priorities, ensures development and implementation of strategies to meet the needs of the emergency, works with local elected officials on issues related to emergency response and recovery, identifies procedures for evacuation, communicates with the media, coordinates response with outside agencies, and ensures the safety of the responders. The EOP follows the Standardized Emergency Management System (SEMS) format required under Government Code § 8607. SEMS is a standardized system that enhances the ability of local jurisdictions to coordinate emergency response activities. City and special district EOCs are required to use the same SEMS management functions (management, operations, planning, logistics, and finance) in order to facilitate interagency communication and coordination.

Management staff from all departments participate in EOC drills two times per year. A countywide WebEOC platform is utilized during EOC activations and practiced with during each EOC drill. In 2014, using a Homeland Security grant, Everbridge Mass Notification system was purchased along with Placer, Sacramento and Yolo counties. This system is used for both emergency and non-emergency notification to the public.

Every two years the City of Roseville participates in a regional, large scale training that challenges various components of emergency response. In 2014 it was an active shooter drill in Rocklin involving numerous SWAT teams, law enforcement agencies, school members and fire departments. The next regional drill is in Roseville, slated for 2016 and it will test the county's new Crude Oil Response Plan.

Roseville Property Types and Risk Breakdown

Fire Risk Assessment

The Department has identified risk hazards for each type of occupancy within the City based upon NFPA business occupancy codes. Premise information and pre-fire plans are established for risks that pose a high life hazard, high property loss, conflagration hazard, or contain hazardous materials. The assessment of each commercial building is completed during annual inspections by Fire & Life Safety personnel.

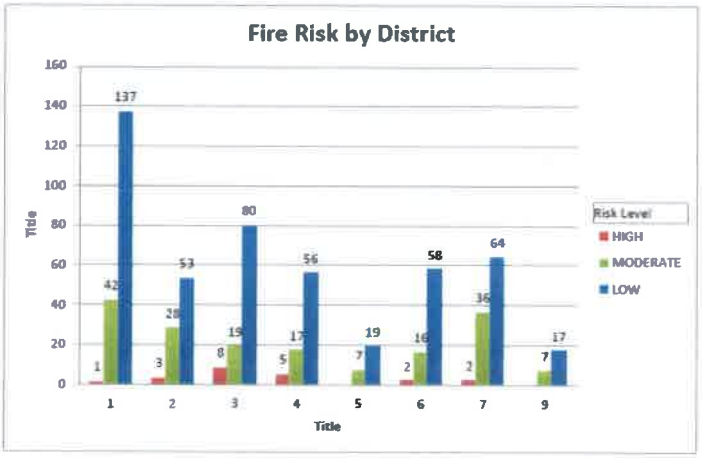
Building Fire Risk Definitions

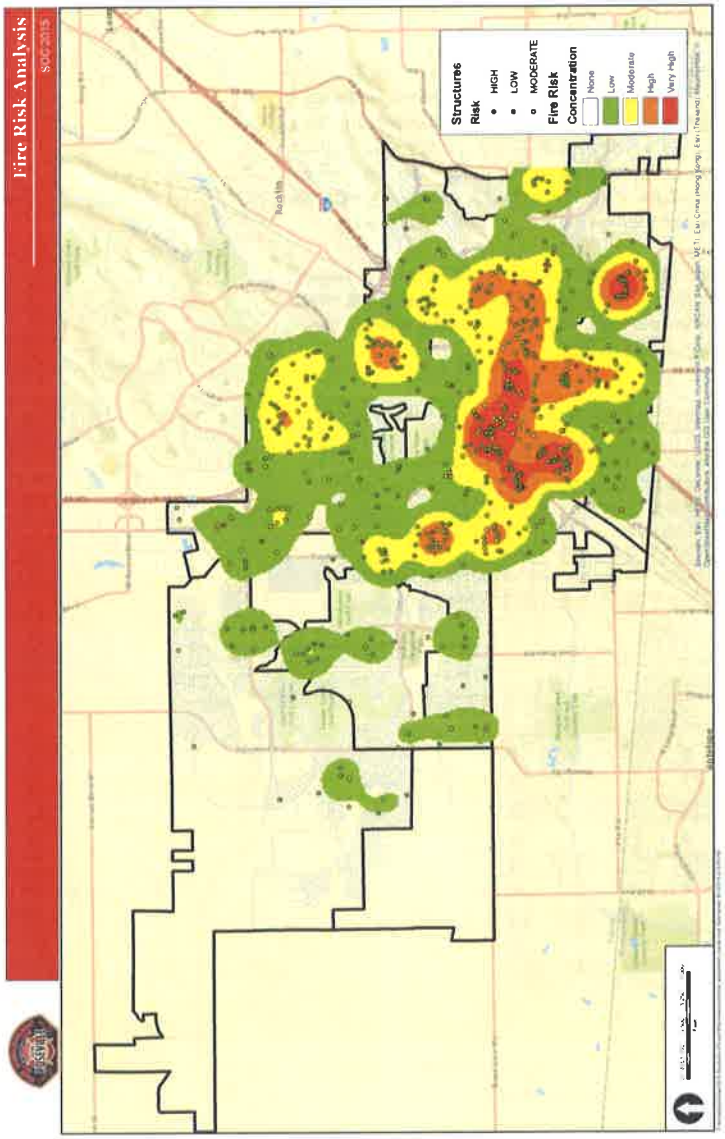
Risk	Building Classification	Example
Low	R-1 /R-2 / R-3.1 / Small B's / Small A's	Hyatt Place / Extended Stay / Slate Creek Apts./ Applebee's / TGIF etc.
Moderate	E / I-2.1 / I-3 / I-4 / Large A's / Large B's & M's	Woodcreek HS / Buljan Middle School / Spanger Elem./ DaVita Dialysis / Roseville PD Jail / Placer County Jail / Placer ARC / Aim Higher Adult Care / John's Incredible Pizza
High	I-2 / Galleria / CalARP Sites	Alta Manor / Kaiser Hospital / SRMC / Galleria Mall / HB Fuller / TSI Semiconductor / Union Pacific RR / Save Mart Distribution

Building Fire Risks Count

Structure Count	HIGH	MODERATE	LOW	Grand Total
1	1	42	137	180
2	3	28	53	84
3	8	19	80	107
4	5	17	56	78
5		7	19	26
6	2	16	58	76
7	2	36	64	102
9		7	17	24
Grand Total	21	172	484	677

Building Fire Risk by District




Fire Risk Analysis
Structures
Risk
HIGH
LOW
MODERATE
Fire Risk
Concentration
None
Low
Moderate
High
Very High

Emergency Medical Services Risk Assessment

Requests for Emergency Medical Services (EMS) are the most frequent type of service provided by the Roseville Fire Department. EMS incidents account for approximately 65% of emergency activities and correspondingly have the greatest impact on Roseville Fire Department resources. The residential and daytime population is a significant factor in assessing the probability of EMS incidents. There is a range of EMS incident types from single patient single unit response to multi-casualty incidents with six or more patients. Residences and specialized buildings house at-risk populations that require a greater response both under fire and EMS conditions. Less than 1% of EMS responses require additional personnel; the majority handled by a single engine and ambulance.

Certain building types have inherent risks to life due to the age of occupants, such as care homes, or patient mobility issues such as in hospitals, where self-evacuation would not be possible. Emergencies within these buildings would require numerous additional resources. Risk assessments are conducted to identify these buildings that pose response challenges and provide for response augmentation.

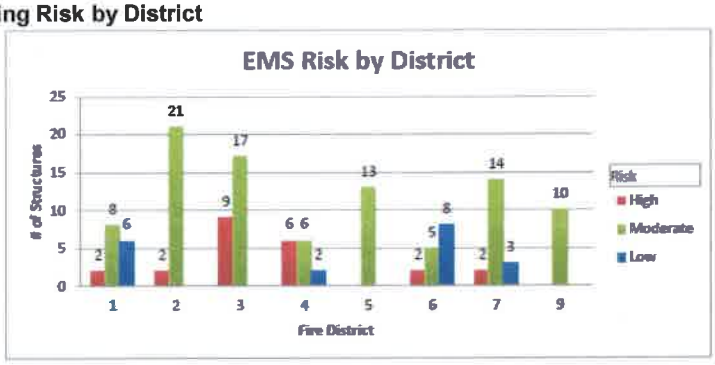
EMS Building Risks Definition

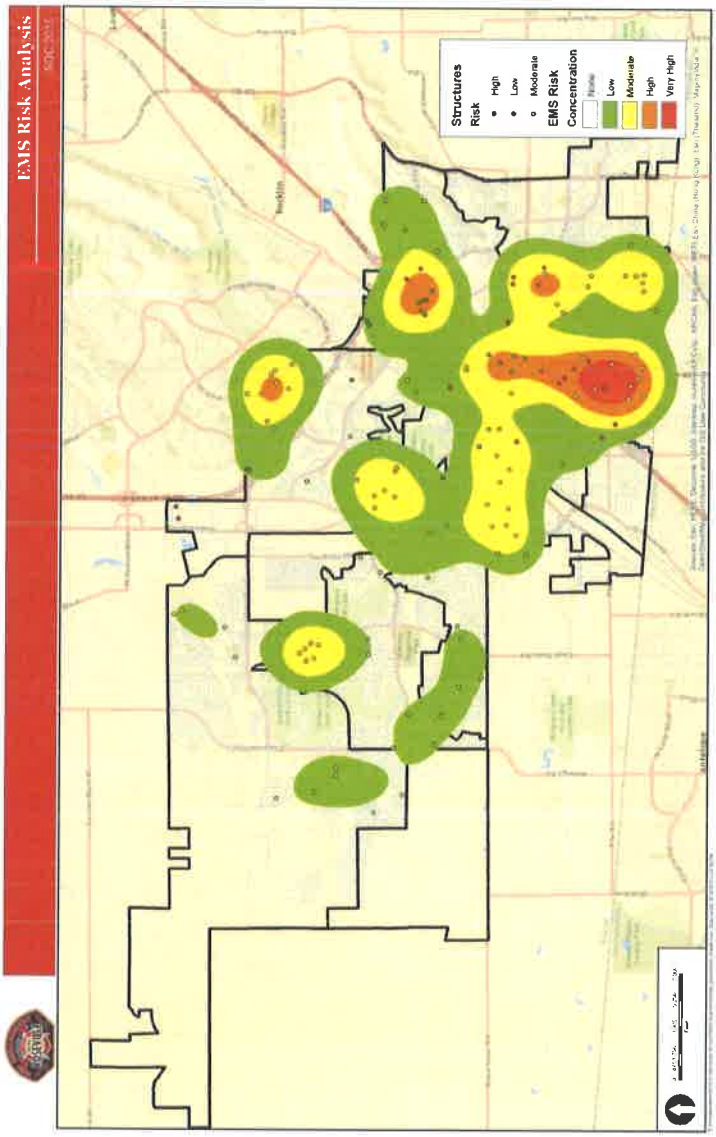
Risk	Building Classification	Example
Low	R-1 / R-2 /R-3.1	Best Western/ Holiday Inn / Autumn Oaks Apts./ Cirby Oaks Apts./ Bonita Home Care / Estera's Home Care (RCFE's)
Medium	R-2 (Senior Living)	Mistywood Living / Roseville Commons / Vintage Square Sr. Apts.
High	I-2 / I-2.1/ I-3 /I-4	Sutter Hospital /Terraces of Rsvl / Emeritus Sr. Living / PC Jail / Aim Higher

EMS Building Risk Count

Structure Count	High	Moderate	Low	Grand Total
1	2	8	6	16
2	2	21		23
3	9	17		26
4	6	6	2	14
5		13		13
6	2	5	8	15
7	2	14	3	19
9		10		10
Grand Total	23	94	19	136

EMS Building Risk by District




EMS Risk Analysis
Structures
Risk
High
Low
Moderate
EMS Risk
Concentration
None
Low
Moderate
High
Very High

Hazardous Materials Risk Assessment

The city contains several large industrial firms, three of which are classified as high-risk based on the risk assessment model and are required to complete release plans based on the California Accidental Release Prevention (CalARP) program. CalARP facilities are those that require that an owner or operator of a business handling more than the threshold quantity of a regulated substance, evaluate the use of the substance to determine the potential for, and impacts of, an accidental release. Under the CalARP regulations, these facilities must submit a Risk Management Plan (RMP). The RMP is used to determine potential accident factors and to implement measures to reduce the accident potential. Information contained within an RMP includes the following: safety information, process hazard analysis/hazard review, operating procedures, training, maintenance, compliance audits and incident investigations along with documents and records showing that the facility is implementing the program.

Eleven industrial fixed-facilities categorized as high risk based on the risk assessment model are included in the map section of Appendix B. There are over 400 Certified Unified Program Agency (CUPA) sites within the city including 52 underground storage tank sites. The Union Pacific switchyard in Roseville, the largest rail marshaling yard west of the Mississippi, presents many serious hazards. The site encompasses 106 miles of track and 60 miles of main line. Not only does it split the City, it is very close in proximity to the heavily populated retail and residential districts. Additionally, one million shipments of hazardous materials are transported in bulk through the City of Roseville annually.

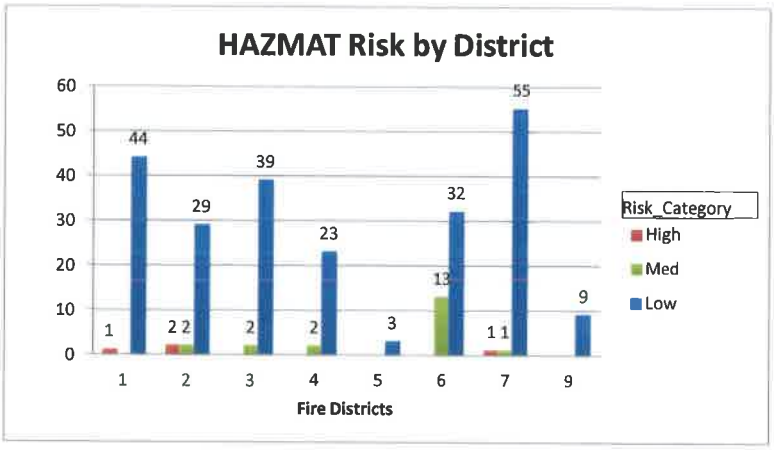
HazMat Building Risks Definition

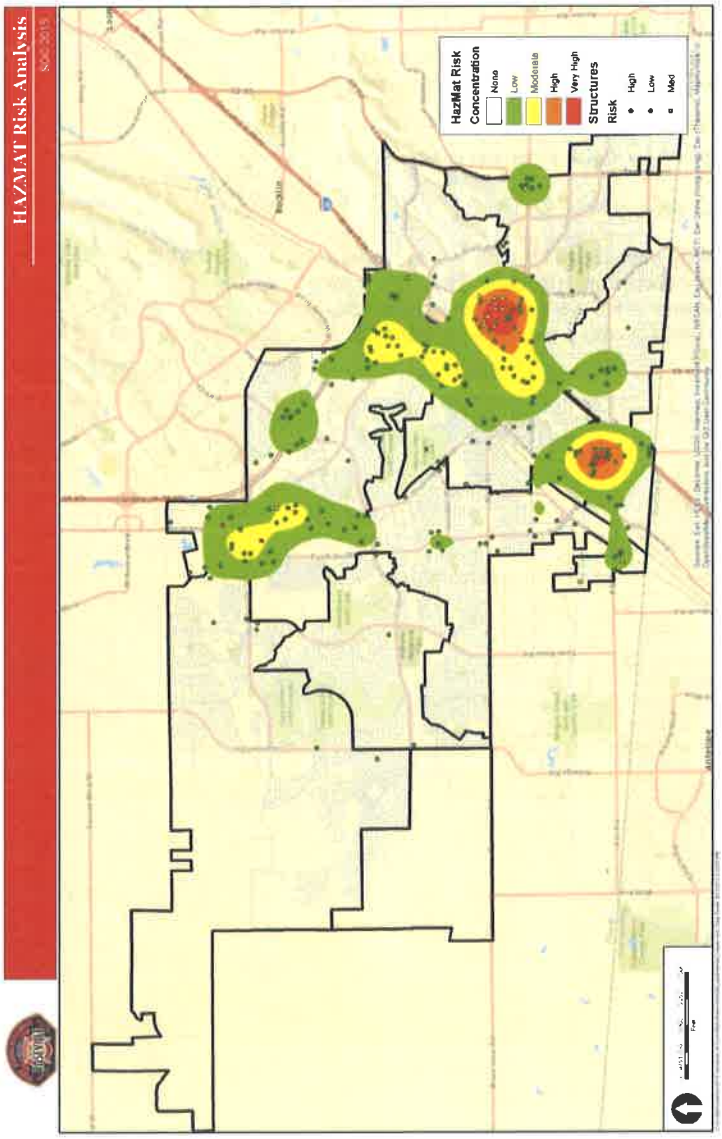
Risk	Building Classification	Example
Low	B / S / M	Cell Site / Cleaners
Medium	H-1 / H-2 / H-3	Metal Finishing
High	H-4 / H-5	Union Pacific Rail Yard / CalARP Sites (TSI, SaveMart Distribution, HB Fuller)

HazMat Building Count

Structure Count	High	Med	Low	Grand Total
1	1		44	45
2	2	2	29	33
3		2	39	41
4		2	23	25
5			3	3
6		13	32	45
7	1	1	55	57
9			9	9
Grand Total	**4**	**20**	**234**	**258**

HazMat Risk by District




HAZMAT Risk Analysis
SOC 2015
HazMat Risk Concentration
None
Low
Moderate
High
Very High
Structures Risk
High
Low
Med

Critical Facilities and Infrastructure

Critical and essential facilities and infrastructure are those that are critical to the health and welfare of the population. These become especially important after a hazard event. For the purpose of this document, a definition specific to Roseville considers the following criteria:

- Facilities which are vital for the City's ability to provide essential services and protect life and property.
- Facilities whose loss would have a severe economic or catastrophic impact.

A database of critical facilities in Roseville was created to identify vulnerabilities to each hazard addressed in this plan. The department has created a database of senior and childcare facilities so responders know of the special fire hazard that might require additional assistance in the event of fire or mass-casualty incident since these special populations typically cannot self-extricate and require additional assistance.

Maps of critical infrastructure are provided in Appendix B.

Section 5: Critical Task Analysis

On-scene operations, identification of critical tasks, and an effective emergency response force are the key elements in determining appropriate staffing levels, the number of companies needed, optimal deployment strategies, and the priority duties to be performed on the fire ground or emergency incident scene. Effective all-hazards fire departments must be able to determine what tasks need to be completed and in what order, the number of personnel needed, and the type of apparatus required to complete the identified tasks to have a positive influence on the outcome of the situation.

On-Scene Operations

The variables of fire growth dynamics, along with property and life risks, combine to determine the fire ground tasks that must be accomplished, and to a certain extent, the order in which they must be accomplished, to preserve life and mitigate loss. Critical tasks are interrelated, but can be separated into two basic types: 1) fire control and 2) life safety.

Fire control tasks are those related to applying a fire suppression agent, generally water, on the fire, and removing the products of combustion from an enclosed environment. Life safety tasks are those related to finding trapped, disoriented, or incapacitated victims, and safely removing them from the structure or shielding them from the hazard.

Fire control tasks are generally accomplished by using one of two methods: 1) hand-held hose lines and 2) master streams.

- Handheld hose lines are mobile and produce water flows up to 250 gallons-per-minute (gpm). These are generally used during interior, offensive firefighting activities.
- Master streams are generally used from stationary positions, and produce flows up to 1,000 gpm; they are primarily used during exterior, defensive firefighting activities.

The decision to use either hand lines or master streams depends upon the stage of the fire, the identified threat to life safety and adjoining property, and the specific strategy and tactics employed by the fire incident commander when sufficient firefighting resources have reached the scene. If the fire is in a pre-flashover stage, a phenomenon including the spontaneous ignition of all combustibles in a room, firefighters can make an offensive fire attack into a building by using hand lines to attack the fire and shield trapped victims until they can be safely removed from the structure.

If a fire is in its post-flashover stage and has extended beyond the capacity or mobility of hand-held hoses, or if the structural damage and the threat of building collapse present a significant risk to the safety of firefighters on scene, the structure may be declared a loss. In this situation, master streams are positioned to extinguish the fire and keep it from advancing to surrounding exposures.

Life safety tasks assigned are based upon the number of occupants, their location, their status (e.g., awake, unconscious), and their ability to take effective self-preserving action. For example, ambulatory adults need less assistance than non-ambulatory adults or children. The very young and old generally require more assistance, which requires greater resource utilization.

The key to any fire department's success at a fire includes a rapid response and efficient fire scene deployment, as well as adequate staffing and coordinated teamwork. These key elements are relevant

regardless of whether the fire ground tasks are all fire-flow related or a combination of fire flow and life safety.

Critical Tasks and On-Scene Performance for Fires

Critical tasks are those that must be conducted in a timely manner by firefighters at structure fires in order to control the fire prior to flashover, or to extinguish the fire in a timely manner. Fire departments are responsible for assuring that responding companies are capable of performing all of the described tasks in a prompt and proficient manner.

The rapid and effective performance of highly coordinated assigned tasks is the hallmark of a successful ERF. Time and on-scene performance expectations are the target indicators established for measuring the operational elements including individuals, crews, and work units that comprise the department's response-ready resources. Roseville Fire has developed Standard Operating Evolutions that are sub-categorized into: Individual, Engine, Truck, RIC, Pumping, NFPA and Medical Evolutions. All companies train regularly on these Standard Operating Evolutions to develop proficiency as well as a means to time and evaluate company performance for critical fire ground tasks. Cumulative data collection from Standard Operating Evolutions also allows for the development of standard expected times to complete a task based on averaging of times.

SOG 1.08.0050 - *Standard Company Evolutions*, outlines the importance of doing critical tasks on fire emergencies in a timely manner.

The initial fireground actions begin with the arrival of the first company and continue, sequentially or in parallel, as tasks are completed and additional resources arrive. Initial deployment tasks are fairly standard, but are based on the difficulty of the situation faced. The table below lists the minimum number of personnel to begin basic deployment tasks on a typical residential structure fire within the first 5 to 15 minutes after arriving:

Personnel Required for a Moderate Risk Structure Fire Critical Tasks

TASK	Firefighters	Company
Size-Up/Command	1	Battalion Chief
Attack Line	2	1st Engine
Pump Operator	1	1st Engine
Rescue/Primary Search	2	2nd Engine
Water Supply/FDC	1	2nd Engine
Two Out / Utilities & Safety	3	3rd Engine
Forcible Entry / Ventilation	4	1st Truck
Initial Attack Personnel	14	5 Fire Apparatus

If the fires continue beyond initial attack, then the scope of personnel necessary to provide immediate task level duties escalates rapidly, and can quickly overwhelm any department. The high level response for a working structure fire in Roseville sends 21 firefighters on four engines, two trucks and one Battalion Chief. The chart below reflects a high risk large residential structure fire or a basic commercial fire. It also displays the need for timely mutual aid partnerships to prevent conflagrations from occurring.

Commented [DB4]: This section to be updated to reflect 4 to 3 truck staffing changes, relief pool, and modifications to response plans

Commented [DB5]: This section to be updated to reflect 4 to 3 truck staffing changes, relief pool, and modifications to response plans

Personnel Required for a High/Special Risk Structure Fire Critical Tasks

TASK	Firefighters	Company
Size-Up/Command	1	Battalion Chief
Attack Line	2	1st Engine
Pump Operator	1	1st Engine
Back Up Line	2	4th Engine
Rescue/Primary Search	2	2nd Engine
Water Supply/FDC	1	2nd Engine
Two Out / Utilities & Safety Officer	3	3rd Engine
Forcible Entry / Ventilation	4	1st Truck
Rapid Intervention Team	4	2nd Truck
Air/Lights/Rehab	1	4th Engine
Initial Attack Personnel	21	7 Fire Apparatus

Emergency Medical Services Critical Task Analysis

According to the Commission on Fire Accreditation International, to create standard levels of response in mitigation actions, an assessment must be conducted locally to determine the capabilities of the arriving companies and individual responders to achieve those critical tasks. When identifying critical tasks, responder safety must be a priority.

The following hazard levels have been established for EMS risk:

- **Low Risk:** Injured and ill persons, without airway, breathing, or circulatory problems.
- **Moderate Risk:** Cardiac arrest, severe respiratory distress, patients meeting trauma center criteria or other specialty center criteria.
- **High Risk:** Multi-victim incidents with five or more patients.

An effective response force (ERF) is the number of staff/apparatus necessary to complete all of the identified tasks within a prescribed timeframe. The following tables show critical tasks and associated risk with the ERF for the incident. Our single engine response with 3 (or a truck with 4) combined with two personnel from American Medical Response (AMR) ambulance provides an ERF of 5 to 6 on every low to moderate risk EMS call.

Commented [DB6]: This section to be updated to reflect 4 to 3 truck staffing changes, relief pool, and modifications to response plans

Critical Tasks Low & Moderate Risk EMS

Critical Tasks Low & Moderate Risk EMS Response	Personnel Required
Number of Staff Command / Safety / Family Liaison	1
Patient Assessment / Patient Interview	1
Documentation / Medical Control	1
Patient Care / Handling / Equipment	2
Total ERF Low & Moderate EMS	5

For high risk EMS incidents, the IC will call for specific types and numbers of response personnel based upon the number of patients and/or special needs, ie. HazMat or rescue response capabilities.

Critical Tasks High Risk EMS

Critical Task High Risk EMS Response	Personnel Required
Number of Staff Command	1
Scene Safety	3
Triage	2
Treatment	7
Transportation	2
Medical Communications (Med Com)	2
Ambulance Staging	1
Total ERF High Risk EMS	18

Section 6: Performance Measures

Time Points and Intervals – The Cascade of Events

Over the years, response time data have been analyzed by the fire service industry using a variety of methods. In order to standardize the terminology used by departments around the United States and Canada, the Commission for Fire Accreditation International, Inc. (CFAI) has developed the following set of definitions to be used for describing the individually recognized components of response time. These elements can be appropriately viewed as an interrelated cascading sequence of events, consisting of a series of points in time separated by intervals. The department has adopted the following definitions, which are consistent with those given by CFAI.

- **Event Initiation** – the point at which events occur that may ultimately result in an activation of the emergency response system. Precipitating events can occur seconds, minutes, hours, or even days before a point of awareness is reached. It is rarely possible to quantify the point at which event initiation occurs.
- **Emergency Event Awareness** – the point at which an individual or technological sentinel (e.g., smoke or heat detector) becomes aware that conditions exist which require an activation of the emergency response system.
- **Alarm** – the point at which awareness triggers an effort to notify the emergency response system. An example of this is the transmittal of a local or central alarm to a designated public safety answering point (PSAP).
- **Notification** – the point at which an alarm or call for assistance is received by the PSAP. This transmittal may take the form of an electronic or mechanical notification process to the point at which a call is received and answered within the jurisdictional PSAP.
- **Call Processing Time** – the interval between the first ring of the 911 telephone at the PSAP and the time the dispatcher activates station, crew, and/or individual alerting devices. This interval can also be further divided into two additional sub-intervals: 1) ***call-taker interval,*** which is the time from the first ring of the 911 telephone until the call-taker subsequently transfers the call information to the dispatcher; and 2) ***dispatcher interval,*** which is the interval from the time when the call-taker transfers the call to the dispatcher until the dispatcher activates all applicable alerting devices for emergency responders.
- **Turnout Time** – the interval between the activation of station and/or crew alerting devices and the delivery of specific dispatch information to emergency personnel, and the time when the responding crew notifies the dispatcher that the company is en route. During the turnout interval, crews immediately cease all other activities, don appropriate protective clothing, determine the location of the call, board and start the appropriate response vehicle. The en route notification to dispatch is made when all personnel are aboard the apparatus, and the vehicle begins traveling toward the call location.
- **En route** – the point at which the responding unit signals the dispatcher that they are responding to the call for service or traveling toward the hospital or other appropriate receiving facility. On calls in which a patient is transported, there are two en route times: en route to the call and en route to the medical receiving facility.

- **Travel Time** – the interval that begins at the time of the en route notification and ends when the responding unit notifies the dispatcher that it has arrived on scene.
- **Arrival (On-scene) Time** – the point at which the first responding unit arrives on scene or the transport unit arrives at the receiving facility. Arrival is determined by actual physical arrival at the address or location of the emergency. Arrival time also includes stage time, which is when an apparatus is staged or standing by near the incident location.
- **On-Scene Interval** – the interval which begins at the arrival time on scene and ends with one of the following situations: 1) the official termination of the incident; 2) the point when an ambulance is en route transporting the patient to a receiving facility; or 3) when one or more units have completed the response assignment and are made available to respond to other requests for service. This time interval can be lengthy and may include a variety of fire ground and emergency incident activities. Other factors to consider are access problems associated with campuses, malls, complexes, high-rise buildings, rural locations, and other incidents where a significant amount of area or terrain must be traversed in order to reach the patient or specific location of the incident.
- **Transport Time** – the second travel time interval for a medical transport call, which begins at the termination of on-scene time and ends upon arrival at the hospital or other designated medical receiving facility.
- **Termination of Incident (Shut Off)** – the point at which the designated incident commander notifies the dispatcher that the assignment has been completed and the units assigned are available to respond or otherwise committed.
- **Task Time** – the total time interval from dispatch through termination of the incident. It reflects the period of time response resources are committed and unavailable for other service requests.
- **Response Time** – includes the elements of responding to an incident that are directly under the control of the responding agency (i.e., turnout time plus travel time).

Section 7: Performance Measures

The ultimate goal of any emergency service delivery system is to provide sufficient resources (personnel, apparatus, and equipment) to the scene of an emergency in time to take effective action to minimize the impacts of the emergency. This need applies to fires, medical emergencies, and any other emergency situations to which the fire department responds. The Roseville Fire Department has established response performance measures based on its current capabilities and resources.

Benchmark Response Goals

Table of Benchmark Response Time Goals:

		14 FF			
Minutes	**Fire**	**Building Fire ERF**	**EMS**	**Hazmat**	**Tech Rescue**
Call Process	0:01:00	0:01:00	0:01:00	0:01:00	0:01:00
Turnout	0:01:43	0:02:00	0:01:00	0:02:00	0:01:43
Travel	0:05:12	08:30	0:05:12	0:05:12	0:05:12
Dispatch-Arrival	0:06:55	10:30	0:06:12	0:07:12	0:06:55
Call-Arrival	0:07:55	11:30	0:07:12	0:08:12	0:07:55

The following six **Benchmark** response goal statements provide the specific areas where annual analysis is conducted to measure how well our organization is performing in relation to these response time goals. This helps determine if we have sufficient resources to meet the demands of a growing community. These performance measures are reported on the program quarterly budget reports sent to the City Council and City Administration.

Response Goal Statement #1: First Due Fire

For 90% of all **low risk** structure fires, the total response time for arrival of the first due unit, staffed with 3 personnel (one Captain, one Engineer and one FF/P) shall be: **7 minutes and 55 seconds**. The first due unit shall be able to: advance an attack line capable of flowing 150 gpm, provide 500 gallons of tank water, establish an uninterrupted water supply, and provide up to 1500 gallons per minute (gpm) pumping; provide a size up; conduct a 360 evaluation; initiate command; request additional resources and rescue at-risk victims. These operations shall be done in accordance with departmental standard operating procedures.

Response Goal Statement #2: Effective Response Force of 14 Personnel for Moderate Fires

For 90% of all **moderate risk** structure fires, the total response time for arrival of the effective response force (ERF), staffed with 14 firefighters and officers, shall be **11 minutes and 30 seconds**. The ERF shall be able to: establish command; appoint a site safety officer; provide an uninterrupted water supply; advance additional attack lines and backup lines for fire control; contain the fire; comply with the Occupational Safety and Health Administration (OSHA) requirements for two-in and two-out; complete forcible entry; search and rescue at-risk victims; ventilate the structure; control utilities; and perform salvage and overhaul.

The ERF for **high and special risk** structure fires shall be capable of placing elevated streams into service

from aerial ladders. These operations shall be done in accordance with department policy while providing for the safety of responders and the general public. There is not a calculated response time for high and special risk structure fires due to infrequent calls of this severity.

Response Goal Statement #3: EMS

To treat **low and moderate risk** medical patients, the total response time for arrival of the first due unit, staffed with 3 personnel (including a minimum of one Paramedic) shall be: **7 minutes and 12 seconds**, 90% of the time from receipt of the 911 call. The first due unit shall be able to: assess a patient, administer basic and advanced life support, including oxygen, IVs and medication administration; stop bleeding; splint and bandage wounds and prepare the patient for transportation to a hospital.

Response Goal Statement #4: Special Operations HazMat

For 90% of all **low risk** Hazardous Materials responses, the total response time for arrival of the first due unit, staffed with 3 personnel (one Captain, one Engineer and one Firefighter) shall be: **8 minutes and 12 seconds**. The first due unit shall be able to: provide 500 gallons of water and 1500 gallons per minute (gpm) pumping capacity for emergency decon; rescue victims that are down in the line of sight; provide a size up; conduct a 360 evaluation; initiate command; request additional resources; isolate the area; and establish perimeters. These operations shall be done in accordance with departmental standard operating procedures.

The ERF for **high and special risk** Hazmat Operations shall be able to: provide additional specialized Hazmat apparatus and equipment with certified hazardous materials specialist personnel, in accordance with departmental policy. This response shall be able to rescue at-risk victims; provide shelter in place instructions based upon chemical hazards; control and mitigate hazardous materials spills, leaks or potential breaches using specialized equipment; and follow up with reporting requirements outlined in state regulation. There is not a calculated response time for high and special risk hazmat operations due to infrequent calls of this severity.

Response Goal Statement #5: Special Operations Rescue

For 90% of all **low risk** Rescue responses, the total response time for arrival of the first due unit, staffed with 3 personnel (one Captain, one Engineer and one Firefighter) shall be: **7 minutes and 55 seconds**. The first due unit for all risk levels shall be able to: provide a 360 evaluation and scene size up; incident stabilization; secure utilities; establish command; request additional resources; isolate the area; and establish perimeters. These operations shall be done in accordance with departmental standard operating procedures.

The ERF for **high and special risk** special operations requiring rescue response shall be able to: provide additional specialized rescue apparatus and equipment with certified rescue specialists, in accordance with departmental policy. Additionally, this response shall be able to rescue at-risk victims that might be trapped; utilize special extrication tools; and provide technical assistance on difficult rescue calls and emergency situations where breaching, shoring and stabilizing is required. There is not a calculated response time for high and special risk rescue operations due to infrequent calls of this severity.

Response Goal Statement #6: Response Reliability

Maintain a Response Reliability greater than 80% for each district.

Current Baseline Performance Measures

The data from the previous five years of response times is broken out by call processing, turnout, travel and call to arrival. Evaluation is done at every step in the process so deficient areas can be analyzed individually and improvements implemented. All response times are for priority responses only. The chart below shows **overall baseline response times** for each response component for priority incidents.

Overall Baseline Response Times

All Incidents - Department-Wide 90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:49 (53,526)	02:03 (9,317)	01:56 (9,281)	01:42 (9,941)	01:41 (10,178)	01:44 (10,225)	01:48 (4,584)
Turnout	01:56 (50,986)	01:56 (8,756)	01:56 (8,637)	01:54 (9,265)	01:55 (9,479)	01:55 (9,629)	02:01 (5,220)
Travel-Distribution	05:11 (53,286)	05:11 (9,131)	05:05 (9,124)	05:11 (9,706)	05:08 (9,864)	05:15 (10,024)	05:18 (5,437)
Call to Arrival-Distribution	07:39 (54,153)	07:51 (9,262)	07:41 (9,232)	07:36 (9,882)	07:30 (10,074)	07:38 (10,191)	07:38 (5,512)

Baseline Response Times for specific call types (priority response only)

	Overall	2010	2011	2012	2013	2014
Fires – First Due	8:35	8:57	09:06	8:09	8:34	08:12
Fires ERF (14)	18:47	13:43	20:03	16:18	13:41	19:58
EMS	07:24	07:30	07:23	07:19	07:17	07:27
HazMat	09:04	08:58	09:06	09:01	09:06	09:14
Rescue	08:03	07:58	08:16	07:43	07:57	08:08

The incident count below shows how many specific calls were generated per year by call type. This does not reflect the multiple company responses, meaning a structure fire will typically have four (4) engines, two (2) trucks and a Battalion Chief respond, yet it still counts as one incident. The annual unit count will reflect how many times each unit (apparatus) responded to calls.

Commented [DB7]: This section to be updated to reflect 4 to 3 truck staffing changes, relief pool, and modifications to response plans

Incident Counts by Call Type:

Total Calls for Service 2010 - 2015 (Q1Q2)

Sum of CT	DATE					
Incidenttype2	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Fire	323	294	313	372	360	157
EMS	7455	7498	7935	8414	8688	4872
Hazmat	268	233	206	217	209	101
Rescue	667	748	815	754	797	393
False Alarm Call	479	499	506	533	476	289
Service Call	1087	1188	1281	1400	1422	784
Good Intent	1140	1178	1362	1578	1506	803
Severe Weather		1	3	1	6	2
Other	9	6	6	3	10	17
Grand Total	**11428**	**11645**	**12427**	**13272**	**13474**	**7418**

All Incident Call to Arrival by Station – Benchmark 7:12 EMS and 8:12 Fires

Station	Overall	2010	2011	2012	2013	2014
1	07:13	07:15	07:22	07:25	06:56	06:56
2	07:17	07:15	07:08	07:11	07:13	07:37
3	06:55	07:22	07:10	06:32	06:4	06:38
4	07:03	07:40	07:19	06:45	06:45	06:58
5	07:44	08:06	07:48	07:50	07:24	07:29
6	07:37	08:07	08:06	07:51	07:15	07:20
7	07:40	07:42	07:51	07:18	07:29	07:55
9	09:11	10:10	10:21	09:37	09:00	08:55

All Incident Turnout Time by Station – Benchmark 1:00 EMS, 2:00 Fires

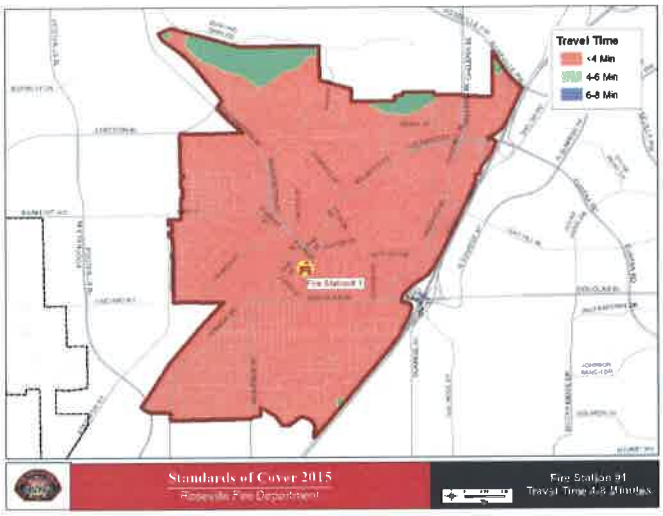
Station	Overall	2010	2011	2012	2013	2014
1	02:02	01:56	02:02	02:04	02:03	02:04
2	01:56	01:51	01:55	02:00	01:53	01:59
3	01:49	01:51	01:56	01:40	01:54	01:46
4	01:50	01:58	01:46	01:47	01:45	01:47
5	01:54	01:58	01:50	02:00	01:51	01:50
6	01:51	01:53	01:47	01;45	01;3	01:51
7	02:02	02:08	01:58	02:02	01:9	02:01
9	02:03	01:57	01:54	02:03	01:59	02:00

All Incident Travel Time by Station – Benchmark 5:12

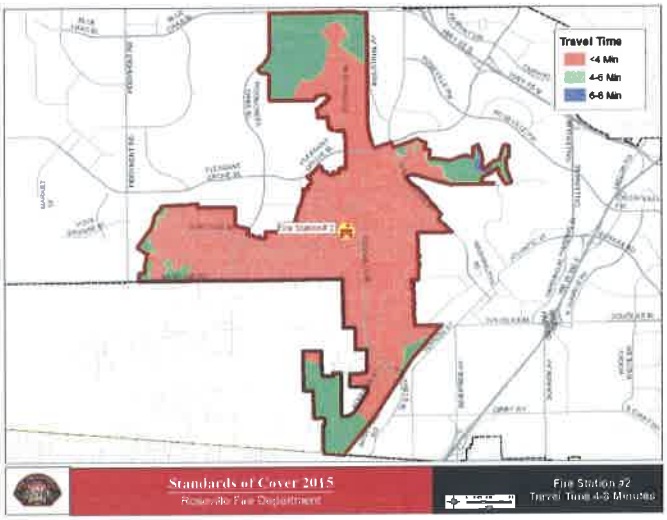
Station	Overall	2010	2011	2012	2013	2014
1	04:36	04:35	04:43	04:48	04:32	04:25
2	04:51	04:40	04:35	04:51	04:53	05:01
3	04:29	04:43	04:33	04:15	04:27	04:22
4	05:00	04:16	05:10	04:27	05:06	05:00
5	05:21	05:39	5:22	05:31	05:09	05:05
6	05:03	05:10	05:33	05:11	04:51	04:36
7	05:03	04:49	05:03	04:49	05:01	05:24
9	06:38	07:11	06:48	06:44	06:33	06:34

Travel Time Maps

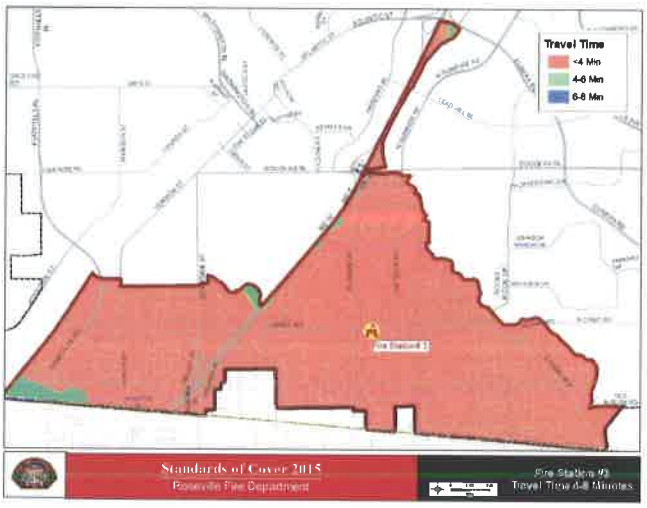
Travel Time Map Fire Station 1



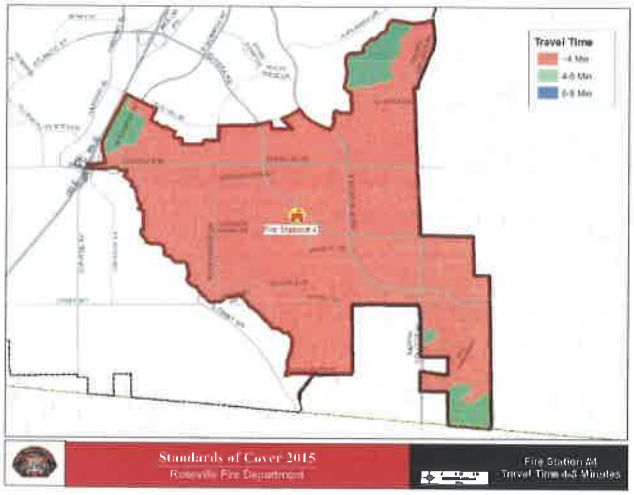
Travel Time Map Fire Station 2



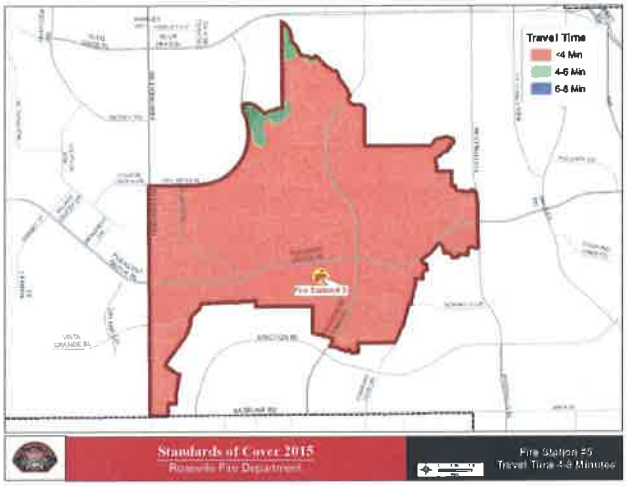
Travel Time Map Fire Station 3



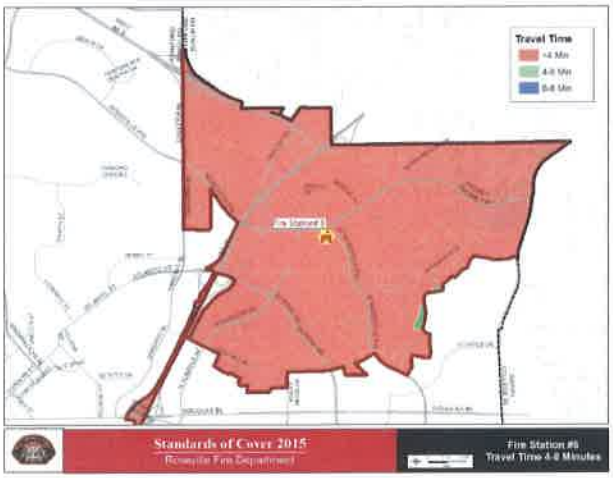
Travel Time Map Fire Station 4



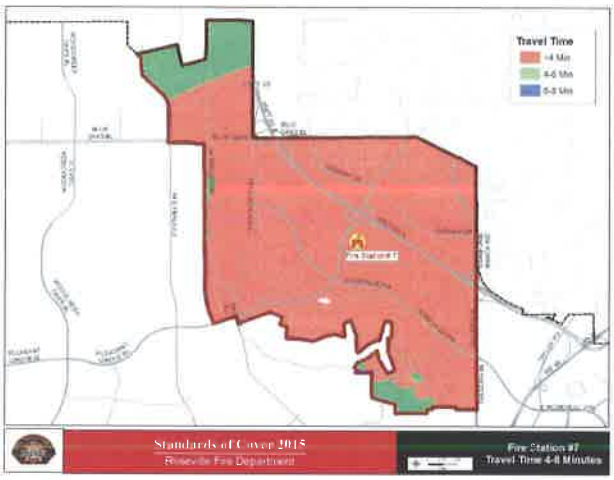
Travel Time Map Fire Station 5



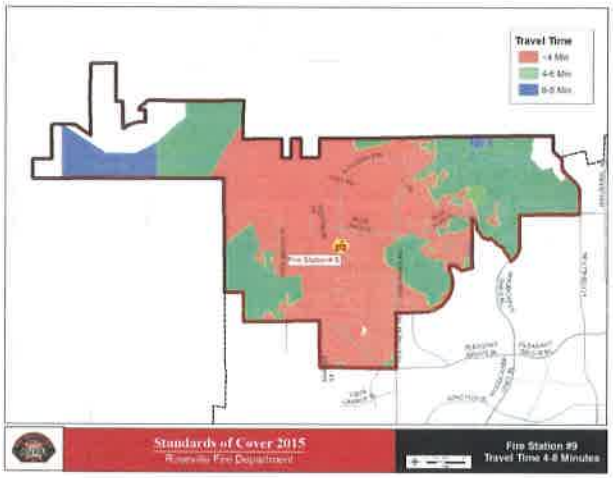
Travel Time Map Fire Station 6



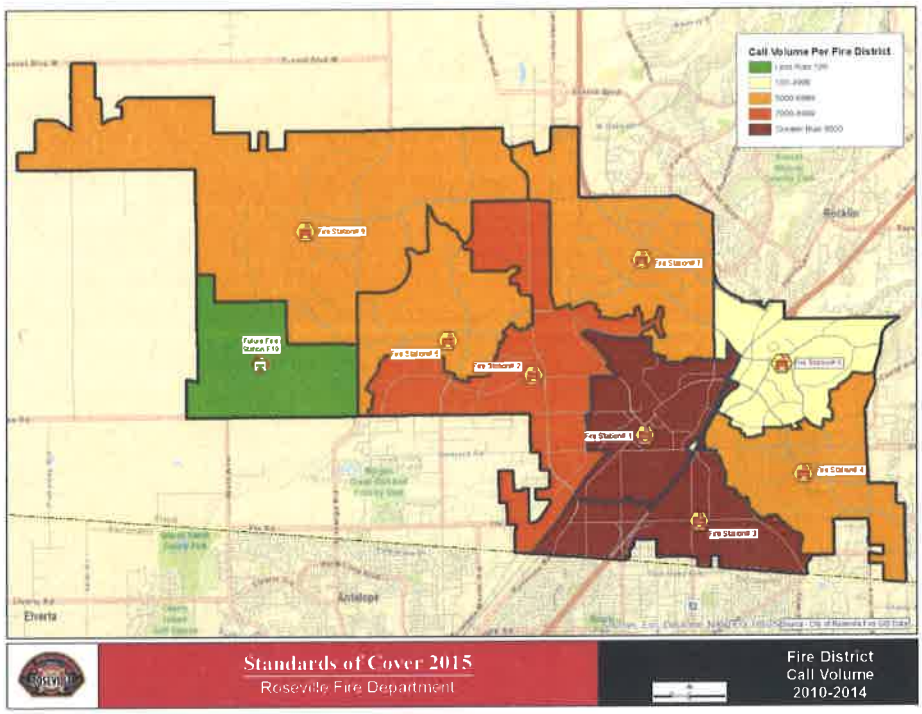
Travel Time Map Fire Station 7



Travel Time Map Fire Station 9

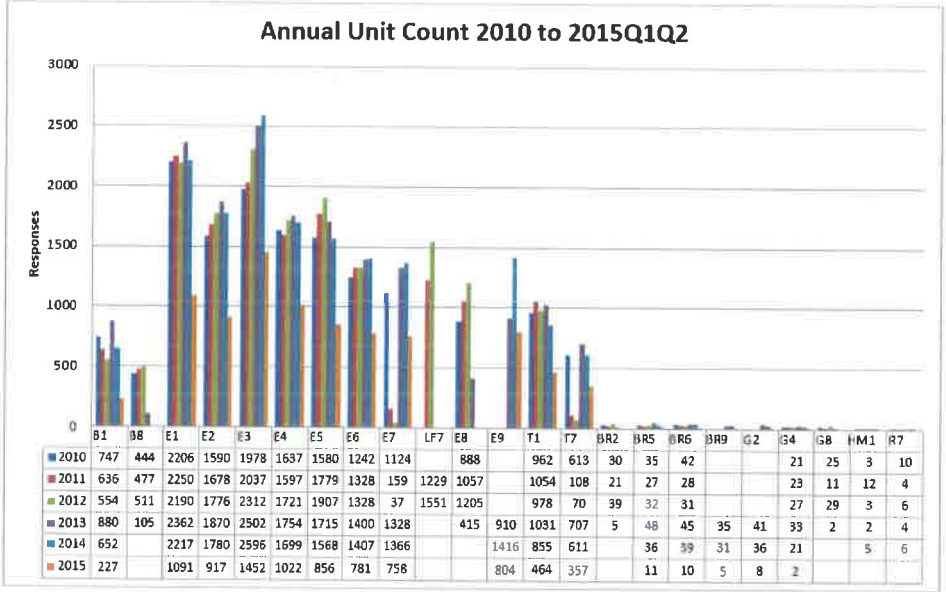


Call Volume Per First Due District



Overall Response Analysis All Calls

Annual Unit Count All Calls



	B1	B8	E1	E2	E3	E4	E5	E6	E7	LF7	E8	E9	T1	T7	BR2	BR5	BR6	BR9	G2	G4	G8	HM1	R7
2010	747	444	2206	1590	1978	1637	1580	1242	1124		888		962	613	30	35	42			21	25	3	10
2011	636	477	2250	1678	2037	1597	1779	1328	159	1229	1057		1054	108	21	27	28			23	11	12	4
2012	554	511	2190	1776	2312	1721	1907	1328	37	1551	1205		978	70	39	32	31			27	29	3	6
2013	880	105	2362	1870	2502	1754	1715	1400	1328		415	910	1031	707	5	48	45	35	41	33	2	2	4
2014	652		2217	1780	2596	1699	1568	1407	1366			1416	855	611		36	39	31	36	21		5	6
2015	227		1091	917	1452	1022	856	781	758			804	464	357		11	10	5	8	2			

The table above identifies how many calls each company ran per year over the past five years.

**Between 2011 and 2012, budget restraints resulted in the down staffing of six (6) suppression personnel. To continue to deliver the utmost service to our citizens, Engine 7 and Truck 7, with a staffing of three (3) and four (4) respectively, were reduced by two (2) personnel per shift. This resulted in the creation of Light Force 7 (LF7) which had five (5) personnel cross-staffing both units.

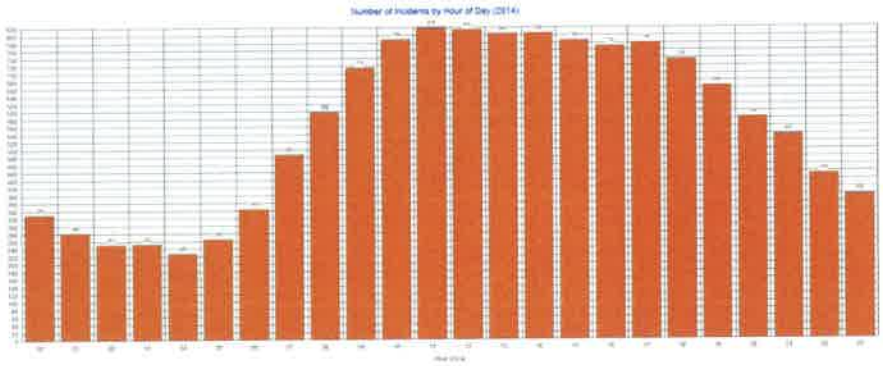
Average Calls per Unit Per Day

Unit	Totals Calls 2014 Only	2014 Avg calls per Day
E1	2217	6.07
T1	855	2.3
E2/G2	1816	4.9
E3	2596	7.1
E4/G4	1720	4.7
E5/Br5	1604	4.4
E6/Br6	1446	3.9
E7	1366	3.7
T7	611	1.6
E9	1416	3.9
B1	652	1.8

Average Calls per Day/Year

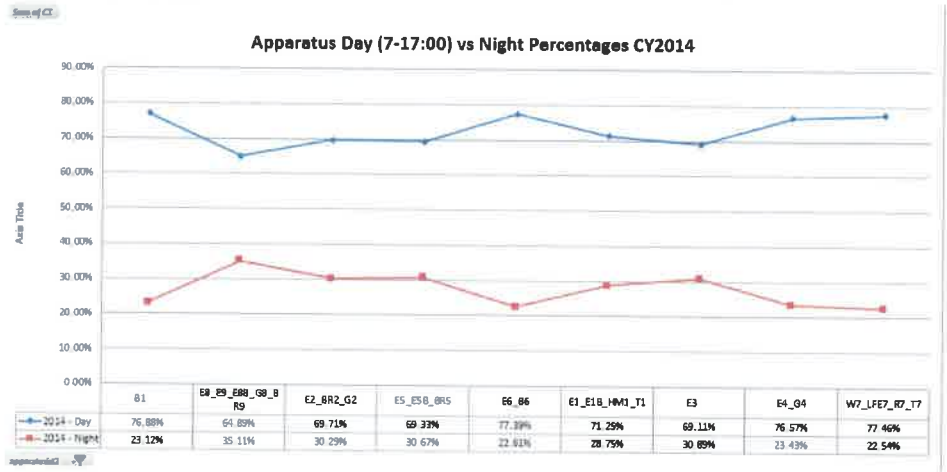
	2010	2011	2012	2013	2014	2015Q1Q2
Total Count	11428	11645	12427	13272	13474	7418
Daily Average	31	32	34	36	37	41

Incidents by Hour of Day



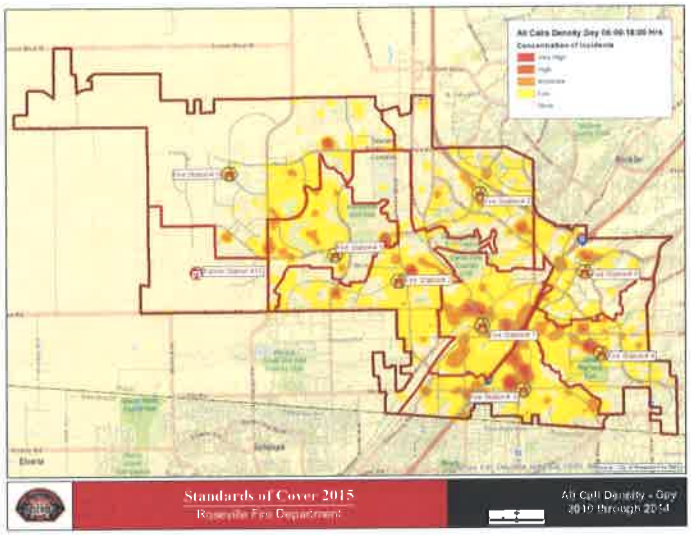
Total Incident Count by Month

Day vs Night Calls

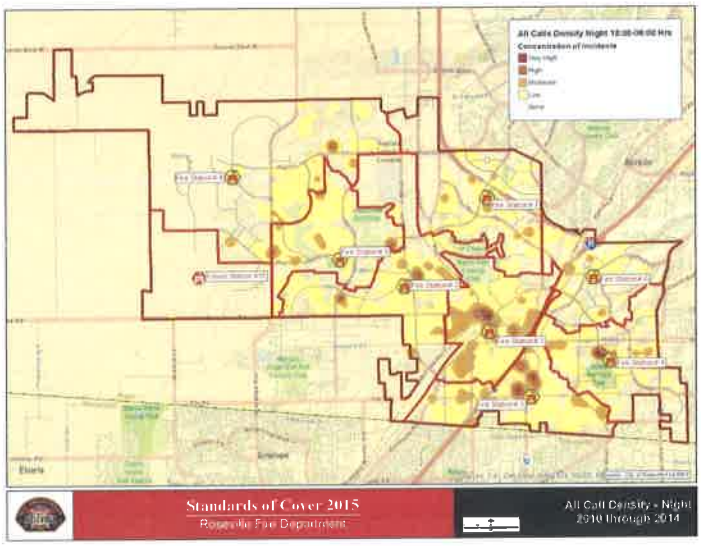


	B1	E8_E9_E88_G8_B R9	E2_BR2_G2	E5_E58_BR5	E6_B6	E1_E18_HM1_T1	E3	E4_G4	W7_LFE7_R7_T7
2014 - Day	76.88%	64.89%	69.71%	69.33%	77.39%	71.25%	69.11%	76.57%	77.46%
2014 - Night	23.12%	35.11%	30.29%	30.67%	22.61%	28.75%	30.89%	23.43%	22.54%

Day Time Call Volume



Night Time Call Volume



Fire Response Analysis

Response Goal Statement #1: First Due Fire

For 90% of all **low risk** structure fires, the total response time for arrival of the first due unit, staffed with 3 personnel (one Captain, one Engineer and one FF/P) shall be: **7 minutes and 55 seconds**. The first due unit shall be able to: advance an attack line capable of flowing 150 gpm, provide 500 gallons of tank water, establish an uninterrupted water supply, and provide up to 1500 gallons per minute (gpm) pumping; provide a size up; conduct a 360 evaluation; initiate command; request additional resources and rescue at-risk victims. These operations shall be done in accordance with departmental standard operating procedures.

Performance Baselines All Fires

All Fires - Department-Wide

90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:56 (1,156)	02:56 (229)	03:14 (195)	02:54 (209)	02:47 (252)	03:00 (193)	02:21 (78)
Turnout	02:22 (1,007)	02:16 (201)	02:22 (168)	02:18 (180)	02:20 (215)	02:27 (159)	02:38 (84)
Travel-Distribution	05:28 (1,133)	05:28 (220)	05:21 (189)	05:24 (200)	05:59 (237)	05:04 (187)	04:59 (100)
Call to Arrival-Distribution	08:35 (1,193)	08:57 (228)	09:06 (200)	08:09 (210)	08:34 (255)	08:12 (194)	07:27 (106)

Performance Goal #1 was met in 2014 and Q1Q2 of 2015, so a new benchmark of 07:55 was established in 2015.

Fire Incident Count

FIRE INCIDENT COUNT BY SUBTYPE	2010	2011	2012	2013	2014
Cultivated vegetation, crop fire	2		1	3	3
Fire in mobile property used as a fixed structure	2	1		1	1
Fire, other	20	12	16	16	17
Mobile property (vehicle) fire	41	51	48	52	54
Natural vegetation fire	55	52	70	88	86
Outside rubbish fire	75	69	61	93	71
Special outside fire	14	18	8	13	18
Structure Fire	114	91	109	106	110
Total	323	294	313	372	360
Percentage change over Prior Year		-8.98%	6.46%	18.85%	-3.23%
Percentage change over base year (2010)		-8.98%	-3.10%	15.17%	11.46%

FIRE INCIDENT COUNT BY SUBTYPE

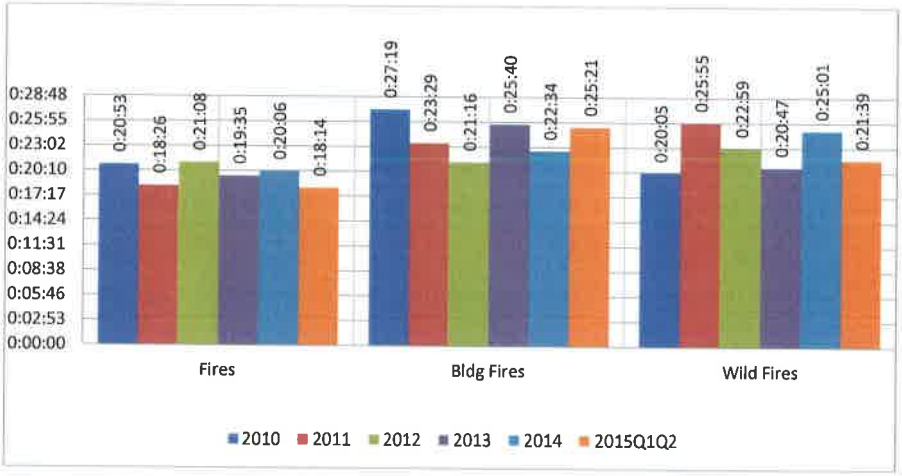
	2010	2011	2012	2013	2014
Cultivated vegetation, crop fire	2		1	3	3
Fire in mobile property used as a fixed structure	2	1		1	1
Fire, other	20	12	16	16	17
Mobile property (vehicle) fire	41	51	48	52	54
Natural vegetation fire	55	52	70	88	86
Outside rubbish fire	75	69	61	93	71
Special outside fire	14	18	8	13	18
Structure Fire	114	91	109	106	110
Total	323	294	313	372	360

Percentage change over Prior Year	-8.98%	6.46%	18.85%	-3.23%
Percentage change over base year (2010)	-8.98%	-3.10%	15.17%	11.46%

Fires as Percent of Total Call Volume

	2010	2011	2012	2013	2014	2015Q1Q2
Fire	323	294	313	372	360	157
TOTAL INCIDENTS	11428	11645	12427	13272	13474	7418
PERCENTAGE FIRE	**2.8%**	**2.5%**	**2.5%**	**2.8%**	**2.7%**	**2.1%**

Average Fire Scene Duration

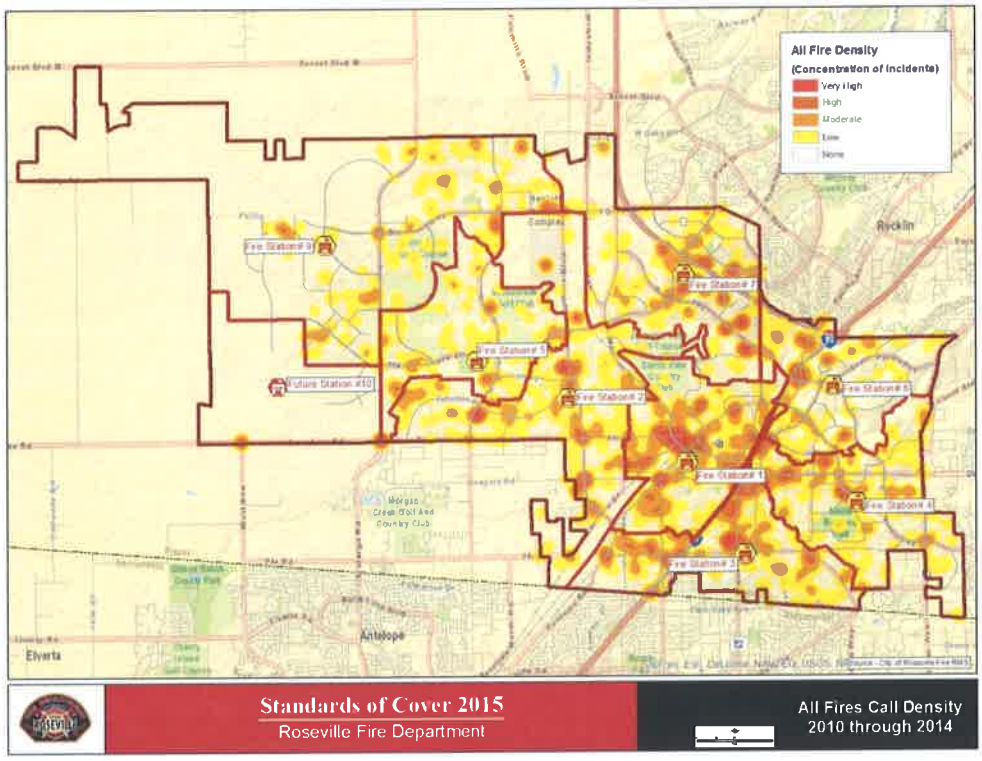


Fire Loss

Yr	2010	2011	2012	2013	2014	2015Q1Q2
Value Contents	$ 55,372,860	$ 2,069,910	$ 1,191,996	$ 3,764,757	$ 12,061,621	$ 25,408,713
Value Property	$ 365,525,295	$ 10,715,026	$ 4,556,978	$ 19,453,482	$ 35,600,400	$ 46,579,306
Total Value	$420,898,155	$12,784,936	$5,748,974	$23,218,239	$47,662,021	$71,988,019
Loss Contents	$ 2,030,415	$ 341,110	$ 417,955	$ 837,817	$ 347,091	$ 1,264,945
Loss Property	$ 57,137,815	$ 1,176,874	$ 1,184,580	$ 1,883,609	$ 1,550,652	$ 2,484,096
Total Loss	$59,168,230	$1,517,984	$1,602,535	$2,721,426	$1,897,743	$3,749,041

2010 was an abnormally high fire loss year due to the Galleria Arson Event at Westfield's Mall.

All Fire Density 2010 to 2014



Wildland Fire Response Analysis

Wildland Baseline Performance Measures

Wildland Fires - Department-Wide 90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	04:28 (223)	04:51 (41)	04:18 (36)	04:04 (41)	04:43 (54)	04:18 (45)	02:45 (6)
Turnout	02:57 (152)	02:11 (28)	03:20 (26)	02:39 (29)	02:13 (36)	03:26 (25)	01:37 (8)
Travel-Distribution	07:19 (220)	07:31 (36)	07:14 (34)	05:57 (40)	08:02 (54)	06:50 (43)	06:20 (13)
Call to Arrival-Distribution	10:16 (234)	10:29 (40)	11:19 (37)	09:52 (43)	10:00 (56)	10:14 (44)	08:15 (14)

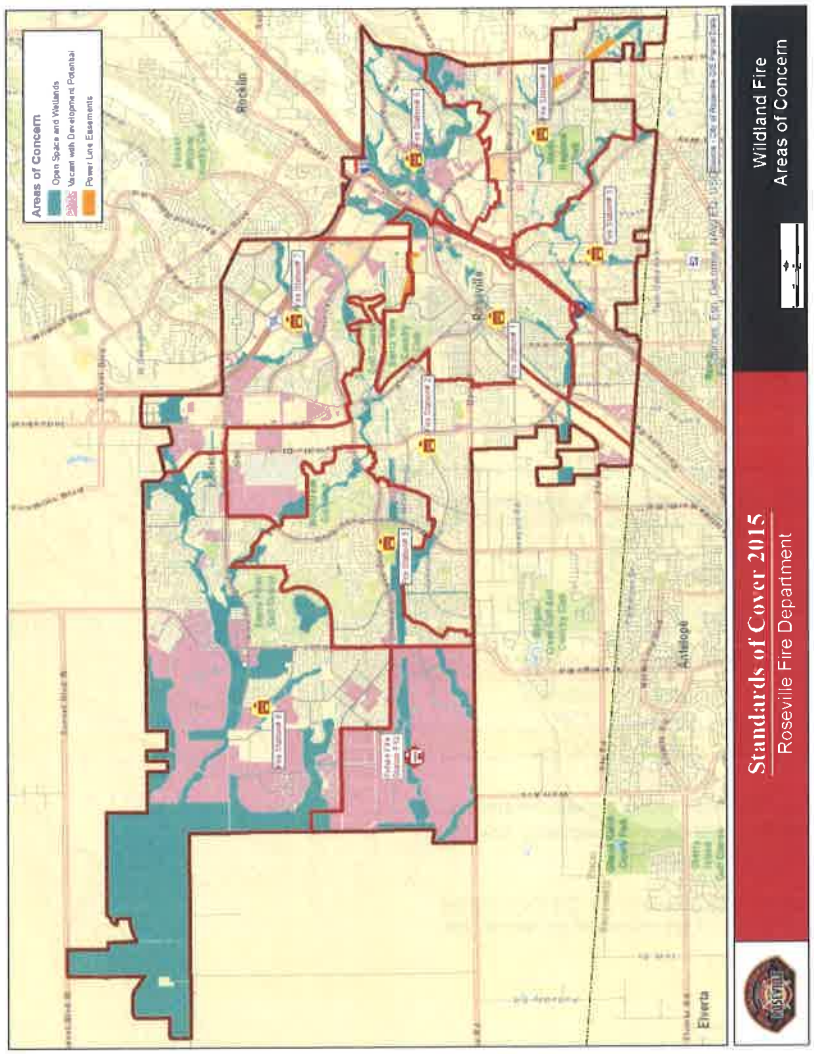
Wildland Fire Counts per Year

Year	Count	% Increase from previous year
2009	58	
2010	55	-5.1%
2011	52	-5.4%
2012	70	34.6%
2013	87	24.2%
2014	86	-1.1%
Total	322	Overall change 09 to 14 = 48%

Wildland Response by Unit

	Br2	Br5	Br6	Br9	G2	G4	G8	Total
2009	24	23	34			17	17	115
2010	30	35	42			21	15	143
2011	21	27	28			23	11	110
2012	39	32	31			27	29	158
2013	5	48	45	35	41	33	2	209
2014		36	39	31	36	21		163
Total	119	201	219	66	77	142	74	898

Wildland Fire Areas of Concern



EMS Call Analysis

Response Goal Statement #3: EMS

To treat **low and moderate risk** medical patients, the total response time for arrival of the first due unit, staffed with 3 personnel (including a minimum of one Paramedic) shall be: **7 minutes and 12 seconds**, 90% of the time from receipt of the 911 call. The first due unit shall be able to: assess a patient, administer basic and advanced life support, including oxygen, IVs and medication administration; stop bleeding; splint and bandage wounds and prepare the patient for transportation to a hospital.

EMS Baseline Performance Measures

EMS - Department-Wide 90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	01:37 (42,182)	01:45 (7,214)	01:41 (7,215)	01:29 (7,632)	01:31 (8,033)	01:35 (8,309)	01:40 (3,779)
Turnout	01:54 (40,694)	01:54 (6,882)	01:53 (6,809)	01:52 (7,227)	01:54 (7,556)	01:54 (7,878)	01:59 (4,342)
Travel-Distribution	05:04 (42,201)	05:03 (7,104)	04:58 (7,125)	05:03 (7,501)	05:00 (7,814)	05:10 (8,161)	05:17 (4,496)
Call to Arrival-Distribution	07:24 (42,744)	07:30 (7,177)	07:23 (7,198)	07:19 (7,593)	07:17 (7,952)	07:27 (8,282)	07:34 (4,542)

EMS Calls % of Total Call Volume

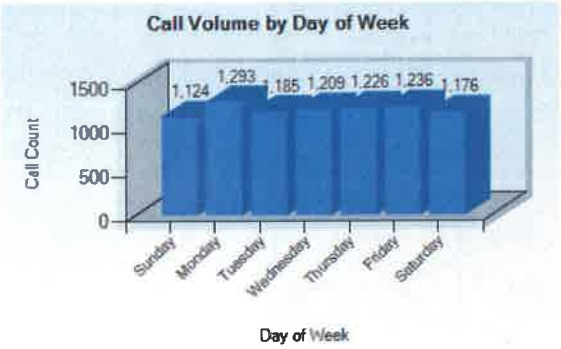
EMS AS A PERCENTAGE OF TOTAL CALL VOLUME	2010	2011	2012	2013	2014	2015Q14Q2
EMS	8100	8231	8724	9153	9459	5250
TOTAL INCIDENTS	11428	11644	12420	13254	13420	7249
PERCENTAGE EMS	**70.9%**	**70.7%**	**70.2%**	**69.1%**	**70.5%**	**72.4%**

EMS AS A PERCENTAGE OF TOTAL CALL VOLUME	2010	2011	2012	2013	2014	2015Q14Q2
EMS	8100	8231	8724	9153	9459	5250
TOTAL INCIDENTS	11428	11644	12420	13254	13420	7249
PERCENTAGE EMS	**70.9%**	**70.7%**	**70.2%**	**69.1%**	**70.5%**	**72.4%**

In 2013, the average total **EMS Call Length** from dispatch to shut off was 27:38 minutes with the average on-scene time at 16:32. With travel time back to the fire station, cleaning and restocking time for equipment and report writing, the average EMS call takes 75 to 90 minutes to complete.

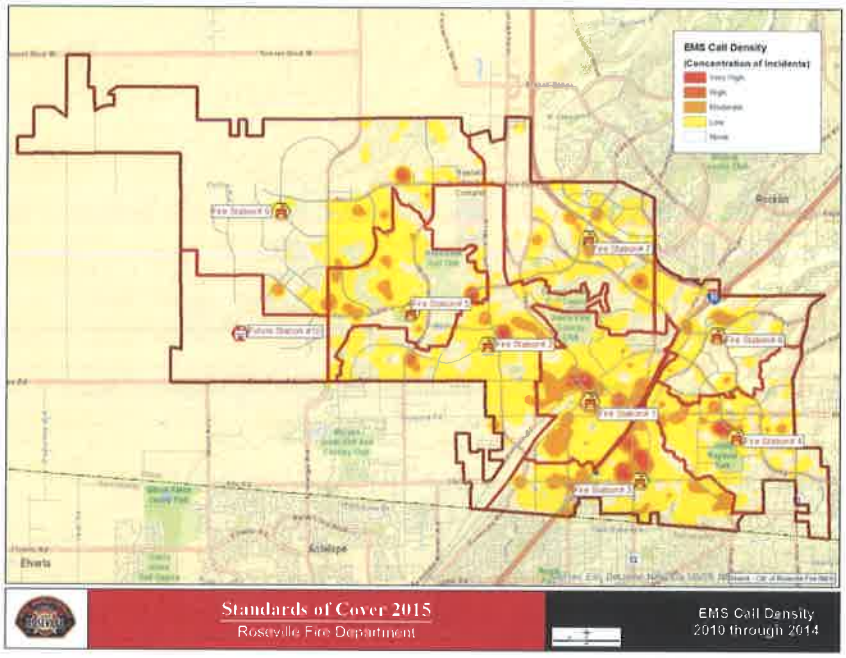
In 2015, the response benchmark to EMS calls was reduced from 08:12 @ 90% to 07:12 @ 90% since the department had successfully met this goal for many years. Focus is now on improving call processing and turnout times to further reduce the call to arrival time.

EMS Call Volume by Day of Week 2014



EMS Call Volume by Time of Day 2014

EMS Call Density



EMS Ambulance Response Times

American Medical Response (AMR), a private ambulance corporation, responds on most EMS incidents in Roseville; occasionally we will get an ambulance from Sacramento Metropolitan Fire Department or South Placer Fire Department. AMR ambulance is contracted through a Placer County Ambulance Contract that is administered by Sierra - Sacramento Valley Emergency Medical Services Agency (S-SV EMS), a Regional Joint Powers Local Emergency Medical Services Agency for the Counties of Placer, Yolo, Nevada, Sutter and Yuba.

S-SV EMS has identified ambulance Response Time Zones, which are geographic areas, or boundaries that assure strategic placement of ambulances, and effective ambulance responses to 911 emergencies. The City of Roseville is its own Response Zone and AMR is required to provide monthly response time compliance reports to S-SV EMS. The established time zone for Roseville City is eight (8) minute response 90% of the time. This is measured from dispatch time of a 911 call, or a seven (7) digit access call dispatched code 3, until the unit arrives on scene. The current Placer County Ambulance Agreement is due for renewal in 2015.

S-SV EMS Regional Emergency Ground Ambulance Provider

Green Highlight = Call volume under 50

AMR Placer	Resp. Req. (min)	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14
Roseville	8	92%	93%	94%	90%	90%	90%	93%	91%	90%	90%	90%	90%
Rocklin	8	94%	92%	93%	92%	91%	91%	93%	93%	94%	91%	91%	90%
Auburn City & County	8	96%	96%	96%	93%	95%	90%	97%	97%	94%	97%	90%	91%
Auburn - East to include Colfax	15	94%	93%	92%	99%	92%	95%	93%	95%	96%	91%	97%	93%
Auburn West to Rocklin	15	96%	96%	94%	94%	97%	98%	92%	97%	97%	99%	97%	95%
Lincoln	10	95%	95%	99%	94%	95%	91%	91%	95%	92%	95%	95%	93%
AMR Placer County Rural	20	92%	100%	100%	100%	93%	95%	100%	91%	95%	92%	100%	100%
AMR Placer County Wilderness	ASAP	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Hazardous Materials Call Analysis

Response Goal Statement #4: Special Operations HazMat

For 90% of all **low risk** Hazardous Materials responses, the total response time for arrival of the first due unit, staffed with 3 personnel (one Captain, one Engineer and one Firefighter) shall be: **8 minutes and 12 seconds**. The first due unit shall be able to: provide 500 gallons of water and 1500 gallons per minute (gpm) pumping capacity for emergency decon; rescue victims that are down in the line of sight; provide a size up; conduct a 360 evaluation; initiate command; request additional resources; isolate the area; and establish perimeters. These operations shall be done in accordance with departmental standard operating procedures.

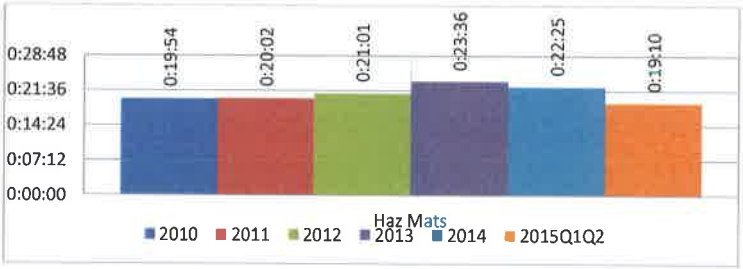
The ERF for **high and special risk** Hazmat Operations shall be able to: provide additional specialized Hazmat apparatus and equipment with certified hazardous materials specialist personnel, in accordance with departmental policy. This response shall be able to rescue at-risk victims; provide shelter in place instructions based upon chemical hazards; control and mitigate hazardous materials spills, leaks or potential breaches using specialized equipment; and follow up with reporting requirements outlined in state regulation. There is not a calculated response time for high and special risk hazmat operations due to infrequent calls of this severity.

HazMat Baseline Performance Measure

Haz Mat - Department-Wide 90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:41 (658)	02:28 (162)	02:39 (131)	03:50 (132)	02:25 (111)	02:19 (94)	02:28 (28)
Turnout	02:08 (597)	02:16 (145)	02:16 (115)	02:07 (117)	02:07 (99)	01:56 (85)	01:54 (36)
Travel-Distribution	05:46 (660)	05:36 (160)	05:36 (130)	05:44 (132)	05:38 (108)	06:11 (93)	06:06 (37)
Call to Arrival-Distribution	09:04 (669)	08:58 (165)	09:06 (131)	09:01 (131)	09:06 (108)	09:14 (95)	08:20 (39)

The department is short of meeting the 8:12 response time on HazMat incidents which might be due to the training and expectations that requires HazMat calls to be evaluated meticulously and not rushed into because of unknown hazards. Focusing on reducing call processing should help to bring the call to arrival time down. The response goal for HazMat incidents is recorded as the first-arriving engine or truck on these specific call types. The vast majority of HazMat calls are handled with a single company. If a medium or high level incident is found, additional personnel and apparatus are summoned. HazMat 1 is cross staffed with Engine 1 and Truck 1, so the arrival of HazMat 1 may be delayed, if the crew is not in the station during dispatch.

Average HazMat Incidents Scene Duration



Response Goal Statement #5: Special Operations Rescue

For 90% of all **low risk** Rescue responses, the total response time for arrival of the first due unit, staffed with 3 personnel (one Captain, one Engineer and one Firefighter) shall be: **7 minutes and 55 seconds**. The first due unit for all risk levels shall be able to: provide a 360 evaluation and scene size up; incident stabilization; secure utilities; establish command; request additional resources; isolate the area; and establish perimeters. These operations shall be done in accordance with departmental standard operating procedures.

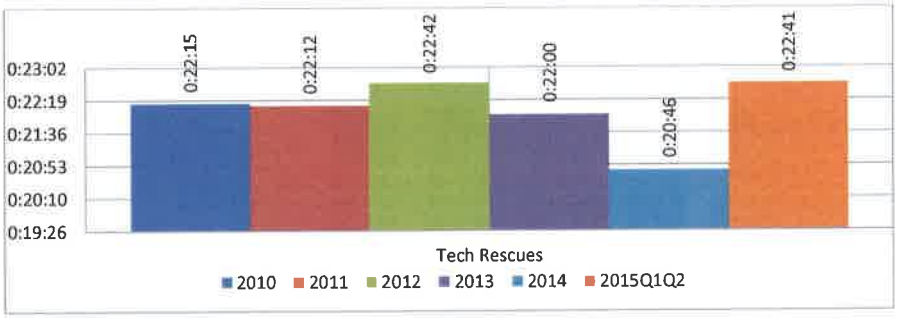
The ERF for **high and special risk** special operations requiring rescue response shall be able to: provide additional specialized rescue apparatus and equipment with certified rescue specialists, in accordance with departmental policy. Additionally, this response shall be able to rescue at-risk victims that might be trapped; utilize special extrication tools; and provide technical assistance on difficult rescue calls and emergency situations where breaching, shoring and stabilizing is required. There is not a calculated response time for high and special risk rescue operations due to infrequent calls of this severity.

Technical Rescue Baseline Performance

Technical Rescue - Department-Wide 90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:09 (3,399)	02:22 (577)	02:08 (634)	01:57 (679)	02:03 (615)	02:03 (640)	02:28 (254)
Turnout	01:50 (3,123)	01:50 (522)	01:53 (576)	01:45 (607)	01:48 (560)	01:52 (592)	01:59 (266)
Travel-Distribution	05:18 (3,337)	05:05 (559)	05:21 (616)	05:12 (655)	05:24 (589)	05:29 (630)	05:18 (288)
Call to Arrival-Distribution	08:03 (3,413)	07:58 (571)	08:16 (624)	07:43 (679)	07:57 (607)	08:08 (638)	08:17 (294)

Response to rescue emergencies is timely and within standards.

Rescue Incidents Scene Duration



Section 8: Concentration of Resources - ERF

Concentration refers to the spacing of multiple resources in close proximity in order to assemble an initial Effective Response Force (ERF), sometimes referred to as first alarm assignment within prescribed timeframes. An initial ERF is one that has been deemed capable of stopping the escalation of a fire emergency, stabilizing a medical scene, affecting a rescue, and successfully mitigating an incident. Analysis of unit concentration must take into account the substantial reliance of all of the region's fire and medical service organizations on mutual and automatic aid. Roseville Fire has determined that (14) fourteen firefighters is sufficient to make our ERF for moderate fires based upon our critical task analysis. On any working building fire our response assignment is for four (4) fire engines, two (2) ladder trucks and one (1) Battalion Chief for a total of 21 personnel.

Commented [DB8]: This section to be updated to reflect 4 to 3 truck staffing changes, relief pool, and modifications to response plans

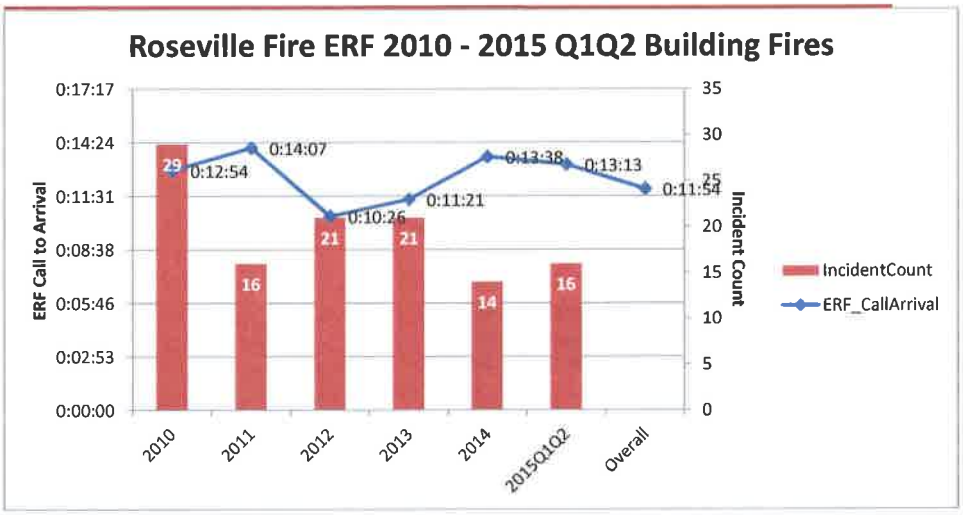
Response Goal Statement #2: Effective Response Force of 14 Personnel for Moderate Fires

For 90% of all **moderate risk** structure fires, the total response time for arrival of the effective response force (ERF), staffed with 14 firefighters and officers, shall be **11 minutes and 30 seconds**. The ERF shall be able to: establish command; appoint a site safety officer; provide an uninterrupted water supply; advance additional attack lines and backup lines for fire control; contain the fire; comply with the Occupational Safety and Health Administration (OSHA) requirements for two-in and two-out; complete forcible entry; search and rescue at-risk victims; ventilate the structure; control utilities; and perform salvage and overhaul.

The ERF for **high and special risk** structure fires shall be capable of placing elevated streams into service from aerial ladders. These operations shall be done in accordance with department policy while providing for the safety of responders and the general public. There is not a calculated response time for high and special risk structure fires due to infrequent calls of this severity.

Baseline Performance Measures ERF

Building Fires - Department-Wide 90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	02:14 (411)	02:36 (88)	01:59 (58)	02:54 (80)	02:05 (82)	01:49 (64)	02:04 (39)
Turnout	02:27 (378)	02:16 (81)	02:41 (54)	02:15 (71)	02:37 (74)	02:27 (62)	02:32 (36)
Travel-Distribution	04:59 (395)	04:44 (86)	05:10 (57)	04:27 (74)	05:00 (74)	05:00 (60)	05:26 (44)
Call to Arrival-Distribution	07:49 (423)	08:10 (88)	07:23 (60)	07:18 (79)	07:05 (83)	07:46 (65)	07:10 (48)
Call to Arrival-ERF F/f Arrivals	11:54 (117)	12:54 (29)	14:07 (16)	10:26 (21)	11:21 (21)	13:38 (14)	13:13 (16)



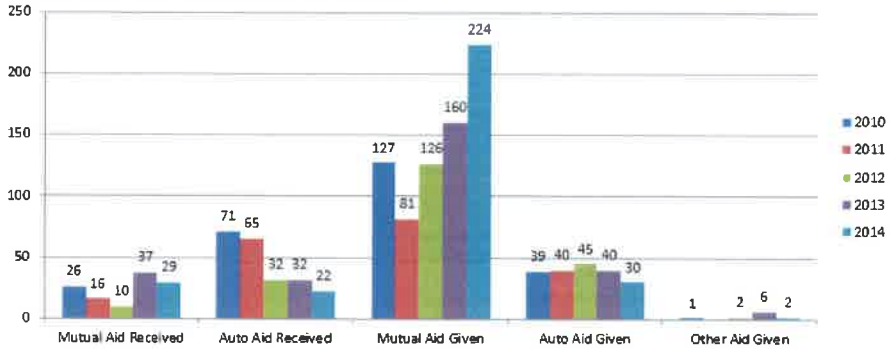
The overall five year ERF demonstrates an 11:54 baseline performance time, with a benchmark goal time of 11:30 for 90% of responses. There has been fluctuation in the baseline time over the past five years due to the small number of responses to working fires with 14 firefighter's minimum at scene. This small response number can skew the data if one or two calls have times that are off. Common errors found include not hitting the arrival button while arriving at a working fire, or a dispatcher failing to log the arrival during the busy radio traffic of the initial arriving companies. During high stress, time sensitive calls, the failure to voice the arrival is not uncommon. Education to crews has been conducted on the importance of getting good data, and ensuring accurate times upon report review. A future plan to capture arrival times using AVL via CAD is being evaluated. Analysis of Google Street Network shows the travel time to various areas in each first due district should be achievable for a response time of 11:30 @ 90%. Further data analysis is being conducted, and first due response districts are being updated to improve responses based upon the data studied.

Mutual and Automatic Aid Analysis

The department maintains a broad network of mutual and automatic aid agreements with surrounding jurisdictions. Mutual aid defines services provided to another area at the specific request of the jurisdiction having authority, and is granted whenever doing so will not leave areas of primary responsibility with an inadequate level of protection. Mutual aid can be provided within our county for a large scale incident, and no reimbursement occurs for the first twelve (12) hours of commitment to the incident. Other times, when large fires overwhelm the response capabilities of local resources, resources are requested through the State of California Master Mutual aid system. Examples would be deployment of a Roseville Type III Brush Engine to Southern California for a large fire incident.

Automatic aid refers to agreements that provide a predetermined level of cross-jurisdictional response support, usually in boundary areas, without the need for a specific request. Currently Roseville has Automatic Aid Agreements with Cal Fire, Sacramento Metropolitan Fire District, South Placer Fire District and Rocklin Fire, all agencies we share borders with.

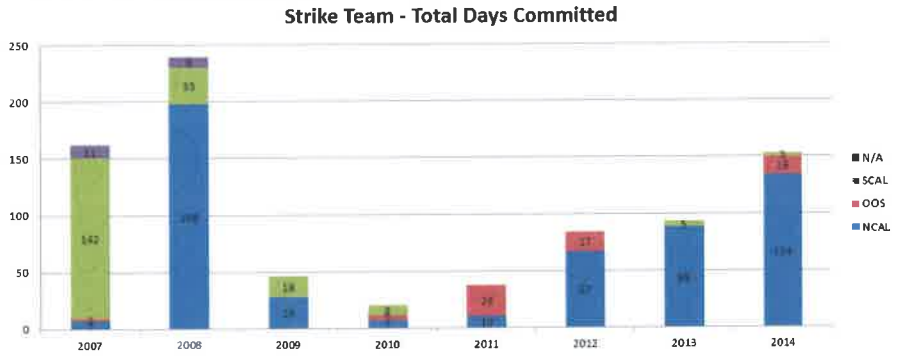
Mutual Aid and Automatic Aid Counts



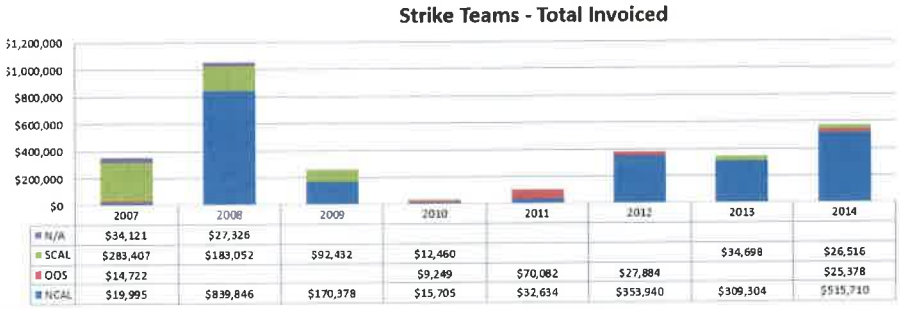
Mutual Aid Analysis

Over the last five (5) years, Roseville received mutual aid 118 times and provided mutual aid 718 times; almost a 1:7 ratio. While this number may seem skewed, what it shows is that we respond regularly to provide Mutual Aid (Strike Team incidents) throughout the state on large-scale fires and to support neighboring jurisdictions. Roseville only called for Mutual Aid 118 times over five years, but these were for large scale events that our city fire department could not handle alone. Examples where we relied upon mutual aid were the 2010 Galleria Arson Fire, and the 2013 Maidu Wildland Incident. These large scale events do not occur often, but they require rapid mobilization of equipment and personnel to save lives and properties, when they do occur.

Strike Team Days Committed



Strike Teams – Total Invoiced



	2007	2008	2009	2010	2011	2012	2013	2014
N/A	$34,121	$27,326						
SCAL	$283,407	$183,052	$92,432	$12,460			$34,698	$26,516
OOS	$14,722			$9,249	$70,082	$27,884		$25,378
NCAL	$19,995	$839,846	$170,378	$15,705	$32,634	$353,940	$309,304	$515,710

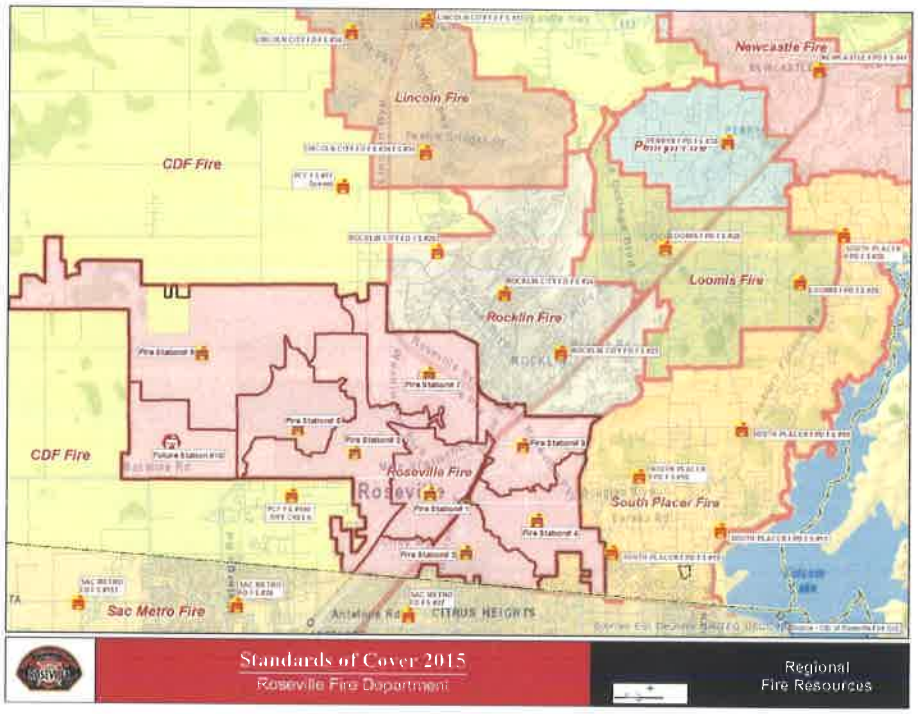
SCAL = Southern California
NCAL = Northern California

OOS = Out of State
N/A = not reimbursed (first 12 hours of an incident)

Automatic Aid Analysis

From 2010 to 2014, Roseville Fire received 222 automatic aid occurrences, while we provided automatic aid on 194 occurrences. This tells us that Roseville relies more heavily on our immediate neighbors in contract areas to assist us, then we provide to them. There is minimal financial impact to automatic aid, unless an injury or equipment damage is incurred on the incident. There are no financial reimbursements for automatic aid agreements.

Regional Resources



Regional Incident Management Team

Roseville Fire is an integral part of Placer County's Type 3 Incident Management Team. Approximately eight (8) Roseville Fire Department personnel participate in the fifty (50) member team comprised of peers from regional fire, law and PSAP agencies. The team is activated through emergency notification to support incident management that extends beyond a single operational period, or when requested by the Incident Commander. The team trains regularly and is able to respond to multiple hazards including wildland fires, floods, earthquakes, tornadoes, large fires, hazardous materials incidents and other natural or human-caused incidents.

Response Reliability Analysis

Response Goal Statement #6: Maintain Response Reliability greater than 80% for each fire district.

Response reliability is the probability that the resources assigned to an area will be available to respond from within the area when an emergency occurs. Response reliability would be 100% if every company were available in their designated area when a fire or emergency call is received. However, in reality, there are times when the first due unit is committed, out of area, or otherwise unavailable. This requires that a later due unit, in the predetermined response order, be assigned. If the later due unit is too far away, the call cannot be handled within the desired response time. When a district's response reliability falls below 80%, it is time to begin looking at ways to keep that assigned apparatus in that district available more often; if those efforts fail, then other measures should be taken such as implementation of a peak activity unit, cover unit from another district, additional staffing, and/or an additional company should be added.

As the number of emergency calls per day, training demands, and other activities increase, so does the probability that the first due unit will be out of area or unavailable when a call is received, resulting in decreased reliability.

Read these tables by locating the desired district. Then follow the column down to see the highlighted number and that is what the response reliability is. The other numbers represent what units are responding to incidents in that district when the home apparatus is not available. For example, find District 2; E2 responded to 87.62% of its calls in 2014; the remaining calls in district 2 were handled by FS1 (5.81%), E5 (4.1%) and FS7 (1.28%).

Response Reliability by District 2014

Company	District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 9
B1	1.50%	0.68%	0.29%	0.19%	0.21%	0.26%	0.43%	0.27%
FS1	94.27%	5.81%	6.65%	1.04%	0.31%	1.94%	0.98%	0.27%
E2	1.36%	87.62%	0.29%	0.09%	6.50%	0.00%	1.63%	0.27%
FS3	0.89%	0.09%	88.42%	4.92%	0.00%	0.13%	0.11%	0.00%
E4	0.82%	0.17%	3.13%	89.77%	0.00%	8.42%	0.22%	0.00%
E5	0.07%	4.10%	0.05%	0.00%	91.09%	0.00%	0.43%	8.48%
E6	0.48%	0.09%	1.12%	3.69%	0.10%	86.01%	1.73%	0.00%
FS7	0.61%	1.28%	0.05%	0.19%	0.63%	3.24%	94.04%	1.91%
E9	0.00%	0.17%	0.00%	0.09%	1.15%	0.00%	0.43%	88.79%

Changes to the fire alarm response (decreasing to a single unit only on a device activation no fire or smoke) in early 2014 has helped increase our response reliability this past year. All stations are above the 80% recommendation.

2014 Where Apparatus Spends its Time on Calls

Company	District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 9
B1	44.90%	16.33%	12.24%	4.08%	4.08%	4.08%	8.16%	6.12%
FS1	84.95%	4.18%	8.35%	0.68%	0.18%	0.92%	0.55%	0.18%
E2	1.77%	90.56%	0.53%	0.09%	5.47%	0.00%	1.32%	0.26%
FS3	0.69%	0.05%	96.38%	2.77%	0.00%	0.05%	0.05%	0.00%
E4	1.10%	0.18%	5.86%	86.73%	0.00%	5.95%	0.18%	0.00%
E5	0.10%	4.72%	0.10%	0.00%	85.53%	0.00%	0.39%	9.15%
E6	0.93%	0.13%	3.06%	5.19%	0.13%	88.42%	2.13%	0.00%
FS7	0.95%	1.58%	0.11%	0.21%	0.63%	2.64%	91.66%	2.22%
E9	0.00%	0.20%	0.00%	0.10%	1.11%	0.00%	0.40%	98.19%

Section 9: ISO Rating & Community Expectations

Current ISO Rating

In July, 2015, Roseville Fire Department received an Insurance Services Office (ISO) Public Protection Classification grading of **02**. An ISO rating is expressed as a number between 1 and 10, with 1 being the highest level of protection and 10 being unprotected or nearly so. This is an important rating because insurance rates for businesses within our city are based upon this rating. Our credits in 2007 were 75.69 credits for an overall grading of 03; significant improvements were made in 2015. This is a big benefit to our business community.

2015 ISO Summary Evaluation

Summary of PPC Review
for
Roseville

FSRS Item	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	3.00	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	1.50	3
440. Credit for Emergency Communications	**8.50**	10
Fire Department		
513. Credit for Engine Companies	5.85	6
523. Credit for Reserve Pumpers	0.40	0.5
532. Credit for Pumper Capacity	3.00	3
549. Credit for Ladder Service	1.96	4
553. Credit for Reserve Ladder and Service Trucks	0.50	0.5
561. Credit for Deployment Analysis	6.93	10
571. Credit for Company Personnel	8.81	15
581. Credit for Training	8.30	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	37.96	50
Water Supply		
616. Credit for Supply System	30.00	30
621. Credit for Hydrants	2.97	3
631. Credit for Inspection and Flow Testing	3.50	7
640. Credit for Water Supply	36.46	40
Divergence	-3.04	--
1050. Community Risk Reduction	4.83	5.50
Total Credit	84.73	105.5

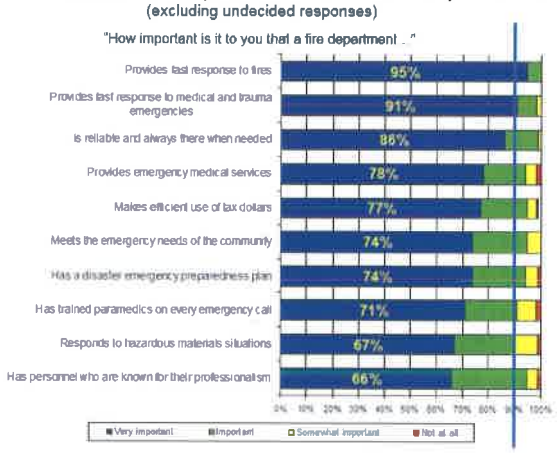
Final Community Classification = 02

Community Satisfaction & Expectations

In 2013 Aurora Research did a phone interview of citizens within the City to ascertain their level of knowledge and satisfaction with the fire department, as well as their expectations. Here is a snapshot of their top 10 Ratings of Importance for Fire Departments:

Top 10 Ratings of Importance for Fire Departments

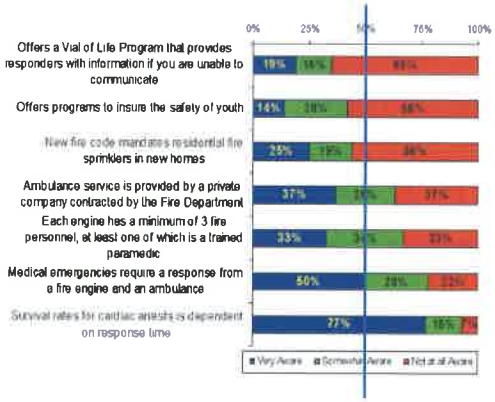
(excluding undecided responses)



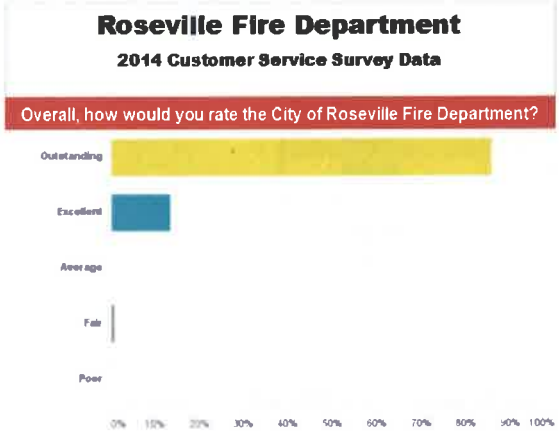
The next snapshot shows their awareness of department operations:

Awareness of Operations

(excluding undecided responses)



Customer satisfaction is also obtained through customer survey instruments, either on line or mailed to the home of those that have recently been assisted by the department on a regular basis. Feedback from customers is reviewed quarterly at executive staff meetings. Here is a snapshot of a recent survey:



Highlighted Survey Respondent Comments

would rather not have to call - but glad you are there!

They were great and threw is nothing I could recommend for improvement I owe my life to their quick response and the staff at Sutter Hospital. There is no way that I could thank them enough

I am very pleased with the present conditions

I don't think there is anything they could have done differently. It was handled very well. And I was given a blanket in the cold while being backboarded and they put my purse together and explained everything very well. The man even put my purse together which has been unzipped and tossed around after being hit

They did all we needed that day

DO NOT FIX THAT WHICH IS NOT BROKEN

They did great!!

Section 10: Roseville Police & Fire PSAP

The City of Roseville Public Safety Answering Point (PSAP) is housed within the Roseville Police Department and employs eighteen (18) full-time dispatchers, two (2) part-time dispatchers, three (3) Communication Supervisors, and one (1) Administrator. In 2014, the center processed 144,955 telephone calls and 122,356 Computer Aided Dispatch incidents. In 2013, the PSAP's average answer time for 911 calls was 13.41 seconds[1].

2013 Statistics	911	7-Digit Emergency	Administrative Lines
Total Number 2014	41,485	16,696	82,216
Total Number 2013	40,200	16,338	88,091
% of Total Calls Processed 2014	29.5%	11.9%	58.5%
% of Total Calls Processed 2014	28%	11%	61%

All Roseville Police and Fire Dispatchers are cross-trained to perform call-taking duties and handle both law and fire radio dispatch. Dispatchers are required to pass an extensive background check prior to appointment with the City of Roseville, and, on average, spend ten (10) months in on-the-job training working directly with a training officer before being allowed to work in a solo capacity. Additionally, dispatchers receive over 140 hours of classroom instruction and receive a minimum of two (2) dispatch certifications.

Roseville Police and Fire Public Safety Dispatchers maintain Emergency Medical Dispatch certification through the International Association of Emergency Dispatch (IAED). EMD certification requires that dispatchers receive 24 hours of classroom instruction, pass a written exam with a score of at least 80%, and obtain CPR certification. Dispatchers are also required to re-test and pass the written exam and receive an additional 24 hours of Continuing Dispatch Education every two (2) years.

City of Roseville Public Safety Dispatchers processed approximately 9,753 EMD calls in 2014[2]. A random percentage of these EMD calls are reviewed through monthly quality assurance checks conducted by a quality assurance committee. The committee is comprised of a Registered Nurse, an EMD certified dispatcher and an EMD certified Communications Supervisor. During the reviews, committee members evaluate a random selection of the EMD calls against a standardized EMD rubric and provide feedback regarding EMD call handling. On average, Roseville Police and Fire Dispatchers receive EMD scores of 85.25%[3]. The PSAP is currently striving to certify all supervisors and the members of the EMD review committee through the IAED's EMD-Q (Quality Assurance) program.

Roseville's public safety dispatchers are also certified as Public Safety Dispatchers through the California Commission on Peace Officer Standard and Training (POST). POST requires that all dispatchers complete a 120-hour basic dispatcher course, receive adequate on-the-job training, and pass a probationary period of at least twelve (12) months.

Roseville's PSAP offers enhanced 911 services that allow dispatchers to pinpoint most caller's locations, and even maps cellular caller's locations using latitude and longitude coordinates. The telephone system links directly to the current Computer Aided Dispatch (CAD) system and provides emergency TDD access as well as language translation services to the Roseville community.

The current telephone system, while functional, is somewhat antiquated and the PSAP is in the process

of selecting a new telephone vendor. The upgraded telephone system will ensure that the PSAP is ready to transition to Next Generation 911™, an IP-based emergency services network that will replace the current aging 911 infrastructure.

The PSAP has recently upgraded its CAD system. The new vendor, New World Systems™, brings a variety of new capabilities to the center that will facilitate more efficient and timely dispatching of emergency resources. New World System capabilities include highly- accurate mapping capabilities, enhanced unit recommendations, interactive messaging with field units, and CAD-to-CAD interfaces that will allow information sharing between regional partners.

Dispatchers are also trained to operate and monitor both 800 MHz and VHF radio systems. The Roseville Police Department operates primarily on the 800 MHz system, but most regional fire and law enforcement partners operate on VHF systems. Roseville Public Safety Dispatchers are trained to react quickly to emergency radio traffic, and they have a variety of tools available to provide immediate interoperability capabilities as necessary.

Since the Roseville PSAP is both an alternate 911 answer site and a back-up dispatch center for two other PSAPs in the region, the center's radio consoles are designed to allow dispatchers from any of the participating agencies to easily dispatch law and fire resources from the Roseville PSAP with no noticeable delays in services or impact to field units. The PSAP recently participated in, and successfully completed, two regional 911 and Radio Dispatch failover events that tested the emergency backup plans and validated current emergency plans.

Roseville's PSAP is highly functional, staffed with highly-trained and certified dispatch personnel, and is prepared to transition to a more technical, Next Generation 911-compliant facility to better serve the community and the Roseville Police and Fire departments.

[1]Statistics retrieved through ECaTS.

[2] Statistics retrieved through Tiburon CAD reports.

[3] Statistics derived from Roseville PD 2014 Budget Performance Report.

Section 11: Summary of System Performance

1. Is the department responding to emergency incidents in a timely manner? In most categories the emergency response is within reasonable standards for a community of our size and risk. The benchmark goals have been reached in several areas – including EMS, rescue, and response reliability.

The one area where data issues have caused inaccurate times is the ERF response. A plan is underway to improve data entry from both training as well as CAD programming. Other areas to focus on include reducing the call processing and turnout times.

Response Goal	Benchmark Time	Current Baseline	Comments
#1 – First Due Fire	07:55	08:35 (2010-2015) 08:12 (2014) 07:27 (2015 Q1Q2)	New benchmark time established in 2015 since 08:12 was met.
#2 – Fire ERF "Building Fires"	11:30	11:54 (2010-2015) 13:38 (2014) 13:13 (2015 Q1Q2)	Assess if arrival times can be verified with AVL through CAD.
#3 – EMS	07:12	07:24 (2010-2015) 07:27 (2014) 07:34 (2015 Q1Q2)	New benchmark time established in 2015 since 08:12 was met.
#4 – HazMat	08:12	09:04 (2010-2015) 09:14 (2014) 08:20 (2015 Q1Q2)	HazMat calls are not always situations to rush into. More analysis needed.
#5 - Rescue	07:55	08:03 (2010-2015) 08:08 (2014) 08:17 (2015 Q1Q2)	New benchmark time established in 2015 since 08:12 was met.
#6 – Response Reliability	80%	>86% in all districts	

2. Have there been significant changes in the risk and/or demand that might indicate a need to increase or otherwise modify staffing?
   - There has not been a significant change in the number or deployment of personnel.
   - Call volume is consistently increasing at approximately 7% per year, yet unit reliability is remaining consistent.
   - The Effective Response Force time measurement of 14 firefighters on working fires within 11:30 @ 90% is realistic based upon Google Network travel times that were used as comparison.
   - Hazardous Materials, especially the Union Pacific Rail Yard, continue to pose a significant threat.
   - Community fire risk has significantly increased due to the community becoming a denser, more urbanized environment; the use of lightweight engineer construction methods; and the change in building contents such as the use of polyurethane foam, plastics, and synthetic materials, resulting in increased speed and intensity of fire development.
   - The mandate of residential sprinklers in new homes will decrease working fires in residential homes.
   - EMS calls account for 65% of our call volume. Alternative strategies should be reviewed for the possibility of new resource deployment models.
   - The demand of calls defined as "Other" has also increased. Examples of calls classified as "other" may include: animal rescue, public assist, false alarms, good intent and police assist. Responses to these call types continue to increase with the overall increase in the population being served. We

need to be able to identify these calls, and forecast the best delivery for these demands.

- Our population is aging, and older citizens use 911 more frequently than younger citizens.

Appendix A: Terminology Glossary and Acronyms

These industry standard terms come from CFAI and they may or may not have been used in this document.

Acceptable Level of Risk: The amount or level of risk set through adoption of public policy through law, regulation, or level of service. To deem acceptable, risk is gauged against a benchmark or standard that has been deemed adequate for the jurisdiction.

Accepted Risk: The portion of a problem that is beyond the agency's ability to cope with the consequences and are accepted within the community as a potential loss.

Accreditation: A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications.

Adequate: Providing what is needed to meet a given objective without being in excess.

Advanced Life Support (ALS): A sophisticated level of pre-hospital care that builds upon basic life support procedures, and includes the use of invasive techniques such as advanced airway management, cardiac monitoring and defibrillation, intravenous therapy and the administration of specified medications, to save a patient's life.

AHJ: Authority Having Jurisdiction

Alarm Processing Time: The elapsed time from the receipt of an alarm by the 9-1-1 communications center and the notification of specific fire companies that are to respond.

Apparatus: Fire suppression or medical vehicle such as engine, ladder, truck, or medic unit.

Assumption: A situation or condition, which must be considered as existing if the organization, is forced to operate in a specific manner and over which the organization does not exercise any control.

Baseline: The current measurement of performance in an organizational context; a usually initial set of critical observations of data used for comparison or a control. The activities that are currently in place to achieve the organization's goals and objectives.

Basic Life Support (BLS): A primary level of pre-hospital care, which includes the recognition of life threatening conditions and the application of simple emergency lifesaving procedures, including the use of adjunctive equipment, aimed at supporting life.

Benchmark: A benchmark is defined as a standard from which something can be judged. Searching for the best practice will help define superior performance of a product, service, or process.

Community Risk Assessment: The evaluation of fire and other risks taking into account all pertinent facts that increase or decrease hazard in order to define standards of coverage. (See Occupancy Risk Assessment)

Concentration: Spacing of multiple resources arranged so that an initial effective response force can arrive on scene within the time frames outlined in the on-scene performance expectations.

Confined Space/Trench Rescue: All rescues that meet OSHA's definition of confined space, in which special breathing apparatus, shoring, explosion-proof lighting, and atmospheric monitoring are necessary.

Cost Benefit: Term used to express the value of a component of a system. It is expressed usually as a ratio of cost, expenditure, or to a benefit, a saving of some type. Cost benefit can be measured in either soft or hard currency descriptions.

CCR: Cardio-Cerebral Resuscitation

Critical Incidents: A method of evaluation based on specific examples of above or below average performance.

Deployment: The strategic assignment and placement of fire agency resources such as fire companies, fire stations, and specific staffing levels for those companies.

Dispatch Time: The portion of a fire department's response time that begins when the dispatcher receives an alarm and ends when the dispatcher assigns the proper companies to respond to the emergency.

Dollar Value of Total Fire Loss: The assessed value of improvements lost as a result of fire. This is not the replacement value.

Effective Response Force (ERF): The minimum amount of staffing and equipment that must reach a specific emergency zone location within a maximum prescribed travel or driving time and is capable of initial fire suppression, emergency medical services, and/or mitigation.

Emergency Operations Center (EOC): A central location where those in authority congregate to allow for exchange of information and conduct face-to-face coordination in the making of decisions. The center, often referred to as the EOC, provides for centralized emergency management in major natural disaster and other emergencies.

EMS: Emergency Medical Services.

Engines: Basic firefighting vehicle equipped with a pump capable of supplying a minimum of 500 gallons per minute, fire hose, and a water tank.

Evaluation: Analysis and comparison of actual performance versus prior plan and stated goals and objectives. The systematic and thoughtful collection of information and decision making. Evaluation consists of having criteria, collecting evidence, and making judgments.

Fire Company: Assigned personnel, apparatus, and equipment.

Fire Confined to Structure: Responses to fire calls where the fire is contained to the structure or structures that were involved when the responding unit first arrived at the scene.

Fire Crew: Personnel assigned to an apparatus.

Fire Out on Arrival: Fire calls in which the fire that initiated the call is extinguished when the responding unit arrives at the scene.

Fire Spread Beyond Structure: Fire calls where the fire first spreads beyond the structure or structures that were involved when the responding unit arrived at the scene.

Fire Pre-Plan: Plan developed to identify hazardous building information and owner information, used during emergency incidents to determine the best course of mitigating an emergency.

Fire Flow Available: The amount of water available for firefighting on a continuous basis. The highest demand upon the water distribution system.

Fire Flow Delivered: The amount of water that can be delivered at the scene of an emergency. It is a combination of three factors: pump capacity available, hose and nozzle configurations, and staffing levels.

Fire Flow Required or Estimated: The quantity of water that should be available for a period of two to three hours at a minimum pressure of 20 psi in a water distribution system.

Fire Protection Environment: The conditions, circumstances, and influences under which a fire protection system must operate. It includes the population, the geographical area, land use, occupancy factors, weather conditions, structural and nonstructural physical situations, financial, political, legislative, and regulatory criteria.

First Due Area: The portion of a jurisdiction that each response company has been assigned to be the first unit to arrive at the scene of an emergency. Usually the first-in company is responsible for most activities in that area.

First Responder: A term used for the person who is trained and/or certified to be the first to arrive at a scene of a specific type of emergency, i.e. EMS or hazardous materials.

Heavy Extrication: Rescues of persons trapped in road, rail, air, and water vehicles, which require specialized tools and training.

Insurance Services Offices (ISO): A for-profit national organization that evaluates public fire protection and provides rating and classification information to insurance companies for a fee. Some insurers use this rating to set basic premiums for fire insurance.

IAFC: International Association of Fire Chiefs.

IAFF: International Association of Fire Fighters. **IFSTA:**

International Fire Service Training Association. **ISFSI:**

International Society of Fire Service Instructors.

Jurisdiction: A population area wherein there is clearly defined responsibility, based on statutory authority, to provide fire and/or emergency medical services.

Ladder Truck: Vehicles that carry a variety of equipment such as ladders, forcible entry tools and rescue equipment.

Level of Service: The resources needed to meet the stated service level objective(s). Level of service is defined only in terms of what is provided and not in terms of effectiveness or of quality.

Median Age of Population: The median age of the population as reported in the most recent census.

Median Age of Residential Structures: The median age of residential structures as reported in the most recent census.

Median Household Income: The median household income as reported by the U.S. Bureau of Labor Statistics for the most recent period reported.

Minimum Staffing per Unit: The minimum number of personnel assigned to staff each type of apparatus.

NFPA: National Fire Protection Association.

NFPA Standards: Standards published by the NFPA through the consensus process setting a recognized level of standard for fire service-related dimensions, services, installations, vehicles, or equipment specification.

Non-Transport: Responses in which no individuals are transported to a medical facility.

Number of Population by Age: The number of persons in each category within the service area as reported in the most recent census.

Occupancy: The classification given to a building in accordance with a specific building code.

Occupancy Risk Assessment: An assessment of the potential severity of a specific structure in relation to the fire agency's ability to handle the types and severity of emergencies within that structure. Occupancy risk assessment often includes classifying these risks into categories (See Risk Categories).

Performance Indicator: The desired level of achievement toward a given objective and the ability to demonstrate doing a particular task as specified in the Accreditation process.

PSAP: Public Safety Answering Point.

Resource Exhaustion: Resource exhaustion occurs when a system is out of resources for both initial response and to maintain an area-wide effective response force.

Response: A response to an incident regardless of the number of units or personnel required to respond.

Response Reliability: The probability that the required amount of staffing and apparatus that is regularly assigned will be available when a fire or emergency call is received, i.e. the percentage of time that all response units are available for a dispatch. When a response unit is unavailable, the response time to an emergency in their first due area will be longer, because a more distant unit will have to respond to the call. Response reliability is a statement of the probability that an effective response force may not be provided when a call is received.

Response Time: The total amount of time that elapses from the time that call is dispatched until the responding unit is on the scene of the emergency and prepared to control the situation. Response time is composed of several elements.

Risk: Exposure to a hazard based on the probability of an outcome when combined with a given situation with a specific vulnerability. The level of risk can be described as the probability of a specified loss over a given period of time. All structures, for example, are subject to destruction by fire; however, individual structures vary considerably as to the possibility of loss as a result of their construction, contents, and built-in protection.

Risk Categories:

Maximum/Worst Risk - Occupancies classified as maximum risk will be of substantial size and contain a concentration of properties that present a very high risk of life loss, loss of economic value to the community or large loss damage to property in the event of fire. These risks frequently affect the need for the fire department to have multiple alarm capability and have an adequate assessment of their ability to concentrate resources.

High Hazard Risks - Built-up areas of substantial size with a concentration of property presenting a substantial risk of life loss, a severe financial impact on the community, or unusual potential damage to property in the event of fire.

Special Risks - These are areas that require a first due response over and above that appropriate to the risk. These areas should be treated as special risks, and given an appropriate predetermined response.

Moderate Risk - Built-up areas of average size, where the risk of life loss or damage to the property in the event of a fire in a single occupancy is usually limited to that occupancy. In certain areas, such as small apartment complexes, the risk of death or injury may be relatively high. The moderate/typical risks are often the greatest factor in determining fire station locations and staffing due to the frequency of emergencies in this category. To assure an equitable response and to provide adequate initial attack/rescue capability to the majority of incidents, the typical risk is often used in determining needed resources.

Low Risk - Small commercial structures that are remote from other buildings, detached residential garages and outbuildings.

Remote and Isolated Rural Risks - Areas may be classified as remote/isolated rural risks if they are isolated from any centers of population and contain few buildings; for example, rural land with no occupied structures or recreational areas.

Residential Single Family Dwelling Unit: One family unit - house.

Square Miles Served: Number of square miles contained within the boundaries of the service area.

Staffing: The level of personnel assigned to perform the anticipated emergency tasks of a specific fire company for the risk identified in a given district or community. The number of personnel required to perform multiple emergency operations functions such as fire suppression versus EMS or hazardous materials operations.

Standardization: Standardization is a process by which a product or service is assessed against some standard, performance, or quality.

Standard Operating Guideline (SOG): A term used to describe written direction provided to personnel in a manual format.

Transport: Responses that result in one or more persons being transported to a medical facility.

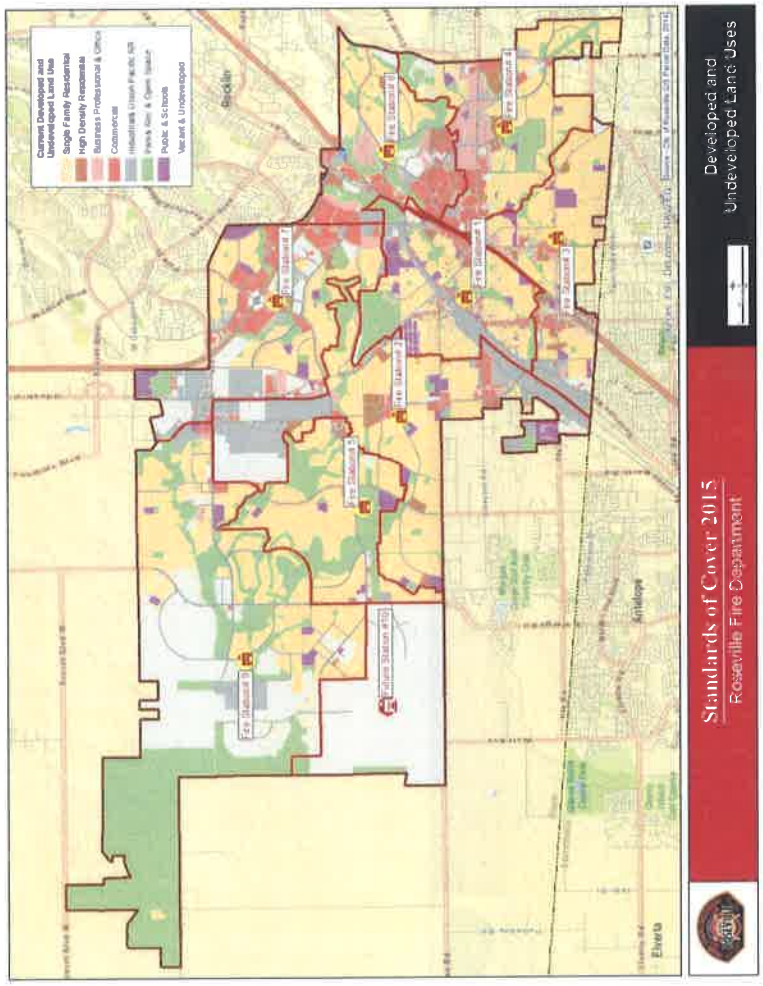
Travel Time: The portion of response time that is utilized by responding units to drive to the scene of the emergency. Travel time begins when assigned fire companies begin to actually drive to the emergency.

Turnout Time: The portion of response time when fire units are donning personal protective clothing and boarding their apparatus. The time begins once the units have been given their assignments and ends when they begin travel time.

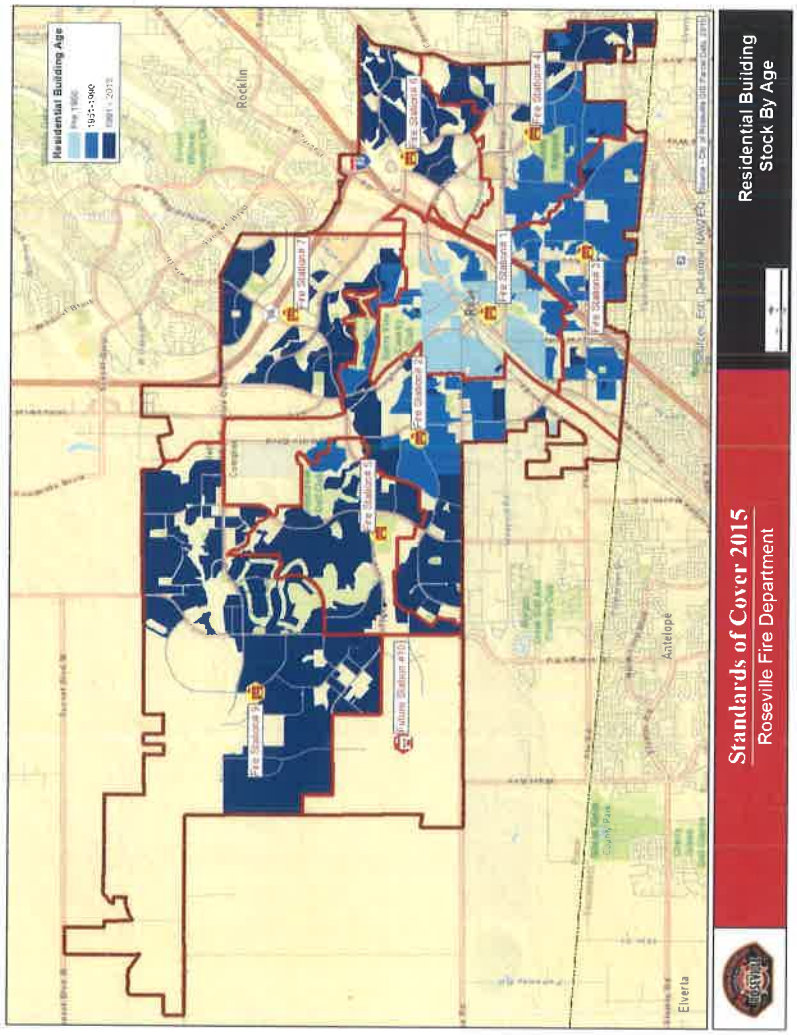
Water Rescue: The rescue of persons trapped in rivers, lakes, pools, or flood-control waterways.

Appendix B: Maps

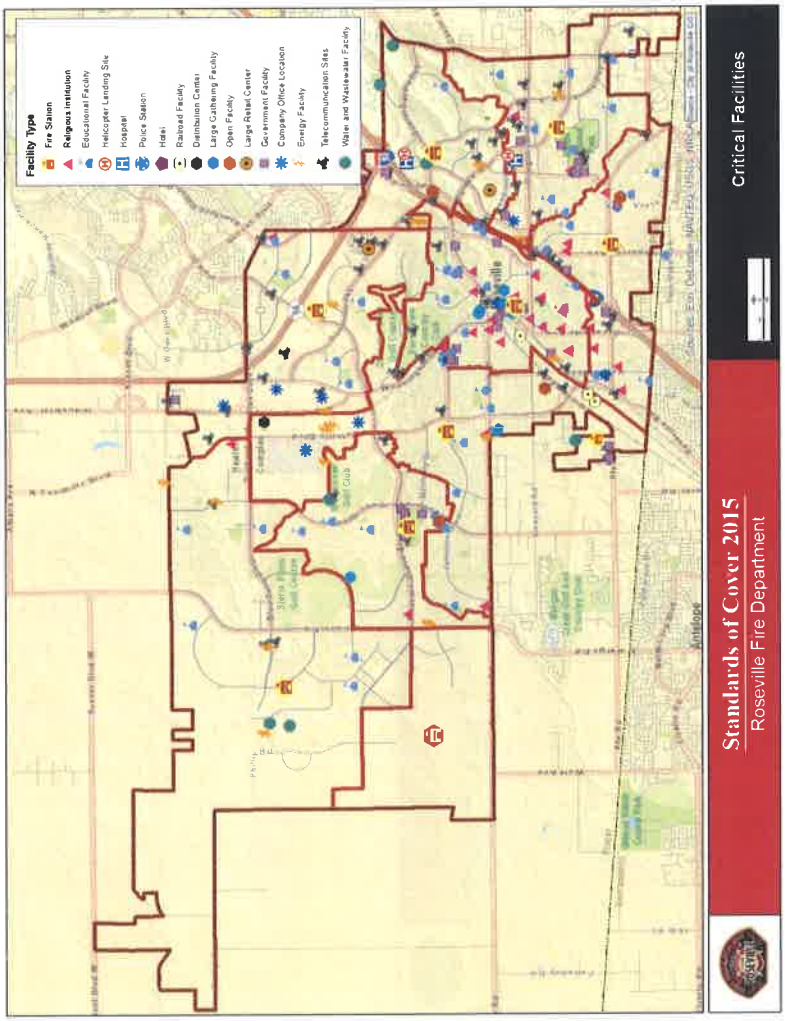
Developed Undeveloped Areas



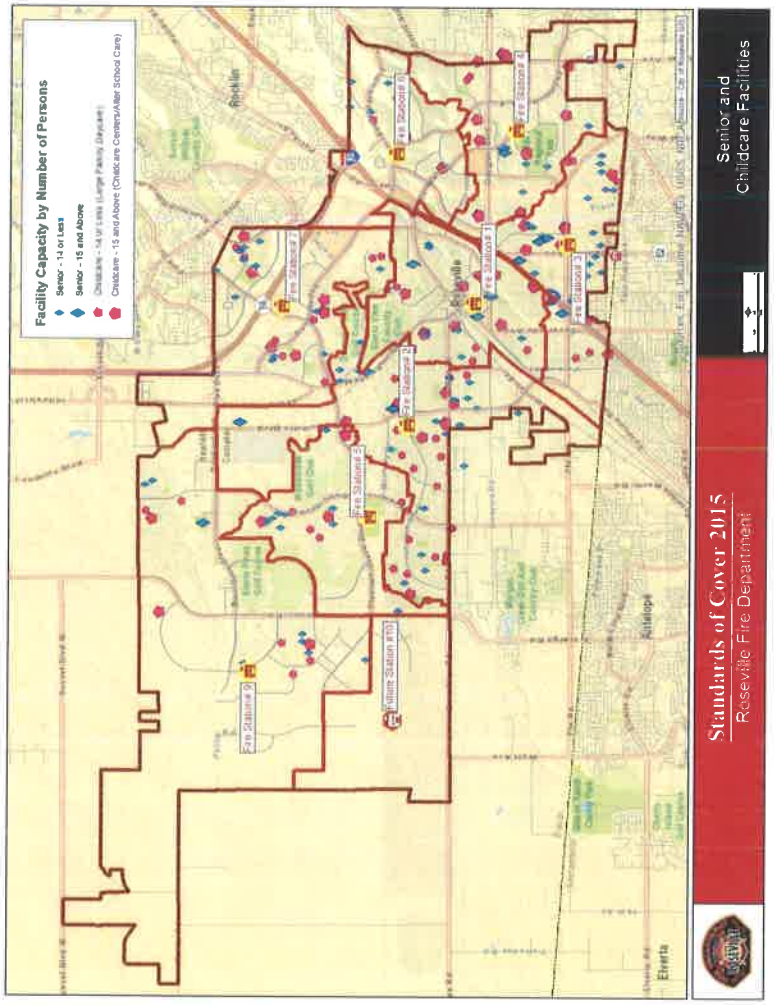
Building Stock by Age



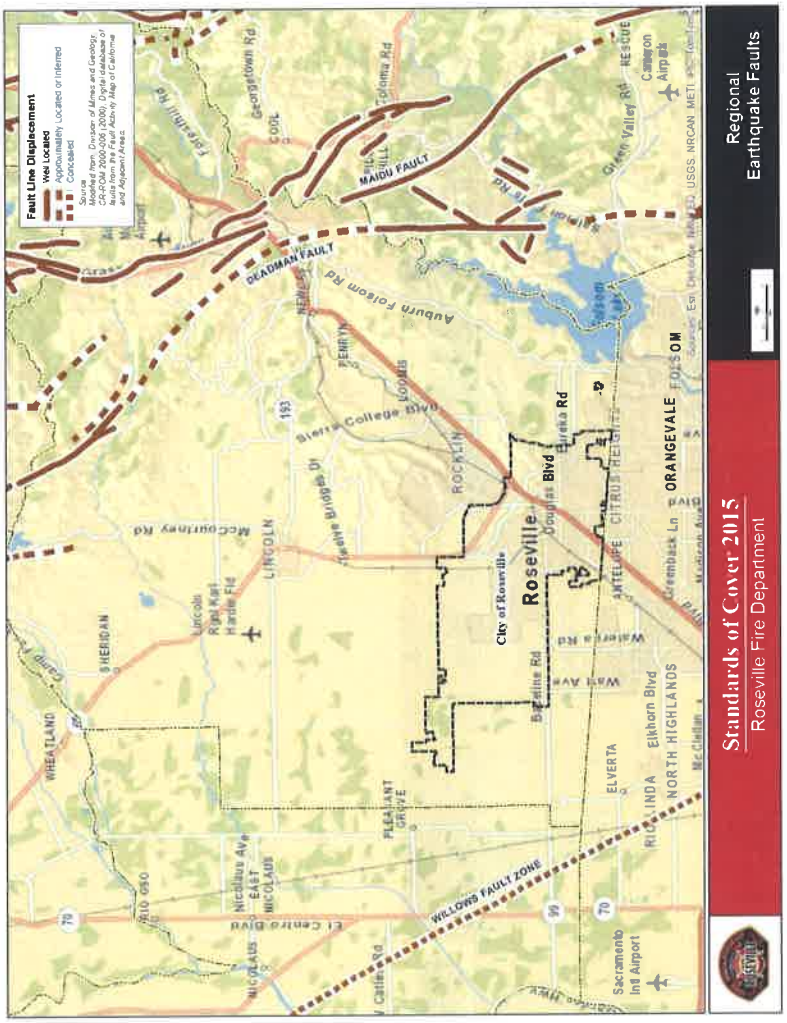
Critical Facilities



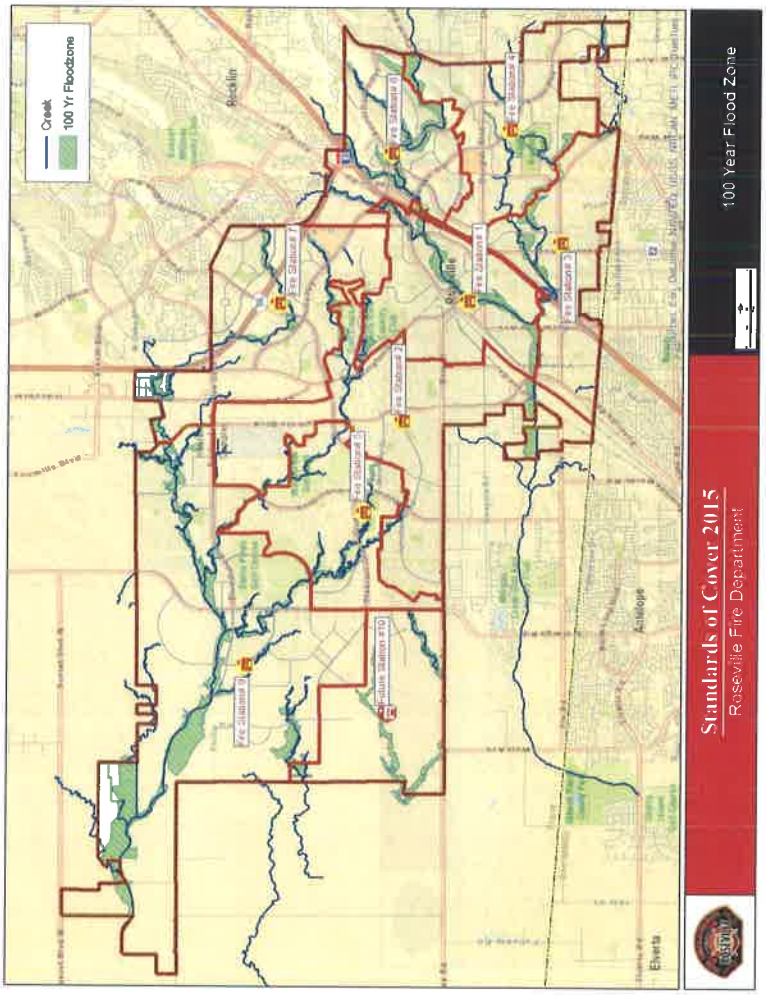
Senior Care Facilities



Earthquake Faults



100 Year Flood Zone



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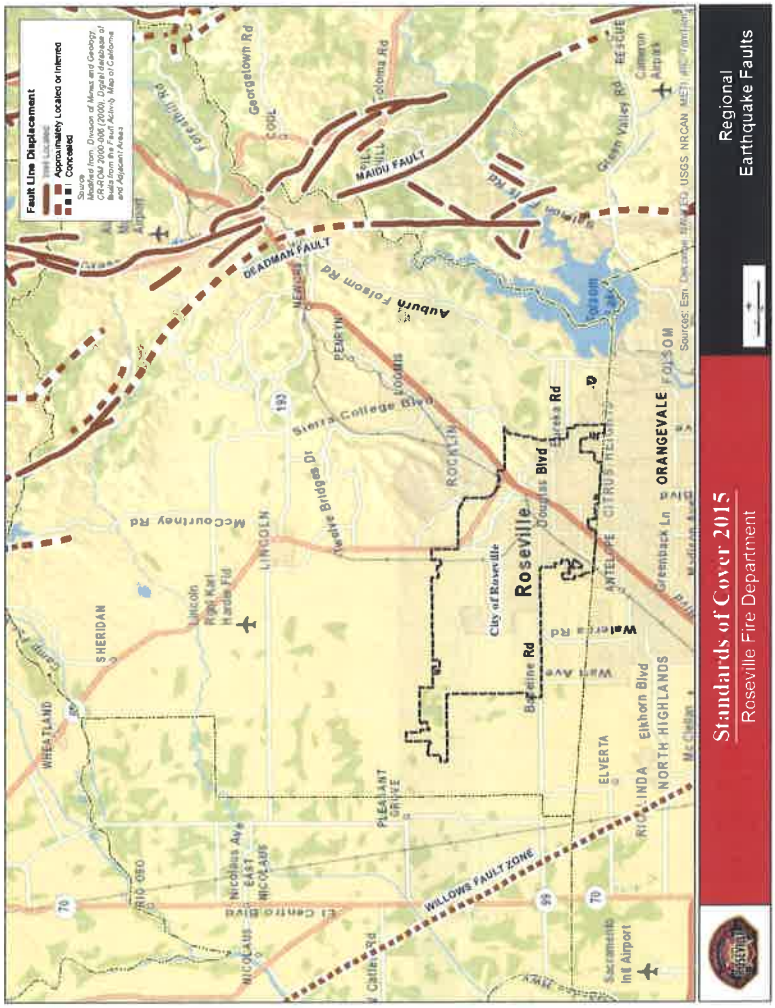
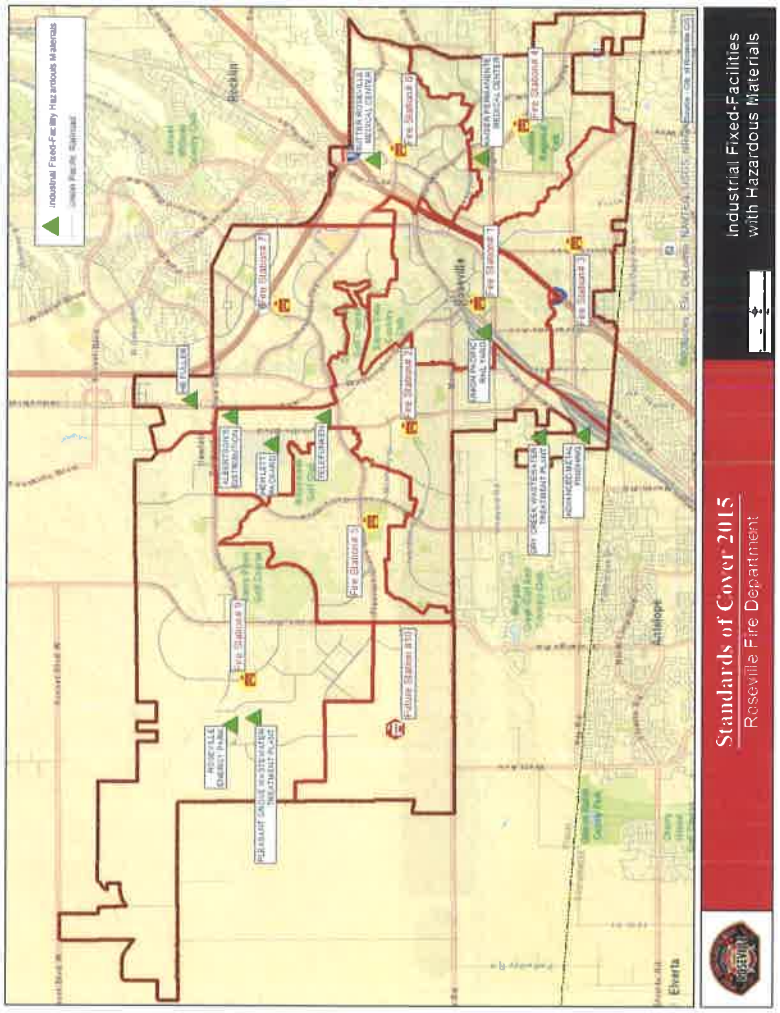
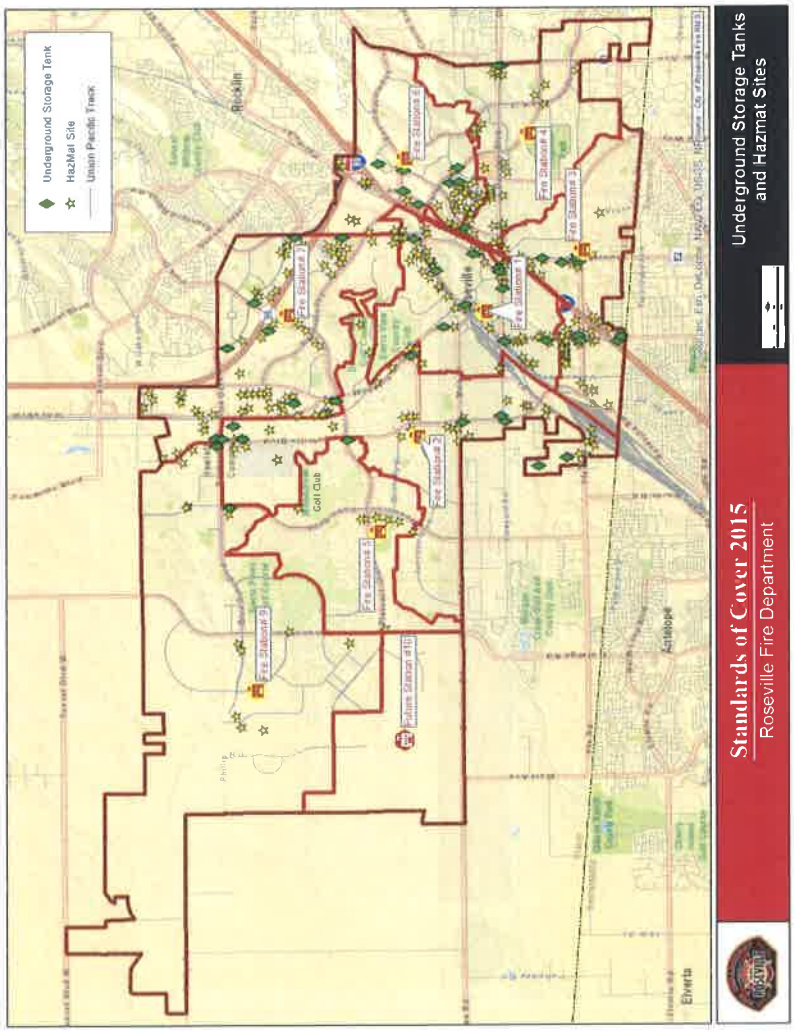


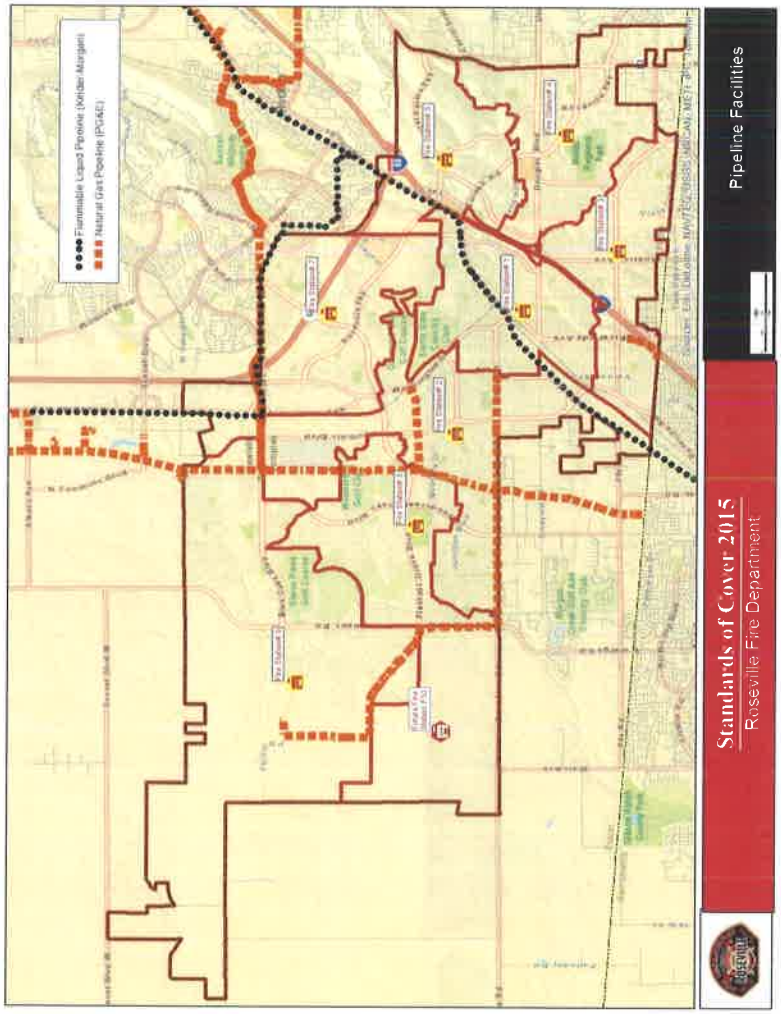
Industrial Fixed Facilities HazMat



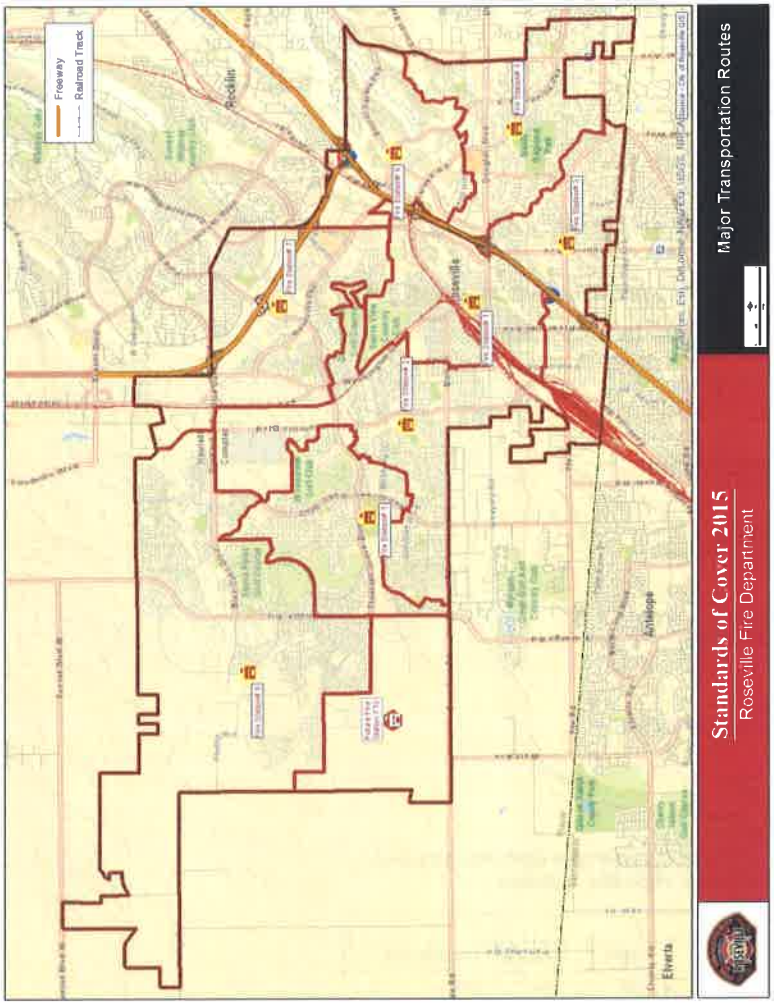
UST HazMat Sites



Pipeline Facilities



Major Transportation Routes



Appendix C: Data Analysis of Incidents 01/01/10 to 06/30/15

Analysis of Incidents from 01/01/10 to 06/30/15

90% Baseline Performance

Incident Type Codes Used for this Analysis (@ is a wildcard character)

All Incidents ---> Selected incidents between 01/01/10 to 06/30/15
Fire & EMS ---> Incident Types Codes 1@, 3@
EMS ---> Incident Type Codes 300@, 311@, 320@, 321@
All Fires ---> Incident Type Codes 1@
Building Fires ---> Incident Type Codes 111@, 112@, 12@, 100@, 113@, 114@, 115@, 116@, 117@, 118@, 110@, 123@
Wildland Fires ---> Incident Type Codes 14@, 17@
Tech Rescue ---> Incident Type Codes 35@, 36@, 322@, 323@, 324@, 381@, 331@, 34@, 35@, 36@, 37@, 38@
Haz Mat ---> Incident Type Codes 41@, 42@, 43@, 44@, 45@, 46@, 47@, 400@, 48@, 2@, 4@

Outlier Definitions Used for Performance Calculations

Call Processing Outlier Limit is 60 seconds.
Outlier limit has been ignored for Call Processing calculations.
Incidents with zero Call Processing seconds have been eliminated as outliers.

Turnout Time Outlier Limit is 240 seconds.
Incidents beyond Turnout Time limit have been eliminated as outliers.
Incidents with zero Turnout Time seconds have been eliminated as outliers.

Travel Time Outlier Limit is 780 seconds.
Incidents beyond Travel Time limit have been eliminated as outliers.
Incidents with zero Travel Time seconds have been eliminated as outliers.

Dispatch to Arrival Outlier Limit is 402 seconds.
Outlier limit has been ignored for Dispatch to Arrival calculations.
Incidents with zero Dispatch to Arrival seconds have been eliminated as outliers.

Call to Arrival Outlier Limit is 900 seconds.
Incidents beyond Call to Arrival limit have been eliminated as outliers.
Incidents with zero Call to Arrival seconds have been eliminated as outliers.

ERF Incidents with Travel or Call to Arrival Times greater than 3,600 seconds have been eliminated as outliers.
ERF Incidents with zero second Travel or Call to Arrival Times have been eliminated as outliers.

Baseline			**14 FF**			
Seconds	**All**	**Fire**	**Building Fire ERF**	**EMS**	**Hazmat**	**TechRescue**
Call Process	60	60	60	60	60	60
Turnout	120	103	120	60	120	103
Travel	312	312	510	312	312	312
Dispatch-Arriv	432	415	630	372	432	415
Call-Arrival	492	475	690	432	492	475

			14 FF			
Minutes	**All**	**Fire**	**Building Fire ERF**	**EMS**	**Hazmat**	**TechRescue**
Call Process	0:01:00	0:01:00	0:01:00	0:01:00	0:01:00	0:01:00
Turnout	0:02:00	0:01:43	0:02:00	0:01:00	0:02:00	0:01:43
Travel	0:05:12	0:05:12	0:08:30	0:05:12	0:05:12	0:05:12
Dispatch-Arriv	0:07:12	0:06:55	0:10:30	0:06:12	0:07:12	0:06:55
Call-Arrival	0:08:12	0:07:55	0:11:30	0:07:12	0:08:12	0:07:55

How to read Performance Measurements
Example performance measurement: 244 (30,724)
The 244 represents the number of seconds it takes to reach 90% compliance for this performance category.
The number in parentheses represents the number of records used for this calculation.
The higher the number used for the calculation the more stable the calculation.
The lower the number used for the calculation the more volatile the calculation.
Measurements based on 20 or fewer incidents can be very volatile.

All Incidents - Department-Wide							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:49 (53,526)	02:03 (9,317)	01:56 (9,281)	01:42 (9,941)	01:41 (10,178)	01:44 (10,225)	01:48 (4,584)
Turnout	01:56 (50,986)	01:56 (8,756)	01:56 (8,637)	01:54 (9,265)	01:55 (9,479)	01:55 (9,629)	02:01 (5,220)
Travel-Distribution	05:11 (53,286)	05:11 (9,131)	05:05 (9,124)	05:11 (9,706)	05:08 (9,864)	05:15 (10,024)	05:18 (5,437)
Call to Arrival-Distribution	07:39 (54,153)	07:51 (9,262)	07:41 (9,232)	07:36 (9,882)	07:30 (10,074)	07:38 (10,191)	07:38 (5,512)
Fire & EMS - Department-Wide							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:41 (46,738)	01:51 (8,020)	01:46 (8,044)	01:33 (8,520)	01:35 (8,900)	01:39 (9,142)	01:43 (4,112)
Turnout	01:55 (44,825)	01:55 (7,605)	01:54 (7,553)	01:53 (8,014)	01:54 (8,331)	01:55 (8,629)	02:00 (4,693)
Travel-Distribution	05:05 (46,673)	05:05 (7,883)	04:59 (7,930)	05:04 (8,356)	05:01 (8,640)	05:11 (8,978)	05:17 (4,886)
Call to Arrival-Distribution	07:28 (47,352)	07:36 (7,976)	07:27 (8,022)	07:22 (8,482)	07:19 (8,814)	07:31 (9,114)	07:36 (4,944)
EMS - Department-Wide							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:37 (42,182)	01:45 (7,214)	01:41 (7,215)	01:29 (7,632)	01:31 (8,033)	01:35 (8,309)	01:40 (3,779)
Turnout	01:54 (40,694)	01:54 (6,882)	01:53 (6,809)	01:52 (7,227)	01:54 (7,556)	01:54 (7,878)	01:59 (4,342)
Travel-Distribution	05:04 (42,201)	05:03 (7,104)	04:58 (7,125)	05:03 (7,501)	05:00 (7,814)	05:10 (8,161)	05:17 (4,496)
Call to Arrival-Distribution	07:24 (42,744)	07:30 (7,177)	07:23 (7,198)	07:19 (7,593)	07:17 (7,952)	07:27 (8,282)	07:34 (4,542)

All Fires - Department-Wide							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:56 (1,156)	02:56 (229)	03:14 (195)	02:54 (209)	02:47 (252)	03:00 (193)	02:21 (78)
Turnout	02:22 (1,007)	02:16 (201)	02:22 (168)	02:18 (180)	02:20 (215)	02:27 (159)	02:38 (84)
Travel-Distribution	05:28 (1,133)	05:28 (220)	05:21 (189)	05:24 (200)	05:59 (237)	05:04 (187)	04:59 (100)
Call to Arrival-Distribution	08:35 (1,193)	08:57 (228)	09:06 (200)	08:09 (210)	08:34 (255)	08:12 (194)	07:27 (106)
Building Fires - Department-Wide							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:14 (411)	02:36 (88)	01:59 (58)	02:54 (80)	02:05 (82)	01:49 (64)	02:04 (39)
Turnout	02:27 (378)	02:16 (81)	02:41 (54)	02:15 (71)	02:37 (74)	02:27 (62)	02:32 (36)
Travel-Distribution	04:59 (395)	04:44 (86)	05:10 (57)	04:27 (74)	05:00 (74)	05:00 (60)	05:26 (44)
Call to Arrival-Distribution	07:49 (423)	08:10 (88)	07:23 (60)	07:18 (79)	07:05 (83)	07:46 (65)	07:10 (48)
Call to Arrival-ERF F/f Arrivals	11:54 (117)	12:54 (29)	14:07 (16)	10:26 (21)	11:21 (21)	13:38 (14)	13:13 (16)
Wildland Fires - Department-Wide							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	04:28 (223)	04:51 (41)	04:18 (36)	04:04 (41)	04:43 (54)	04:18 (45)	02:45 (6)
Turnout	02:57 (152)	02:11 (28)	03:20 (26)	02:39 (29)	02:13 (36)	03:26 (25)	01:37 (8)
Travel-Distribution	07:19 (220)	07:31 (36)	07:14 (34)	05:57 (40)	08:02 (54)	06:50 (43)	06:20 (13)
Call to Arrival-Distribution	10:16 (234)	10:29 (40)	11:19 (37)	09:52 (43)	10:00 (56)	10:14 (44)	08:15 (14)
Technical Rescue - Department-Wide							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:09 (3,399)	02:22 (577)	02:08 (634)	01:57 (679)	02:03 (615)	02:03 (640)	02:28 (254)
Turnout	01:50 (3,123)	01:50 (522)	01:53 (576)	01:45 (607)	01:48 (560)	01:52 (592)	01:59 (266)
Travel-Distribution	05:18 (3,337)	05:05 (559)	05:21 (616)	05:12 (655)	05:24 (589)	05:29 (630)	05:18 (288)
Call to Arrival-Distribution	08:03 (3,413)	07:58 (571)	08:16 (624)	07:43 (679)	07:57 (607)	08:08 (638)	08:17 (294)
Haz Mat - Department-Wide							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:41 (658)	02:28 (162)	02:39 (131)	03:50 (132)	02:25 (111)	02:19 (94)	02:28 (28)
Turnout	02:08 (597)	02:16 (145)	02:16 (115)	02:07 (117)	02:07 (99)	01:56 (85)	01:54 (36)
Travel-Distribution	05:46 (660)	05:36 (160)	05:36 (130)	05:44 (132)	05:38 (108)	06:11 (93)	06:06 (37)
Call to Arrival-Distribution	09:04 (669)	08:58 (165)	09:06 (131)	09:01 (131)	09:06 (108)	09:14 (95)	08:20 (39)
All Incidents - Station 1							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:03 (9,547)	02:13 (1,850)	02:04 (1,825)	01:59 (1,728)	01:48 (1,802)	02:01 (1,676)	02:17 (666)

Turnout	02:02 (8,683)	01:56 (1,690)	02:02 (1,616)	02:04 (1,534)	02:03 (1,628)	02:04 (1,510)	02:12 (705)
Travel-Distribution	04:36 (9,308)	04:35 (1,796)	04:43 (1,761)	04:48 (1,671)	04:32 (1,706)	04:25 (1,610)	04:38 (764)
Call to Arrival-Distribution	07:13 (9,554)	07:15 (1,832)	07:22 (1,803)	07:25 (1,719)	06:56 (1,766)	06:56 (1,654)	07:09 (780)
Fire & EMS - Station 1							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:53 (8,043)	02:02 (1,547)	01:56 (1,528)	01:44 (1,414)	01:39 (1,496)	01:56 (1,474)	02:09 (584)
Turnout	02:02 (7,436)	01:54 (1,435)	01:59 (1,383)	02:03 (1,284)	02:03 (1,377)	02:04 (1,335)	02:12 (622)
Travel-Distribution	04:29 (7,865)	04:32 (1,504)	04:28 (1,479)	04:34 (1,371)	04:21 (1,425)	04:22 (1,419)	04:35 (667)
Call to Arrival-Distribution	06:57 (8,053)	07:01 (1,532)	07:08 (1,515)	07:06 (1,402)	06:41 (1,468)	06:51 (1,455)	07:04 (681)
EMS - Station 1							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:50 (7,411)	02:01 (1,425)	01:55 (1,411)	01:42 (1,309)	01:36 (1,352)	01:53 (1,367)	02:08 (547)
Turnout	02:01 (6,877)	01:53 (1,324)	01:58 (1,275)	02:04 (1,200)	02:03 (1,245)	02:03 (1,244)	02:12 (589)
Travel-Distribution	04:30 (7,260)	04:33 (1,385)	04:30 (1,370)	04:36 (1,272)	04:22 (1,289)	04:21 (1,317)	04:35 (627)
Call to Arrival-Distribution	06:57 (7,416)	07:00 (1,409)	07:08 (1,398)	07:06 (1,297)	06:41 (1,324)	06:51 (1,350)	07:04 (638)
All Fires - Station 1							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:36 (227)	02:42 (45)	02:06 (36)	02:14 (37)	02:03 (51)	02:44 (44)	03:47 (14)
Turnout	02:27 (205)	02:11 (42)	02:17 (35)	01:51 (30)	02:27 (48)	02:27 (38)	02:38 (12)
Travel-Distribution	04:13 (220)	04:59 (44)	03:55 (37)	03:44 (34)	04:11 (47)	04:13 (42)	03:57 (16)
Call to Arrival-Distribution	07:12 (235)	07:43 (46)	06:51 (38)	06:13 (37)	06:36 (51)	06:47 (45)	06:56 (18)
Building Fires - Station 1							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:23 (99)	01:46 (19)	01:59 (11)	02:57 (20)	02:13 (23)	01:18 (18)	03:47 (8)
Turnout	02:29 (89)	02:19 (18)	02:17 (11)	02:06 (16)	02:37 (22)	02:27 (18)	02:29 (4)
Travel-Distribution	03:55 (91)	04:01 (18)	03:06 (11)	03:40 (18)	03:23 (19)	04:05 (17)	02:42 (8)
Call to Arrival-Distribution	06:31 (103)	07:24 (19)	05:49 (12)	06:13 (20)	06:25 (23)	06:33 (19)	06:01 (10)
Wildland Fires - Station 1							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	03:05 (32)	01:58 (10)	02:34 (5)	07:40 (3)	01:55 (7)	02:56 (6)	00:37 (1)
Turnout	02:09 (27)	02:09 (9)	03:26 (5)	01:40 (2)	01:27 (6)	01:38 (4)	01:30 (1)
Travel-Distribution	03:55 (31)	03:15 (9)	07:14 (5)	03:25 (3)	03:41 (7)	02:24 (6)	05:07 (1)

Call to Arrival-Distribution	07:14 (32)	06:24 (10)	11:11 (5)	07:57 (3)	06:03 (7)	06:15 (6)	07:14 (1)
Technical Rescue - Station 1							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:01 (405)	02:13 (77)	01:55 (81)	02:36 (68)	01:40 (93)	01:56 (63)	01:53 (23)
Turnout	01:55 (354)	01:45 (69)	02:03 (73)	01:38 (54)	01:55 (84)	01:49 (53)	02:08 (21)
Travel-Distribution	04:19 (385)	04:19 (75)	04:09 (72)	04:28 (65)	03:56 (89)	04:29 (60)	04:27 (24)
Call to Arrival-Distribution	06:51 (402)	06:42 (77)	06:30 (79)	07:08 (68)	06:23 (93)	06:51 (60)	07:04 (25)
Haz Mat - Station 1							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	03:27 (161)	03:40 (33)	02:53 (33)	04:40 (34)	02:25 (31)	01:59 (22)	02:34 (8)
Turnout	02:07 (134)	01:52 (26)	02:45 (29)	01:56 (27)	01:51 (24)	01:50 (20)	01:52 (8)
Travel-Distribution	05:35 (162)	04:48 (33)	06:50 (34)	05:35 (35)	05:05 (29)	05:23 (22)	03:54 (9)
Call to Arrival-Distribution	09:18 (166)	09:25 (35)	10:31 (34)	09:01 (35)	09:06 (30)	08:48 (23)	06:57 (9)
All Incidents - Station 2							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:40 (6,815)	01:52 (1,237)	01:41 (1,164)	01:34 (1,321)	01:35 (1,291)	01:37 (1,237)	01:43 (565)
Turnout	01:56 (6,619)	01:51 (1,191)	01:55 (1,109)	02:00 (1,242)	01:53 (1,222)	01:59 (1,187)	02:01 (668)
Travel-Distribution	04:51 (6,863)	04:40 (1,234)	04:35 (1,154)	04:51 (1,296)	04:53 (1,274)	05:01 (1,214)	05:03 (691)
Call to Arrival-Distribution	07:17 (6,944)	07:15 (1,246)	07:08 (1,169)	07:11 (1,312)	07:13 (1,287)	07:37 (1,234)	07:14 (696)
Fire & EMS - Station 2							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:33 (6,166)	01:40 (1,127)	01:34 (1,052)	01:26 (1,168)	01:32 (1,172)	01:32 (1,117)	01:39 (530)
Turnout	01:55 (6,002)	01:49 (1,086)	01:52 (1,003)	01:59 (1,103)	01:54 (1,111)	01:58 (1,070)	01:59 (629)
Travel-Distribution	04:45 (6,222)	04:35 (1,126)	04:30 (1,042)	04:43 (1,148)	04:49 (1,157)	04:56 (1,098)	05:03 (651)
Call to Arrival-Distribution	07:07 (6,296)	07:01 (1,137)	06:55 (1,058)	06:58 (1,162)	07:08 (1,169)	07:27 (1,116)	07:13 (654)
EMS - Station 2							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:31 (5,674)	01:38 (1,043)	01:33 (983)	01:23 (1,061)	01:31 (1,088)	01:30 (1,013)	01:34 (486)
Turnout	01:55 (5,557)	01:48 (1,014)	01:51 (942)	01:59 (1,011)	01:55 (1,033)	01:57 (977)	01:59 (580)
Travel-Distribution	04:46 (5,730)	04:32 (1,043)	04:31 (973)	04:45 (1,043)	04:49 (1,075)	04:57 (998)	05:03 (598)
Call to Arrival-Distribution	07:07 (5,791)	06:59 (1,053)	06:54 (987)	06:59 (1,053)	07:08 (1,084)	07:27 (1,012)	07:13 (602)

All Fires - Station 2							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:58 (175)	03:28 (35)	04:04 (24)	01:48 (39)	01:56 (29)	03:39 (35)	02:42 (13)
Turnout	02:11 (157)	02:14 (29)	02:09 (20)	02:08 (35)	01:43 (28)	02:20 (28)	02:36 (17)
Travel-Distribution	04:49 (179)	05:14 (34)	04:02 (24)	04:31 (41)	04:50 (29)	04:27 (32)	04:46 (19)
Call to Arrival-Distribution	07:35 (185)	07:54 (35)	06:58 (25)	07:33 (41)	07:13 (30)	08:18 (35)	07:07 (19)
Building Fires - Station 2							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:49 (63)	02:36 (12)	01:01 (6)	01:35 (17)	02:00 (11)	01:49 (11)	01:40 (6)
Turnout	02:14 (62)	02:14 (11)	02:09 (6)	02:04 (17)	01:53 (10)	02:20 (10)	02:36 (8)
Travel-Distribution	04:31 (65)	03:26 (12)	03:01 (6)	04:10 (19)	03:50 (11)	03:31 (9)	04:46 (8)
Call to Arrival-Distribution	07:35 (67)	07:41 (12)	05:51 (6)	06:58 (19)	06:15 (11)	08:11 (11)	07:07 (8)
Wildland Fires - Station 2							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	04:29 (25)	03:28 (6)	04:29 (3)	03:20 (6)	01:13 (2)	03:39 (8)	
Turnout	02:39 (13)	01:46 (2)	03:18 (2)	02:08 (3)	01:44 (2)	02:39 (4)	
Travel-Distribution	05:43 (25)	04:20 (5)	02:42 (3)	04:20 (6)	04:50 (3)	04:38 (7)	06:20 (1)
Call to Arrival-Distribution	10:09 (27)	06:24 (6)	07:25 (3)	07:40 (6)	05:37 (3)	10:14 (8)	06:20 (1)
Technical Rescue - Station 2							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:39 (317)	02:13 (49)	01:34 (45)	01:28 (68)	01:28 (55)	01:30 (69)	01:39 (31)
Turnout	01:48 (288)	01:43 (43)	01:53 (41)	01:32 (57)	01:34 (50)	01:57 (65)	01:48 (32)
Travel-Distribution	04:21 (313)	04:35 (49)	04:09 (45)	03:53 (64)	04:10 (53)	04:21 (68)	04:58 (34)
Call to Arrival-Distribution	06:44 (320)	07:07 (49)	06:45 (46)	05:54 (68)	06:25 (55)	06:50 (69)	06:46 (33)
Haz Mat - Station 2							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	03:10 (59)	01:59 (18)	02:32 (14)	02:27 (5)	05:44 (10)	03:10 (11)	01:19 (1)
Turnout	02:24 (55)	02:38 (18)	02:07 (11)	02:20 (5)	01:25 (7)	01:56 (11)	02:43 (3)
Travel-Distribution	05:54 (62)	04:09 (19)	04:47 (14)	03:45 (5)	08:14 (10)	06:16 (11)	02:57 (3)
Call to Arrival-Distribution	08:30 (60)	07:51 (19)	08:14 (14)	07:09 (5)	09:38 (8)	08:36 (11)	05:48 (3)
All Incidents - Station 3							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:41 (10,499)	02:02 (1,715)	01:55 (1,670)	01:34 (1,871)	01:32 (2,012)	01:32 (2,175)	01:36 (1,056)
Turnout	01:49 (10,096)	01:51 (1,617)	01:56 (1,557)	01:40 (1,753)	01:54 (1,898)	01:46 (2,068)	01:46 (1,203)

Travel-Distribution	04:29 (10,444)	04:43 (1,678)	04:33 (1,635)	04:15 (1,826)	04:27 (1,939)	04:22 (2,136)	04:41 (1,230)
Call to Arrival-Distribution	06:55 (10,637)	07:22 (1,702)	07:10 (1,660)	06:32 (1,857)	06:54 (1,987)	06:38 (2,178)	06:58 (1,253)
Fire & EMS - Station 3							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:34 (9,413)	01:51 (1,473)	01:41 (1,457)	01:29 (1,675)	01:29 (1,831)	01:28 (2,002)	01:32 (975)
Turnout	01:48 (9,095)	01:50 (1,397)	01:54 (1,368)	01:38 (1,576)	01:52 (1,731)	01:46 (1,910)	01:46 (1,113)
Travel-Distribution	04:23 (9,399)	04:28 (1,448)	04:19 (1,434)	04:10 (1,638)	04:20 (1,769)	04:19 (1,971)	04:36 (1,139)
Call to Arrival-Distribution	06:42 (9,543)	07:09 (1,460)	06:49 (1,449)	06:17 (1,661)	06:43 (1,812)	06:33 (2,003)	06:49 (1,158)
EMS - Station 3							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:30 (8,643)	01:46 (1,334)	01:39 (1,318)	01:26 (1,532)	01:24 (1,681)	01:25 (1,872)	01:31 (906)
Turnout	01:47 (8,365)	01:50 (1,268)	01:52 (1,244)	01:37 (1,441)	01:53 (1,592)	01:45 (1,788)	01:44 (1,032)
Travel-Distribution	04:17 (8,637)	04:25 (1,313)	04:12 (1,301)	04:03 (1,498)	04:17 (1,625)	04:18 (1,842)	04:36 (1,058)
Call to Arrival-Distribution	06:36 (8,756)	06:54 (1,322)	06:41 (1,311)	06:11 (1,518)	06:36 (1,662)	06:30 (1,871)	06:48 (1,072)
All Fires - Station 3							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:21 (148)	02:03 (31)	02:19 (23)	02:29 (26)	02:56 (35)	01:30 (16)	02:12 (17)
Turnout	02:32 (139)	02:00 (30)	03:36 (20)	02:14 (23)	02:34 (31)	02:00 (16)	02:32 (19)
Travel-Distribution	04:31 (137)	05:09 (30)	06:36 (21)	03:51 (23)	04:05 (30)	03:04 (16)	03:57 (17)
Call to Arrival-Distribution	07:27 (151)	09:52 (31)	07:52 (24)	06:24 (25)	07:27 (35)	06:01 (17)	06:29 (19)
Building Fires - Station 3							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:21 (55)	01:50 (15)	02:19 (13)	02:54 (11)	01:51 (8)	01:13 (3)	01:16 (5)
Turnout	02:32 (50)	02:07 (14)	03:36 (11)	02:15 (10)	01:47 (7)	01:56 (3)	02:32 (5)
Travel-Distribution	03:55 (49)	04:14 (15)	03:55 (12)	02:38 (8)	03:25 (7)	03:05 (3)	02:56 (4)
Call to Arrival-Distribution	07:15 (55)	08:08 (15)	07:07 (14)	06:17 (10)	05:33 (8)	05:35 (3)	06:06 (5)
Wildland Fires - Station 3							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:05 (15)	01:58 (2)	00:48 (1)	01:15 (3)	01:44 (4)	02:05 (4)	02:55 (1)
Turnout	03:44 (15)	01:24 (2)	03:55 (1)	01:34 (3)	01:59 (4)	03:44 (4)	00:30 (1)
Travel-Distribution	06:36 (14)	07:31 (2)	06:36 (1)	03:15 (3)	06:25 (4)	02:45 (3)	04:50 (1)
Call to Arrival-Distribution	10:31 (15)	10:31 (2)	11:19 (1)	05:13 (3)	07:27 (4)	07:27 (4)	08:15 (1)

Technical Rescue - Station 3							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:02 (622)	02:23 (108)	01:58 (116)	01:43 (117)	01:54 (115)	02:09 (114)	01:42 (52)
Turnout	01:47 (591)	01:49 (99)	01:50 (104)	01:41 (112)	01:47 (108)	01:42 (106)	01:48 (62)
Travel-Distribution	05:20 (625)	05:08 (105)	05:15 (112)	04:56 (117)	05:50 (114)	05:24 (113)	05:10 (64)
Call to Arrival-Distribution	08:04 (636)	07:58 (107)	08:19 (114)	07:31 (118)	08:30 (115)	08:04 (115)	06:57 (67)
Haz Mat - Station 3							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:12 (92)	02:14 (23)	02:03 (21)	02:50 (19)	01:40 (15)	01:58 (12)	02:07 (2)
Turnout	02:02 (86)	02:00 (21)	02:05 (18)	02:00 (16)	02:02 (15)	02:05 (11)	01:53 (5)
Travel-Distribution	05:22 (92)	07:40 (22)	05:22 (20)	03:40 (19)	04:40 (15)	04:38 (12)	04:30 (4)
Call to Arrival-Distribution	08:31 (94)	10:19 (23)	08:31 (20)	08:10 (19)	07:04 (15)	07:31 (13)	07:13 (4)
All Incidents - Station 4							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:46 (6,297)	02:00 (1,136)	01:54 (1,080)	01:36 (1,149)	01:43 (1,217)	01:44 (1,153)	01:36 (562)
Turnout	01:50 (6,129)	01:58 (1,080)	01:46 (1,028)	01:47 (1,103)	01:45 (1,150)	01:47 (1,109)	01:58 (659)
Travel-Distribution	04:37 (6,330)	04:52 (1,116)	04:53 (1,079)	04:24 (1,132)	04:24 (1,189)	04:41 (1,142)	04:24 (672)
Call to Arrival-Distribution	07:03 (6,407)	07:40 (1,128)	07:19 (1,083)	06:45 (1,147)	06:45 (1,208)	06:58 (1,159)	06:40 (682)
Fire & EMS - Station 4							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:40 (5,418)	01:52 (1,002)	01:46 (938)	01:25 (967)	01:38 (1,017)	01:38 (1,009)	01:35 (485)
Turnout	01:48 (5,285)	01:55 (952)	01:45 (898)	01:45 (935)	01:43 (961)	01:47 (973)	01:57 (566)
Travel-Distribution	04:33 (5,449)	04:49 (985)	04:52 (940)	04:15 (954)	04:19 (992)	04:38 (1,001)	04:24 (577)
Call to Arrival-Distribution	06:55 (5,514)	07:29 (995)	07:08 (943)	06:28 (966)	06:38 (1,010)	06:48 (1,014)	06:38 (586)
EMS - Station 4							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:38 (4,867)	01:50 (900)	01:43 (839)	01:24 (864)	01:38 (920)	01:38 (893)	01:36 (451)
Turnout	01:48 (4,762)	01:57 (854)	01:44 (805)	01:44 (839)	01:42 (876)	01:46 (859)	01:57 (529)
Travel-Distribution	04:34 (4,896)	04:50 (883)	04:53 (839)	04:15 (854)	04:18 (900)	04:40 (884)	04:24 (536)
Call to Arrival-Distribution	06:54 (4,954)	07:29 (893)	07:05 (842)	06:31 (863)	06:36 (915)	06:51 (897)	06:38 (544)
All Fires - Station 4							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**

Call Processing	02:06 (130)	02:35 (32)	01:51 (28)	01:13 (19)	03:14 (22)	01:48 (18)	01:20 (11)
Turnout	02:18 (123)	02:06 (30)	02:15 (29)	02:19 (19)	01:52 (19)	02:13 (15)	01:58 (11)
Travel-Distribution	05:00 (135)	04:16 (32)	05:10 (29)	04:27 (19)	05:06 (22)	05:00 (18)	04:55 (15)
Call to Arrival-Distribution	08:20 (135)	08:19 (32)	09:11 (29)	07:22 (19)	08:26 (22)	07:29 (18)	06:57 (15)
Building Fires - Station 4							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:51 (54)	01:53 (11)	01:06 (12)	00:54 (6)	01:12 (6)	01:27 (11)	01:20 (8)
Turnout	02:13 (54)	02:06 (11)	02:09 (12)	01:37 (6)	01:46 (6)	02:13 (11)	01:48 (8)
Travel-Distribution	05:00 (57)	03:26 (11)	05:10 (12)	04:27 (6)	05:06 (6)	05:00 (11)	04:55 (11)
Call to Arrival-Distribution	07:29 (57)	06:31 (11)	07:19 (12)	06:18 (6)	08:34 (6)	08:27 (11)	06:57 (11)
Wildland Fires - Station 4							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	04:16 (26)	02:35 (7)	03:03 (5)	02:06 (3)	04:17 (7)	04:16 (3)	00:59 (1)
Turnout	03:25 (19)	03:25 (6)	03:37 (5)	01:46 (3)	03:20 (4)	00:46 (1)	
Travel-Distribution	05:04 (26)	05:14 (7)	08:55 (5)	03:52 (3)	04:04 (7)	05:04 (3)	01:25 (1)
Call to Arrival-Distribution	09:35 (26)	09:35 (7)	11:23 (5)	07:22 (3)	08:20 (7)	06:45 (3)	06:26 (1)
Technical Rescue - Station 4							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:47 (421)	01:57 (70)	02:25 (71)	01:35 (84)	01:35 (75)	01:35 (98)	01:27 (23)
Turnout	01:41 (400)	01:40 (68)	01:37 (64)	01:37 (77)	01:47 (66)	01:43 (99)	01:23 (26)
Travel-Distribution	04:20 (418)	04:33 (70)	04:25 (72)	04:02 (81)	04:04 (70)	04:20 (99)	04:06 (26)
Call to Arrival-Distribution	06:37 (425)	06:47 (70)	07:05 (72)	06:08 (84)	06:30 (73)	06:22 (99)	06:27 (27)
Haz Mat - Station 4							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:46 (59)	02:21 (14)	02:59 (10)	04:40 (13)	01:47 (11)	02:09 (8)	01:11 (3)
Turnout	01:57 (58)	02:11 (12)	01:52 (10)	02:02 (14)	01:23 (10)	01:35 (8)	01:14 (4)
Travel-Distribution	05:12 (62)	04:46 (14)	04:52 (10)	05:12 (14)	04:45 (11)	04:25 (8)	05:13 (5)
Call to Arrival-Distribution	09:02 (63)	08:53 (14)	08:40 (11)	09:22 (14)	06:56 (11)	07:03 (8)	07:38 (5)
All Incidents - Station 5							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:39 (6,067)	01:45 (1,161)	01:44 (1,280)	01:32 (1,152)	01:34 (1,021)	01:37 (1,031)	01:33 (422)
Turnout	01:54 (5,905)	01:58 (1,134)	01:50 (1,228)	02:00 (1,111)	01:51 (946)	01:50 (981)	01:54 (505)
Travel-Distribution	05:21 (6,100)	05:39 (1,153)	05:22 (1,276)	05:31 (1,136)	05:09 (998)	05:05 (1,018)	05:01 (519)
Call to Arrival-Distribution	07:44 (6,149)	08:06 (1,160)	07:48 (1,278)	07:50 (1,146)	07:24 (1,016)	07:29 (1,026)	07:10 (523)

Fire & EMS - Station 5							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:33 (5,411)	01:35 (1,051)	01:35 (1,153)	01:24 (1,044)	01:33 (918)	01:35 (880)	01:33 (365)
Turnout	01:53 (5,283)	01:58 (1,031)	01:49 (1,113)	01:58 (1,010)	01:53 (848)	01:50 (840)	01:53 (441)
Travel-Distribution	05:19 (5,453)	05:32 (1,046)	05:18 (1,150)	05:25 (1,033)	05:08 (898)	04:57 (871)	05:00 (455)
Call to Arrival-Distribution	07:36 (5,491)	07:55 (1,049)	07:40 (1,154)	07:46 (1,040)	07:23 (914)	07:24 (876)	07:04 (458)
EMS - Station 5							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:30 (5,144)	01:33 (998)	01:30 (1,094)	01:23 (987)	01:30 (879)	01:33 (837)	01:29 (349)
Turnout	01:53 (5,046)	01:58 (982)	01:48 (1,061)	01:58 (957)	01:51 (820)	01:50 (804)	01:53 (422)
Travel-Distribution	05:18 (5,185)	05:34 (995)	05:19 (1,093)	05:25 (977)	05:05 (860)	04:53 (828)	04:57 (432)
Call to Arrival-Distribution	07:35 (5,219)	07:55 (997)	07:39 (1,096)	07:46 (984)	07:19 (874)	07:20 (833)	07:07 (435)
All Fires - Station 5							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	04:07 (78)	02:33 (16)	03:40 (17)	01:34 (14)	04:13 (20)	04:07 (9)	02:15 (2)
Turnout	02:25 (57)	02:11 (13)	02:27 (11)	02:49 (14)	02:20 (12)	01:09 (6)	01:41 (1)
Travel-Distribution	05:42 (76)	05:00 (14)	05:10 (16)	05:32 (14)	07:19 (20)	04:29 (9)	06:49 (3)
Call to Arrival-Distribution	08:45 (78)	07:53 (15)	08:45 (17)	08:00 (13)	10:15 (21)	07:46 (9)	06:49 (3)
Building Fires - Station 5							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:15 (28)	02:20 (11)	02:37 (4)	01:34 (4)	01:27 (5)	02:12 (2)	02:15 (2)
Turnout	02:16 (23)	02:11 (9)	02:27 (2)	01:41 (4)	02:36 (5)	01:05 (2)	01:41 (1)
Travel-Distribution	05:00 (29)	04:33 (10)	05:42 (4)	03:57 (4)	04:39 (6)	04:29 (2)	06:49 (3)
Call to Arrival-Distribution	07:14 (30)	07:14 (11)	07:51 (4)	06:29 (4)	05:56 (6)	07:46 (2)	06:49 (3)
Wildland Fires - Station 5							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	04:28 (26)	02:33 (2)	04:18 (6)	33:43 (5)	04:22 (10)	04:28 (3)	
Turnout	03:13 (13)	01:13 (1)	03:20 (3)	03:13 (5)	02:20 (4)		
Travel-Distribution	08:44 (24)	12:21 (1)	07:46 (5)	05:37 (5)	07:49 (10)	08:44 (3)	
Call to Arrival-Distribution	11:35 (24)	00:22 (1)	10:00 (6)	08:08 (4)	10:15 (10)	11:35 (3)	
Technical Rescue - Station 5							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**

Call Processing	01:55 (188)	01:51 (37)	01:48 (42)	01:44 (43)	01:19 (19)	02:04 (34)	02:49 (13)
Turnout	01:51 (179)	02:01 (36)	01:46 (41)	01:46 (39)	01:33 (16)	02:03 (30)	01:51 (17)
Travel-Distribution	05:05 (190)	04:48 (37)	04:47 (41)	04:58 (42)	04:20 (18)	07:07 (34)	04:57 (18)
Call to Arrival-Distribution	07:58 (192)	08:35 (37)	07:12 (41)	06:28 (43)	07:09 (19)	09:58 (34)	06:40 (18)
Haz Mat - Station 5							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	03:19 (37)	02:22 (9)	04:17 (13)	03:00 (6)	00:53 (3)	06:08 (5)	01:46 (1)
Turnout	01:57 (33)	02:10 (9)	01:42 (11)	01:45 (5)	02:25 (3)	01:35 (4)	01:19 (1)
Travel-Distribution	05:31 (35)	05:25 (8)	05:18 (13)	05:31 (5)	03:53 (3)	07:17 (5)	05:20 (1)
Call to Arrival-Distribution	08:59 (35)	08:21 (9)	08:59 (12)	11:48 (5)	07:10 (3)	07:39 (5)	08:25 (1)
All Incidents - Station 6							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:58 (4,162)	02:14 (687)	02:15 (693)	01:56 (769)	01:50 (776)	01:47 (874)	01:59 (363)
Turnout	01:51 (3,956)	01:53 (635)	01:47 (642)	01:45 (709)	01:53 (724)	01:51 (819)	01:52 (427)
Travel-Distribution	05:03 (4,104)	05:10 (654)	05:33 (682)	05:11 (739)	04:51 (735)	04:36 (853)	04:53 (441)
Call to Arrival-Distribution	07:37 (4,209)	08:07 (677)	08:06 (690)	07:51 (761)	07:15 (765)	07:20 (868)	07:06 (448)
Fire & EMS - Station 6							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:48 (3,464)	01:58 (545)	02:06 (572)	01:45 (611)	01:43 (654)	01:43 (766)	01:44 (316)
Turnout	01:48 (3,318)	01:48 (513)	01:41 (529)	01:40 (571)	01:50 (612)	01:51 (719)	01:53 (374)
Travel-Distribution	04:55 (3,437)	05:05 (523)	05:17 (565)	05:00 (595)	04:44 (618)	04:35 (751)	04:39 (385)
Call to Arrival-Distribution	07:22 (3,519)	07:48 (539)	08:01 (573)	07:13 (611)	07:08 (643)	07:13 (763)	07:05 (390)
EMS - Station 6							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:37 (2,742)	01:41 (431)	01:45 (422)	01:38 (467)	01:34 (523)	01:34 (637)	01:28 (262)
Turnout	01:46 (2,672)	01:45 (413)	01:37 (399)	01:37 (441)	01:52 (496)	01:50 (601)	01:49 (322)
Travel-Distribution	04:28 (2,746)	04:57 (417)	04:45 (418)	04:12 (458)	04:21 (501)	04:20 (624)	04:19 (328)
Call to Arrival-Distribution	06:47 (2,797)	07:16 (427)	07:00 (422)	06:38 (465)	06:30 (517)	06:38 (634)	06:48 (332)
All Fires - Station 6							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	04:27 (116)	03:36 (26)	06:16 (23)	02:36 (16)	01:56 (25)	03:33 (22)	02:45 (4)
Turnout	02:25 (89)	02:25 (21)	01:44 (14)	02:35 (13)	02:13 (20)	02:16 (16)	02:27 (5)
Travel-Distribution	05:36 (111)	06:24 (25)	05:33 (21)	05:50 (16)	03:57 (21)	05:36 (21)	03:55 (7)
Call to Arrival-Distribution	09:04 (120)	10:01 (25)	09:06 (24)	08:52 (17)	08:13 (25)	09:12 (22)	05:50 (7)

Building Fires - Station 6							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	04:31 (25)	02:16 (7)	01:45 (2)	03:27 (6)	01:34 (7)	06:14 (2)	01:09 (1)
Turnout	02:24 (22)	01:52 (6)	01:36 (2)	02:24 (5)	02:53 (5)	01:24 (1)	02:26 (3)
Travel-Distribution	04:19 (24)	04:19 (7)	05:11 (2)	04:01 (6)	03:57 (5)	02:51 (1)	02:45 (3)
Call to Arrival-Distribution	08:29 (27)	08:29 (7)	07:23 (2)	08:44 (6)	06:22 (7)	06:56 (2)	05:16 (3)
Wildland Fires - Station 6							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	05:43 (29)	06:10 (5)	05:24 (6)	02:06 (3)	05:43 (8)	02:40 (6)	02:45 (1)
Turnout	02:43 (17)	01:10 (3)	01:46 (2)	02:43 (3)	02:13 (6)	03:55 (3)	
Travel-Distribution	07:16 (29)	07:16 (5)	05:09 (6)	06:03 (4)	05:23 (7)	05:36 (6)	03:05 (1)
Call to Arrival-Distribution	10:04 (31)	10:18 (5)	08:37 (7)	09:15 (4)	09:25 (8)	09:12 (6)	05:50 (1)
Technical Rescue - Station 6							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:14 (606)	02:49 (88)	02:14 (127)	01:48 (128)	02:15 (106)	02:03 (107)	02:41 (50)
Turnout	01:49 (557)	01:48 (79)	01:51 (116)	01:41 (117)	01:42 (96)	01:50 (102)	01:54 (47)
Travel-Distribution	06:12 (580)	05:07 (81)	06:19 (126)	07:11 (121)	05:45 (96)	05:15 (106)	06:21 (50)
Call to Arrival-Distribution	09:06 (602)	09:06 (87)	09:54 (127)	09:12 (129)	08:20 (101)	08:41 (107)	08:39 (51)
Haz Mat - Station 6							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:02 (118)	02:01 (33)	01:44 (20)	02:31 (24)	01:57 (15)	02:14 (22)	01:43 (4)
Turnout	01:49 (108)	01:49 (29)	01:31 (18)	02:03 (22)	02:21 (15)	01:38 (19)	01:51 (5)
Travel-Distribution	05:30 (115)	05:24 (31)	04:48 (19)	06:11 (24)	05:30 (15)	04:34 (21)	09:00 (5)
Call to Arrival-Distribution	08:57 (117)	09:20 (32)	07:15 (20)	08:57 (24)	08:01 (15)	09:23 (21)	10:01 (5)
All Incidents - Station 7							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:06 (5,102)	02:19 (857)	02:10 (869)	01:52 (968)	02:01 (992)	01:56 (979)	02:23 (437)
Turnout	02:02 (4,693)	02:08 (773)	01:58 (791)	02:02 (890)	01:59 (894)	02:01 (890)	02:13 (455)
Travel-Distribution	05:03 (5,057)	04:49 (838)	05:03 (849)	04:49 (949)	05:01 (963)	05:24 (952)	05:17 (506)
Call to Arrival-Distribution	07:40 (5,148)	07:42 (854)	07:51 (857)	07:18 (965)	07:29 (984)	07:55 (972)	07:58 (516)
Fire & EMS - Station 7							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:55 (4,394)	01:51 (703)	01:57 (732)	01:49 (809)	01:55 (870)	01:53 (895)	02:19 (385)
Turnout	02:00 (4,062)	02:04 (646)	01:56 (670)	02:00 (747)	01:54 (789)	01:59 (816)	02:18 (394)
Travel-Distribution	04:55 (4,358)	04:37 (687)	04:57 (716)	04:42 (798)	04:51 (845)	05:17 (870)	05:14 (442)

Call to Arrival-Distribution	07:26 (4,432)	07:10 (700)	07:29 (725)	07:16 (810)	07:09 (861)	07:41 (889)	07:54 (447)
EMS - Station 7							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:46 (3,643)	01:44 (583)	01:49 (607)	01:37 (667)	01:44 (719)	01:43 (738)	02:12 (329)
Turnout	01:59 (3,394)	02:03 (540)	01:54 (560)	02:02 (623)	01:54 (655)	01:59 (680)	02:12 (336)
Travel-Distribution	04:50 (3,615)	04:33 (570)	04:50 (596)	04:35 (660)	04:49 (700)	05:07 (718)	05:17 (371)
Call to Arrival-Distribution	07:18 (3,672)	07:04 (582)	07:23 (604)	07:09 (669)	07:01 (710)	07:29 (733)	07:51 (374)
All Fires - Station 7							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:12 (146)	03:41 (20)	01:40 (28)	02:50 (20)	02:09 (37)	01:48 (32)	01:35 (9)
Turnout	02:12 (133)	02:32 (19)	02:07 (26)	01:58 (17)	01:56 (30)	02:07 (28)	02:36 (13)
Travel-Distribution	05:17 (148)	04:44 (20)	05:21 (27)	05:30 (20)	05:00 (34)	05:12 (32)	05:22 (15)
Call to Arrival-Distribution	08:12 (154)	08:17 (20)	09:11 (28)	07:21 (20)	07:06 (38)	07:34 (32)	07:35 (16)
Building Fires - Station 7							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:12 (41)	02:12 (7)	01:40 (7)	02:50 (4)	02:09 (8)	01:34 (11)	01:39 (4)
Turnout	02:18 (36)	02:18 (6)	02:07 (7)	02:27 (3)	02:02 (5)	02:09 (11)	03:05 (4)
Travel-Distribution	04:44 (39)	03:52 (7)	05:10 (7)	04:26 (4)	04:38 (6)	03:50 (11)	03:28 (4)
Call to Arrival-Distribution	07:49 (41)	07:49 (7)	08:46 (7)	07:18 (4)	06:34 (8)	06:43 (11)	07:52 (4)
Wildland Fires - Station 7							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	03:53 (30)	01:07 (2)	01:26 (6)	03:55 (6)	03:13 (7)	01:30 (7)	01:01 (2)
Turnout	02:36 (29)	03:16 (2)	01:52 (6)	02:39 (4)	02:56 (5)	01:38 (6)	01:37 (6)
Travel-Distribution	05:57 (34)	03:57 (1)	04:39 (6)	05:24 (6)	03:47 (7)	05:56 (7)	04:28 (7)
Call to Arrival-Distribution	09:04 (37)	08:20 (2)	06:35 (6)	07:11 (6)	08:40 (8)	08:12 (7)	07:35 (8)
Technical Rescue - Station 7							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:37 (605)	02:11 (100)	02:43 (97)	02:39 (122)	02:31 (114)	02:39 (125)	03:15 (47)
Turnout	02:00 (535)	02:00 (87)	01:56 (84)	01:49 (107)	02:00 (104)	01:59 (108)	02:26 (45)
Travel-Distribution	05:12 (595)	04:50 (97)	04:55 (93)	04:52 (118)	04:54 (111)	06:07 (120)	04:48 (56)
Call to Arrival-Distribution	08:14 (606)	07:32 (98)	08:43 (93)	07:43 (121)	07:40 (113)	08:52 (124)	08:21 (57)
Haz Mat - Station 7							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:22 (79)	02:22 (20)	02:18 (15)	04:02 (14)	02:34 (15)	01:33 (9)	02:19 (6)

Turnout	02:31 (72)	02:35 (18)	01:43 (14)	02:11 (12)	02:57 (14)	01:25 (8)	01:48 (6)
Travel-Distribution	05:51 (79)	04:30 (21)	05:32 (15)	05:34 (13)	05:09 (14)	07:43 (9)	06:11 (7)
Call to Arrival-Distribution	08:32 (81)	07:36 (21)	08:12 (15)	06:56 (13)	08:47 (15)	09:46 (9)	08:20 (8)
All Incidents - Station 8							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:44 (2,148)	02:03 (540)	01:40 (613)	01:38 (723)	01:37 (269)		00:53 (3)
Turnout	02:04 (2,038)	02:09 (513)	02:06 (588)	01:58 (682)	02:02 (252)		02:01 (3)
Travel-Distribution	06:19 (2,118)	06:25 (530)	06:11 (607)	06:12 (710)	06:38 (268)		05:32 (3)
Call to Arrival-Distribution	08:57 (2,129)	09:05 (531)	08:56 (607)	08:43 (719)	09:16 (269)		07:40 (3)
Fire & EMS - Station 8							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:34 (1,847)	01:46 (460)	01:33 (537)	01:26 (611)	01:29 (237)		00:50 (2)
Turnout	02:03 (1,765)	02:09 (441)	02:05 (520)	01:54 (578)	01:53 (224)		01:18 (2)
Travel-Distribution	06:11 (1,830)	06:13 (453)	06:06 (533)	06:02 (606)	06:28 (236)		05:32 (2)
Call to Arrival-Distribution	08:43 (1,834)	08:51 (453)	08:55 (532)	08:33 (610)	08:51 (237)		07:40 (2)
EMS - Station 8							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:26 (1,651)	01:35 (407)	01:25 (476)	01:24 (552)	01:22 (215)		00:50 (1)
Turnout	02:02 (1,591)	02:09 (397)	02:05 (462)	01:54 (527)	01:52 (204)		01:18 (1)
Travel-Distribution	06:11 (1,641)	06:15 (405)	06:06 (472)	06:04 (549)	06:33 (214)		05:32 (1)
Call to Arrival-Distribution	08:42 (1,643)	08:53 (402)	08:48 (474)	08:33 (551)	08:56 (215)		07:40 (1)
All Fires - Station 8							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	03:06 (55)	03:21 (15)	02:24 (10)	03:05 (24)	03:04 (6)		
Turnout	02:36 (45)	01:54 (12)	02:38 (9)	02:13 (20)	01:36 (4)		
Travel-Distribution	06:38 (52)	07:57 (13)	04:44 (10)	05:50 (23)	04:32 (6)		
Call to Arrival-Distribution	09:33 (55)	10:29 (15)	09:33 (10)	09:16 (24)	06:49 (6)		
Building Fires - Station 8							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	03:21 (14)	03:21 (2)	01:26 (2)	01:12 (7)	02:23 (3)		
Turnout	01:55 (13)	01:37 (2)	02:48 (2)	01:37 (6)	01:36 (3)		
Travel-Distribution	06:38 (14)	07:57 (2)	06:38 (2)	04:11 (7)	04:32 (3)		
Call to Arrival-Distribution	10:29 (14)	10:29 (2)	09:58 (2)	06:14 (7)	07:05 (3)		
Wildland Fires - Station 8							

90% Baseline Performance	Overall	2010	2011	2012	2013	2014	2015Q1Q2
Call Processing	03:05 (11)	00:56 (3)		03:05 (8)			
Turnout	02:36 (7)	01:10 (2)		03:58 (5)			
Travel-Distribution	07:23 (10)	10:13 (3)		05:50 (7)			
Call to Arrival-Distribution	09:16 (11)	10:29 (3)		07:43 (8)			
Technical Rescue - Station 8							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:22 (141)	02:42 (38)	02:04 (51)	02:17 (35)	01:33 (16)		00:41 (1)
Turnout	02:02 (129)	01:45 (32)	02:00 (49)	02:05 (31)	02:24 (16)		01:14 (1)
Travel-Distribution	05:34 (137)	04:29 (35)	05:59 (51)	05:35 (34)	06:07 (16)		05:04 (1)
Call to Arrival-Distribution	08:16 (136)	06:46 (36)	08:59 (48)	07:55 (35)	08:25 (16)		06:59 (1)
Haz Mat - Station 8							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:39 (30)	01:54 (9)	02:17 (4)	02:39 (14)	03:14 (3)		
Turnout	02:17 (29)	02:03 (9)	02:24 (3)	02:54 (14)	02:17 (3)		
Travel-Distribution	06:49 (30)	06:00 (9)	11:07 (4)	06:47 (14)	06:49 (3)		
Call to Arrival-Distribution	09:54 (29)	09:54 (9)	14:13 (4)	08:57 (13)	11:38 (3)		
All Incidents - Station 9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:35 (2,712)	02:36 (84)	02:22 (63)	01:46 (218)	01:34 (767)	01:31 (1,082)	01:28 (498)
Turnout	02:03 (2,715)	01:57 (80)	01:54 (59)	02:03 (209)	01:59 (737)	02:00 (1,047)	02:15 (583)
Travel-Distribution	06:38 (2,794)	07:11 (83)	06:48 (61)	06:44 (213)	06:33 (762)	06:34 (1,079)	06:35 (596)
Call to Arrival-Distribution	09:11 (2,803)	10:10 (84)	10:21 (62)	09:37 (218)	09:00 (761)	08:55 (1,081)	08:56 (597)
Fire & EMS - Station 9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:29 (2,448)	01:43 (73)	02:00 (57)	01:35 (192)	01:26 (678)	01:27 (985)	01:28 (463)
Turnout	02:03 (2,460)	01:57 (70)	01:57 (53)	02:03 (188)	01:59 (653)	01:59 (952)	02:15 (544)
Travel-Distribution	06:34 (2,529)	07:03 (72)	06:48 (55)	06:35 (189)	06:34 (674)	06:30 (981)	06:34 (558)
Call to Arrival-Distribution	08:57 (2,535)	09:50 (73)	09:37 (56)	09:16 (192)	08:55 (673)	08:49 (983)	08:50 (558)
EMS - Station 9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:27 (2,341)	01:30 (65)	01:47 (53)	01:30 (183)	01:25 (645)	01:25 (949)	01:27 (446)
Turnout	02:02 (2,367)	01:47 (64)	01:54 (50)	02:03 (180)	01:59 (624)	01:59 (921)	02:15 (528)
Travel-Distribution	06:34 (2,422)	07:11 (65)	06:46 (52)	06:32 (180)	06:29 (638)	06:31 (945)	06:34 (542)
Call to Arrival-Distribution	08:55 (2,427)	09:48 (65)	09:36 (52)	09:02 (183)	08:49 (639)	08:49 (947)	08:54 (541)

All Fires - Station 9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	04:25 (48)	05:38 (6)	03:25 (3)	01:36 (3)	03:50 (19)	04:18 (12)	05:10 (5)
Turnout	02:49 (36)	02:04 (4)	02:57 (2)	02:14 (3)	02:47 (16)	02:50 (7)	02:49 (4)
Travel-Distribution	09:00 (48)	06:01 (5)	06:50 (2)	10:51 (4)	09:44 (21)	06:45 (12)	05:48 (4)
Call to Arrival-Distribution	11:22 (49)	11:06 (6)	13:38 (3)	14:04 (4)	10:05 (19)	09:28 (12)	11:00 (5)
Building Fires - Station 9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:26 (18)	02:43 (4)			01:03 (9)	01:03 (3)	00:55 (2)
Turnout	02:40 (17)	02:04 (4)			02:40 (9)	02:50 (3)	01:42 (1)
Travel-Distribution	06:01 (17)	06:01 (4)			07:10 (9)	05:02 (3)	05:48 (1)
Call to Arrival-Distribution	08:57 (18)	09:27 (4)			08:57 (9)	08:12 (3)	08:25 (2)
Wildland Fires - Station 9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	05:17 (16)	11:22 (1)	03:25 (3)		03:50 (6)	04:18 (6)	
Turnout	02:54 (7)		02:57 (2)	02:12 (1)	01:25 (3)	02:54 (1)	
Travel-Distribution	09:00 (16)		06:50 (2)	04:07 (1)	09:21 (7)	06:45 (6)	
Call to Arrival-Distribution	12:50 (17)	11:22 (1)	13:38 (3)	06:19 (1)	10:05 (6)	09:28 (6)	
Technical Rescue - Station 9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:36 (59)	02:21 (2)	00:48 (1)	01:52 (6)	01:25 (14)	01:13 (24)	01:47 (12)
Turnout	01:53 (57)	01:42 (2)	01:16 (1)	01:53 (5)	01:56 (13)	01:45 (24)	01:59 (12)
Travel-Distribution	06:03 (59)	05:22 (2)	02:21 (1)	07:49 (5)	06:12 (15)	06:03 (24)	05:55 (12)
Call to Arrival-Distribution	08:10 (59)	08:38 (2)	04:25 (1)	10:34 (5)	08:15 (15)	08:10 (24)	07:30 (12)
Haz Mat - Station 9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:56 (20)	02:02 (2)	01:52 (1)	03:45 (2)	01:39 (7)	03:18 (5)	02:28 (3)
Turnout	02:19 (19)	02:32 (2)	01:49 (1)	01:52 (1)	01:37 (7)	02:29 (4)	02:19 (4)
Travel-Distribution	08:00 (20)	04:27 (2)	06:40 (1)	09:10 (2)	05:38 (7)	08:00 (5)	06:19 (3)
Call to Arrival-Distribution	10:32 (21)	08:05 (2)	10:21 (1)	12:55 (2)	09:41 (7)	11:18 (5)	07:36 (4)
All Incidents - FS8_9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:39 (4,860)	02:05 (624)	01:43 (676)	01:41 (941)	01:34 (1,036)	01:31 (1,082)	01:28 (501)
Turnout	02:04 (4,753)	02:08 (593)	02:05 (647)	02:00 (891)	02:00 (989)	02:00 (1,047)	02:14 (586)

Travel-Distribution	06:31 (4,912)	06:30 (613)	06:19 (668)	06:23 (923)	06:34 (1,030)	06:34 (1,079)	06:35 (599)
Call to Arrival-Distribution	09:03 (4,932)	09:18 (615)	09:07 (669)	08:55 (937)	09:09 (1,030)	08:55 (1,081)	08:56 (600)
Fire & EMS - FS8_9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:31 (4,295)	01:46 (533)	01:36 (594)	01:29 (803)	01:27 (915)	01:27 (985)	01:28 (465)
Turnout	02:03 (4,225)	02:07 (511)	02:04 (573)	01:58 (766)	01:59 (877)	01:59 (952)	02:14 (546)
Travel-Distribution	06:24 (4,359)	06:24 (525)	06:14 (588)	06:11 (795)	06:33 (910)	06:30 (981)	06:34 (560)
Call to Arrival-Distribution	08:53 (4,369)	09:07 (526)	09:01 (588)	08:37 (802)	08:55 (910)	08:49 (983)	08:50 (560)
EMS - FS8_9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	01:27 (3,992)	01:34 (472)	01:28 (529)	01:25 (735)	01:24 (860)	01:25 (949)	01:27 (447)
Turnout	02:02 (3,958)	02:08 (461)	02:04 (512)	01:57 (707)	01:55 (828)	01:59 (921)	02:15 (529)
Travel-Distribution	06:24 (4,063)	06:25 (470)	06:14 (524)	06:10 (729)	06:32 (852)	06:31 (945)	06:34 (543)
Call to Arrival-Distribution	08:50 (4,070)	09:07 (467)	08:58 (526)	08:35 (734)	08:51 (854)	08:49 (947)	08:54 (542)
All Fires - FS8_9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	03:50 (103)	05:38 (21)	03:25 (13)	01:58 (27)	03:50 (25)	04:18 (12)	05:10 (5)
Turnout	02:47 (81)	01:57 (16)	02:48 (11)	02:14 (23)	02:47 (20)	02:50 (7)	02:49 (4)
Travel-Distribution	07:23 (100)	06:48 (18)	06:38 (12)	06:55 (27)	09:21 (27)	06:45 (12)	05:48 (4)
Call to Arrival-Distribution	10:29 (104)	10:29 (21)	11:47 (13)	09:19 (28)	10:05 (25)	09:28 (12)	11:00 (5)
Building Fires - FS8_9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:23 (32)	02:43 (6)	01:26 (2)	01:12 (7)	01:03 (12)	01:03 (3)	00:55 (2)
Turnout	02:40 (30)	01:57 (6)	02:48 (2)	01:37 (6)	02:40 (12)	02:50 (3)	01:42 (1)
Travel-Distribution	06:38 (31)	06:01 (6)	06:38 (2)	04:11 (7)	07:10 (12)	05:02 (3)	05:48 (1)
Call to Arrival-Distribution	09:27 (32)	09:27 (6)	09:58 (2)	06:14 (7)	08:57 (12)	08:12 (3)	08:25 (2)
Wildland Fires - FS8_9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	04:18 (27)	11:22 (4)	03:25 (3)	03:05 (8)	03:50 (6)	04:18 (6)	
Turnout	02:57 (14)	01:10 (2)	02:57 (2)	02:36 (6)	01:25 (3)	02:54 (1)	
Travel-Distribution	09:00 (26)	10:13 (3)	06:50 (2)	05:50 (8)	09:21 (7)	06:45 (6)	
Call to Arrival-Distribution	11:47 (28)	11:22 (4)	13:38 (3)	07:43 (9)	10:05 (6)	09:28 (6)	
Technical Rescue - FS8_9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**

Call Processing	02:08 (200)	02:42 (40)	02:04 (52)	02:11 (41)	01:33 (30)	01:13 (24)	01:47 (13)
Turnout	02:00 (186)	01:45 (34)	02:00 (50)	01:53 (36)	02:24 (29)	01:45 (24)	01:59 (13)
Travel-Distribution	05:50 (196)	04:29 (37)	05:59 (52)	05:35 (39)	06:12 (31)	06:03 (24)	05:55 (13)
Call to Arrival-Distribution	08:16 (195)	07:12 (38)	08:59 (49)	07:59 (40)	08:25 (31)	08:10 (24)	07:30 (13)
Haz Mat - FS8_9							
90% Baseline Performance	**Overall**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015Q1Q2**
Call Processing	02:56 (50)	02:02 (11)	02:17 (5)	02:56 (16)	02:59 (10)	03:18 (5)	02:28 (3)
Turnout	02:19 (48)	02:12 (11)	02:24 (4)	02:54 (15)	02:17 (10)	02:29 (4)	02:19 (4)
Travel-Distribution	07:23 (50)	06:00 (11)	11:07 (5)	06:47 (16)	06:49 (10)	08:00 (5)	06:19 (3)
Call to Arrival-Distribution	10:21 (50)	09:54 (11)	14:13 (5)	10:32 (15)	10:01 (10)	11:18 (5)	07:36 (4)