

Category I: Governance and Administration

For purposes of this Category, Governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services and interprets the agency's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.

The legal entity and governing authority defines the duties and responsibilities of the agency in an official policy statement, which should include a separation of powers between the policy-making function of the boards of directors or other elected officials and the executive and administrative responsibilities of those who carry out those policies. An organization's charter or local or state general statutes likely contain an agency's official policy statement.

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

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

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

For many volunteer fire service organizations, the governing board is within the municipal or county government and is the executive/legislative body for municipal or county governance, some elected directly by the public, such as special districts.

In the absence of a municipally appointed fire chief, or chief executive officer, for purposes of accreditation, the duly elected or appointed fire chief shall be the individual responsible for the criteria and performance indicators.

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

Criterion 1A: Governing Body

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources.

Summary:

The City of College Station was established in 1952 as a home rule city in which the fire chief is appointed by the city manager. The city and fire department have an effective communication system, with the fire department's mission statement supporting the city's mission statement.

Performance Indicators:

CC 1A.1 The agency is legally established.

Description

The College Station Fire Department is legally established by the City of College Station under the city's charter, section 26, which states, "There are hereby created the following administrative departments: Finance, Police, Fire, and Public Works." The city charter has been in effect since January 8, 1952, [establishing the City of College Station](#). Amendments to the city's charter must be voted on and approved by the citizens. The department's policy manual is reviewed at least annually and amended when needed at the discretion of the department's chief officer.

Since April 24, 1986, a Fire Department Policy Manual, adopted by the City Council under Ordinance No. 1648, imposes procedures and regulations upon the department's personnel. This policy manual is maintained by the department's chief officer.

Appraisal

The City of College Station is a home rule city with a charter that has provided a council-manager form of government since 1952. The power of the city was granted by the [Home Rule Amendment](#) under [Article XI, Section 5](#) of the Constitution of the State of Texas. Many internal city departments, including the fire department, have been legally established through the city's current form of government and charter since it was adopted by the citizens in 1952. The charter was last updated in November 2012.

Plan

The department will continue to monitor legal requirements and update or modify its policies as necessary.

References

1A.1 City of College Station City Charter, 12th Edition. November 6, 2012

1A.1 Ordinance 1648 - 1986 Sec. 8-1 Personnel Policies Adopted

[Texas Constitution, The. Article XI, Section 5](#)

1A.2 The governing authority having jurisdiction over the fire service organization or agency periodically reviews and approves programs to ensure compliance with basic governmental as well as agency policies.

Description

The city periodically reviews and approves department programs for compliance. These reviews are conducted weekly when the fire chief meets with city management and yearly when the department reviews programs as part of the budgetary process. The city relies on its legal, finance, and human resources departments to assist with compliance with basic governmental policies.

Appraisal

The city has conducted periodic compliance reviews of the department in the ways described above and has been effective in maintaining compliance with basic governmental, city, and department policies.

Plan

The city and the department plan to continue to use these methods to ensure compliance with basic governmental, city, and department policies.

References

Weekly meeting with City Management Team

Annual Meeting with City Manager on Goals, Objectives, and Budget

[Annual Budget](#) that includes Performance Measures and Goals

1A.3 The method used to select the agency's chief fire officer/chief executive officer includes evaluation of candidate qualifications and credentials.

Description

The department's chief officer is an appointed position. The city manager has the duty to appoint and remove the chief officer as stated in the city's charter in section 41. The process leading up to an appointment to chief officer includes submitting an application, providing references, interviews with the city manager and human resources, as well as a review of the candidate's qualifications, credentials, experience, and abilities.

Appraisal

The selection of the chief officer has been an appointed position since the city's charter was adopted in 1952. The method used to select the chief officer has included an evaluation of the candidate's qualifications and credentials.

Plan

The method used to select and evaluate the chief officer will remain a duty of the city manager as per the city charter. The charter can only be amended by a vote by the citizens.

References

1A.3 City of College Station Charter, 12th (Section #41) Edition November 5, 2012

1A.4 The governing body approves the administrative structure that carries out the agency's mission.

Description

The city council approves the administrative structure that carries out the fire department's mission in the city charter, section 43 which states, "At the head of each administrative department there shall be a director who shall be an officer of the City and shall have supervision and control of the department subject to the city manager," and in section 44 which states, "The work of each administrative department may be distributed among the divisions thereof subject to approval of the city manager."

The city council has also approved the current administrative structure found on the organizational chart attached.

Appraisal

The structure of the department's administration has been subject to the approval of the city council as per the city charter since the charter was adopted in 1952. The council has reviewed and approved the structure of the department's administration annually as part of the budget process.

Plan

The structure of the department's administration will continue to be subject to the approval of the city council. If changes need to be made to the structure of the department's administration, approval will be granted by the council during the annual budget process.

References

1A.4 City of College Station Charter, 12th Edition. November 6, 2012.

1A.4 College Station Fire Department Organizational Chart.

1A.5 The governing body has policies to preclude individual participation of governing board members and staff in actions involving possible conflicts of interest.

Description

The city has policies that preclude conflicts of interest in the charter. Article XII, Section 116 states, “Members of the City Council and officers and employees of the City shall comply with state law pertaining to conflicts of interest of local government officials, including Texas Local Government Code, [Chapter 171](#).”

Section 118 of the same article states, “No person related within the second degree of affinity, or within the third degree of consanguinity, to members of the City Council of the City Manager shall be appointed or employed to any office, position or service in the City.”

These two sections preclude the individual participation of governing board members and staff in actions involving possible conflicts of interest.

Appraisal

These sections have been effective in precluding individual participation of governing board members and staff in actions involving possible conflicts of interest.

Plan

The city will continue to preclude individual participation of governing board members and staff in actions involving possible conflicts of interest.

References

1A.5 City of College Station City Charter, 12th Edition (Section 116 & 118). November 6, 2012.

[Texas Local Government Code, Chapter 171](#),

1A.6 A communication structure is in place between the governing body and the administrative structure of the agency.

Description

The department communicates with the city through the organizational structure of the city. The fire chief reports to the assistant city manager, the assistant city manager reports to the city manager, and the city manager reports to the city council and mayor. Examples of communications include weekly meetings, official reports, and budget proposals. Communication between these offices is done by phone, email, inter-office mail, and meetings.

Appraisal

Communication between the department and the city has been possible due to the structure of the organization. The [City of College Station Organizational Chart](#) shows clear lines of reporting between the mayor and fire administration.

Plan

The department will continue to communicate with and report to the city manager's office and city council through the communication structure in place.

References

[COCS Organizational Chart](#)

1A.7 The role and composition of various policy making, planning and special purpose bodies are defined in a governing body organization chart for the authority having jurisdiction.

Description

The city charter outlines the role and composition of the city council (Article III), the mayor (Article III Section 20), the city manager (Article IV), department directors (Article IV Section 43), and the chief financial officer (Article VII Section 66).

Appraisal

The city charter has defined these roles since it was first adopted in 1952.

Plan

The city will continue to define these roles in the city charter.

References

1A.7 City of College Station City Charter, 12th Edition. November 6, 2012

1A.7 CSFD Org Chart Expanded

1A.8 The governing body publishes a mission statement for the agency.

Description

The city publishes a mission statement for the department which can be found on the city's website as well as displayed throughout the department's stations and offices. The [mission statement of the College Station Fire Department](#) is:

Our Mission

- To protect the lives and property of the citizens and visitors of the City of College Station during all emergencies and disasters, whether natural or man-made,
- To promote a safe community through public education, fire prevention, and emergency management in order to maintain and uphold the integrity of the City and its neighborhoods,
- To maintain a high standard of training and education for our employees,
- To encourage our employees to serve as role models and participate in the community, and
- To utilize effectively and efficiently all available resources to provide service deemed excellent by the people.

This mission statement supports the city's mission statement which reads, "On behalf of the citizens of College Station, home of Texas A&M University, we will continue to promote and advance the community's quality of life."

A separate, more concise, mission statement is published each year by the city in the annual budget. This mission statement states, "The Fire Department focuses on the delivery of emergency services to ensure public safety in the areas of Fire Administration, Emergency Management, Fire Suppression, Fire Prevention, Hazardous Materials, Public Education and Emergency Medical Services."

Appraisal

These mission statements have both been published by the city and effectively describe, to their perspective audiences, the mission of the fire department.

Plan

The city will continue to support the department by publishing its mission statement. The department plans to review the mission statement so that one statement can be used for all audiences.

References

1A.8 The City of College Station Mission Statement.

[College Station Fire Department Mission Statement.](#)

Criterion 1B: Agency Administration

The established administrative structure provides an environment for achievement of the agency's mission, purposes, goals, strategies, and objectives.

Summary:

The City of College Station has seen extensive growth over the past several years, and the department has kept up with that growth by expanding its administrative personnel. In order to ensure that the department is consistent with local, state, and federal laws, it frequently corresponds with the human resources and legal departments in the city and follows a structured organizational chart.

Performance Indicators:

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

Description

Fire administration has three personnel who are responsible for the complete operational oversight and monitoring of department services. They are the front-line support to the community. These positions consist of the fire chief, staff assistant, and secretary. Other major areas of responsibility are: budget preparation, comprehensive planning, training coordination at all levels, reception and referral, and responding to information requests from citizens and department personnel.

In addition to these three positions, the department currently has 13 other positions that are essential to the administration of the department's mission and goals. These include assistant chief for operations, assistant chief for administration, training battalion chief, captains for fire and EMS, and safety/EMS captains. The fire marshal's office has personnel for investigations, inspections, development, and public education. The emergency management coordinator and assistant, as well as the quartermaster are located in separate offices away from the main fire administration building.

The department's administrative structure has changed significantly in the past two years due to recent retirements of a fire chief, public information officer, and deputy fire marshal. New positions for an assistant chief, training battalion chief, and EMS/safety captains were created to reflect the department's mission "to protect the lives and property of the citizens and visitors of the City of College Station during all emergencies and disasters, whether natural or man-made, and to promote a safe community through public education, fire prevention, and emergency management in order to maintain and uphold the integrity of the City."

As a whole, this administrative team reflects the CSFD Mission Statement, goals, objectives, size, and complexity.

Appraisal

This new structure more accurately reflects the department's shift from a fire department that provides EMS, to a department that responds primarily to EMS calls but handles all other hazards.

Plan

In the future, the department will expand the fire marshal's office with additional deputy fire marshals, and change the EMS/safety captain position from a 40-hour position held by one person to a 24-hour shift position held by three people.

References

1B.1 CSFD Organizational Chart Expanded 04-2015

CSFD Mission Statement

CSFD Strategic Business Plan FY 2016- FY 2018

1B.2 Resource allocation reflects the agency's mission, goals, and objectives.

Description

The department allocates resources in a way that reflects its mission to respond to all hazards. Fire stations are strategically located throughout the city to ensure timely response to all areas. Fire apparatus and ambulances are located at certain stations based on the department's standards of cover. Equipment is allocated to stations and/or apparatus based on the known hazards of that unit's response area. Finally, personnel are allocated based on rank, skill, knowledge, and experience.

These resources are provided for and maintained by the department's annual budget which is a part of the city's general fund. Additional maintenance of existing resources is approved annually by the city manager's office and City Council.

Appraisal

The department has allocated resources in such a way as to reflect its mission to respond to and mitigate all hazards. The scope of hazards has broadened as the city has grown, but the capabilities of the department have also grown. New stations, apparatus, equipment, and personnel have been necessary to keep up with this growth, and the department has allocated these resources to meet current objectives.

Plan

New fire station locations, apparatus, equipment, and personnel allocations will continue to be planned for according to the department's standards of cover. These allocation plans will take into account the growth trends of the city and new hazards that may present themselves.

References

CSFD Standards of Cover

[CSFD Annual Approved Budget FY 2014 - 2015](#)

1B.2 City of Population Map by Fire District

CC 1B.3 The agency administration demonstrates compliance with legal requirements of local, state/provincial, and federal governments.

Description

The department's administration utilizes the city's attorney, human resources director, and chief financial officer to maintain compliance with the legal requirements that affect the department's administration at the local, state, and federal levels. Legal requirements affect the operations of the department, such as those set forth by the Texas Commission on Fire Protection, Department of State Health Services, and Texas Commission on Law Enforcement.

Appraisal

The administration has satisfactorily utilized the city's human resource, legal, and financial departments in the past to maintain compliance with legal requirements at all levels.

Plan

The department plans to continue to use other city departments to help maintain compliance with legal requirements.

References

1B.3 Texas Commission on Fire Protection

1B.3 Texas Department of State Health Services

Texas Commission on Law Enforcement

1B.4 Personnel functions, roles, and responsibilities are defined in writing, and a current organizational chart exists that includes the agency's relationship to the governing body.

Description

The department, in conjunction with human resources (HR), maintains written job descriptions that define personnel functions, roles, and responsibilities. Personnel roles and responsibilities are further described in the department's standard operating procedures.

A current organizational chart exists and includes the department's relationship to the city. The chart clearly shows that the fire chief reports to the city manager through the assistant city manager of public safety.

Appraisal

The department and HR have maintained written job descriptions and used these descriptions when hiring, promoting, demoting, disciplining, and reviewing personnel. A current organizational chart has also been maintained.

Plan

The department will continue to maintain an organizational chart and job descriptions for all ranks and positions in the department.

References

1B.4 City of College Station Job Descriptions, Fire Department.

1B.4 CSFD Organizational Chart

1B.5 The agency's title is consistent with its mission.

Description

The department's title is currently "College Station Fire Department." It is a department that responds to all hazards including but not limited to EMS, fire, explosion, collapse, hazardous materials, search and rescue, and swift water.

The department's mission is "to protect the lives and property of the citizens and visitors of the City of College Station during all emergencies and disasters, whether natural or man-made, to promote a safe community through public education, fire prevention, and emergency management in order to maintain and uphold the integrity of the City and its neighborhoods, to maintain a high standard of training and education for our employees, to encourage our employees to serve as role models and participate in the community, and to utilize effectively and efficiently all available resources to provide service deemed excellent by the people."

While the department's mission is not limited to providing fire protection, it is generally accepted that fire departments provide a broad range of public safety services that other city departments and private agencies do not provide on a 24/7 basis.

Appraisal

The department's title has not changed in the past, though the mission of the department has expanded to include all hazards.

Plan

At this time there are no plans to change the department's title.

References

1B.5 CSFD Mission Statement

Category II: Assessment and Planning

Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs in order to identify potential goals and objectives.

All agencies should have a basic source of data and information in order to logically and rationally define the organization's mission. Assessment and planning is critical to the establishment of service level objectives, standards of response coverage, and ultimately, the quality of program outcomes.

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

Criterion 2A: Documentation of Area Characteristics

The agency collects and analyzes data specific to the distinct characteristics of the community served and applies the findings to organizational planning.

Summary:

The City of College Station uses a geographical information system to determine its boundaries and mutual aid response areas. The city has a population of 100,000 and is divided into six fire response districts. The city's demographics are continually being assessed by the planning and development departments and receives economic input from the budget office. The fire department utilizes the Firehouse reporting software system to record data and assist with strategic planning.

Performance Indicators:

2A.1 Geographical boundaries for the authority having jurisdiction are identified (e.g., street and local highway network, jurisdictional boundaries, mutual and automatic aid zones, contract service area, etc.)

Description

The department boundaries for the city limits are identified using mapping software from the city's Geographical Information System (GIS) department. These maps show many boundaries that include response districts, streets, and hydrants. There are maps located in each fire station and in each apparatus on a mobile data terminal (MDT). Also on the MDTs are maps for automatic aid responses to the City of Bryan, primary contractual emergency medical service (EMS) response to South Brazos County, and Brazos County mutual aid areas to which the department responds. Lastly, the department has the ability to access online mapping systems such as Google Maps through a wireless USB data port should there be a problem with the MDT mapping system working.

Appraisal

The primary service boundaries of the department are the city limits as defined and approved by the City Council annually. Once the boundaries are accepted by council, the city's GIS department sets mapping to reflect those boundaries and makes them accessible to the department through paper mapping, electronically with MDTs, and for the general public through the city's web site. The boundaries for automatic, contractual and mutual aid response areas are set by their areas having jurisdiction (AHJ) and distributed to the department for application.

Plan

The boundaries of the jurisdiction will continue to be set and approved by City Council as part of the budgeting and taxation process at the end of each fiscal year, which ends in September. Any changes made during this process must be approved, and the city charter will be updated to reflect those changes. Additionally, GIS data will be used more on a daily basis to analyze and improve response, including automated vehicle location to assist in determining the closest unit for efficient response.

References

2A.1 Automatic Mutual Aid Agreement with Bryan Fire Department

2A.1 Mutual Aid Agreement with Brazos County Volunteer Fire Departments

2A.1 CSFD Fire Districts (6) Aerial

2A.1 Hydrant Maps

[City of College Station Website](#)

2A.2 The agency organizes the community into geographic planning zone(s) for purposes of analyzing service provision.

Description

The department response plan is divided into six fire response districts geographically within the city. The city has been divided into fire areas and smaller fire grids. We use fire areas as our geographic planning zones, but have the ability to use fire grids that are the same as the police beats. Fire grids is used to make up response areas. Each response fire grid is built to reflect the most appropriate apparatus response in the most appropriate time. This same process is used by each of the city's automatic, contractual, and mutual aid responses areas.

Appraisal

The department's response areas were established in 1998 and have been used to analyze and determine necessary changes as the city has grown. These assessments have occurred annually as well as on an as-needed basis. The annual reviews have allowed the department to analyze data and determine where to place response areas in order to meet response demands.

Plan

The department will continue to assess data on an annual basis to determine its needs from a response perspective. To better enhance this analysis, the use of GIS data will become more and more beneficial and necessary in order to determine the needs of the community.

References

CSFD Standards of Cover 2015

2A.2 City Fire Districts

2A.2 Fire Areas City Wide

2A.2 Fire Grids City Wide

2A.2 City Population Maps

CC 2A.3 The agency analyzes the community by service area/population density for the purpose of developing total response time standards.

Description

The current population is just over 100,000 for the City of College Station based information received by the planning and development departments. The department analyzes the service area and population density to develop total response time standards. The department is classified as a suburban area with its given population as well as population density averaging over 2,000 residents per square mile. The city is currently 50.77 square miles. The city is divided into rural, suburban, urban, and metropolitan response areas. Total response times can be found in the Standards of Cover.

Appraisal

Prior to reaching a population of 100,000, the response area was classified as a suburban area. The census data from 2010 showed a population of roughly 95,000.

The department developed its total response time standards set forth in the Center on Fire Accreditation (CFAI) and Fire & Emergency Service Self-Assessment Manual (FESSAM) pg 71 and existing disseminated standards, particularly *NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Department*.

Plan

The department will continue to use NFPA 1710 and CFAI classifications for service area/population density in order to develop total response time standards.

References

2A.3 City Population Map

2A.3 NFPA 1710

2A.3 College Station 2010 Census

2A.3 CFAI FESSAM (page 71)

CSFD Standards of Cover 2015

2A.4 Data including fire loss, injury and life loss, property loss and other associated losses, are recorded for a minimum of three immediately previous years.

Description

All data regarding fire loss, injury, property loss, loss of life, and other associated losses are recorded in Firehouse Reporting software. This software serves as the collection point for this data and is then distributed to state and federal databases monthly and annually.

Appraisal

All loss data has been collected and stored electronically in the department's Firehouse Reporting software since 2003. Prior to that, fire reports were documented manually on paper. Thus, since 2003, the department has been able to collect and maintain accurate and credible data in regards to loss.

Plan

Loss data will continue to be collected and stored in the department's Firehouse Reporting software system for the foreseeable future. There is nothing in the strategic plan to change the reporting system with the exception of potentially moving to a cloud based Firehouse software system. In doing so, the integrity of the historical data would be maintained in order to continue statistical analysis of trends.

References

2A.4 Fire Loss Report

2A.4 Firehouse Software Reporting System (photo)

2A.5 Demographics such as population, land use, topography, climate, and occupancy groups are identified and documented.

Description

The department's demographics are assessed on a continual basis by the city's development services and planning departments. The basis for the numerical data comes from census data, while the GIS division of the information technology department maintains land use, occupancy, and topographic information. The department uses this information when focusing on strategic planning as well as areas which need immediate attention. Existing data is based on 2014 census data updates. Likewise, much of the information and data is addressed in the Standards of Cover.

Appraisal

Demographic information has been kept and updated over the course of many years, with the most recent formal version being based on the [2010 Census](#). This information was used to determine needs for the organization and the development of the 2015 budget.

Plan

The development services and planning departments will continue to evaluate and update census data annually and update the latest demographic information on an as-needed basis. The department will continue to use this information as a key tool in its strategic planning for the future.

References

[2010 United States Census Data](#), College Station, Texas

2A.5 College Station 2010 Census

CSFD Strategic Business Plan FY 2016- FY 2018

CSFD Standards of Cover 2015

2A.6 Significant economic indicators used in the planning effort are identified (e.g., revenue sources, local economic factors, insurance evaluations, and assessed valuation of various components).

Description

The department relies on the expertise of the city's budget office along with that of the assistant city manager in charge of fiscal services to provide information regarding economic indicators which impact not only the department but the city as a whole. This information is gathered annually through reports distributed by the budget office but also can be obtained any time during the fiscal year through via periodic reports or person-to-person discussion. The sources and factors which impact the economy include property tax rates, sales tax rates, real estate development, property appraisals, and commercial property development. These factors were assessed and used in part to develop the annual budget for the City of College Station.

Appraisal

Annually, the city's assistant city manager of finance reviews the status of economic factors and provides input to city management on the financial status of the city looking forward. This information is sent to department heads with the coming years' projections which provide the financial parameters of the coming year's budget. This allows each department head to begin the budget process.

Plan

Projections provided by the budget office and the assistant city manager will continue to be the primary avenue for the fire chief to gather information in order to move forward with the budget process. These projections will also help with planning capital improvement projects as well as setting the foundation for long-term strategic planning.

References

CSFD Strategic Business Plan FY 2016- FY 2018

2A.6 2014-2015 Approved Annual Budget

2A.7 The water supply system that provides available fire flow for the planning zones, major risks, key risks, and special hazard areas should be documented and included in the planning effort.

Description

The City of College Station owns and operates its own water system which the department uses in planning the fire flow calculations for residential, commercial, industrial, and educational facilities. The department does not use a color coding system for its fire hydrants, as all hydrants in the city are rated to flow a minimum of 2,000 gallons per minute (gpm). Fire personnel are able to know, based on area construction type, the minimum size of water line available and the distance between hydrants, size and distance being a minimum of eight inches and 500 feet for residential areas and 12 inches and 300feet for non-residential areas. Preplans for the city are also equipped with fire flow calculations. All hydrants are shown on MDTs, allowing personnel to see hydrant locations while in route to an incident. Not all newly annexed areas have municipal water supply and pressure flowing to them. The department has offset this by purchasing a 3000-gallon tender truck and providing compressed air foam system (CAFS) on every front line fire engine, which allows water to last longer at fire scenes. Texas A&M University and Wellborn Water are two other systems that also supply fire hydrants in certain areas of the city.

Appraisal

While the city's water system has maintained the same requirements for over 10 years, the preplan system was not formally established and implemented until 2014. Thus, no fire flow calculations were in place either.

Plan

By time of submittal, all target hazard structures will have been preplanned, walked through, and had fire flow numbers calculated for them. Additionally, the department will continue to purchase fire apparatus with CAFS systems on them.

References

2A.7 Hydrant Maps

2A.7 TAMU and City Fire Hydrants

2A.7 Wellborn Water and City Fire Hydrants

[COCS Planning & Development Services Site Design Standards](#)

[CSFD Construction & Development Guide](#)

Criterion 2B: Fire Risk Assessment and Response Strategies

The agency assesses the nature and magnitude of the hazards within its jurisdiction and develops appropriate response coverage strategies.

Each significant fire risk should be categorized and listed to permit future analysis and study in determining standards of response coverage and related services.

Summary:

The City of College Station Fire Department's Standards of Cover is used as the basis for evaluation of all emergency responses and benchmark material. Also included in the Standards of Cover is the effective response force. In order to identify hazards, a risk assessment is performed on every business in the city. Prior to receiving a certificate of occupancy, all business plans are reviewed by the fire marshal's office to ensure that fire suppression systems and life safety features meet the city's adopted codes.

Performance Indicators:

CC 2B.1 Each planning zone and population area is analyzed and risk factors are evaluated in order to establish a standards of cover.

Description

The standards of cover is utilized to evaluate all emergency responses and benchmark criteria. The city is divided into six geographic fire districts. These fire districts can be subdivided into fire areas and then even into smaller areas called fire grids. The fire grids are the same as our police beats.

Each of the following was used to evaluate the geographic and demographical profiles within fire districts, fire areas, and fire grids.

- Population Density
- Road Miles
- Square Miles
- Structural Profiles includes Square Foot, Number of Buildings, and Value
 - Single Family Residence
 - Multi Family Residence
 - Commercial Buildings
- Commercial Property Occupation Types
- Incident History
- Water Supply
- Commercial Risk Classifications
- Business Occupancy Vulnerability Assessment Data

Fire house and StatsFD analysis software was used to evaluate response history.

Appraisal

We utilized GIS department to helping us provide a single platform to collect lots of geographic profile data. This collected data helped us understand how and where the city is growing. This growth has a direct correlation to the increase of emergency responses.

Fire House software is a great tool for collecting response data, we found that StatsFD analysis software provided a more robust system in reviewing response data.

Plan

The department will continue to evaluate the effectiveness of its standards of cover and will update it annually.

References

CSFD Standards of Cover 2015

2B.1 StatsFD (Analyzing Software)

2B.2 The frequency and probability of occurrence of fire suppression service demands are identified in each planning zone.

Description

The department breaks response planning zones for fire suppression down into four different categories: city, districts, response areas, and grids. There are six fire districts in the city. Each district is then broken down into response areas. The response areas are created to provide the best coverage for the closest appropriate unit for that particular incident. Grids make up the smallest piece and are used to make the response areas. Grid size varies throughout the city based on frequency and probability factors. Frequency and probability of occurrence and demand for service can be broken down and assessed annually or on an as needed basis throughout the year when a demand, trend or need is identified.

Appraisal

In the past year, the department has begun a more comprehensive and formal process of identifying, assessing, and analyzing frequency and probability factors throughout the city through the use of a computer program model. Previous to this, items were assessed manually, which was much more time consuming and reactive. Over the past 20 years, there have been many minor adjustments to the system and several major reassessments based on city growth.

Plan

The process of assessing the frequency and probability for fire service suppression demands will be a continual and ongoing process. This will be completed annually from the city as a whole and as necessary throughout the year when the need arises.

References

CSFD Standards of Cover 2015

2B.2 StatsFD (Analyzing Software)

2B.2 Firehouse Fire Reporting Software

2B.3 The maximum or worst fire risk(s) in each planning zone is/are identified and located, i.e., hazards that require the maximum amount of fire protection resources or that would result in the greatest loss of life or property;

Description

The department performs a risk assessment on every business occupancy in the city limits. These assessments determine a best-to-worst fire risk assessment in any of the four planning zones referenced in the previous performance indicator. The ratings are determined through the use of a business occupancy vulnerability assessment (BOVA) with eight categories (life hazard, community impact, hazard index, water supply, building usage, building construction, number of stories, and square footage) to determine a numerical score. This score then falls into one of three categories of the department's risk score rating system. Those categories are low (8-13), moderate (14-18), and high (18-24). Once a business has a BOVA rating, its rating is put into the preplanning software and is color-coded to match its rating level. From there, the ratings are placed in the GIS mapping software used on department MDTs in the apparatus to allow firefighters responding to know the vulnerability rating while responding. The different levels of risk are also available on pre-fire plans.

Appraisal

The BOVA program was started in 2014. BOVA's are effective in making sure we obtain vital information about buildings within the city. Some of this data is utilized within our pre-fire plans. The BOVA has been an effective process to identify the risk level of commercial building within the city.

Plan

The department will continue the BOVA process as more risks are identified, new businesses move, and when occupancies change. When nothing occurs in any of the above circumstances, the department's fire marshal's office will review the BOVA rating during the businesses annual

inspections. As changes and modifications are made, the city's GIS department will update the MDT mapping until the information can be made available electronically or placed in a cloud-based system. The city plans to replace the existing computer aided dispatch system in its dispatch center within the next two years, which should greatly enhance the protection of all businesses within the city.

References

2B.3 Business Occupancy Vulnerability Assessment Form/Worksheet

2B.3 BOVA and Pre Fire Plan Map (Examples)

CSFD Standards of Cover 2015

2B.4 A critical task analysis of each risk category and/or fire incident is conducted to determine the effective response force (ERF).

Description

The department's critical task analysis for business occupancies is compiled in the department's standards of cover as a tool to determine if the response matrix used in the department's run cards are adequate for mitigation of fires in all different types of occupancies. This analysis also serves to determine the amount of involvement from other departments in the region from an automatic and mutual aid perspective.

Appraisal

Information obtained from the BOVA has been used to help identify the effective response force for each type of fire incident to which the department responds. This refers to pieces of equipment, number of personnel, and response times in order to diminish loss within the city.

Plan

As all preplan, BOVA, and critical tasking information is compiled, the department will continue to review and assess the potential needs to alter its response deployment for the many varying types of fire incidents. Diminishing loss and firefighter safety will be at the forefront of this decision-making model. This evaluation will occur annually and on an as needed or recommended basis.

References

2B.4 Business Occupancy Vulnerability Assessment Form

2B.4 BOVA-Pre Fire Plan Map

CSFD Standards of Cover 2015

2B.4 Critical Tasking Completed by Shifts

2B.4 Critical Tasking Worksheet Example

CC 2B.5 Agency baseline and benchmark travel time objectives for fire response conform to industry best practices as prescribed on pages 70-71 for first due and effective response force (ERF).

Description

The department's baseline and benchmark travel time objectives follow NFPA 1710 standards, which are based on the CFAI FESSAM, pages 70-71. The department's building fire ERF consists of one incident commander, three engine companies, one ladder company, and one ambulance crew, totaling 16 personnel. More details regarding the ERF can be found in the department's standards of cover.

Appraisal

In the department's annual strategic plan, a 4 minute and 30 seconds travel time has been the established performance indicator for first due units. The department's dispatch center has been accredited by Commission on Accreditation for Law Enforcement (CALEA) in their performance standards. Currently, all incidents to which the department responds have an established travel time of 4 minutes and 30 seconds, 90% of the time.

All Risk Structure Fires - 90th Percentile Times - Baseline Performance			2010- 2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:03 132=	1:09 32=	54 33=	47 18=	1:22 28=	30 21=
		Suburban	1:09 16=	1:09 7=	28 2=	38 3=	1:07 2=	4:40 2=
		Rural	1:02 17=	1:52 3=	1:01 7=	17 2=	1:02 3=	23 2=
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:15 132=	1:57 32=	2:05 33=	2:44 18=	2:27 28=	2:31 21=
		Suburban	2:17 16=	2:02 2=	1:55 3=	2:17 3=	2:25 2=	1:57 2=
		Rural	2:00 17=	1:30 3=	2:25 7=	2:00 2=	1:56 3=	1:53 2=
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	4:45 132=	4:16 32=	4:33 33=	6:25 18=	4:16 28=	4:58 21=
		Suburban	6:24 16=	5:36 7=	4:22 2=	6:24 3=	4:50 2=	11:11 2=
		Rural	7:13 17=	7:13 3=	6:58 7=	5:07 2=	7:37 3=	6:33 2=
	Travel Time ERF Concentration	Metro-Urban	12:05 71=	11:48 18=	15:29 18=	14:31 7=	13:13 14=	11:20 13=
		Suburban	10:30 5=	8:48 2=	9:24 1=	10:30 1=	8:52 1=	0:00 0=
		Rural	13:41 9=	11:41 2=	13:41 3=	12:25 1=	13:20 2=	8:50 1=
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	6:29 73=	6:29 18=	6:37 18=	8:36 8=	5:57 14=	7:22 15=
		Suburban	8:22 5=	7:40 2=	4:54 1=	4:27 1=	8:22 1=	0:00 0=
		Rural	9:48 9=	8:31 2=	9:47 3=	7:00 1=	9:48 2=	8:49 1=
	Total Response Time ERF Concentration	Metro-Urban	14:25 72=	14:45 18=	14:25 18=	26:32 8=	15:10 14=	12:41 14=
		Suburban	11:52 5=	10:52 2=	10:30 1=	11:11 1=	11:52 1=	0:00 0=
		Rural	14:43 9=	13:48 2=	14:43 3=	13:45 1=	14:41 1=	10:16 1=

Plan

The department will continue to evaluate total response time performance measures for all incidents. Adjustments to benchmarks will be made as needed to help the department continue to improve response times.

References

NFPA 1710

CSFD Standards of Cover

CSFD Strategic Business Plan FY 2016- FY 2018

2B.5 Critical Tasking Completed by Shifts - Example

2B.5 Critical Tasking Worksheet - Example

CC 2B.6 Given the fire risk(s), area of responsibility, demographics, economic indicators, fire loss data, water supply and automatic fire protection system information, an effective standards of cover strategy is established.

Description

The department's Standards of Cover is established to evaluate all emergency response benchmark criteria.

Appraisal

The department did not previously have a Standards of Cover established to address these particular risk factors until beginning the accreditation process. The departments Standards of Cover document has provided important data that has been used to improved services to citizens.

Plan

The department will continue to evaluate the effectiveness of its Standards of Cover and will update it annually.

References

CSFD Standards of Cover

2B.7 Fire protection suppression and detection systems are identified and being considered in the planning process.

Description

As part of the planning and construction process in the City of College Station (COCS), all plans are to be reviewed by the fire department. This process is carried out by the department's fire marshal's office. The plans review process for new construction consists of identifying which businesses/occupancies require fire suppression and detection systems. It is the responsibility of the members of this office to ensure these systems are installed properly and work effectively. This is completed through the permitting process for construction and through acceptance testing to allow for a certificate of occupancy. Once suppression and detection systems are installed, they are required to be tested and maintained in accordance with standards set in the city ordinances at the time. When these systems are installed in accordance with local standards and accepted, the International Fire Code allows up to a 75% fire flow reduction to their respective business. However, the COCS has amended its city ordinance for this to state only up to a 50% reduction in fire flow can be applied. This reduction is noted on department preplans, and response standards are addressed accordingly.

Appraisal

While in separate departments, the fire marshal's office works in tandem with the city's development services department to ensure all standards are met as required through the plans review process. This process has been in place for over 20 years and has been amended as the standards have changed and need has increased. This has helped to ensure the adopted building code were adhered to for different types of construction projects. It was through this teamwork the department began obtaining its preplan data and reducing information gathering time for crews during preplan inspections.

Plan

The relationship between planning and development services and the fire marshal's office will continue to be a very essential, cooperative effort to ensure both the best building construction available for the codes at the time as well as the safety of all those who may conduct business or occupy business facilities at any time. The department's role will continue to be essential and active in all phases of the fire suppression and detection systems to include: insurance of installations according to current codes prior to occupying and compliance through annual and semi-annual inspections after occupancy. The fire marshal will continue to have primary responsibility to ensure all requirements and codes are being met.

References

[COCS Code of Ordinances](#)

International Fire Code

[CSFD Construction and Development Guide](#)

CC 2B.8 The agency utilizes a formal process periodically to assess the balance between fire suppression capabilities and fire risks in the service area. Identified imbalances are addressed through the planning process.

Description

The department evaluates fire suppression capabilities on a monthly basis at the chief officers' monthly meeting. The shift battalion chiefs (BC) are provided a detailed report from the fire marshal that includes new building construction and community fire risks. Imbalances between fire suppression capabilities and these risks are identified and planned for. Significant imbalances are addressed in the department's annual strategic plan.

Appraisal

The department has utilized this formal process for more than five years. This has been effective in helping open up lines of communication between line and staff personnel to identifying and solving problems.

Plan

The department recognizes the need for a more formal process to assess the balance between fire suppression and fire risks. The current plan is to have the Fire Marshal research and develop a longer term plan to identifying imbalances.

References

CSFD Strategic Business Plan FY 2016- FY 2018

2B.8 Chief Officer Monthly Meeting Minutes (BC Meeting)

Criterion 2C: Non-Fire Risk Assessment and Response Strategies

The agency assesses the nature and magnitude of other hazards and risks within its jurisdiction and identified appropriate strategies, methods of operation, and resource allocation required to mitigate potential emergencies.

These may include a wide variety of risk and service demands, e.g., hazardous materials, emergency medical services, rescue, etc. Special attention should be paid to identify, analyze and develop strategies for non-fire or limited fire risks that gain importance due to cultural, economic, environmental, or historical value.

Summary:

The department's non-fire risks include EMS, hazardous materials, technical rescue, and "other." The department's Standards of Cover describes how these risks are to be evaluated. The frequency and probability for these non-fire demands are obtained from the department's Firehouse Reporting System, and travel times are based upon NFPA 1710. All maximum non-fire risks are identified and recorded in the city's GIS mapping software.

Performance Indicators:

CC 2C.1 Each planning zone and population area is analyzed and non-fire risk factors evaluated in order to establish a standards of cover.

Description

The department's Standards of Cover for non-fire risk factors and emergencies is based on emergency responses benchmark criteria and analyzed each planning zones. The city is divided into six geographic fire districts. These fire districts can be subdivided into fire areas and then even into smaller areas called fire grids. The fire grids are the same as our police beats.

Each of the following was used to evaluate the geographic and demographical profiles within fire districts, fire areas, and fire grids.

- Population Density
- Road Miles
- Square Miles
- Structural Profiles includes Square Foot, Number of Buildings, and Value
 - Single Family Residence
 - Multi Family Residence
 - Commercial Buildings
- Commercial Property Occupation Types
- Incident History
- Water Supply
- Commercial Risk Classifications
- Business Occupancy Vulnerability Assessment Data

Fire house and StatsFD analysis software was used to evaluate response history.

Appraisal

The department standards of cover was established to address non-fire risk factors. It has provided data that has been used to help provide better understanding on the needs of citizens. We utilized GIS department to helping us provide a single platform to collect lots of geographic profile data. This collected data helped us understand how and where the city is growing. This growth has a direct correlation to the increase of responses.

Fire House software is a great tool for collecting response data, we found that StatsFD analysis software provided a more robust system in reviewing response data.

Plan

The department will continue to evaluate and analyze the effectiveness of its Standards of Cover and will update it annually to account for non-fire risks.

References

CSFD Standards of Cover 2015

2C.2 The frequency and probability of occurrence of service demands other than fire are identified in each planning zone.

Description

Identical to those of fire service demands, frequency and probability information for service demands other than fire is obtained through the utilization of the department's Firehouse Reporting System and StatsFD. This information is presented formally through presentations on an annual basis and can be obtained through electronic means of logging in to the system and pulling the reports. As of 2014, this information is now produced and maintained by the assistant chief of administration. As part of the assessment, maps for frequency, probability, and demand have been developed by the GIS department.

Appraisal

Prior to 2014, incident analysis of all types was assessed at monthly battalion chief meetings and on an annual basis through a formal presentation to city management. These assessments were done in order to assess if any changes were necessary other than fire-related service based on frequency of occurrence, probability, and response times. If any areas were trending or needing to be altered by type, resource, or response time, the personnel in charge of response plan development would be assigned to make adjustments to those response and planning zones. Having developed the Standards of Cover has allowed the organization to take a more in-depth look at these frequencies and probabilities through the use of technology and better analysis rather than manual development.

Plan

These areas will continue to be reviewed and studied to determine any needs. GIS will continue to be an integral part of the department's service demand information pipeline, servicing all planning zones throughout the city.

References

2C.2 CSFD Battalion Chief Meeting Minutes

CSFD Standards of Cover 2015

Firehouse Reporting System

2C.3 The maximum or worst non-fire risk(s) in each planning zone is/are identified and located;

Description

Incidents involving the maximum or worst non-fire risks are identified, mapped, and assessed using computer programming. This programming allows the department to analyze those calls, which are coded as EMS, hazmat, technical rescue, and “other” for each response area. These are then mapped by the GIS department and evaluated for impact. Other parts of documentation regarding non-fire risks are addressed in the department’s Standards of Cover.

Appraisal

Historical review of incidents, the incident coding according to Firehouse Reporting System and GIS map plotting are all part of community risk analysis which was performed in 2014. Prior to 2014, GIS was not proactively used as an assessment tool. The review and assessment of this data was required to be done manually.

Plan

The department will continue to review and update information regarding maximum or worst non-fire risks through annual evaluation and on an as needed basis. Any alterations or changes necessary will be noted and the departments Standards of Cover will be amended accordingly.

References

CSFD Standards of Cover

Firehouse Reporting System

2C.4 A critical task analysis of each risk category and/or non-fire incident is conducted to determine the effective response force (ERF).

Description

The department's critical task analysis involving non-fire risk categories are compiled in the department's Standards of Cover. These categories cover EMS, hazardous materials, technical rescues, and other incidents and are also covered in the department's Policy and Procedure Manual. This critical tasking serves as a tool to determine if the response matrix used in the department's run cards are adequate for mitigation of these calls in all situations. This analysis also serves to determine the amount of involvement that may be necessary from other departments in the region from automatic and mutual aid perspectives.

Appraisal

The effective response force (ERF) for incidents such as EMS, technical rescue, hazmat, and major accidents have been through many revisions over the past 20 years. Response has included an upgrade and assessment of all EMS calls with the implementation of ProQA EMS dispatching protocol. This provided a standard minimum response requirement for all hazmat and technical rescue calls as well as the development of a standardized response to major accidents which complied with federal standards as part of [USFA Traffic Incident Management Systems and Emergency Vehicle Safety Initiative](#). These revisions were implemented in an effort to meet the best practices of the fire service with firefighter and community safety in mind.

Plan

The department will continue its current course and continually evaluate the ability to meet the ERF and critical tasking analysis of non-fire risk level incidents. These portions will continue to be addressed in the Policy and Procedure manual. These and all policies will be reviewed on an annual basis.

References

[USFA Traffic Incident Management Systems and Emergency Vehicle Safety Initiative](#)

CSFD Standards of Cover

2C.4 Critical Tasking Completed by Shifts – Examples

2C.4 Critical Tasking Worksheet - Example

CC 2C.5 Agency baseline and benchmark travel time objectives for non-fire response conform to industry best practices as prescribed on pages 70-71 for first due and effective response force (ERF).

Description

The department's baseline and benchmark travel time objectives conform to industry best practices, which are based on NFPA 1710. The department's ERF for non-fire emergencies typically consists of one engine company and one ambulance crew, totaling five personnel. More details regarding the non-fire ERF can be found in the department's Standards of Cover.

Appraisal

The department's benchmark turnout time has been 90 seconds for all responses. In the department's annual strategic plan, a 4 minute and 30 seconds travel time benchmark is the established performance indicator for first due units.

The department's dispatch, College Station Police Communication Center, has been accredited by Commission on Accreditation for Law Enforcement (CALEA) in their performance standards and receive almost perfect scores with ISO. It was discovered that CALEA and ISO look at different performance indicators than CPSE does. Alarm handling times by CALEA are based on averages, while CPSE standards are based on 90th percentile.

Review of the Pro QA process for alarm handling times of non-fire response showed the software was delaying alarm handling times. This version did not have a method to allow a dispatcher to send a unit until the Pro QA process was totally completed. This practice was unacceptable because it delayed unit responses to critical medical calls.

Chart 1 – All Risk EMS Data 2010-2014

All Risk EMS - 90th Percentile Times - Baseline Performance			2010- 2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Metro- Urban	2:33 16,697=	2:37 3625=	2:41 3417=	2:35 3285=	2:41 3157=	2:00 3242=
		Suburban	2:24 3208=	2:28 799=	2:30 692=	2:25 604=	2:23 586=	1:48 537=
		Rural	2:27 1938=	2:23 488=	2:42 411=	2:28 380=	2:19 361=	1:52 343=
Turnout Time	Turnout Time 1st Unit	Metro- Urban	2:01 16,773=	2:00 3654=	2:01 3439=	2:10 3281=	2:02 3178=	1:54 3250=
		Suburban	2:03 3211=	1:56 804=	2:00 689=	2:18 602=	2:02 588=	2:00 538=
		Rural	2:03 1948=	1:53 489=	1:53 413=	2:16 383=	2:12 365=	1:59 343=
Travel Time	Travel Time 1st Unit Distribution	Metro- Urban	5:21 16,821=	4:58 3660=	5:04 3440=	5:40 3304=	5:44 3187=	5:16 3260=
		Suburban	5:28 3217=	5:38 807=	5:36 691=	5:36 605=	5:15 587=	5:23 537=
		Rural	7:35 1954=	7:26 491=	7:29 415=	7:41 384=	7:09 364=	7:06 342=
	Travel Time ERF Concentration	Metro- Urban	7:00 3181=	6:50 724=	6:53 628=	7:09 594=	7:16 573=	6:58 665=
		Suburban	6:52 499=	7:18 128=	8:00 99=	8:01 99=	8:26 97=	8:09 77=
		Rural	9:29 301=	9:29 93=	9:34 51=	9:37 62=	10:29 47=	8:11 48=
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro- Urban	8:09 3184=	7:50 724=	7:59 628=	8:37 596=	8:38 574=	7:35 665=
		Suburban	8:38 498=	8:38 128=	8:45 99=	8:34 99=	8:59 97=	8:27 76=
		Rural	10:11 301=	10:02 93=	10:59 51=	9:35 62=	9:29 47=	9:01 48=
	Total Response Time ERF Concentration	Metro- Urban	9:59 3182=	9:37 724=	9:53 628=	10:24 594=	10:31 574=	8:59 665=
		Suburban	10:59 498=	10:23 128=	11:14 99=	11:06 99=	11:08 97=	10:30 76=
		Rural	12:13 301=	12:34 93=	12:25 51=	12:57 62=	13:30 47=	10:52 48=

Chart 2 – All Risk Hazardous Material Data 2010-2014

All Risk Hazardous Materials - 90th Percentile Times - Baseline Performance			2010- 2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:05 685=	1:08 121=	55 166=	1:03 131=	1:11 118=	1:01 150=
		Suburban	1:09 134=	1:47 29=	53 31=	2:03 26=	46 24=	1:07 24=
		Rural	1:31 139=	1:53 36=	1:45 23=	1:05 23=	1:10 27=	47 31=
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:08 689=	2:05 121=	2:08 167=	2:21 132=	2:00 118=	2:08 152=
		Suburban	2:08 134=	2:05 29=	2:08 31=	2:25 26=	2:15 24=	1:46 24=
		Rural	2:19 139=	2:28 36=	2:06 23=	2:28 23=	2:19 27=	1:47 31=
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	6:57 687=	6:44 121=	6:57 165=	6:48 132=	7:36 117=	7:33 153=
		Suburban	7:09 134=	7:45 29=	6:15 31=	9:36 26=	6:35 24=	6:44 24=
		Rural	7:54 135=	7:28 33=	6:58 23=	13:13 22=	7:40 27=	9:22 31=
	Travel Time ERF Concentration	Metro-Urban	12:15 30=	13:03 6=	23:07 8=	8:56 7=	8:06 4=	7:45 5=
		Suburban	9:33 5=	0:00 0=	8:32 2=	8:01 2=	9:33 1=	0:00 0=
		Rural	10:10 5=	6:32 2=	10:10 1=	0:00 0=	0:00 0=	9:28 2=
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	7:10 30=	6:14 6=	7:13 8=	6:41 7=	7:06 4=	9:21 5=
		Suburban	7:15 6=	0:00 0=	7:15 3=	6:54 2=	6:37 1=	0:00 0=
		Rural	8:38 5=	6:25 2=	8:25 1=	0:00 0=	0:00 0=	8:38 2=
	Total Response Time ERF Concentration	Metro-Urban	13:25 30=	15:04 6=	24:57 8=	9:51 7=	9:54 4=	9:58 5=
		Suburban	11:47 5=	0:00 0=	10:04 2=	9:10 2=	11:47 1=	0:00 0=
		Rural	12:55 5=	9:09 2=	12:55 1=	0:00 0=	0:00 0=	11:26 2=

Chart 3 – All Risk Technical Rescue Data 2010-2014

All Risk Technical Rescue - 90th Percentile Times - Baseline Performance			2010- 2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Metro-Urban	2:11 18=	3:46 5=	41 4=	1:20 7=	1:07 4=	0:00 0=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	1:20 4=	32 2=	1:20 2=	0:00 0=	0:00 1=	0:00 0=
Turnout Time	Turnout Time 1st Unit	Metro-Urban	1:23 18=	1:23 5=	47 4=	1:25 85=	1:22 4=	0:00 0=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	2:34 4=	2:34 2=	2:26 2=	0:00 =	0:00 1=	0:00 0=
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	7:59 18=	5:35 5=	1:57 4=	10:49 7=	8:17 4=	0:00 0=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	8:03 4=	3:16 2=	6:08 2=	0:00 0=	8:03 1=	0:00 0=
	Travel Time ERF Concentration	Metro-Urban	12:08 9=	3:21 1=	2:41 2=	12:08 5=	6:52 1=	0:00 0=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	15:21 3=	15:21 2=	7:42 1=	0:00 0=	0:00 0=	0:00 0=
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	8:18 8=	7:27 1=	3:09 2=	8:18 5=	4:39 1=	0:00 0=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	8:03 4=	6:22 2=	6:52 2=	0:00 0=	8:03 1=	0:00 0=
	Total Response Time ERF Concentration	Metro-Urban	12:27 9=	8:15 1=	5:53 2=	12:27 5=	8:48 1=	0:00 0=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	29:36 4=	15:58 2=	28:55 2=	0:00 0=	29:36 1=	0:00 0=

Plan

College Station Police Communication Center will update Pro QA software to a newer version that allows for faster alarm handling times.

The department will continue to evaluate total response time performance measures for all incidents. Adjustments to benchmarks will be made as needed to help the department continue to improve response times.

References

NFPA 1710

CSFD Standards of Cover 2015

CSFD Strategic Business Plan FY 2016- FY 2018

CC 2C.6 Given the importance and magnitude of service demands, a standards of cover strategy is established for each type of non-fire risk(s) and service demand.

Description

The department's Standards of Cover establishes a strategy for non-fire risks which include: EMS demands, hazmat responses, and technical rescue responses. Other responses, such as calls for public assistance, are also addressed in the Standards of Cover.

Appraisal

Previously, the fire department used Firehouse Reporting Systems to see service demands based on non-fire risk(s).

Plan

The department will evaluate and maintain its Standards of Cover strategy to ensure that service demands for non-fire risks are addressed.

References

CSFD Standards of Cover

Criterion 2D: Strategic Planning

A strategic plan or other form of long-term planning (3 to 5 years in the future) is in place and, along with the budget, is guiding the activities of the agency. The plan is submitted to the appropriate authority having jurisdiction.

Summary:

The College Station Fire Department has a published strategic plan called the Fire Protection Master Plan, which was originally published in 2000. It also has a short-term Strategic Business plan that is developed and approved annually by the governing body. The department now annually updates its strategic business plan that has replaced the master plan format.

Performance Indicators:

CC 2D.1 The fire service agency has a published strategic plan.

Description

The department has a published plan, known as the Fire Protection Master Plan, which was published in 2000. The department also has a Strategic Business Plan to cover the fiscal years 2010 - 2014. This plan is currently (in August 2015) being updated to cover fiscal years 2016 – 2018. As a part of the city’s budget, the department submits a condensed version of the upcoming fiscal year’s strategic plan. In this plan, the department identifies its top goals, key department issues and needs, and key performance indicators for the next year.

Appraisal

The department published the Fire Protection Master Plan in 2000. That document has not been updated annually. The department developed long-range strategic plans in the years 2009 and 2010. These plans were not updated annually after 2010 and quickly became irrelevant. Specific strategies and immediate goals have been developed for and published in the annual budget. This annual short term strategic plan has been useful in guiding the department for the next fiscal year, but has not provided long-term direction.

Plan

The department will develop, update, and publish annually one strategic business plan that outlines the department’s goals and strategies for the subsequent five years. The department is currently (August 2015) developing the Strategic Business Plan FY 2016- FY 2018 as part of the accreditation process and will extend the plan during its next update to cover five fiscal years, 2017 – 2021.

References

2D.1 CSFD Strategic Business Plan 2010 – 2014.

2D.1 CSFD Strategic Business Plan 2009 – 2013.

2D.1 CSFD Fire Protection Master Plan, 2000

CSFD Strategic Business Plan FY 2016- FY 2018

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

Description

The department's short term strategic business plan is developed annually by the fire chief and the chief officers during the budget process and is included in the annual approved budget. This plan is approved by the assistant city manager, the city manager, and ultimately the city council. Its presence in the 2014 – 2015 Approved Annual Budget is evidence of the council's approval. This plan reflects only the subsequent fiscal year (FY). The department is currently following the Strategic Business Plan FY 2015. An expanded strategic business plan, the CSFD Strategic Business Plan FY 2016 – FY 2018, is currently (August 2015) being developed.

Appraisal

The Fire Protection Master Plan was published in 2000 and approved by city management and City Council. Another long term plan, the Strategic Business Plan FY 09 – FY 13, was developed in 2008 and approved by city management and City Council. This plan was updated in 2010 and the Strategic Business Plan FY 10 – FY 14 was published. No long-term strategic business plan was published after 2010, only annual short-term plans that were used in the budget process.

Plan

The fire chief will continue to distribute copies of the strategic business plan to city management and city council annually after the plan has been updated to reflect the latest decisions. Additionally, updated plan will be put on the department's PowerDMS for members to access.

References

2D.2 Strategic Business Plan FY 2015

2D.2 Fire Protection Master Plan, 2000

2D.2 Strategic Business Plan FY 09 – FY 13

2D.2 Strategic Business Plan FY 10 – FY 14

CSFD Strategic Business Plan FY 2016- FY 2018

2014-2015 Approved Annual Budget

Category III: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned mission and short-range plans. Additionally, agencies should establish goals and objectives for and to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Goals are general statements that identify where the agency wants to be at some point in time. Goals establish targets for performance improvement.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goal statements, and apply to a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T"¹

- Specific
- Measurable
- Attainable
- Realistic
- Time-bound

Standards of Cover incorporate performances objectives written to measure current (baseline) and future (benchmark) response capability and performance and should be depicted as appropriate within the written responses to the criteria outlined below. An agency that wishes to make improvements in their standards of cover performance should include goals and objectives to that effect.

Agencies should establish a systematic method of communicating and implementing the established goals and objectives. Agencies also should enact a formal process to routinely assess their organizational progress toward achievement. Each of the goals and objectives should be re-examined and modified routinely with an eye toward their necessity and appropriateness. In this

¹ Peter F. Drucker (1986). *The Practice of Management*, New York: HarperCollins Publishers, Inc.

way, the agencies can ensure their goals and objectives remain consistent with their mission and their short/long-range plans.

Criterion 3A: Goals and Objectives

The agency has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves.

Summary:

The College Station Fire Department publishes its organizational goals and objectives in the annual Strategic Business Plan. Each program in the fire department is under the direction of an assistant fire chief who ensures that goals are attainable and measurable. The Strategic Business Plan portrays these goals and objectives, which are submitted to the assistant city manager, the city manager, and City Council.

Performance Indicators:

CC 3A.1 The agency publishes general organizational goals directed toward achieving the agency's long-range plans. Corresponding specific objectives are published to implement these goals and incorporate the measurable elements of time, quantity, and quality.

Description

The department publishes an annual Strategic Business Plan that provides both long- and short-term goals. Specific objectives to meet these goals are developed and located in the city and department strategic business plans. These goals incorporate the measurable elements of time, quantity, and quality. Organizational goals are published in the department's Standards of Cover, Power DMS online website, and annual budget.

Appraisal

In 2000, the department published a Fire Protection Master Plan. This plan was not revised or kept up to date. A strategic business plan were developed for fiscal years 2009 – 2013 and updated the next year. This four year plan was not updated after FY 2010. A strategic business plan that identifies short term goals is submitted each year with the annual budget proposal to be approved by the city council.

Plan

The department will be more proactive in the strategic planning for the its long-range goals. Specific objectives will be developed and evaluated to correspond with these goals. They will also incorporate the measurable elements of time, quantity, and quality.

References

CSFD Strategic Business Plan FY 2016- FY 2018

3A.1 2014-2015 Approved Annual Budget (pages 18-19, 64-67)

3A.1 Strategic Plan 2009-2013

3A.1 Strategic Plan 2010-2014

3A.1 Fire Protection Master Plan, 2000

3A.1 PowerDMS Documents

3A.1 City of College Station Strategic Plan

3A.2 The agency establishes goals for each operational program with corresponding specific objectives that incorporate the measurable elements of time, quantity and quality.

Description

Each operational program is directed by an assistant chief. Goals for these programs and corresponding specific objectives that incorporate the measurable elements of time, quantity and quality are part of the department's annual strategic business plan. The department has updated the strategic business plan on an annual basis so that the operational programs would not become outdated or irrelevant.

Appraisal

Specific objectives did not always incorporate measurable elements.

Plan

The department will maintain a Strategic Business Plan as well as a Standards of Cover document to ensure goals for each operational program with corresponding specific objectives that incorporate the measurable elements of time, quantity and quality.

References

CSFD Standards of Cover

CSFD Strategic Business Plan FY 2016 – FY 2018

3A.2 2014-2015 Approved Annual Budget

3A.3 Published materials accurately portray the agency's goals and objectives as well as mission, vision, and values in context.

Description

The published Strategic Business Plan accurately portrays the department's goals and objectives. The department's mission, vision, and values statements are included in the plan and are also published on the department's PowerDMS website. These statements are also available to the public through the department's website on its recruitment video.

Appraisal

The department has maintained a mission statement in line with the mission of the city and portrayed the department's goals and objectives. The department has not always maintained up-to-date materials, and has not, until recently, had a vision statement or values statement separate from the city.

Plan

The department will maintain published materials that portray the agency's goals and objectives as well as mission, vision, and values in context.

References

CSFD Strategic Business Plan FY 2016- FY 2018

[CSFD Website](#) (Mission, Vision, and Values Statements)

3A.3 City of College Station Mission, Vision, and Values Statements (page 2)

3A.4 Agency goals and objectives are submitted to and reviewed by the governing authority responsible for establishing policy.

Description

The department goals and objectives are submitted to and discussed with the assistant city manager responsible for public safety. The department then submits goals and objectives to the city manager and council each year during the budget process. These goals and objectives become a part of the published annual approved budget and are approved by the city manager and city council.

Appraisal

The department submits goals and objectives for approval as part of the annual budgetary process. These goals and objectives are considered short-term as they are limited to that fiscal year's budget.

Plan

The department will continue to submit goals and objectives to the city council for review and approval.

References

[City of College Station Annual Approved Budget](#)

CSFD Strategic Business Plan FY 2016- FY 2018

Criterion 3B: Implementation of Goals and Objectives

A management process is utilized for implementation of goals and objectives.

Summary:

The fire chief meets with each shift on an annual basis to disseminate goals and objectives.

These goals and objectives are assigned to department program managers to ensure that the goals are met.

Performance Indicators:

CC 3B.1 Some form of organizational management process is identified and used to implement and track the agency's goals and objectives.

Description

The department allows program managers (supervisors, officers, etc.) to develop goals, objectives, and timelines. Analysis of data is provided to personnel through the weekly city manager meetings and monthly battalion chief meetings to help them monitor the progress of their goals and objectives.

Appraisal

The department managers have been successful in reaching their goals and objectives by using this process with scheduled meetings and follow-ups. Program managers often have had direct access to the assistant chief of operations and submit monthly reports in order to implement and track agency goals.

Plan

The department will continue to use monthly chief officer meetings to track goals and objectives. Additionally, a formalized process will require project managers to submit a quarterly report through the chain of command to the fire chief.

References

3B.1 City Manager Meeting (sample of a weekly agenda)

3B.1 Battalion Chief Meeting Notes (sample)

3B.1 Program Managers Monthly Report (sample)

3B.2 The agency's goals and objectives are disseminated to all members of the organization.

Description

The department conducts annual meetings with the fire chief and all personnel to review the previous year and disseminate goals and objectives for the following year. This meeting typically occurs after the city has approved the department's budget. The department also disseminates goals and objectives to all personnel through monthly battalion chief meetings. Battalion chiefs meet with their crews to keep them up to date on new goals and objectives as well as the status of existing goals and objectives.

Appraisal

The department has used these methods of dissemination in the past to keep all members of the organization up to date and informed.

Plan

The department does not have plans to change the way goals and objectives are disseminated to all members of the organization.

References

3B.2 Battalion Chief Meeting Notes – Sample

3B.2 Weekly City Management Team Meetings - Sample

3B.2 CSFD Weekly Staff Meetings - Sample

Criterion 3C: Measurement of Organizational Progress

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

Summary:

The College Station Fire Department's goals are examined and modified through the annual budget process, and performance measures for these goals are identified with specific key performance indicators.

Performance Indicators:

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

Description

Goals and objectives are established to meet the current and future needs of the department. Through the annual budget process, the department's needs are addressed. Goals and objectives are modified based on available funds.

Appraisal

The department's goals and objectives have been examined at least annually during the annual budget process. Long range goals have been achieved by setting milestones to reach each year.

Plan

The department will begin submitting quarterly reports to the fire chief. The department will also modify and examine goals quarterly based on these reports. The department does not want to limit goals or future plans depending on what the budget will allow.

References

CSFD Strategic Business Plan FY 2016 - FY 2018

3C.1 2014-2015 Approved Annual Budget

3C.2 The agency establishes performance measures to evaluate achievement of general organization and operational program goals and objectives.

Description

The department has established five key performance indicators (KPI) to evaluate achievement of department goals and objectives. These KPIs are published in the department's FY 2014-2015 approved budget and include measures from 2013 and 2014 as well as a goal for 2015.

Other department goals and objectives are measured by evaluating whether the department achieved the stated goal or did not reach the goal.

Appraisal

Department goals and objectives have been included in each annual approved budget. Many department goals and objectives were written without specific performance measures.

Plan

The department plans to establish performance measures to evaluate achievement of general organizational and operational program goals and objectives in the future. This will be part of the department's Standards of Cover and Strategic Business Plan.

References

3C.2 2014-2015 Approved Annual Budget (pages 64-67)

Category IV: Financial Resources

This category evaluates the financial condition of an agency to determine its ability to fund operational priorities, its effectiveness in serving the community needs, and its prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment.

Resources must be adequate to maintain the various programs to which an agency has made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer or chief executive officer, professional staff, and governing board share responsibility for planning, management, and stability of financial resources. Budget preparation is the ultimate responsibility of the chief fire officer or chief executive officer and administrative staff. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction, departments, divisions, and other units.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities.

Criterion 4A: Financial Planning

Financial planning and resource allocation is based on agency planning involving broad staff participation.

The agency's plan for financing should reflect sound strategic planning and a commitment to its stated goals and objectives. Financial support for programs and services should be deemed by the agency as adequate to maintain the number and quality of personnel and other operational costs.

Summary:

The City of College Station's assistant city manager, along with other city offices, provide the fire chief with direction for the department's budget planning process. The city's finance office distributes an annual budget preparation document to all department heads, and the fire chief receives input from other program managers and chief officers within the department regarding budget goals and requests. The department's budget is in alignment with both its mission and its strategic plan and takes thoughtful consideration of projected revenue streams.

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

Description

The department is given appropriate direction in budget and planning matters by the assistant city manager over public safety, the legal department, and the budget and finance department. A target budget is developed and reviewed by the department's budget analyst. Service level adjustments are requested and are also reviewed by the budget analyst.

Appraisal

The department has been given the appropriate direction in budget and planning matters within their scope of services in the past.

Plan

The city will continue to give the department appropriate direction in budget and planning matters within their scope of services to ensure the department's success in implementing the Strategic Business Plan and Standards of Cover.

References

4A.1 FY 15-16 Budget Reference Guide
4A.1 City of College Station Strategic Plan 2014
4A.1 CSFD Target Budget – Sample
4A.1 2014-2015 Approved Annual Budget (page 51)
CSFD Strategic Business Plan FY 2016 – FY 2018
CSFD Standards of Cover 2015

CC 4A.2 Policies, guidelines and processes for developing the annual budget are defined and followed.

Description

The department follows policies and guidelines defined in the annual budget preparation document from city finance office. Each year, fiscal and budgetary policies are reviewed. All fiscal and budgetary policies are included in Appendix F of the Annual Budget. The fiscal and budgetary policies serve as the framework for preparing the budget as well as for the financial management of the city. During the budget preparation process, these policies are reviewed with City Council.

The city budget is more broadly defined in the City Charter, Article 5.

Appraisal

The department has followed the city's fiscal and budgetary policies in previous years.

Plan

The department will continue to follow the defined fiscal and budgetary policies during the budget preparation process.

References

4A.2 FY 15-16 Budget Reference Guide

4A.2 City of College Station Approved Annual Budget 2014 – 2015,

- Strategic Planning Process (page 51)
- Article 5 (page 278)
- Appendix F (Fiscal Policy – page 281)

City of College Station City Charter, 12th Edition: Article 5. (pages 13-16)

4A.3 The budget process involves input from appropriate persons or groups, including staff officers and other members of the agency.

Description

Each year during the budget process the fire chief solicits input from other chief officers, the fire marshal, the public education officer, company officers, and program managers. The input from these persons helps the chief develop a budget that accurately reflects the needs of the department.

Appraisal

The chief has included the input from other persons and groups in the budget process in past years and budget cycles.

Plan

The chief will continue to seek out the input and advice of others in the budget process to ensure the budget allows the department to fulfill its mission.

References

4A.3 CSFD Staff Meeting - Samples

4A.3 Battalion Chief Meeting – Samples

4A.3 2014-2015 Approved Annual Budget (page 51)

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

Description

The annual budget, short and long-range financial planning, and capital expenditures are consistent with the department's mission, as stated in the mission statement. These also support the department's Strategic Business Plan which includes the department's short and long-range goals and objectives.

Appraisal

The annual budget, short and long-range financial planning, and capital expenditures have been consistent with the department's mission in the past. The department's Strategic Business Plan was not updated annually to reflect the most recent changes in short and long-range goals and objectives.

Plan

The department will continue to align the annual budget, short and long-range financial planning, and capital expenditures with its mission statement and Strategic Business Plan.

References

4A.4 CSFD Mission Statement

CSFD Strategic Business Plan FY 2016 – FY 2018

4A.4 2014-2015 Approved Annual Budget (pages 18-19, 64-67)

4A.5 Budget expenditures are consistent with projected financial resources.

Description

The City of College Station projects what the current revenues will be by taking into account all resources that are expected to be received. The city requires a balanced budget that shall not exceed the projected revenue for the next fiscal year. The city has a general obligation bond rating from Standard and Poor's of AA+ and Moody's AA2.

Appraisal

The city has for the past 12 years received the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from Government Finance Officers Association (GFOA).

Plan

The City of College Station will continue annual revenue projections based on historical trends and consider economic variables that affect the city's revenue stream.

References

[Distinguished Budget Presentation Award from Government Finance Officers Association \(GFOA\).](#)

4A.5 2014-2015 Approved Annual Budget (pages 53 and 110)

4A.5 Target Budget

Criterion 4B: Financial Practices

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting and auditing.

*NOTE: An agency that has already received the Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the **Government Finance Officers Association (GFOA)** for their **Comprehensive Annual Financial Report (CAFR)** may submit that certificate and their **Comprehensive Annual Financial Report** as prima facie compliance with this criterion. (The agency need not address performance indicators 4B.1 – 4B.8). Reciprocity for this is acknowledged by review of the GFOA's process for reviewing CAFRs submitted to its Certificate Program.*

Summary:

The City of College Station has received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for their [Comprehensive Annual Financial Report \(CAFR\)](#) for the past 29 years.

References

[City of College Station Comprehensive Annual Financial Report, FY 2012 – 2013](#)

Performance Indicators:

4B.1 Financial resources management adheres to generally accepted accounting practices (GAAP) for budgeting and accounting. Appropriate safeguards are in place for expenditures, fiscal reports are provided for administrative decision making, and sufficient flexibility exists to meet contingencies.

References:

[Comprehensive Annual Financial Reports](#) (2000-2014)

See note above for Criterion 4B.

4B.2 Financial administration responsibilities are organized into specific assignments, which are supported by specific clearly-defined policies.

See note above for Criterion 4B.

4B.3 Any projected operating deficit (expenditures exceeding revenues in a budget year) is explained, and a plan developed to rectify the deficit.

See note above for Criterion 4B.

4B.4 Periodic financial reports are reviewed by the agency.

See note above for Criterion 4B.

CC 4B.5 Independent financial audits are conducted annually for the prior fiscal year. Deficiencies are noted and plans made to resolve audit exceptions.

See note above for Criterion 4B.

4B.6 The agency and any subsidiary entities or auxiliaries have financial risk management policies and programs that protect the agency and its assets.

See note above for Criterion 4B.

4B.7 Programs designed to develop financial support from outside sources are planned and coordinated to reflect the objectives of the agency. All fund-raising activities are governed by agency policy, comply with GAAP and/or other recognized financial principles, and are subject to public disclosure and periodic independent financial audits.

See note above for Criterion 4B.

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

See note above for Criterion 4B.

Criterion 4C: Resource Allocation

Financial resources are allocated appropriately to support the established organizational mission, the stated long-term plan, and goals and objectives, and to maintain the quality of programs and services.

Financial stability is a fundamental aspect of an agency's integrity. The agency must ensure that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.

Summary:

The City of College Station Fire Department anticipates revenues based on its EMS, hazardous materials, and inspection programs. Department and apparatus maintenance costs are projected during the annual budget process, and the city's fleet department's budget covers maintenance costs. The fire department receives funds for ongoing costs from the city's general fund. The city ensures that contingency funds are maintained and ensure payment of long-term liabilities.

Performance Indicators:

CC 4C.1 Programs and activities based on current and anticipated revenues are adequate to maintain adopted levels of service.

Description

The department anticipates revenue from its EMS program, inspections program, and hazardous material program. The revenues from these programs are detailed in Appendix D of the annual budget.

EMS revenues go into the city's General Fund, including reimbursements for transports and athletic event standbys. In FY 2014, the year-end estimated revenue from EMS was \$1,547,425 while the estimated EMS expenditures for the same year were \$3,679,859. The difference is expected and budgeted for.

Other department revenues go towards the General Fund which is then used to support the department.

Appraisal

The department has anticipated revenues in the past and has budgeted for these funds. It has not adopted a level of service based on these revenues.

Plan

The department is making efforts to seek additional revenue through the Revenue Rescue program. Additionally, the department will seek opportunities for reimbursement when its resources are used at the state and federal level.

References

4C.1 2014-2015 Approved Annual Budget (pages 64-67, D-2)

4C.1 CSFD Revenue Rescue Form (worksheet)

4C.2 Plans exist for the payment of long-term liabilities and debts.

Description

The city has practices in place that confirm long-term liabilities and debts are monitored in a manner that ensures payment of these items and do not conflict with future capabilities of city operations.

Appraisal

Projects financed through the issuance of debt were not financed for a period that exceeded the expected useful life of the project and conformed to the laws of the State of Texas. Bond sales, other than tax increment financing bonds, were structured to achieve level debt service payments to the extent possible taking into consideration the costs of such financing and the useful lives of the assets that were financed. The city has taken such actions and has adopted such policies as were necessary to maintain its ratings.

Plan

The city will continue to maintain a high standard of accounting practices in conformance with the laws of the State of Texas and Generally Accepted Accounting Principles (GAAP). The city still plans to publish the Popular Annual Financial Report (PAFR) and produce Comprehensive Annual Financial Reports (CAFR).

References

4C.2 City Charter 12th Edition (Article V – VIII)

[City Financial Transparency](#)

4C.3 Future asset maintenance costs are projected with related funding plans.

Description

The department identifies maintenance cost as part of the budget process. Program managers provide monthly reports through the chain of command to their assigned assistant chief that show current and projected needs. Fleet is responsible for repairing all assigned units to the fire department from their assigned budget.

Appraisal

The maintenance projection processes helped forecast maintenance costs based on historical data. Trend analysis was used to anticipate maintenance costs associated with equipment utilized within the department. Service level adjustments (SLAs) have been used during the annual budget process to replace items that passed their life expectancy.

Plan

The department will continue to monitor costs associated with maintenance of assigned equipment and units. The budget will continue to ensure equipment and units are ready for service.

References

4C.3 2014-2015 Approved Annual Budget (page 64-67)

4C.3 2015-2016 Budget Reference Guide (page 1)

4C.3 Vehicle Replacement Criteria

4C.3 Program Manager Month Reports

4C.4 Financial plans avoid the use of one-time funding sources to cover ongoing costs unless plans are provided to ensure a means of continuity for personnel resources and capital assets.

Description

The city's general fund is what funds the fire department's annual budget. The city receives funding from many different sources of the general fund. These funding resources are from sales tax, ad valorem tax, utility transfers, investment earnings, fines, forfeits, penalties, parks and recreation, internal government, licenses and permits, mixed drink and franchises, and other miscellaneous sources. Funding the department through the city's general fund ensures that ongoing costs of the department are funded from continuous sources of revenue and not by one-time sources.

Appraisal

The department funding has come from the city's general fund, made up of many different income resources.

Plan

The department will continue to receive its funding from the city's general fund.

References

4C.4 2014-2015 Approved Annual Budget (page 52-57, 64-67)

4C.5 Contingency funds are maintained in accordance with GAAP recommendations and anticipate budgetary restrictions and/or shortfalls.

Description

The city has many different contingency funds within the annual budget. Following GAAP practices, the Government Finance Officers' Association (GFOA) recommends municipalities maintain an unrestricted fund balance no less than two months of general operations revenues or a fund that is between five and fifteen percent of a municipality's budget.

Appraisal

The contingency fund maintained by the city has met all of the city's departments' needs. The city has met all laws in regards to maintaining a contingency fund within the annual budgets.

Plan

The city will continue to maintain a municipal contingency fund within the annual budget.

References

4C.5 2014-2015 Approved Annual Budget (pages 46, 55, 115, and 216)

Criterion 5A: Fire Suppression

The agency operates an adequate, effective, and efficient fire suppression program directed toward controlling and extinguishing fires for the purposes of protecting people from injury/death, and reducing the loss of property.

Summary

In order to meet its deployment objectives, the College Station Fire Department has set a goal of responding within seven and half minutes, 90% of the time, for all call types. There are six fire stations with varied apparatus which allow for the department to meet its minimum personnel requirements at structure fire calls. These apparatus include six front line engines, two reserve engines, one ladder truck, one reserve ladder truck, and one tender. Basic supplies for apparatus are available at the city's fleet department, and specific fire suppression supplies are purchased through the department's quartermaster. The department has a policies and procedures manual that includes fire suppression activities. By following the National Incident Management System and utilizing software to analyze suppression efforts, the department is able to conduct regular appraisals of its suppression effectiveness.

Performance Indicators:

CC 5A.1 Given the agency's standards of response coverage and emergency deployment objectives, the agency meets its staffing, response time, pumping capacity, apparatus, and equipment deployment objectives for each type and magnitude of fire suppression emergency incidents.

Description

The department has several pieces it factors into its standards for response coverage and emergency deployment objectives. These pieces include total response time (consisting of alarm handling time, turnout time, and travel time) and minimum apparatus staffing requirements.

For 90 percent of all risk structure fires, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 6 minutes and 30 seconds in metro and urban areas; 8 minutes and 20 seconds in suburban areas; and 9 minutes and 32 seconds in rural areas. The first-due unit for all risk levels shall be capable of: providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing a back-up line and advancing an attack line, each flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all risk structure fires, the total response time for the arrival of the effective response force (ERF), staffed with 16 firefighters and officers, shall be: 14 minutes and 10 seconds in metro and urban areas; 11 minutes and 37 seconds in suburban areas; and 14 minutes and 28 seconds in rural areas. The ERF for all risk shall be capable of: establishing command; appointing a site safety officer; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two-in and two-out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; performing salvage and overhaul; and placing elevated streams into service from aerial ladders. These

operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

The department Effective Response Force (ERF) for structure fires is 16 for all fire risk for first alarm. The incident commander (IC) has the ability to request additional resources as needed for any structure fire.

Critical Tasking for Effective Response Force			
Initial Rescores	Firefighters	Assignments	Information
1 Command (1) 3 Engines (9) 1 Ladder (4) 1 Ambulance (2)	1	Incident Commander / Safety Officer	Safety Officer initially until assigned
	1	Pump Operator	
	2	Attack Line #1	
	3	Rapid Intervention Team	
	2	Medical – ALS Ambulance	Paramedic
	2	Attack Line #2	
	2	Ventilation	
	1	Water Supply	
	2	Aerial Operator	
Totals	16		

First, the department has set a goal of an overall response time of seven and half minutes, on 90% of fire calls, for the first apparatus to arrive on the scene, regardless of call type. This measure comes from a maximum one-minute and thirty-second turnout time and a four-minute and thirty-second drive time. The National Fire Protection Association (NFPA) 1710 specifies a one-minute and twenty-second turnout time on fire calls with a four-minute drive time, 90% of the time.

Second, the department meets its service delivery needs through the use of six fire stations consisting of the following apparatus: six engines, one aerial platform truck, four ambulances, one battalion chief vehicle, one tender, and one aircraft rescue and firefighting (ARFF) vehicle. The apparatus staffing requirements are a minimum of three firefighters on all engines, four firefighters on the ladder truck, two on ambulances, one on the tender, one on ARFF, and one battalion chief.

In order to comply with the “two in/two out” rule from the United States Occupational Safety and Health Administration (OSHA) Policy 29 CFR 1910.134(g)(4)(i), the department dispatches a minimum of 16 personnel on six apparatus to every structure fire in the city limits. This is accomplished through use of the department’s stations along with an automatic aid agreement with the Bryan Fire Department, which borders the City of College Station to the north.

Structure fire incidents will have the following resources initially dispatched to the scene, if available;

- three engines, all of which hold a 500-gallon water tank with a rated pumping capacity of 1,500 gallons per minute, and four of which contain compressed air foam systems (CAFS)
- a 100-foot platform (or 75-foot aerial reserve) truck with 300 gallons of water and a rated minimum pumping capacity of 1,500 gallons per minute
- one ambulance
- one battalion chief.

Note: If any of these resources are not available during the initial dispatch, they will be sent to the scene as soon as they become available.

In those annexed areas where there is no established water supply system, the department has a staffed a tender truck with 3,000 gallons of water and participates in a mutual aid agreement with the Brazos County volunteer fire departments, capable of providing an additional 6,000 gallons in short order.

Appraisal

The seven and half minutes total response time and the elements which make it up have been a key performance indicator used by the city for well over a decade. This performance indicator for department response times and the percentage of times this indicator was met has been provided to the city manager and City Council for review on an annual and as-requested basis.

For 90 percent of all risk structure fires, the total response time for the arrival of the first-due unit, staffed with two firefighters and one officer, is 6 minutes and 37 seconds in metro and urban areas, 8 minutes and 35 seconds in suburban areas, and 9 minutes and 47 seconds in rural areas. The first-due unit for all risk levels is capable of providing 500 gallons of water at 1,500 GPM pumping capacity, initiating command, requesting additional resources, establishing a back-up line and an attack line, each flowing a minimum of 150 GPM, establishing an uninterrupted water supply, containing the fire, rescuing at-risk victims, and performing salvage operations. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all risk structure fires, the total response time for the arrival of the ERF, staffed with 16 firefighters and officers, is 14 minutes and 25 seconds in metro and urban areas, 11 minutes and 52 seconds in suburban areas, and 14 minutes and 43 seconds in rural areas. The ERF for all risk is capable of establishing command, appointing a site safety officer, providing an uninterrupted water supply, advancing an attack line and a backup line for fire control, complying with the OSHA requirements of two-in and two-out, completing forcible entry, searching and rescuing at-risk victims, ventilating the structure, controlling utilities, performing salvage and overhaul, and placing elevated streams into service from aerial ladders. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

Each engine and ladder has been built to meet the NFPA 1901 Standard for Automotive Fire Apparatus.

The department does not have automated system in place to track when an extinguishing agent is being applied to the fire. This can only be done by putting the extinguishing agent application time in dispatch notes. This process does not allow for an automated analysis of the data.

Response time objectives have been established, and the three charts below show all risks for structure fire responses. Chart 1 shows that the initial data of the department's mobile data terminal problems, fire response upgrades, and reducing code responses had a negative impact

on the data. After extensive research, Chart 2 was developed with correct data. Chart 3 shows the department's 2015 response data with the corrected 2011-2014 data. All department mobile data terminals were replaced in May 2014 which reduced a majority of data errors from units using the device to log times.

Chart 1- Original Data with Data Errors

Chart 1 - All Risks Structure Fires - 90th Percentile Times - Baseline Performance			2010-2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:03 132= 32= 33= 18= 28= 21=	1:09 32= 33= 18= 28= 21=	54 28 17 2=	47 38 17 2=	1:22 1:07 1:02 3=	30 4:40 23 2=
		Suburban	1:09 16= 7= 2= 3= 2= 2=	1:09 7= 2= 3= 2= 2=	28 2= 3= 2= 3= 2=	38 3= 2= 3= 2= 2=	1:07 2= 3= 2= 3= 2=	4:40 2= 2= 2= 2= 2=
		Rural	1:02 17= 3= 7= 2= 3= 2=	1:52 3= 7= 2= 3= 2=	1:01 7= 2= 3= 2= 3= 2=	17 2= 3= 2= 3= 2=	1:02 3= 2= 3= 2= 3= 2=	23 2= 2= 2= 2= 2=
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:15 132= 32= 33= 18= 28= 21=	1:57 32= 33= 18= 28= 21=	2:05 33= 18= 28= 21=	2:44 18= 28= 21=	2:27 28= 21=	2:31 21=
		Suburban	2:17 16= 2= 3= 2= 2=	2:02 2= 3= 2= 2=	1:55 3= 2= 3= 2=	2:17 3= 2= 3= 2=	2:25 2= 3= 2=	1:57 2= 2=
		Rural	2:00 17= 3= 7= 2= 3= 2=	1:30 3= 7= 2= 3= 2=	2:25 7= 2= 3= 2=	2:00 2= 3= 2=	1:56 3= 2=	1:53 2=
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	4:45 132= 32= 33= 18= 28= 21=	4:16 32= 33= 18= 28= 21=	4:33 33= 18= 28= 21=	6:25 18= 28= 21=	4:16 28= 21=	4:58 21=
		Suburban	6:24 16= 7= 2= 3= 2=	5:36 7= 2= 3= 2=	4:22 2= 3= 2=	6:24 3= 2=	4:50 2= 2=	11:11 2=
		Rural	7:13 17= 3= 7= 2= 3= 2=	7:13 3= 7= 2= 3= 2=	6:58 7= 2= 3= 2=	5:07 2= 3= 2=	7:37 3= 2=	6:33 2=
	Travel Time ERF Concentration	Metro-Urban	18:17 71= 18= 24:23 17:13 21:37 13:48	11:52 18= 24:23 17:13 21:37 13:48	24:23 18= 24:23 17:13 21:37 13:48	17:13 7= 15= 13=	21:37 15= 13=	13:48
		Suburban	20:27 6= 2= 14:53 20:27 8:52 0:00	8:48 2= 14:53 20:27 8:52 0:00	14:53 2= 14:53 20:27 8:52 0:00	20:27 1= 8:52 0:00	8:52 1= 8:52 0:00	0:00
		Rural	22:33 7= 2= 10:27 12:25 7:52 8:50	22:33 2= 10:27 12:25 7:52 8:50	10:27 2= 10:27 12:25 7:52 8:50	12:25 1= 7:52 8:50	7:52 1= 7:52 8:50	8:50
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	6:37 132= 32= 33= 18= 28= 21=	6:15 32= 33= 18= 28= 21=	6:30 33= 18= 28= 21=	8:40 18= 28= 21=	7:34 28= 21=	7:01 21=
		Suburban	8:35 16= 7= 2= 3= 2=	7:40 7= 2= 3= 2=	6:49 2= 3= 2=	8:35 3= 2=	8:22 2= 2=	16:48 2=
		Rural	9:47 17= 3= 7= 2= 3= 2=	9:01 3= 7= 2= 3= 2=	9:47 7= 2= 3= 2=	7:00 2= 3= 2=	9:48 3= 2=	8:49 2=
	Total Response Time ERF Concentration	Metro-Urban	21:09 72= 18= 26:01 19:08 23:34 20:12	13:04 18= 26:01 19:08 23:34 20:12	26:01 18= 26:01 19:08 23:34 20:12	19:08 7= 15= 14=	23:34 15= 14=	20:12
		Suburban	21:08 6= 2= 17:16 21:08 11:52 0:00	10:52 2= 17:16 21:08 11:52 0:00	17:16 2= 17:16 21:08 11:52 0:00	21:08 1= 11:52 0:00	11:52 1= 11:52 0:00	0:00
		Rural	24:40 7= 2= 11:45 13:45 9:35 10:16	24:40 2= 11:45 13:45 9:35 10:16	11:45 2= 11:45 13:45 9:35 10:16	13:45 1= 9:35 10:16	9:35 1= 9:35 10:16	10:16

Chart 2 – Data Corrected

Chart 2 - All Risks Structure Fires - 90th Percentile Times - Baseline Performance			2010-2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:03 132=	1:09 32=	54 33=	47 18=	1:22 28=	30 21=
		Suburban	1:09 16=	1:09 7=	28 2=	38 3=	1:07 2=	4:40 2=
		Rural	1:02 17=	1:52 3=	1:01 7=	17 2=	1:02 3=	23 2=
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:15 132=	1:57 32=	2:05 33=	2:44 18=	2:27 28=	2:31 21=
		Suburban	2:17 16=	2:02 2=	1:55 3=	2:17 3=	2:25 2=	1:57 2=
		Rural	2:00 17=	1:30 3=	2:25 7=	2:00 2=	1:56 3=	1:53 2=
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	4:45 132=	4:16 32=	4:33 33=	6:25 18=	4:16 28=	4:58 21=
		Suburban	6:24 16=	5:36 7=	4:22 2=	6:24 3=	4:50 2=	11:11 2=
		Rural	7:13 17=	7:13 3=	6:58 7=	5:07 2=	7:37 3=	6:33 2=
	Travel Time ERF Concentration	Metro-Urban	12:05 71=	11:48 18=	15:29 18=	14:31 7=	13:13 14=	11:20 13=
		Suburban	10:30 5=	8:48 2=	9:24 1=	10:30 1=	8:52 1=	0:00 0=
		Rural	13:41 9=	11:41 2=	13:41 3=	12:25 1=	13:20 2=	8:50 1=
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	6:37 132=	6:15 32=	6:30 33=	8:40 18=	7:34 28=	7:01 21=
		Suburban	8:35 16=	7:40 7=	6:49 2=	8:35 3=	8:22 2=	16:48 2=
		Rural	9:47 17=	9:01 3=	9:47 7=	7:00 2=	9:48 3=	8:49 2=
	Total Response Time ERF Concentration	Metro-Urban	14:25 72=	14:45 18=	14:25 18=	15:51 8=	15:10 14=	12:41 14=
		Suburban	11:52 5=	10:52 2=	10:30 1=	11:11 1=	11:52 1=	0:00 0=
		Rural	14:43 9=	13:48 2=	14:43 3=	13:45 1=	14:41 1=	10:16 1=

Chart 3 – 2011 through 2015 (Second Quarter) Data

Chart 3 - All Risks Structure Fires - 90th Percentile Times - Baseline Performance			2011-2015	2015 (6 Months)	2014	2013	2012	2011
Alarm Handling	Pick-up to Dispatch	Metro-Urban		37 7=	1:09 32=	54 33=	47 18=	1:22 28=
		Suburban		31 1=	1:09 7=	28 2=	38 3=	1:07 2=
		Rural		0 0=	1:52 3=	1:01 7=	17 2=	1:02 3=
Turnout Time	Turnout Time 1st Unit	Metro-Urban		2:24 7=	1:57 32=	2:05 33=	2:44 18=	2:27 28=
		Suburban		25 1=	2:02 2=	1:55 3=	2:17 3=	2:25 2=
		Rural		0 0=	1:30 3=	2:25 7=	2:00 2=	1:56 3=
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban		5:32 7=	4:16 32=	4:33 33=	6:25 18=	4:16 28=
		Suburban		4:24 1=	5:36 7=	4:22 2=	6:24 3=	4:50 2=
		Rural		0 0=	7:13 3=	6:58 7=	5:07 2=	7:37 3=
	Travel Time ERF Concentration	Metro-Urban		12:55 4=	11:48 18=	15:29 18=	14:31 7=	13:13 14=
		Suburban		9:20 1=	8:48 2=	9:24 1=	10:30 1=	8:52 1=
		Rural		0 0=	11:41 2=	13:41 3=	12:25 1=	13:20 2=
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban		7:02 4=	6:15 32=	6:30 33=	8:40 18=	7:34 28=
		Suburban		4:49 1=	7:40 7=	6:49 2=	8:35 3=	8:22 2=
		Rural		0 0=	9:01 3=	9:47 7=	7:00 2=	9:48 3=
	Total Response Time ERF Concentration	Metro-Urban		13:21 4=	14:45 18=	14:25 18=	26:32 8=	15:10 14=
		Suburban		9:45 1=	10:52 2=	10:30 1=	11:11 1=	11:52 1=
		Rural		0 0=	13:48 2=	14:43 3=	13:45 1=	14:41 1=

Plan

The department plans to keep sufficient tools and equipment evenly distributed among stations and apparatus in the future. Apparatus will continue to be built to NFPA 1901 standards, and each engine purchased will also be equipped with CAFS. Stations will continue to be planned to meet the needs of a growing community with an emphasis on accomplishing the key performance indicators in regard to total response times. Additionally, the department will add one safety officer per shift in the coming year. This safety officer shall hold the rank of captain. The overall role of the safety officer is still to be defined, but NFPA 1521 training requirements will be used as a guideline.

The department will also continue the use of the automated turn-out time report, which will be emailed daily at 0700 to the executive staff and shift battalion chiefs, showing any unit that did not meet the 90-second turn-out goal for the previous 24 hours. This report will be followed up by the operations chief and assigned battalion chief to determine causes for the delayed turn-out times. Causes will be analyzed for possible solutions.

The plan is to add a time stamp to the CAD system that tracks when the extinguishing agent is being applied.

References

5A.1 Automatic Aid Agreement

5A.1 Mutual Aid Agreements

NFPA 1901 – Standard for Automotive Fire Apparatus

NFPA 1710 – Standard for Organization and Deployment of Fire Suppression Operations,
Emergency Medical Operations and Special Operations

Standards of Cover

NFPA 1521 – Standard for Fire Department Safety Officer

OSHA Policy 29 CFR 1910.134 (g) (4)

5A.1 Data Errors

5A.1 City Population Map

5A.2 The agency defines and provides appropriate and adequate equipment to accomplish the stated level of response for fire suppression and to be compliant with local, state, and federal standards.

Description

The department has six front line and two reserve engines, a 100-foot ladder tower and a 75-foot reserve ladder, and a water tender with 3,000 gallons of water. Each apparatus is equipped to meet its respective NFPA 1901 standards as well as Insurance Services Office (ISO) requirements. Each apparatus maintains an inventory sheet which is checked weekly to confirm compliance with these standards and requirements. When there is a change or the life expectancy of a piece of equipment has run out, the department utilizes an apparatus and equipment replacement program, which provides funding for such items.

Appraisal

Each apparatus has been built to NFPA 1901 standards. The department has maintained an Insurance Services Office (ISO) rating of 2 and was able to obtain a perfect score in the fire equipment portion. The pumping capacity of each apparatus was in compliance as well. Committees have been utilized when equipment has needed updates.

Plan

The fire chief, in conjunction with the two assistant chiefs, will evaluate the status of the department's equipment as it relates to the department's ability to accomplish its stated level of fire suppression service in accordance with local, state, and federal standards. Committees will continue to be employed when new and upgradeable equipment needs to be assessed. This process has been successful for the department in the past and shall be maintained. Cost of equipment needed will be maintained through replacement fund programs, annual budget operating funds, or through capital improvement projects, if needed.

References

NFPA 1901 – Standard for Automotive Fire Apparatus

5A.2 ISO Apparatus & Equipment Inventory Requirements

5A.2 CSFD Equipment Inventory (Engines, Ladder, Ambulances)

5A.2 2014-2015 Approved Annual Budget (pages 64-67)

5A.2 CSFD Engine 723 ISO Equipment - Sample

5A.3 Supplies and materials allocation (e.g., foam, gasoline, fuel, batteries, etc.) is based on established objectives, is appropriate to meet fire suppression operational needs, and is compliant with local, state, and national standards.

Description

The department has access to fuel and all other apparatus fluid and parts needs at the city's fleet services. In the event that these fuel pumps are inoperable, there is an additional set of pumps located at the city's Utility Services Center. Foam, batteries, and all other miscellaneous supplies are maintained or can be ordered through the department's quartermaster. These supplies can be obtained immediately if needed, but if there is not an immediate need, they are delivered within 24 hours of being ordered. Each apparatus has a minimum amount which is maintained on the apparatus vehicle inventory list. Should the quartermaster be unavailable, the battalion chief on duty has keys to access the quartermaster area to obtain any necessary supplies. Each battalion chief and each station officer have the ability to use a city credit card to purchase any equipment that has an immediate need and cannot be obtained through other measures.

Appraisal

The materials allocation system has been in place for many years and has evolved. Initially, the assistant chief of operations oversaw all sections of this area. However, that proved to be too burdensome, and the responsibilities were broken up among different personnel. Then, the city credit card program was put into place so that all officers had the ability to use them for emergencies. After a few years of growth, development, and education, the quartermaster eventually took over all the responsibilities of purchasing supplies and materials, which went into effect 10 years ago. This restructuring allowed the assistant chief to focus on more administrative, strategic, and budgetary items.

Plan

The materials allocation system will continue to be evaluated and assessed for improvements. The system employed today more than adequately meets the needs of the department. With continued growth, the department will need to look into additional support for this position as the number of items to take care of and purchase will become more than the one person can presently handle.

References

5A.3 CSFD Equipment Inventory (Engines, Ladder, Ambulances)

5A.3 City Purchasing Manual

5A.3 2014-2014 Approved Annual Budget

CC 5A.4 Current standard operating procedures or general guidelines are in place to direct fire suppression activities.

Description

The department has a policy, procedure, and guideline manual which contains all operational directives for fire suppression activities performed by the department. Section 300, the Operational Section, contains the procedures and guidelines for the department's fire suppression activities. Updates are performed any time a policy, procedure, or guideline needs to be changed. The master copy is available for every employee electronically through the department's PowerDMS document management system.

Appraisal

While the department has maintained a policy and procedure manual for decades, it has gone through many revisions. All information in the manual has been based on state and national best practices, with an emphasis of complying with NFPA standards for operational procedures and guidelines, as well as incident command, rapid intervention, mayday, and accountability.

Plan

The department's policy and procedure manual will continue to be evaluated on a regular basis and will be reviewed at least annually. Recommendations that are sent through the chain of command will be considered for revisions and amendments.

References

5A.4 CSFD SOP, Section 300

CSFD Webpage (Intranet)

5A.4 PowerDMS Data Management Software (photo)

CC 5A.5 The agency uses a standardized incident command/management system.

Description

The department is presently compliant with all local, state, and federal mandates regarding use and implementation of the Incident Command System (ICS) as it relates to working within the National Incident Management System (NIMS). All personnel, regardless of rank, are presently required to have passed ICS courses 100, 200, 700, and 800. Personnel holding the rank of lieutenant or higher are required to have also passed ICS courses 300 and 400. The standard from which the department operates is maintained in the department's standard operating guidelines, 300.1.10 Command Policy. While the ICS/NIMS process has been going on since 2006 as a move for national preparedness, ICS itself has been in place since the early 1990s. The department has evolved from requiring officers only to be ICS certified in the early 1990s to requiring all sworn personnel to have training in ICS/NIMS 100, 200, 700, and 800.

Appraisal

Because of these requirements, the department has been able to integrate with other entities in its automatic or mutual aid agreements as well as with the other surrounding counties that comprise the Brazos Valley Council of Governments. All other fire departments and agencies that have an inter-local agreement or memorandum of agreement with the College Station Fire Department can expect all members of the department to be familiar with, and capable of operating under, this standard ICS/NIMS.

Plan

The department will continue to meet all mandates from local, state, and federal government levels, regardless of any rank requirement. The training division will ensure the department is compliant, and the effectiveness of the ICS system will be assessed annually to ensure it is meeting the needs of the organization and its customers.

References

5A.5 Professional Development Guide (page 9)

5A.5 CSFD SOP 300.1.10 Command Policy

5A.6 The agency's information system allows for documentation and analysis of its fire suppression response program and incident reporting capability.

Description

The department uses Firehouse Software and StatsFD Analysis Software to compile and assess its response data. Firehouse Software is compliant with the National Fire Incident Reporting System (NFIRS), and response data and analysis can be performed through it in order to check for compliance to key performance indicators. Stats FD Analysis Software allows data analysis from NFIRS data.

Appraisal

Firehouse Software and StatsFD Analysis Software have been used and have been effective in assessing the department's response time over the past 10 years. The software has not been exported on a regular basis for crew improvements but has been used to monitor and improve key performance indicators from a fire station growth perspective. The department has used very few of the modules in the software which could be used. Monthly reports have been compiled over the past year that cover response data and have been provided to the organization during monthly battalion chief meetings.

Plan

The department will continue to use Firehouse Software as long as it meets NFIRS standards. An effort is presently underway to obtain empirical data from the system and assess it in order to better determine where improvements can be made from a response perspective. If any abnormalities are found, changes to policies and procedures will be implemented.

References

5A. 6 Fire House Software (photo)

5A.6 StatsFD Analysis Software (photo)

5A.6 CSFD Turn-Out by Unit (all calls)

CC 5A.7 An appraisal is conducted, at least annually, to determine the effectiveness of the fire suppression program.

Description

The department's fire suppression program is assessed through the use of performance measures, monthly meetings and reports, after action reviews, key performance indicators, and annual reports. This information is gathered throughout the year and offers the foundation of data necessary to validate daily operations, special operations, strategies, and financing for each fiscal year. Much of the statistical data used to make assessments is obtained from Firehouse Software and StatsFD Software. In this software, the department is able to extract valuable information in reference to response times, fire loss, types of incidents, and fire causes.

Appraisal

This appraisal format has evolved over the past 20 years. The process has yielded many areas for improvements and modifications. Some of these have included: apparatus modifications, improved response patterns, run card modifications, fire ground command and safety, station alerting improvements, personal protective equipment modifications, and communications.

Plan

The department's management team (fire chief, assistant chief of operations, and assistant chief of administration) will continue to gather information and review data in an ongoing fashion to improve service and performance. In addition, goals and objectives will be updated annually and submitted to city management and elected officials. These updates will include short, medium, and long range plans to meet the established goals and objectives. These performance indicators will continue to be updated and monitored in the department's monthly and annual reports.

References

- 5A.7 2014-2015 Approved Annual Budget (pages 64-67)
- 5A.7 CSFD Monthly Reports
- CSFD Strategic Plan
- CSFD Standards of Cover

5A.7 Firehouse Reporting Software

5A. 7 StatsFD Analysis Software

5A.7 Battalion Chief Meeting Monthly Minutes

Category V

Criterion 5B: Fire Prevention/Life Safety Program

The agency operates an adequate, effective, and efficient program directed toward fire prevention, life safety, hazard risk reduction, the detection, reporting, and control of fires and other emergencies, the provision of occupant safety and exiting, and the provisions for first aid fire fighting equipment¹.

NOTE: Fire Investigations are covered in Criterion 5D.

Summary:

The City of College Station operates an adequate, effective, and efficient program directed toward fire prevention, life safety, hazard risk reduction, the detection, reporting, and control of fires and other emergencies, the provision of occupant safety and exiting, and the provisions for first aid firefighting equipment. This is accomplished through the fire marshal's office (FMO). The FMO is involved with new construction from the initial meeting of developers with the city through the certificate of occupancy and then the annual inspections for the life of the structure. The FMO assures that all structures are constructed to meet all the adopted codes and ordinances to make the city safe for its citizens, visitors, and firefighters alike.

¹ For more information about "first aid firefighting equipment," reference NFPA 10 and the current International Fire Code

Performance Indicators:

CC 5B.1 The Authority having jurisdiction has an adopted fire prevention code.

Description

The City of College Station currently has the 2012 International Fire Codes adopted with amendments through ordinance No. 2013-3492. In that ordinance, the 2012 National Fire Protection Association's (NFPA) 101 Life Safety Code has been adopted with amendments also.

Appraisal

The fire department has reviewed and recommended adoption of codes and amendments as the International Fire Code Council and the National Fire Protection Association have released them. This has kept the city up to date with current codes and trends.

Plan

The department plans to continue with the adoption of the most current codes in order not to fall behind on changing trends. The codes are revised and released every three years. The 2015 release will be adopted by the city in the near future. The 2015 International Fire Codes and the 2015 NFPA 101 were approved by the Construction Board of Adjustments (5B.1 CBAA Minutes) on October 27, 2015. They will be presented to the City Council at the December 10, 2015 meeting and, if approved, they will take effect January 1, 2016.

References

[City of College Station Ordinances No. 2013-3492.](#)

International Fire Codes, 2012

National Fire Protection Association's 101 Life Safety Code

5B.1 CBAA Minutes

CC 5B.2 The code enforcement program is designed to ensure compliance with applicable fire protection law and agency objectives.

Description

The department currently has four deputy fire marshals that conduct inspections on existing and new construction. The method of inspection is through an inspection checklist for each type of inspection, be it general, sprinkler, alarm, etc. These checklists are a collaboration of the entire office and created from the current codes that are adopted. As of 2015, the city has initiated a new record management system in which all new construction plan reviews, permits, and inspections are maintained. The program is *5B.2 TRAKIt*, and each department is involved to share information about new construction. Each member is involved in the construction from the initial meeting of the customer with the city to the final sign off for the certificate of occupancy.

Appraisal

The division has accomplished 100% code compliance on new construction as each deputy fire marshal has been assigned an area within the city to be involved with any new construction coming into that area. Lack of statistical data on existing construction was due to inspections being done on paper until 2011. Then, inspections were being completed electronically, in *5B.2 Firehouse Record Management System*, which allowed the department to discover the percentage of inspections being completed. In 2011, 27% of existing commercial construction sites were inspected. In 2014, 70.4% were inspected. The percentages have increased as the program has been used more often. The full implementation was not until late 2012/early 2013 as the database was being built over time. In the Firehouse program, if a business is not in compliance, the system automatically generates a re-inspection for the follow-up. These the follow-ups are monitored in the monthly report under re-inspections.

Plan

The department will continue to build and complete the inspection program and re-evaluate in two years. By that time, all but new addresses will be entered, and an evaluation can be conducted.

References

5B.2 Firehouse Record Management System (photo)

5B.2 Trakit Record Management System (photo)'

5B.2 CSFD Monthly Reports (Sample)

CC 5B.3 The program has adequate staff with specific expertise to meet the fire prevention/life safety program goals and objectives.

Description

The department has four deputy fire marshals (DFM). The division is broken down into new construction and existing construction. Two DFMs oversee each division, and all four are cross-trained to fulfill any need that arises. Each of the DFMs are trained and certified as fire inspectors through the *5B.3 Texas Commission on Fire Protection*.

Appraisal

In the past, each DFM conducted inspections on an array of occupancies and obtained compliance through education and occasionally through enforcement. Each DFM and the public education officer are certified fire inspectors through the *5B.3 Texas Commission on Fire Protection*. A set of goals (5B.3 Fire Marshal's goals) were distributed to the division when the new fire marshal started his role in 2014.

Plan

Now that there is an effective means of reviewing the inspection program through electronic inspections, a review of the program will take place in two years. The full implementation to re-evaluate the program. A set of written goals and objectives in place for the fire inspections (5B.3 Fire Marshal Goals).

In the future, the program will reorganize by dedicating two DFMs to existing occupancies and two DFMs to new construction. Also, the program plans to request a position for a new DFM in the 2015-2016 budget to keep up with the growth rate of the city.

References

[5B.3 Texas Commission on Fire Protection](#)

5B.3 Fire Marshal Goals

5B.4 A plan review process is in place to ensure that buildings and infrastructure (e.g., hydrants, access, street width, etc.) are constructed in accordance with adopted codes and ordinances.

Description

Currently, the City of College Station has several departments that work together on the buildings and infrastructure of new construction. The city's Public Works Department's engineers review plans, inspect hydrants, and supply lines as well as streets. The engineers work with the DFMs on access issues at the platting stage of the plans. The DFMs are responsible for site plans, fire sprinkler, fire alarm, and commercial kitchen hood system reviews. All of the plan reviews that are submitted to the City of College Station are submitted in *5B.4 TRAKiT* for the entire review process.

Appraisal

The plan review process has been working well, as no permits are issued without a plans review (5B.4 Fire Reviews on Projects).

Plan

The process that is currently in place will be kept in the future.

References

5B.4 TRAKiT (photo)

5B.4 Fire Reviews on Projects

5B.5 The agency defines and provides appropriate and adequate equipment, supplies, and materials to meet the fire prevention/life safety program needs.

Description

Currently, the department is conducting all inspections electronically with *5B.5 Firehouse Record Management Software* on an iPad. Each DFM is assigned an iPad to conduct the inspections. Each officer is supplied with appropriate equipment to conduct the inspection such as vehicles, flashlights, hard hats, decibel meters for alarm tests, and copies of the current adopted codes for references.

Appraisal

The DFMs have been able to complete the inspections with the supplies and equipment provided.

Plan

The DFMs will continue to complete assignments with supplied equipment and address any needs as they arise in the future.

References

5B.5 Firehouse Record Management Software (photo)

5B.5 Investigation Truck Inventory

5B.6 Current standard operating procedures or general guidelines are in place to direct the fire prevention/life safety program.

Description

Currently, the department has a *5B.6 Standard Operating Procedure* for the prevention division, chapter 700.

Appraisal

There are a minimal number of SOPs in place for the prevention division, and new SOPs are being written. The division is focused on improving its policies in all areas. Recently, SOPs were submitted for approval addressing the public education officer as well as fire investigations (5B.6 Public Education Policy, 5B.6 Fire Investigation Policy).

Plan

The fire marshal plans to evaluate the methods of the program and to continue to add to the SOPs to direct the business that the prevention program will be conducting.

References

5B.6 CSFD SOP 700 Section

5B.6 Public Education Policy

5B.6 Fire Investigation Policy

5B.7 The agency's information system allows for documentation and analysis of the fire prevention program.

Description

Currently, the prevention division is using the *5B.7 Firehouse Management Software* program for the documentation and analysis of the fire prevention/life safety programs.

Appraisal

The prevention division has been using *5B.7 Firehouse Management Software* to evaluate fire trends within the city and has been using *FH Inspector* two and a half years, allowing the prevention division to manage and review inspections electronically. Before switching to the Firehouse software, the prevention division used paper reports and Microsoft Excel spreadsheets to document and analyze the program. Since the new system was implemented, the old paper inspections have been scanned and are being stored in Laserfiche on the city's servers.

Plan

The prevention division plans to continue using the Firehouse software program and re-evaluate every two years to verify how well the program is doing and to see if there are any changes needed.

References

5B.7 Firehouse Management Software (photo)

5B.7 Fire Marshal Goals

CC 5B.8 An appraisal is conducted, at least annually, to determine the effectiveness of the fire prevention program and its efforts in risk reduction.

Description

Currently, the fire prevention program produces a *5B.8 monthly report* to determine the effectiveness of the program. This report includes the number of inspections, re-inspections, enforcements, educational programs, and certificates of occupancy from two different document systems, Firehouse and TRAKiT.

Appraisal

In the past, the prevention division had been producing monthly reports but did not have an economical way to compile that information and analyze its effectiveness. Now, with most of the data collected electronically, the division is now able to better appraise the entire program. As stated earlier with new deputy fire marshal's training, there has not been an opportunity to gather a full sample of the division's capabilities; therefore, a re-evaluation will be conducted. Making the switch to the Firehouse software has made it possible to use monthly reports to determine the program's effectiveness so far.

Plan

The fire prevention program is looking into using the Trakit software to integrate with other city services such as Planning and Development. The prevention program is seeking a way to integrate Firehouse and Trakit to streamline the evaluation processes by gathering the information from one source instead of multiple sources.

References

5B.8 Monthly Report Fiscal year 2015

5B.8 TRAKiT (photo)

Category V Category V

Criterion 5C: Public Education Program

A public education program is in place and directed toward identifying and reducing specific risks in a manner consistent with the agency's mission.

Summary:

The mission of the College Station Fire Department public education program is to minimize the loss of life and injuries due to preventable emergencies. The department employs a qualified public education officer with a bachelor's degree and a teaching certification. Programs such as education through the use of a fire safety trailer, fire extinguisher training, and distribution of smoke alarms help the public education office reach its goals. The public education officer analyzes trends and tracks local fire and injury data to determine specific messaging to be delivered to the public. Operating procedures for the public education office are located in the College Station Fire Department Standard Operating Procedures and Guidelines. The public information officer submits monthly reports to the fire marshal and is evaluated on an annual basis. The College Station Fire Department is committed to serving low-income residents with its smoke alarm program.

Performance Indicators:

5C.1 The diversity and delivery of the public education program includes individual, business and community audiences.

Description

The mission of the public education program is to minimize loss of life and injuries due to preventable emergencies. The public education program promotes fire and life safety among the citizens of the City of College Station. Programs include: smoke alarm distribution to low-income families, partnerships with schools and educational institutions for on-site classes, senior citizen safety programs, fire extinguisher training to groups or businesses, college campus safety programs, programs for the disabled, and a citizens fire academy. School-aged children also receive an annual visit from the department during fire prevention month in October. During this time, kids interact with department personnel to see the fire apparatus, learn about firefighter gear, and acquire information about fire safety in a kid-friendly environment. All programs are delivered in a hands-on setting with instruction that is tailored to suit the individual or groups' needs. Presentations are given to professional organizations, businesses, schools, and individuals.

Appraisal

The department met this objective as community audiences were provided with fire and safety information through the public education program with smoke alarm distribution, presentations in schools, senior citizen safety presentations, and other programs including the citizens fire academy. The public education program also offered individuals and business the opportunity to receive fire and safety presentations through many of the same programs in addition to extinguisher training. The number of participants are monitored and recorded on a report submitted to the fire marshal and recorded on a *5C.1 Overall Monthly Report*.

Plan

The public education program will continue on the current trend of offering the same programs for the next year. The safety trailer, which includes a smoke alarm demonstration, will be utilized more in the next year to provide additional safety presentations to a wider range of groups and individuals. School-aged children will continue to be focused on during fire prevention month with visits to public schools. Additional contacts will be made to private schools and home school students to further the fire prevention outreach in the community to school-age kids who are not enrolled in public school.

References

5C.1 Overall Monthly Report

5C.2 The program has staffing with specific expertise to accomplish the program goals and objectives.

Description

The public education officer job description requires a bachelor's degree, fire inspector certification within one year, and excellent oral and written communication skills. The job duties follow the job description but adapt as the needs of the community and the department change. Currently, the public education officer exceeds these requirements by also being a certified teacher in the state of Texas, has multiple years of experience in education, volunteer coordination, fundraising, community outreach, and program development. This wide range of educational and personal background allows for a foundational approach to creating programs within the public education program. Specific knowledge and expertise is gained by using other personnel within the department who can deliver content along with good presentation skills. These individuals are utilized in presentations to create community connections with other fire department staff and to ensure proper knowledge is available for specific fire related questions.

Appraisal

The department met this objective by filling the role of public education officer with personnel who met the minimum requirements for the role. Additionally, specific knowledge on topics was gained by use of the public education officer or through other department personnel who were utilized in other presentations, coordinated through the public education program.

Plan

The public education program will continue to make the job description for public education officer a requirement for any staff changes. Department personnel will continue to be utilized to achieve specific knowledge on fire or other program content.

References

5C.2 City of College Station Job Description: Public Education Officer

5C.3 The agency defines and provides appropriate adequate equipment, supplies, and materials to meet the public education program needs.

Description

The fire department utilizes grant funding and budget requests for equipment and materials to carry out the mission of the public education program. Three examples are the smoke alarms for the smoke alarm installation program, the smoke trailer used for teaching about fire safety and escape planning, and a fire extinguisher training system. Any supplies that are unable to be purchased from grant funding are requested through the fire prevention budget and purchased through the quartermaster. At this time, the public education program has all the materials needed to perform the tasks for the program.

Appraisal

The department met this objective as the public education officer, within the last year, evaluated the materials needed for the public education program. Supplies such as kids' fire helmets, stickers, and other small ticket items were purchased through the quartermaster. Other materials needed were requested through the regular budget and procured through the quartermaster.

Plan

In order to improve the assessment of equipment, supplies, and materials, the public education office will keep accurate documentation of which equipment is utilized. The department will also keep an inventory of supplies to determine the projected use of supplies so as to request the necessary funding to ensure successful implementation of the public education program's mission. The quartermaster will continue to serve as the primary means of purchasing of materials and supplies for the public education program.

References

5C.3 Equipment

CC 5C.4 The public education program targets specific risks and risk audiences as identified through incident, demographic, and program data analysis.

Description

The public education officer works with the public information officer to receive information regarding types, dates, and demographics of incidents. The public education officer also monitors the record management system and runs reports such as *5C.4 Cause of Ignition Multifamily 2014*. With incident-specific information, the public education officer is able to set and modify program goals to reflect the needs and risks of the community.

Appraisal

Through incident evaluation, the public education program identified a steady trend of fires, usually caused by cooking or smoking. Other factors were also found, but generally these two actions were most prevalent in fires in the community. The department met this objective as incidents were reviewed, patterns established, and program materials and presentations paid special attention to these factors in fires in the community.

Plan

The public education office will continue to work with the public information office to review incident information and to evaluate the effectiveness of the public education program and will maintain evaluation counts in the monthly report. Any shifts in factors related to fire or other safety incidents will be inserted into the program agenda for community presentations and awareness.

References

5C.4 Cause of Ignition Multifamily 2014

5C.4 Education Services (Sample)

CC 5C.5 Current standard operating procedures or general guidelines are in place to direct the public education program.

Description

The public education office follows the procedures in the College Station Fire Department Standard Operating Procedures and Guidelines. Most specifically, chapters 100 (Administrative Policies), 200 (Administrative Procedures), and 700 (Prevention/Community Enhancement) refer to the public education office.

Appraisal

The department met the requirements for this indicator, as policies have been in place to direct the public education program. Section 700 of the College Station Fire Department Standard Operating Procedures covered specific tasks and responsibilities of the public education office. Additional policies for the public education office were also noted in Section 100 (Administrative Policies) and Section 200 (Administrative Procedures).

Plan

Over the next year, one focus area of the public education officer will be to add additional policies directed to specific tasks associated with the public education program. Additional policies and procedures will be created and implemented that cover items pertaining to:

- Program scheduling and evaluation
- Documentation of programs
- Supply inventory

These procedures will be reviewed on an annual basis, and changes to policies and procedures will be adopted as needed. Collaboration with other public education offices will be sought in the creation of additional policies.

References

5C.5 CSFD Standard Operating Procedures: Sections 100, 200, and 700

5C.6 The agency's information system allows for documentation and analysis of its public education program.

Description

The public education officer provides monthly activity logs to the fire marshal. Smoke alarm installations are recorded, and Community Action Response Team and Rehab activities are noted. Incident data is also acquired through the use of *5C.6 Firehouse* reporting information. Annual analysis of the program is performed during the annual budget process. This documentation allows for a continuous evaluation of the public education program, and it provides for a quicker response to changes in community trends in fire or life safety incidents.

Appraisal

The department met this objective as the public education program provided and created the needed documentation for adequate analysis of the program. Analysis was done by the public education officer with assistance from the fire marshal and public information officer. Budgets were included with the fire prevention program, and during this time, analysis of the public education program was performed. Documentation was reviewed during the regular fire prevention meetings. Firehouse software continued to be the method where incident information was gained in the community.

Plan

Over the next year, the public education program will continue to keep good documentation and analysis of the program by maintaining monthly activity logs, Community Action Response Team and Rehab incidents, and smoke alarm installations. Analysis of the program will continue to be done with the fire marshal and public information officer to ensure program needs are being met. Firehouse will continue to serve as the incident reporting tool for incidents in the community. Additionally, the program will utilize pre- and post- assessments of educational programs to measure the success of learning objectives.

References

5C.6 Firehouse Software (photo)

CC 5C.7 An appraisal is conducted at least annually to determine the effectiveness of the public education program and its effect on reducing identified risks.

Description

With the recent creation of a separate fire marshal position, the public education office is able to have additional input and oversight in the tasks and responsibilities associated with the public education program. The public education program undergoes an annual review of the program by the fire marshal and public education officer. The evaluation consists of general performance indicators as well as job-specific program indicators. Additional evaluation is conducted by referencing incident reporting data against program events delivered during the year to determine if any gains were made in reducing risks identified by the public education program. Budgets are submitted for the public education program through the fire prevention division. These annual budgets assess supplies, effectiveness of equipment needed for events, and a review of changes in public education to create better outreach programs for the community.

Appraisal

Previously, annual reviews of the public education program focused on the job performance of the public education officer. Those annual appraisals provided feedback regarding the performance of the person in charge of the public education office and events associated with the program, but the evaluations did not cover the reduction of the identified risks. Budgets have been submitted as part of the fire prevention budget to aid advancing the public education program.

Plan

The fire department will continue to meet this indicator by conducting annual reviews as it has done in the past. Reviews for the public education officer will focus on job performance, and new focus will be placed on delivering information relating to incident data as it relates to reduction in risks.

References

5C.7 Public Education Officer Performance Evaluation

5C.8 There are programs in place that enable improved fire protection and injury prevention for low income families (e.g. as free smoke alarm installation, free bicycle helmet programs, etc.)

Description

The fire department is dedicated to providing fire and injury prevention to all citizens. The public education office provides special attention to citizens who are unable to provide themselves with proper materials relating to the reduction of fire or injuries. The smoke alarm program allows any resident, who is either financially or physically unable to test, change, or install smoke alarms, to contact the department and have a smoke alarm installed. Hearing impaired smoke alarms and carbon monoxide alarms are also included in the alarms that can be installed. Residents and businesses can contact the department and have a safety assessment performed. These safety assessments provide additional information to residents and employees on hazard identification, alarm and extinguisher identification, and creation of escape plans. Additionally, safety days are conducted throughout the community, in partnership with local businesses, which allow all citizens to participate in meeting department personnel, learn about programs offered, and schedule safety assessments.

Appraisal

The department has met this indicator by having a long history of helping low-income families through injury and fire prevention programs. The department has provided smoke alarm installation, through grant funding, for over ten years. Safety assessments have also been in place for more than ten years. Most recently, the department added the opportunity for residents to have hearing impaired smoke alarms installed as well as carbon monoxide alarms. Safety days were conducted to provide additional insight to the community on department activities and outreach to low income families.

Plan

The department will continue to meet this indicator by providing smoke detector, carbon monoxide detector, and hearing impaired detector installations at no charge to low-income families. During the annual review of the public education program, attention will be focused on generating additional ideas on how to decrease injury and fire risk to low income families. Safety days with local businesses will continue to be conducted.

References

5C.7 FEMA Assistance to Firefighters Grant Award Package

Category V

Criterion 5D: Fire Investigation Program

The agency operates an adequate, effective and efficient program directed toward origin and cause investigation and determination for fires, explosions, and other emergency situations that endanger life or property.

Summary:

The College Station Fire Department's Fire Marshal's Office (CSFMO) provides adequate, effective, and efficient programs directed toward origin and cause investigation and determination for fires, explosions, and other emergency situations that endanger life or property. The CSFMO utilizes five trained and certified fire investigators to investigate all fires, explosions, and any other emergency situations that endanger the life or property within its jurisdiction. If the need arises, the use of the Bryan Fire Department's Fire Marshal's Office may be utilized through the mutual aid agreement along with the State Fire Marshal's Office. The CSFMO utilizes a department approved fire investigation workbook and Firehouse Record Management Software to document the cause and origin of fires in its jurisdiction.

Performance Indicators:

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

Description

The department's fire investigation program is authorized by City of College Station Code of Ordinances Chapter 6, Section 6-2, Paragraph B, which states:

“The Fire Marshal shall investigate the cause, origin, and circumstances of every fire occurring within this City by which property has been destroyed or damaged, and shall especially make investigation as to whether such fire was the result of carelessness or design. Such investigation shall begin within twenty-four (24) hours, not including Sunday, of the occurrence of such fire. The Fire Marshal shall keep in his office a record of all fires together with all facts, statistics, and circumstances, including the origin of the fires and the amount of the loss, which may be determined by the investigation required by this section.”

Appraisal

This Code of Ordinances was adopted by the City Council in 2011.

Plan

There is no plan at this time to change this ordinance.

References

[Code of Ordinances, City of College Station, Texas published 2011](#)

CC 5D.2 The scientific method (or equivalent) is utilized to investigate and determine the origin and cause of all significant fires and explosions.

Description

The department's fire investigators utilize National Fire Protection Association (NFPA) Standard 921 which guides the scientific method for investigations. The NFPA describes the scope of this standard as follows:

“This document is designed to assist individuals who are charged with the responsibility of investigating and analyzing fire and explosion incidents and rendering opinions as to the origin, cause, responsibility, or prevention of such incidents, and the damage and injuries which arise from such incidents.”

Appraisal

The department has been using this standard in the past. This standard is stated and followed in its investigation workbook (5D.2 Fire Workbook).

Plan

There is no need to move away from using this standard in the future.

References

National Fire Protection Association Standard 921, Official Scope.

5D.2 Fire Workbook

CC 5D.3 The program has adequate staff with specific expertise, training, and credentials to accomplish program goals and objectives.

Description

The department's fire investigation program staffs five personnel, all of whom meet the following qualifications:

- Certified Peace Officer
- Texas Commission on Fire Protection (TCFP) Arson Investigators
- Class "C" Building Inspector
- TCFP Instructor I
- Standards set forth in NFPA 1033

A fire investigator is on call twenty-four hours a day, seven days a week.

In the past, the program was led by an assistant chief who also served as the fire marshal. This has been restructured so that the assistant chief and fire marshal positions are separate and distinct, with the fire marshal reporting to the assistant chief of prevention and safety.

Appraisal

Meeting the requirements set forth by TCFP for arson investigators and certified peace officers enables the deputy fire marshals to have the competencies to investigate all fires.

Plan

The plan is to keep all the deputy fire marshals certified and trained to investigate all fires. Moving forward and as the need arises from growth in the city, the CSFMO would like to see all company officers be TCFP Certified Fire Investigators and would like to add an additional investigator to keep up with the growth of the community.

References

National Fire Protection Standard 1033

5D.4 The agency defines and provides appropriate and adequate equipment, supplies, and materials to meet the fire investigation program needs.

Description

The department provides appropriate and adequate equipment, supplies, and materials to meet the fire investigation program needs. The equipment on the investigation units are on a *5D.4 inventory sheet* located on the units. However, the department does not define what these needs are it relies on the investigators to evaluate the needs through experience.

Appraisal

The department has provided the program with all equipment and supplies requested to perform the investigations.

Plan

The department will continue to provide equipment and supplies as the needs arise.

References

5D.4 Inventory sheets located on Investigation units.

5D.5 The agency establishes agreements for support from other agencies to aid in accomplishing program goals and objectives.

Description

The department has agreements for support from agencies including the Bryan Fire Department and the Texas State Fire Marshal's Office. The department can also work with the Federal Bureau of Investigation, the Bureau of Alcohol, Tobacco, Firearms, and Explosives, and the court systems to meet its goals and objectives.

Appraisal

These agreements have been in place for the past four to five years and have been utilized on occasion. Each organization utilizes the other as support during investigations as needed.

Plan

The department plans to maintain these relationships in the future to help meet the needs of the program.

References

5D.5 Automatic Mutual Aid Agreement

5D.5 Brazos County Inter-jurisdictional Mutual Aid Agreement

CC 5D.6 Current standard operating procedures or general guidelines are in place to direct the fire investigation program.

Description

The department's fire investigation program is authorized by City of College Station Code of Ordinances Chapter 6, Section 6-2, Paragraph B, which states:

“The Fire Marshal shall investigate the cause, origin, and circumstances of every fire occurring within this City by which property has been destroyed or damaged, and shall especially make investigation as to whether such fire was the result of carelessness or design. Such investigation shall begin within twenty-four (24) hours, not including Sunday, of the occurrence of such fire. The Fire Marshal shall keep in his office a record of all fires together with all facts, statistics, and circumstances, including the origin of the fires and the amount of the loss, which may be determined by the investigation required by this section.”

The fire investigations are also directed by SOP 700.04.10.

Appraisal

This Code of Ordinances was adopted by the City Council in 2011. Policy 700.04.10 has recently put in place to direct the fire investigations.

Plan

The Code of Ordinances has directed the investigations within CSFD jurisdiction; however, further defining the approach to investigations are addressed in SOP form and will continually be monitored for any changes needed.

References

[Code of Ordinances, City of College Station, Texas published 2011](#)

5D.7 The agency's information system allows for documentation and analysis of its fire investigation program.

Description

The department uses Firehouse software and *5D.7 CSFD fire investigation workbook* as a means to document and analyze its fire investigation program. The department's investigators also utilize digital photography for documentation of evidence at fire and explosion scenes.

Appraisal

Firehouse software and digital photography have been used for at least the past five years. The *5D.7 CSFD fire investigation workbook* has been in place since 2014.

Plan

The department would like to decrease the number of "undetermined cause" fires reported by company officers in Firehouse software. This can be accomplished by requiring all company officers to become certified fire investigators or by having the on-call fire investigator report to each fire.

References

5D.7 CSFD Fire Investigation Workbook

CC 5D.8 An appraisal is conducted, at least annually, to determine the effectiveness of the fire investigation program.

Description

An appraisal is conducted, at least annually, to determine the effectiveness of the fire investigation program. The fire marshal reviews fire investigation reports and submits a report to the fire chief. A weekly meeting is held by the fire marshal with the deputy fire marshals to discuss active fire investigations, and the *5D.8 monthly report* is submitted to the fire chief, identifying the fires investigated and the causes. Also, an annual report is submitted to Texas Department of Insurance from the monthly *5D.8 TXFIRS incident reports*.

Appraisal

Since the implementation of the workbook, a quality control review has been completed on all fire reports of the workbook, and the Firehouse reports have worked well in identifying any trends, needs, or changes.

Plan

The plan for the appraisals is to continue to document in a similar manner as well as quality control reviews.

References

5D.8 Overall Monthly Report Fiscal Year 2015

5D.8 TXFIRS incident reports 2014

Category V

Criterion 5E: Technical Rescue

The agency operates an adequate, effective, and efficient program directed toward rescuing trapped or endangered persons from any life-endangering cause, e.g., ice or water rescue, confined space, low and high angle situations, structural collapse, trench collapse, fire, etc.

Summary:

Given the small amount of technical rescue emergencies in the City of College Station, there is not an official Technical Rescue program in place. However, the College Station Fire Department does have the equipment needed to support the operational needs at the technician level of service. If the initially responding company assesses that additional units and expertise are needed, the company officer requests those resources, either from other stations in the city or from mutual aid agreements from neighboring cities. Technical rescue incidents are reported in the Firehouse Reporting System, and analyses of incidents are conducted by after action reviews.

Performance Indicators:

CC 5E.1 Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time apparatus and equipment deployment objectives for each type and magnitude of technical rescue emergency incidents.

Description

The department responds to technical rescues dealing with high angle, confined space, structural collapse, trench rescue, dive rescue and recovery, and swift water rescue. The staffing and response time considerations for each respective discipline are covered in the department's Standards of Cover. All personnel at the shift level are awareness-level trained in order to provide support functions to the advanced and technician-level trained rescuers. The department has equipment available to support operational needs at the technician level. All rope rescue operations are based out of Station 2 on the department's ladder truck. Water operations are based out of Station 6 in pre-set up boats and/or a water operations trailer depending on need. The department has limited specialized equipment in trench rescue and structural collapse and must rely on automatic aid for this type of support.

The initial responding company officer that is toned out for these types of technical rescues requests additional resources as needed. Station 2 is the assigned station that has members trained in these types of technical rescue, and the assigned aerial apparatus carries some of the technical rescue equipment. Each engine carries extrication tools. If the technical rescue exceeds the abilities of the department, Bryan FD is contacted to have their technical rescue teams assist.

Technical rescue response times are defined within the department's Standard of Cover. The department responds to all emergencies with the same turnout and travel time requirements for the initial units.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer shall be 8 minutes and 03 seconds in metro and urban areas, 8 minutes and 20 seconds in suburban areas, and 9 minutes and 00 seconds in rural

areas. The first-due unit shall be capable of establishing command, sizing up to determine if a technical rescue response is required, requesting additional resources, and providing basic life support to any victim without endangering response personnel.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 6 firefighters and officers including the technical response team, shall be 12 minutes and 12 seconds in metro and urban areas, 18 minutes and 00 seconds in suburban areas, and 29 minutes and 00 seconds in rural areas. The ERF shall be capable of appointing a site safety officer, establishing patient contact, staging and apparatus set up, providing technical expertise, knowledge, skills, and abilities during technical rescue incidents, and providing first responder medical support.

Appraisal

Technical rescues have always sent the engine within that response district as part of the response matrix for that emergency to ensure the proper resources were in route. If more resources or abilities were needed, those would be requested by the company officer assigned to that engine.

Two charts are located below to show the technical rescue responses from 2010 through the second quarter of 2015.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, was 8 minutes and 18 seconds in metro and urban areas, 8 minutes and 35 seconds in suburban areas, and 8 minutes and 03 seconds in the rural areas. The first-due unit was capable of establishing command, sizing up to determine if a technical rescue response is required, requesting additional resources, and providing basic life support to any victim without endangering response personnel.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the ERF, staffed with 6 firefighters and officers including the technical response team, was 12 minutes and

27 seconds in metro and urban areas, 13 minutes and 10 seconds in suburban areas, and 29 minutes and 36 seconds in the rural areas. The ERF was capable of appointing a site safety officer, establishing patient contact, staging and apparatus set up, providing technical expertise, knowledge, skills, and abilities during technical rescue incidents, and providing first responder medical support.

Chart 1 – Data 2010 - 2014

All Risk Technical Rescue - 90th Percentile Times - Baseline Performance			2010- 2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Metro-Urban	2:11 18=	3:46 5=	41 4=	1:20 7=	1:07 4=	0:00 0=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	1:20 4=	32 2=	1:20 2=	0:00 0=	0:00 1=	0:00 0=
Turnout Time	Turnout Time 1st Unit	Metro-Urban	1:23 18=	1:23 5=	47 4=	1:25 85=	1:22 4=	0:00 0=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	2:34 4=	2:34 2=	2:26 2=	0:00 =	0:00 1=	0:00 0=
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	7:59 18=	5:35 5=	1:57 4=	10:49 7=	8:17 4=	0:00 0=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	8:03 4=	3:16 2=	6:08 2=	0:00 0=	8:03 1=	0:00 0=
	Travel Time ERF Concentration	Metro-Urban	12:08 9=	3:21 1=	2:41 2=	12:08 5=	6:52 1=	0:00 0=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	15:21 3=	15:21 2=	7:42 1=	0:00 0=	0:00 0=	0:00 0=
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	8:18 18=	7:29 5=	3:09 4=	12:29 7=	4:54 2=	0:00 0=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	8:03 4=	6:22 2=	6:52 1=	0:00 0=	8:03 1=	0:00 0=
	Total Response Time ERF Concentration	Metro-Urban	12:27 9=	8:15 1=	5:53 2=	12:27 5=	8:48 1=	0:00 0=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	29:36 4=	15:58 2=	28:55 2=	0:00 0=	29:36 1=	0:00 0=

Chart 2 – Data 2011-2015 Second Quarter

All Technical Rescue - 90th Percentile Times - Baseline Performance			2011-2015	2015 (6 Months)	2014	2013	2012	2011
Alarm Handling	Pick-up to Dispatch	Metro-Urban	0:00 0=	1:52 1=	3:46 5=	41 4=	1:20 7=	1:07 4=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	0:00 0=	0:00 0=	32 2=	1:20 2=	0:00 0=	0:00 1=
Turnout Time	Turnout Time 1st Unit	Metro-Urban	0:00 0=	1:30 1=	1:23 5=	47 4=	1:25 85=	1:22 4=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	0:00 0=	0:00 0=	2:34 2=	2:26 2=	0:00 =	0:00 1=
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	0:00 0=	3:40 1=	5:35 5=	1:57 4=	10:49 7=	8:17 4=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	0:00 0=	0:00 0=	3:16 2=	6:08 2=	0:00 0=	8:03 1=
	Travel Time ERF Concentration	Metro-Urban	0:00 0=	0:00 0=	3:21 1=	2:41 2=	12:08 5=	6:52 1=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	0:00 0=	0:00 0=	15:21 2=	7:42 1=	0:00 0=	0:00 0=
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	0:00 0=	0:00 0=	7:29 5=	3:09 4=	12:29 7=	4:54 2=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	0:00 0=	0:00 0=	6:22 2=	6:52 1=	0:00 0=	8:03 1=
	Total Response Time ERF Concentration	Metro-Urban	0:00 0=	0:00 0=	8:15 1=	5:53 2=	12:27 5=	8:48 1=
		Suburban	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=	0:00 0=
		Rural	0:00 0=	0:00 0=	15:58 2=	28:55 2=	0:00 0=	29:36 1=

Plan

The department will continue to support and provide personnel and equipment necessary to meet technician level needs and all relevant NFPA standards. The department's goal is to have all personnel working at Station 2 to be certified at the technician level in the rope and confined space disciplines along with advanced level training for water rescue personnel.

References

NFPA 1670: Standard on Operations and Training for Technical Search and Rescue Incidents

NFPA 1952: Standard on Surface Water Operations Protective Clothing and Equipment

NFPA 1006: Standard for Technical Rescuer Professional Qualifications

CSFD Standards of Cover

5E.1 Automatic Mutual Aid Agreement with Bryan

5E.2 The agency defines and provides appropriate and adequate equipment to accomplish the stated level of response for technical rescue and to be compliant with local, state/provincial and national standards.

Description

The department provides the technical rescue equipment needed to provide the level of services as stated in the Standard of Cover. Depending upon the discipline, the equipment maintained is satisfactory to FEMA Typed Resource Guides, NFPA 1006, and NFPA 1670. The equipment provided is inventoried in the water operations trailer and the department's ladder truck at Station 2.

Appraisal

The department's technical rescue equipment cache has been at different levels for many years. The rope rescue cache was initially set up more than 25 years ago for rope rescue personnel prior to technician level certification being available. Over time, the program has evolved, and equipment was purchased to meet technician level rescue in all rope disciplines. Water assets and equipment have been obtained through donation and minimal purchases over the years. 25 years ago, the department provided water recovery services only. The program received and purchased boats in the past 10 years to allow for swift water rescue services.

The department has an annual budget to replace equipment as needed. The department also uses service level adjustments (SLA) to purchase large ticket items.

Plan

The department will continue to maintain the equipment necessary to comply with all department sponsored and supported levels of response. Minimum program needs will be provided to the fire chief through periodic and annual reports.

The department will continue to follow NFPA and manufacture standards when replacing software and hardware rescue equipment.

References

NFPA 1670: Standard on Operations and Training for Technical Search and Rescue Incidents

NFPA 1006: Standard for Technical Rescuer Professional Qualifications

CSFD Standards of Cover

5E.2 Rescue Equipment Inventory List

5E.3 Supplies and materials allocation is based on established objectives, is appropriate to meet technical rescue operational needs, and is compliant with local, state/provincial and national standards.

Description

The department has a cache of supplies and materials for each discipline in the technical rescue programs including rope rescue, confined space rescue, dive, and swiftwater. The department has very limited specialized equipment for trench and structural collapse and must rely on automatic aid for this type of support.

Most of this equipment is obtained in advance by the department's quartermaster, but any other necessary equipment can be purchased on as needed basis through the city's p-card purchasing program. These items either support the mission through team equipment, preparation, or maintenance. Monies needed to support these purchases are supplied through the department's annual budget by either special programs or funds for annual miscellaneous needs.

Appraisal

As each program has grown, more supplies and equipment have been needed. Most of the needs were to make operational equipment to be maintained, including fuel, oil, gas mix oil, annual testing for water equipment, and extra pieces which would commonly need replacing or could become damaged such as chainsaw chains, saw blades, gas tanks, and boat propellers.

Plan

The necessary supplies and equipment will continue to be provided or purchased as needed for the department's programs. The needs for this area will be assessed annually, and a report will be provided to the fire chief for review and consideration.

References

5E.3 Program Managers Reports

CSFD Annual Budget

CC 5E.4 Current standard operating procedures or general guidelines are in place to accomplish the stated level of response for technical rescue incidents.

Description

The department maintains the same response standard for each type of technical rescue discipline as that of any other calls for service. These turnout and drive times are identified in the department's Standard of Cover. The department policy that is designed to direct technical rescue response to incidents is SOP 300.1.11, which mandates the use of the National Incident Management System (NIMS) for all incidents, including technical rescue. The department has guidelines for activation and deployment of special operations teams per department SOP 200.1.30 as well as guidelines on maintaining rope rescue equipment in SOPs 300.13.10 and 300.13.20.

Appraisal

With several different disciplines under the technical rescue heading, the department has had some which have had formal team members and others that have not. The water teams (swift water and dive team) have consisted of members who must be certified and pass annual water tasks. All remaining technical rescues have not had formal teams which train together, nor have they stationed in the same station. The department has had eight members who have served on the Texas Task Force 1 Urban Search and Rescue State and Federal Team. There were mutual aid agreements and memorandums of understanding in place for activation of any of these resources with outside agencies at the local, state, or federal levels.

Plan

The department should continue to keep its members trained within the following areas of technical rescue: rope rescue, confined space, trench rescue, and structural collapse. The department will seek funding to provide more specialized equipment in these areas. Like the water teams, the department will be developing and training a formal technical rescue team in the

remaining skill sets: ropes, high angle, trench, and confined space. This team will be housed in Station 2 and will consist of members across all three shifts.

References

5E.4 CSFD SOP 200.1.30: Special Operational Team Activation and Deployment

5E.4 CSFD SOP 300.1.10: Incident Command Procedures

5E.4 CSFD SOP 300.13.10: Life Safety Ropes

5E.4 CSFD SOP 300.13.20: Search, Water, and Utility Ropes

5E.4 CSFD SOP 300.14.00 Swiftwater Flood Rescues

CSFD Standards of Cover

5E.5 Minimum training and operational standards are established and met for all personnel who function in the technical rescue program.

Description

The department does not have minimum training standards or operational guidelines for department personnel to follow or reference. The department does have members who have been trained in these disciplines to the technician and advanced level. However, the department does not have a formal technical rescue program in place to ensure competency in their skills and knowledge.

Appraisal

The department has not had minimum training requirements for its technical rescue programs at the awareness, operations, or technician/advanced levels. The Texas Commission on Fire Protection (TCFP) has not had minimum training hour requirements for any technical rescue disciplines. There is not a set standard of staffing at either Station 2, where technical rescue equipment is housed, or Station 6, where water rescue equipment is housed. If adequate personnel are not on duty, they are paged and respond from there. Procedural guidelines have been set out for water and boat deployment which are adhered to. Positions are filled with trained members/certified members for each level. Those who actually get in a boat or in the water must be trained and certified to do so. Land operations for rope setup can be accomplished with rope rescue personnel. The only other times of formalized preparation or response is during known inclement weather or rising water.

Plan

The department will be working to develop minimum training and operational standards and guidelines for each area. These standards and guidelines will be based on practices identified in NFPA 1001, 1006, and 1670. All department personnel will be trained to the awareness and operations level for each discipline to support technician and advanced service level members in order to provide support functions to these disciplines in the future.

References

NFPA 1001: Life Safety Code

NFPA 1006: NFPA 1006: Standard for Technical Rescuer Professional Qualifications

NFPA 1670: NFPA 1670: Standard on Operations and Training for Technical Search and

5E.5 CSFD Internal Training Records System (photo – available during site visit)

5E.6 The agency's information system allows for documentation and analysis of the technical rescue program.

Description

The department does use the Firehouse Reporting System to enter, maintain, and analyze responses to all emergencies. While it has limited ability, the system does allow for analysis of input data and some system reports. The department also uses StatsFD Analysis Software to analyze all response data.

Appraisal

The Firehouse and StatsFD Software programs have done an adequate job of allowing data entry and storage, but there has not been adequate response needs for the various disciplines to make an analysis of the program from these data sets or reports.

Plan

The department will continue to monitor the programs for demand and will review and analyze data provided in the information recording system.

References

5E.6 Firehouse Reporting System Software

5E.6 StatsFD Analysis Software

CC 5E.7 An appraisal is conducted, at least annually, to determine the effectiveness of the technical rescue program.

Description

The department's number of technical rescue responses are few. Thus, determining the effectiveness of the technical rescue is sometimes difficult. Operationally, the effectiveness is done on a per incident basis with the use of after action reviews. The action of the responding crews and technicians is reviewed from all aspects, and areas of success and improvement are documented. Disparities that are found between the department's technical rescue capabilities and the community's needs are brought to the attention of the fire chief through the chain of command, and the information is analyzed by the operations command staff on a regular basis.

Appraisal

The technical rescue program has used after action reviews in the past to determine the program's effectiveness. This is very limited data because of the limited amount of incidents that occur during a year.

Plan

The technical rescue discipline coordinators will provide quarterly reports to the technical rescue program manager. These reports will be compiled, and annual recommendations for program improvement will be made to the fire chief. This will help ensure the programs are being maintained and funded properly.

References

5E.7 Battalion Chief Monthly Meetings

5E.7 Program Managers Monthly Reports

Category V

Criterion 5F: Hazardous Materials (Hazmat)

The agency operates an adequate, effective, and efficient hazardous materials program directed toward protecting the community from the hazards associated with fires and uncontrolled releases of hazardous and toxic materials.

NOTE: Hazardous material emergencies, spills, releases, or accidents have become a major function of fire service agency activity. Hazardous materials response is a complex undertaking, and considerable knowledge and resources are required to cope with these types of emergencies. Such incidents may require the integration or coordination of several agencies. The local fire agency has generally become the lead agency during the destabilized emergency portion of the incident.

Summary:

All College Station Fire Department firefighters are required to be trained at the hazardous materials operations level. The department's hazardous materials equipment can handle hazmat incidents up to a Texas Commission on Fire Protection (TCFP) Hazardous Materials Technician level. With standard operating procedures and minimum training standards in place, the department hopes to achieve a Hazardous Materials Response Team Type 2 rating. Small scale hazmat incidents are recorded in the Firehouse Reporting System, and large-scale incidents are recorded in the Hazardous Materials Incident Report. The department has a hazardous materials coordinator who reviews needs and equipment on an annual basis.

Performance Indicators:

CC 5F.1 Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, apparatus, and equipment deployment objectives for each type and magnitude of hazardous materials emergency incidents.

Description

As part of the all-hazards response mission, front-line personnel are trained to identify and gain a stabilizing role in hazardous materials. All firefighters certified by the Texas Commission on Fire Protection (TCFP) are required to be trained to the hazardous materials operations level. This minimum standard allows the department to respond to all types of hazardous materials calls, begin incident identification, and begin stabilization efforts with the resources and equipment available on primary fire response units, including:

- United States Department of Transportation Emergency Response Guidebooks
- Gas detectors with four sensors that detect levels of oxygen, flammability (LEL), carbon monoxide, and hydrogen sulfide
- Sensit gas detector
- Plugging and patching equipment
- Spill response Class B Foam

In addition, the department operates a regional Hazardous Materials Response Team (HMRT) serving the areas of Brazos, Burleson, Grimes, Leon, Madison, Robertson, and Washington Counties through the Brazos Valley Council of Governments. Any hazardous materials response requiring activation of the department's hazardous materials emergency response trailer receives a minimum of eight personnel to respond, per CSFD SOP 800.2.20. Of those eight, a minimum of four hazardous materials technicians are required to be on duty in the department for activation of the HMRT. The department has more than 40 hazardous materials technicians.

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be 8 minutes and 53 seconds in metro and urban areas, 9 minutes and 06 seconds in suburban areas, and 10 minutes and 36 seconds in rural areas. The first-due unit shall be capable of establishing command, sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device, determining the need for additional resources, estimating the potential harm without intervention, and begin establishing a hot, warm, and cold zone.

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF) including the hazardous materials response team, staffed with 12 firefighters and officers, shall be 13 minutes and 10 seconds in metro and urban areas, 11 minutes and 34 seconds in suburban areas, and 12 minutes and 40 seconds in rural areas. The ERF shall be capable of appointing a site safety officer and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

Appraisal

The department has been in compliance with the hazardous materials operations level firefighter requirement by TCFP for more than 20 years. According to Firehouse Reporting System, the department has been responding to documented hazardous materials incidents since 2002. Since that time, the department has responded to 2,359 hazmat calls with the vast majority of those being of the minor hazmat nature. These have encompassed all calls inside the city as well as Brazos and surrounding counties making up the Brazos Valley Council of Governments. Calls involving just an engine to mitigate the situation were considered of the minor nature and received the minor hazmat dispatch code. These calls had the same response time standard of 6 minutes as the fire suppression standard, consisting of 1 ½ minute turnout time and 4 ½ minute drive time.

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, is 9 minutes and 08 seconds

in metro and urban areas, 9 minutes and 21 seconds in suburban areas, and 10 minutes and 49 seconds in the rural areas. The first-due unit is capable of establishing command, sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device, determining the need for additional resources, estimating the potential harm without intervention, and beginning to establishing a hot, warm, and cold zone.

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the ERF, staffed with 12 firefighters and officers including the hazardous materials response team, is 13 minutes and 25 seconds in metro and urban areas, 11 minutes and 47 seconds in suburban areas, and 12 minutes and 55 seconds in the rural areas. The ERF is capable of appointing a site safety officer and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

The two charts below show hazardous material response data. Chart 1 shows that there were 685 hazardous material responses from 2010 to 2014. Chart 2 shows all hazardous material responses from 2011 to the second quarter of 2015.

Chart 1 – Hazardous Materials Response Data 2010-2014

All Risk Hazardous Materials - 90th Percentile Times - Baseline Performance			2010- 2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Metro-Urban	1:05 685=	1:08 121=	55 166=	1:03 131=	1:11 118=	1:01 150=
		Suburban	1:09 134=	1:47 29=	53 31=	2:03 26=	46 24=	1:07 24=
		Rural	1:31 139=	1:53 36=	1:45 23=	1:05 23=	1:10 27=	47 31=
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:08 689=	2:05 121=	2:08 167=	2:21 132=	2:00 118=	2:08 152=
		Suburban	2:08 134=	2:05 29=	2:08 31=	2:25 26=	2:15 24=	1:46 24=
		Rural	2:19 139=	2:28 36=	2:06 23=	2:28 23=	2:19 27=	1:47 31=
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	6:57 687=	6:44 121=	6:57 165=	6:48 132=	7:36 117=	7:33 153=
		Suburban	7:09 134=	7:45 29=	6:15 31=	9:36 26=	6:35 24=	6:44 24=
		Rural	7:54 135=	7:28 33=	6:58 23=	13:13 22=	7:40 27=	9:22 31=
	Travel Time ERF Concentration	Metro-Urban	12:15 30=	13:03 6=	23:07 8=	8:56 7=	8:06 4=	7:45 5=
		Suburban	9:33 5=	0:00 0=	8:32 2=	8:01 2=	9:33 1=	0:00 0=
		Rural	10:10 5=	6:32 2=	10:10 1=	0:00 0=	0:00 0=	9:28 2=
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	9:08 688=	8:54 120=	9:07 165=	8:55 132=	9:27 118=	9:21 153=
		Suburban	9:21 134=	9:59 29=	8:11 31=	11:26 26=	8:39 24=	8:55 24=
		Rural	10:49 136=	9:29 33=	8:59 23=	14:54 22=	10:49 27=	11:30 31=
	Total Response Time ERF Concentration	Metro-Urban	13:25 30=	15:04 6=	24:57 8=	9:51 7=	9:54 4=	9:58 5=
		Suburban	11:47 5=	0:00 0=	10:04 2=	9:10 2=	11:47 1=	0:00 0=
		Rural	12:55 5=	9:09 2=	12:55 1=	0:00 0=	0:00 0=	11:26 2=

Chart 2 – Hazardous Materials Response Data 2011 – 2015 Second Quarter

All Risk Hazardous Materials - 90th Percentile Times - Baseline Performance			2011-2015	2015 (6 Months)	2014	2013	2012	2011
Alarm Handling	Pick-up to Dispatch	Metro-Urban	0:00 0=	1:21 59=	1:08 121=	55 166=	1:03 131=	1:11 118=
		Suburban	0:00 0=	32 14=	1:47 29=	53 31=	2:03 26=	46 24=
		Rural	0:00 0=	1:25 11=	1:53 36=	1:45 23=	1:05 23=	1:10 27=
Turnout Time	Turnout Time 1st Unit	Metro-Urban	0:00 0=	2:12 59=	2:05 121=	2:08 167=	2:21 132=	2:00 118=
		Suburban	0:00 0=	2:02 15=	2:05 29=	2:08 31=	2:25 26=	2:15 24=
		Rural	0:00 0=	1:58 12=	2:28 36=	2:06 23=	2:28 23=	2:19 27=
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	0:00 0=	6:52 59=	6:44 121=	6:57 165=	6:48 132=	7:36 117=
		Suburban	0:00 0=	8:08 15=	7:45 29=	6:15 31=	9:36 26=	6:35 24=
		Rural	0:00 0=	7:15 11=	7:28 33=	6:58 23=	13:13 22=	7:40 27=
	Travel Time ERF Concentration	Metro-Urban	0:00 0=	8:19 2=	13:03 6=	23:07 8=	8:56 7=	8:06 4=
		Suburban	0:00 0=	0:00 0=	0:00 0=	8:32 2=	8:01 2=	9:33 1=
		Rural	0:00 0=	16:53 2=	6:32 2=	10:10 1=	0:00 0=	0:00 0=
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Metro-Urban	0:00 0=	7:09 2=	8:54 120=	9:07 165=	8:55 132=	9:27 118=
		Suburban	0:00 0=	0:00 0=	9:59 29=	8:11 31=	11:26 26=	8:39 24=
		Rural	0:00 0=	8:58 3=	9:29 33=	8:59 23=	14:54 22=	10:49 27=
	Total Response Time ERF Concentration	Metro-Urban	0:00 0=	10:56 2=	15:04 6=	24:57 8=	9:51 7=	9:54 4=
		Suburban	0:00 0=	0:00 0=	0:00 0=	10:04 2=	9:10 2=	11:47 1=
		Rural	0:00 0=	18:21 2=	9:09 2=	12:55 1=	0:00 0=	0:00 0=

Plan

Operations level hazardous materials personnel will continue to be available for all initial responses. Additional paid spots on the HMRT will be sought through the 2015-2016 budget, and a minimum number of technician level personnel will be requested to be housed at the special operations station for quicker HMRT activation within the next fiscal year.

References

5F.1 CSFD SOP 800.2.20 – Hazardous Materials Response

5F.1 CSFD Hazmat Positions Descriptions

[Texas Commission on Fire Protection Chapter 423 Subchapter A Rule 423.3](#)

5F.1 Automatic Mutual Aid Agreement

5F.2 The agency defines and provides appropriate and adequate equipment to accomplish the stated level of response for hazardous materials response and to be compliant with local, state, and national standards.

Description

The department maintains a Hazardous Materials Response Team (HMRT) that is available for response within College Station. The department standard is to have the minimum of four hazardous materials technicians be on duty at all times to provide staffing for the HMRT. The equipment provided is able to mitigate incidents up to the TCFP Hazardous Materials Technician Level. Currently, the department maintains equipment that matches the Firescope Standardized Hazardous Material Equipment list, Edition 2012 for Hazardous Materials Response Team (HMRT) Type 2 rating.

Appraisal

Previously, the HMRT was provided with equipment through grant funding. Additional equipment, provided through the annual budget, has been added to front line apparatus to provide faster responses to hazardous materials events. The department did not have any local, state, or national standards in place to determine adequate equipment needs for hazardous materials response.

Plan

The plan is to maintain Firescope Standardized Hazardous Material Equipment list, Edition 2012 for Hazardous Materials Response Team (HMRT) Type 2 rating, which is a guide to standards for equipment for hazardous materials teams. This standard will allow for baseline coverage of equipment necessary for response.

References

[Texas Commission on Fire Protection Chapter 453 Subchapter A Rule 453.3](#)

5F.2 CSFD SOP 802.1 – HazMat Team Notification and Response

CSFD Hazmat Inventory List (Site Visit)

[Firescope Standardized Hazardous Materials Equipment List \(Edition 2012\) \(Appendix B\)](#)

5F.3 Supplies and materials allocation is based on established objectives, is appropriate to meet hazardous materials response operational needs, and is compliant with local, state, and national standards.

Description

The hazardous materials program is updating the agency-specific inventory list of items for hazardous materials incident mitigation and detection. The Firescope Standardized Hazardous Materials Equipment List, Edition 2012 is being used as a guide for minimum response materials to achieve a Hazardous Materials Response Team (HMRT) Type 2 rating.

Appraisal

Previously, the department did not meet this indicator because the supplies and materials provided for response did not meet the Firescope requirements as defined for a Type 2 HMRT. The inventory list did not reflect the levels needed for response.

Plan

The department will continue to procure supplies during the annual budget for the hazardous materials program to ensure that it meets the Firescope requirements for a Type 2 HMRT. The inventory list will be updated to reflect these changes, and the department will maintain an HMRT Type 2 level to service the local community and the BVCOG.

References

CSFD Hazmat Equipment List (Site Visit)

[Firescope Standardized Hazardous Materials Equipment List \(Edition 2012\) \(Appendix B\)](#)

CC 5F.4 Current standard operation procedures or general guidelines are in place to direct the hazardous materials response program.

Description

Per the College Station Fire Department Standard Operating Procedures and Guidelines, Section 800, the department maintains standard operation procedures and guidelines to support front-line hazardous materials operations and the Hazardous Materials Response Team.

Appraisal

The department met this objective as policies have been in place for hazardous materials response since 2002. These policies directed responses based on necessary personnel and positions to be filled for response. It also encompassed the use of resources such as the United States Department of Transportation Emergency Response Guidebook, Jane's Chem-Bio Handbook, and other agencies to provide for effective emergency operations on hazardous materials events.

Plan

Policies and guidelines will continue to be reviewed on an annual basis to ensure that response requirements are met and safe operations are followed. The Brazos Valley Council of Governments (BVCOG) Inter-Local Agreement will continue to be referenced as a requirement for the department to maintain the hazardous materials program. The CSFD Field Operations Guide will be reviewed and revised over the next year to bring it up to current standards for hazardous materials response. The Field Operations Guide will include additional policies and procedures for use on response.

References

5F.4 CSFD SOP Section 800 – Hazardous Materials

United States Department of Transportation Emergency Response Guidebook (available on site visit)

Jane's Chem-Bio Handbook (available on site visit)

BVCOG Inter-Local Agreement (available on site visit)

5F.5 Minimum training and operational standards are established and met for all personnel who function in the hazardous materials response program, including for incidents involving weapons of mass destruction.

Description

The department has minimum training levels for hazardous materials as firefighters are required to achieve a minimum of operations level training in hazardous materials as part of their Basic Structural Firefighter requirements in accordance with Texas Administrative Code (TAC) 423.3. Operations level hazardous materials personnel are dispatched on initial units for hazardous materials response. Members of the Hazardous Materials Response Team (HMRT) are trained to the minimum requirements of technician in accordance with TAC 453.3 and are consistent with training requirements listed in SOP 801.1. Training for weapons of mass destruction is encouraged by the department through the utilization of the National Domestic Preparedness Consortium (NDPC).

Appraisal

This performance indicator was met due to firefighters achieving the operations level training required for certification through the Texas Commission on Fire Protection. Hazardous materials technicians also met the minimum requirements for certification by the Texas Commission on Fire Protection.

Plan

The training plan in place will continue since it meets the minimum standards in place by the Texas Commission on Fire Protection. Additional training opportunities for technicians will be made available to increase the number of technician trained personnel. The department will continue to promote and encourage training through the NDPC for all hazardous materials personnel.

References

5F.5 CSFD SOP 801.1 – HazMat Training Requirements

[TAC 423.3 – Minimum Standards for Basic Structure Fire Protection Personnel Certification](#)

[TAC 453.3 – Minimum Standards for Hazardous Materials Technician Certification](#)

5F.6 The agency's information system allows for documentation and analysis of the hazardous materials program.

Description

The department maintains hazardous materials response documentation for call record keeping as well as medical needs on hazardous materials incidents. Every incident is documented through Firehouse Reporting Software; however, large scale incidents are documented in a Hazardous Materials Incident Report for more detailed findings. The department also uses StatsFD Analysis Software to review response data that is extracted from Firehouse Reporting Software as National Fire Incident Reporting System (NFIRS) data.

Appraisal

Firehouse Reporting Software and the abilities of StatsFD have effectively provided a method to analyze the response data of all hazardous material responses. This data, in conjunction with review from major hazmat incidents with Firehouse Software and Hazardous Materials Incident Reports, helps to determine the needs of the hazmat program that focuses on budget needs, training needs, equipment needs, and policy needs.

Plan

A new computer aided dispatch system has been approved and is expected to be in full operation in approximately 18 months. When this occurs, the department will:

- create new dispatch nature codes to better reflect minor, major, and regional response incidents
- clarify policies to define when to use the Hazardous Materials Incident Reports
- review policies with officers to ensure proper documentation of Hazardous Materials Incident Reports.

References

5F.6 CSFD SOP 800.4.10 Hazardous Materials Incident Report

5F.6 Firehouse Reporting Software (photo)

5F.6 StatsFD Analysis Software (photo)

CC 5F.7 An appraisal is conducted, at least annually, to determine the effectiveness of the hazardous materials program.

Description

The department is committed to having an effective and well-prepared hazardous materials program. Front line personnel and Hazardous Materials Response Team equipment and needs are reviewed by the hazardous materials coordinator on an annual basis. Drills are conducted annually, as required by CSFD SOP 801.1, with simulated responses from other entities at the local, state, and federal levels to give detailed feedback on the preparedness of the program. An annual meeting with the fire chief to discuss the program is also conducted. A budget is submitted annually with requests for funding and equipment for program necessities.

Appraisal

The department performed the following annual reviews of the hazardous materials program:

- Discussed with fire chief the needs of the hazardous materials program as well as a budget for 2014-2015 fiscal year
- Budget started for 2015-2016 fiscal year

The department also performed the following full-scale exercises:

- 2012: large-scale chemical leak at Twin Oaks Power Station in Bremond, Texas in conjunction with Bremond Volunteer Fire Department
- 2013: radiological incident at Disaster City and subsequent activation of Texas Task Force 1
- 2014: Texas A&M University Biological Security Lab III active shooter and agent release
- 2014: radiological/chemical incident at Disaster City with subsequent activation of Texas Task Force 1 and 6th Civil Support Team

The effectiveness of the Hazmat program is evaluated annually with a simulated hazardous materials response. The response and mock emergency evaluates the effectiveness of team members' availability and response, the effectiveness of their on-scene actions, and their ability to mitigate the emergency. For the past three years, this exercise has been conducted with Texas Task force 1 during their operational readiness exercise. The scenario is established, and CSFD responds as the first-in units. During this time, external evaluators observe and follow up with feedback and methods that need to be improved, as well as areas in which the department excelled.

This process has identified shortfalls that were addressed with the department's administration, Funding for training, equipment, and overtime was addressed and ultimately corrected.

Plan

The annual plan is to continue to conduct at least one full-scale exercise every year as well as to determine training needs, equipment needs, and policy updates for the hazardous materials program and formally submit them to the fire chief for review. The department will also continue to review hazmat incidents and training events to determine the areas that need to be improved in regards to response for hazardous material incidents.

References

5F.7 CSFD SOP 801.1 – HazMat Training Requirements

5F.7 Program Managers Monthly Reports

5F.7 Battalion Chief Monthly Meetings

Hazardous Materials Budget: 2014-2015, 2015-2016

Category V

Criterion 5G: Emergency Medical Services (EMS)

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

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

Summary:

The College Station Fire Department staffs four ALS ambulances and at least one paramedic on each of its seven fire apparatus. The department's goal is to be on scene within seven and half minutes, 90% of the time. Basic Life Support and Advanced Life Support are available on every ambulance. The department has the necessary supplies to meet the Emergency Medical Services program needs and follows strict protocols. Both online and offline medical control is available, and patient care reports are recorded in a software system called Electronic Patient Care Report. The department is HIPAA compliant and has a quality improvement program in place to ensure proper care and treatment of patients. The EMS program's response time, apparatus call volume, and patient care follow-up data are assessed on an annual basis.

Performance Indicators:

CC 5G.1 Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of emergency medical incidents.

Description

The department is committed to providing the highest possible medical care to the citizens of College Station and is the primary provider of emergency medical care within the city limits and the southern portion of Brazos County. The department also maintains medical response to the unincorporated areas of Brazos County through an automatic aid agreement. In addition to serving the city and county, the department provides medical care to the City of Bryan through an automatic aid agreement as well as to Texas A&M University through a mutual aid agreement. The department has six Basic Life Support ambulances with Mobile Intensive Care Unit capability, per the requirements from the Texas Administrative Code. Four ambulances are staffed, and two serve as reserve ambulances.

Primary response fire apparatus responding out of six fire stations are staffed with a minimum of one paramedic. The department requires all firefighter first class personnel to acquire and maintain paramedic certification through the Texas Department of State Health Services. New personnel, who are not previously certified as paramedics, are sent to an approved paramedic school where they must obtain their paramedic certification. Continued employment is contingent upon acquiring the paramedic certification. The department performance indicator is to be on scene in seven and half minutes 90% of the time. This ensures rapid response and stabilization of emergency medical incidents and patients.

For 90 percent of all EMS responses, the total response time for the arrival of the first-due paramedic engine, staffed with 2 firefighters and 1 officer or first-due paramedic ambulance, staffed with 2 firefighters shall be 8 minutes and 16 seconds in metro and urban areas, 8 minutes and 22 seconds in suburban areas, and 10 minutes and 10 seconds in rural areas. The first-due

unit shall be capable of assessing scene safety and establishing command, sizing-up the situation, conducting an initial patient assessment, obtaining vitals and patient's medical history, initiating mitigation efforts within one minute of arrival, providing first responder medical aid including automatic external defibrillation (AED), and assisting transport personnel with packaging the patient.

For 90 percent of all EMS response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 5 firefighters and officers, shall be 9 minutes and 44 seconds in metro and urban areas, 10 minutes and 44 seconds in suburban areas, and 11 minutes and 58 seconds in rural areas. The ERF shall be capable of providing incident command and producing related documentation, appointing a site safety officer, completing patient assessment, providing appropriate treatment, performing AED, initiating cardio-pulmonary resuscitation (CPR), and providing intravenous (IV) access-medication administration.

The department uses data obtained from Firehouse and CAD that is exported to StatsFD analysis software system to analyze all department responses.

Appraisal

When the department first started providing emergency medical care, fewer than 10 paramedics were trained to provide care. Later, the department instituted a requirement for all new firefighting personnel to acquire and maintain their paramedic certificate. As a greater need for medical care was realized, the number of on-shift paramedics was increased over the course of time and has risen to 97. Paramedics were available on all ambulances and primary response fire apparatus. New firefighters were sent to paramedic school and placed in service on apparatus.

The department does not have an automated system in place to track patient contact times. This can only be done by putting the patient contact time in dispatch notes. This process does not allow for an automated analysis of the data.

For 90 percent of all EMS responses, the total response time for the arrival of the first-due paramedic engine, staffed with 2 firefighters and 1 officer or first-due paramedic ambulance, staffed with 2 firefighters, is 8 minutes and 31 seconds in metro and urban areas, 8 minutes and 37 seconds in suburban areas, and 10 minutes and 25 seconds in the rural areas. The first-due unit is capable of assessing scene safety and establishing command, sizing-up the situation, conducting an initial patient assessment, obtaining vitals and patient's medical history, initiating mitigation efforts within one minute of arrival, providing first responder medical aid including AED, and assisting transport personnel with packaging the patient.

For 90 percent of all EMS response incidents, the total response time for the arrival of the ERF, staffed with 5 firefighters and officers, is 9 minutes and 59 seconds in metro and urban areas, 10 minutes and 59 seconds in suburban areas, and 12 minutes and 13 seconds in rural areas. The ERF is capable of providing incident command and producing related documentation, appointing a site safety officer, completing patient assessment, providing appropriate treatment, performing AED, initiating CPR, and providing IV access-medication administration.

The two charts below provide emergency medical services (EMS) response data. Chart 1 shows all EMS incidents from 2010-2014, and Chart 2 shows all EMS incidents from 2011 through the second quarter of 2015.

Chart 1 – All EMS Data from 2010-2014

All Risk EMS - 90th Percentile Times - Baseline Performance			2010-2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Metro-Urban	2:33 16,697=	2:37 3625=	2:41 3417=	2:35 3285=	2:41 3157=	2:00 3242=
		Suburban	2:24 3208=	2:28 799=	2:30 692=	2:25 604=	2:23 586=	1:48 537=
		Rural	2:27 1938=	2:23 488=	2:42 411=	2:28 380=	2:19 361=	1:52 343=
Turnout Time	Turnout Time 1st Unit	Metro-Urban	2:01 16,773=	2:00 3654=	2:01 3439=	2:10 3281=	2:02 3178=	1:54 3250=
		Suburban	2:03 3211=	1:56 804=	2:00 689=	2:18 602=	2:02 588=	2:00 538=
		Rural	2:03 1948=	1:53 489=	1:53 413=	2:16 383=	2:12 365=	1:59 343=
Travel Time	Travel Time 1st Unit Distribution	Metro-Urban	5:21 16,821=	4:58 3660=	5:04 3440=	5:40 3304=	5:44 3187=	5:16 3260=
		Suburban	5:28 3217=	5:38 807=	5:36 691=	5:36 605=	5:15 587=	5:23 537=
		Rural	7:35 1954=	7:26 491=	7:29 415=	7:41 384=	7:09 364=	7:06 342=
	Travel Time ERF Concentration	Metro-Urban	7:00 3181=	6:50 724=	6:53 628=	7:09 594=	7:16 573=	6:58 665=
		Suburban	6:52 499=	7:18 128=	8:00 99=	8:01 99=	8:26 97=	8:09 77=
		Rural	9:29 301=	9:29 93=	9:34 51=	9:37 62=	10:29 47=	8:11 48=

Total Response Time, the department plans to add a fifth frontline ambulance in 2017 that will respond from Station 4. Finally, the department will continue to update emergency medical equipment as current equipment needs replacement or becomes outdated.

The department will continue to work to reduce dispatch times by implementing new procedures and programs. The dispatch center will continue using emergency medical dispatchers.

References

5G.1 Ambulance Service Inter-local Agreement with Brazos County

5G.1 Automatic Mutual Aid Agreement with Bryan

5G.1 Job Description: Firefighter First Class

[Texas Administrative Code - Rule §157.11: Requirements for an EMS Provider License](#)

CSFD Standards of Cover

5G.2 The agency defines and provides appropriate and adequate equipment to accomplish the stated level of response for EMS incidents and to be compliant with local, state, and national standards.

Description

The department maintains Basic Life Support (BLS) and Advanced Life Support (ALS) service with protocols that detail the minimum requirements for items to be placed on each ambulance. The minimum requirements maintained by the department are at or above minimum levels required by the Texas Department of State Health Services (DSHS) for BLS ambulances with Mobile Intensive Care Unit (MICU) capabilities.

Appraisal

The department has maintained protocols in recent years that have met or exceeded DSHS requirements for ambulances. This has allowed ambulances to provide multiple calls for service, depending on the call type, without having to return to their respective stations to restock before returning to service. Additionally, equipment has been maintained in house with service contracts in place for care and repair of stretchers and cardiac monitors.

Plan

The department will continue to maintain protocols that meet or exceed the requirements as set forth by the DSHS and provide equipment on the apparatus to ensure the ability to maintain the level of service the department provides.

References

5G.2 2013 EMS Protocol – Appendix 1: BLS Minimum Inventory List

5G.2 2013 EMS Protocol – Appendix 2: ALS Minimum Inventory List

[Texas Administrative Code, Title 25, Part I - Department of State Health Services, Rule §157.11:
Requirements for an EMS Provider License](#)

CSFD Standards of Cover

5G.3 Supplies and materials allocation is based on established objectives, is appropriate to meet EMS operational needs, and is compliant with local, state, and national standards.

Description

The department maintains Basic Life Support (BLS) and Advanced Life Support (ALS) protocols that detail the minimum requirements for items and equipment to be placed on each ambulance. The minimum requirements maintained by the department are at or above minimum levels required by the Texas Department of State Health Services (DSHS) for BLS ambulances with Mobile Intensive Care Unit (MICU) capabilities.

Appraisal

The department has maintained protocols in recent years that have met or exceeded DSHS requirements for ambulances. This has allowed ambulances to provide multiple calls for service, depending on the call type, without having to return to their respective stations to restock before returning to service.

Plan

The department will continue to maintain protocols that meet or exceed the requirements as set forth by DSHS.

References

5G.3 2013 EMS Protocol – Appendix 1: BLS Minimum Inventory List

5G.3 2013 EMS Protocol – Appendix 2: ALS Minimum Inventory List

[Texas Administrative Code, Title 25, Part I - Department of State Health Services, Rule §157.11: Requirements for an EMS Provider License](#)

CC 5G.4 Standard operation procedures or general guidelines and standing orders/protocols are in place to direct EMS response activities and to meet the stated level of EMS response.

Description

The department maintains standard operating procedures and policies relating to emergency medical services. The policies and procedures are meant to ensure that proper documentation is covered, equipment is available for response, and personnel are able to act safely in their duties. Protocols are available to direct standing orders for patient care, and if needed, additional orders can be gained by contacting the receiving hospital for online medical control. The medical protocols that are signed by a medical director are required by DSHS Texas Administration Code 157.11 rule for any organization operating a first responder program or higher.

Appraisal

Protocols have been in place and signed by the medical director to direct medical care and were separated out, based on provider level (EMT-Basic, EMT-Intermediate, and Paramedic) to direct the appropriate care levels for personnel to administer. Online medical control was available for clarification of orders or additional orders by preferred hospital communication method. Protocols have been available on all medical units as a reference for emergency medical events. These protocols have been reviewed by the department's medical director and updated as necessary or at a minimum of every two years per DSHS Texas Administration Code 157.11 rule.

Plan

Protocols will continue to be made available that direct medical care. Protocols will be reviewed and updated by the medical director and appropriate department personnel at a minimum of

every two years. Online medical control will continue to be made through contacting the receiving hospital.

The plan is to have all EMS protocols, guidelines, and procedures documented within Power DMS systems in the next year. This process will help maintain the original documents and track changes in a systematic process that can be reviewed.

References

5G.4 CSFD SOP, Section 400

5G.4 2015 EMS Protocols

5G.5 Online and offline medical control is available to the agency.

Description

The department makes online and offline medical control available to emergency medical personnel. Offline medical control is provided through the use of protocols made accessible and authorized by the department's medical director. Protocols cover most emergency medical procedures and direct treatment to medical or trauma incidents. Online medical control is available by contacting an emergency room physician at the receiving hospital.

Appraisal

Protocols have been in place which provided the avenue for offline medical control. Online medical control has been available by contacting an emergency room physician at the receiving hospital for additional orders.

Plan

Up-to-date protocols will continue to be made available to medical personnel to direct treatment. Those protocols will serve as the offline medical control for the department, and any changes to the current protocols will be the responsibility of the medical director. Online medical control will continue to be made by contacting an emergency room physician at the receiving hospital.

References

5G.5 2015 EMS Protocols

CC 5G.6 A patient care record is created and maintained for each patient encountered by the EMS system. This report contains patient history, incident history, data regarding treatment rendered, and the patient disposition recorded. The agency must make reasonable efforts to protect reports from public access and maintain them as per local and state records retention requirements.

Description

The department utilizes the Electronic Patient Care Report (ePCR) as part of the ESO Suite provided by ESO Solutions as the reporting system for patient care records. ePCR is synchronized with the computer aided dispatch software to provide quick access to incident data. All medical apparatus response (fire or medical incidents) must generate a patient care report to document any treatments provided. ePCR is a nationally recognized software that is customizable to the department's needs. The patient care record (PCR) provided through ePCR contains data related to patient history, incident history, treatment rendered, and patient disposition per College Station Fire Department (CSFD) SOP 400.1.10. ESO Solutions provides patient data through secure, encrypted, direct server connections, individual login to the system for each employee, and automatic log off for city computers. No paper copies of patient records are maintained. The department maintains patient data security through CSFD Policy 400.1.11 which details the Health Insurance Portability and Accountability Act (HIPAA) requirements. Paper documents with HIPAA information are retained, however, in an effort to protect patient privacy. Patient care records are retained on the ESO servers for historical reporting and record retention.

Appraisal

ESO Solutions has been the provider of ePCR patient care records since 2007. Prior to ePCR, patient care records contained data related to patient and incident history, treatment rendered, and patient disposition. Patient care data was secured by utilizing security standards followed by ESO Solutions. Personnel were familiar with HIPAA requirements as well as CSFD policies on

HIPAA requirements. Patient data was not destroyed and was available for reporting, which met local and state requirements.

Plan

The department will continue to use ePCR through ESO Solutions for all patient care reports. By using ePCR, the department will continue to meet this indicator by gaining all required incident and patient data, treatments rendered, and patient disposition. Patient care reports will continue to be generated for each medical call to ensure that medical treatments are properly documented. Paperwork will be digitally scanned, attached, and destroyed to reduce the possibility of dissemination of sensitive patient data. Personnel will continue to be reminded of CSFD Policy 400.1.11 with regards to HIPAA procedures.

References

5G.6 CSFD SOP 400.1.10 EMS Medical Incident Reporting

5G.6 CSFD SOP 400.1.11 – HIPAA Regulations

ESO Solutions ePCR Data Software (shown on site visit)

CC 5G.7 The agency has a HIPAA compliant program in place for the EMS program that meets with federal guidelines and all personnel have been properly trained in HIPAA regulations and requirements.

Description:

The department maintains a HIPAA compliant program by having City HIPPA Policy 5.08 and CSFD SOP 400.1.11 in place that meets regulations and requirements. Personnel learn the policy on initial training and receive re-training annually on HIPAA compliance to reinforce the knowledge. This a required standard to receive Medicare funding. Department personnel can only see patient information through individual logins provided by ESO Solutions. This ensures only personnel designated by CSFD SOP 400.1.10 see the patient information. Persons who request access to patient records are directed by CSFD SOP 100.8.10 on how to request medical records.

The human recourses director is the HIPPA officer for the city. This individual ensures that all contacts, documents, and agreements meet HIPPA standards.

Appraisal:

The department maintained a HIPAA compliant program by having security measures in place with individual ESO Solutions logins and ensured personnel were trained in HIPAA requirements. Personnel were trained as part of the initial orientation process and re-trained as needed. Policies were in place to direct HIPAA compliance. The policy on Records Management is listed the City of College Station Accounting Department as the official records manager of EMS files.

Plan:

The department will continue to maintain HIPAA compliant programs by having all employees receive annual HIPAA training. The department will ensure limited access to patient records by

providing individual logins to personnel so that there is no unauthorized access to records. Paper documents will not be kept in a continued effort to reduce unauthorized release of information. HIPPA policies will continue to be in place to direct access to patient care records for individuals. The plan is to keep the human resources director aware of any medical contracts, documents, and agreements that are developed or updated that require HIPPA compliance issues.

References:

5G.7 City Policy – HIPPA Privacy Notification

5G.7 CSFD SOP 100.8.10 – Records Management

5G.7 CSFD SOP 400.1.10 – EMS Procedures

5G.7 CSFD SOP 400.1.11 – HIPAA Regulations

5G.8 Patient care records receive an independent review, and the agency has a quality assurance program in place.

Description

The department has a quality improvement (QI) program in place that follows procedures in the College Station Fire Department (CSFD) Standard Operating Procedure 400.5.10. This QI program is aimed at providing a review of the patient care reports. The first phase of the QI program is by review of the company officer. This first phase reviews all incidents in which a medical apparatus is dispatched. Phase 2 of the QI program is focused on compliance with regard to protocols. In the second phase, reviews are conducted by peers, QI personnel, and the medical director. Medical providers can be given additional information at all phases of the review for comments regarding the process, whether constructive or critical. The end result is better medical care for the citizens of College Station.

The department has an orientation process that trains members on patient care and reporting processes. This program has helped reduce many of the problems found later on during the QI processes.

Appraisal

The peer review portion of the QI program was the most recent addition to the program and has been in place since 2013. Prior to the QI program, all reports were reviewed by company officers. Independent reviews were also conducted by personnel not permanently assigned to the same shift as the medical provider. This ensured a non-biased review to every medical incident.

Plan

The QI program will continue to remain in the current form with company officers reviewing all medical incidents. Phase 2 reviews will continue to be conducted of incidents, with additional

review of incidents being forwarded as needed. The EMS supervisor will continue to be integrated into the QI program, and an additional EMS supervisor will be added in the future.

References

5G.8 EMS Orientation

5G.8 EMS Field Evaluations

5G.8 CSFD SOP 400.5.10 – Quality Improvement Program

5G.8 2014-2015 Approved Annual Budget (pages 64-67)

5G.9 The agency's information system allows for documentation and analysis of the EMS program.

Description

ePCR, as noted in SOP 400.1.10, is the patient care report system used by medical providers in the department to document patient data relating to treatments and patient disposition. ePCR is the means by which the department documents medical incidents. Analysis is conducted by reviewing incident data by the company officer, and a quality improvement program is in place to ensure that proper medical treatments are provided as found in SOP 400.5.10.

Appraisal

ePCR has been the documentation tool available for medical incidents. The quality improvement program focused on analysis of each medical incident in an effort to ensure the highest level of care possible for patients.

Plan

ePCR will continue to be the documentation tool for the EMS program. The quality improvement program will continue to remain in place as a tool to analyze the EMS program.

References

5G.9 CSFD SOP 400.1.10 – EMS Medical Incident Reporting

5G.9 CSFD SOP 400.5.10 – Quality Improvement Program

CC 5G.10 An appraisal is conducted, at least annually, to determine the effectiveness of the EMS program.

Description

The department now conducts an annual appraisal of the EMS program by reviewing data such as response time analysis, apparatus call volume, and patient care follow-up data to help determine effectiveness. This review is conducted to determine the budget needs for the program, replacement or purchase of equipment for the program, and identify any new or changing objectives so the program can continue to best serve the citizens.

Appraisal

Prior to 2014, no formal review of the program was done on an annual basis. Administrative staff were not in place to gather data and set objectives to ensure a proactive approach was in place. An appraisal was done in 2014 and identified some areas of improvement, such as working to ensure crews met the prescribed 90-second alarm-to-response time. Also reviewed was the use of advanced intravenous access and success rates using the ESO Solutions analysis tool.

Plan

The training division chief and the EMS/safety captains will be responsible for performing an annual appraisal of the EMS program starting in 2016. The EMS training captains will utilize a SWOT analysis to ensure training objectives match program objectives. Training objectives in 2016 will focus on providers (paramedics) and the patient care they deliver. The annual appraisal will set objectives for the program and identify any changes needed in protocols, procedures, or procurement of supplies and equipment to advance the work of the program. The EMS captains will be responsible for delivering the annual appraisal to the fire chief for review and inclusion in the department's annual budget.

References

5G.10 Program Manager Monthly Reports

5G.10 Battalion Chief Monthly Meetings

CSFD Strategic Plan

5G.10 2014-2015 Approved Annual Budget (pages 64-67)

Category V

Criterion 5H: Domestic Preparedness Planning and Response

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

Summary:

The College Station Fire Department has an all-hazards emergency plan that is published for the public and is also on file with Texas Department of Public Safety Division of Emergency Management. All sworn department personnel must be trained in the National Incident Management System. Automatic and mutual aid agreements are in place, and guidelines for domestic preparedness are included in the City of College Station's emergency management plan. As a member of the Brazos Valley Wide Area Communications System, the department is able to have direct radio communication with other counties in the system. The department regularly evaluates its all-hazards plan and has a mitigation action plan in place to protect critical infrastructure.

Performance Indicators:

CC 5H.1 The agency publishes an all-hazards plan that defines roles and responsibilities of all participating department and/or external agencies. An appropriate multi-agency organizational structure is identified and authorized to carry out the all-hazards plan predetermined functions and duties.

Description

The City of College Station (COCS) emergency management (EM) division falls under the direction of the fire chief. The division is led by the emergency manager (a civilian position), who is responsible for maintaining compliance of all local, state, and federal requirements. As mandated by the State of Texas Department of Public Safety (DPS) Division of Emergency Management, the COCS EM division has an all-hazards comprehensive emergency management plan which is both published for the public and on file with the State of Texas DPS Division of Emergency Management. The city's plan is a part of the Brazos County Community Operations Center Emergency Management Plan. This plan addresses both natural and man-made disasters and what each agency's emergency service function (ESF) roles and responsibilities are within that plan. Should an incident become serious enough to require more resources and assistance other than the city can address, the city then turns to the Brazos County Emergency Operations Center's (CEOC) regional response plan. This plan is designed to assist any of Brazos County's larger entities such as Texas A&M University, COCS, the City of Bryan, and the county itself. The CEOC provides emergency services at all levels when one of its entities is in need of assistance. When different entities begin working together, a Unified Command is established in compliance with the Federal Emergency Management Administration's (FEMA) National Incident Management System (NIMS) concept. Should the significance of an incident become so great that it requires still more assistance, the CEOC turns to the State of Texas DPS Division of Emergency Management who ultimately has the ability to contact FEMA and inquire about federal assets.

Appraisal

The City Emergency Management Plan is part of the county plan that is required by Chapter 418 of the Texas Government Code, 1987. The plan has been managed and kept current in accordance with the National Response Framework of 2008 as well as the National Incident Management System. The plan is reviewed annually, and is overhauled every five years. The most recent overhaul took place in May 2014. All fire department sworn personnel have been required to take the FEMA Incident Command System (ICS) 100, 200, 700, and 800 courses. All fire officers eligible to serve in the battalion chief role or higher have been required to complete FEMA ICS 300 and 400.

Plan

The department will continue to meet all local, state, and federal mandates in regard to emergency preparedness and all-hazards incidents. The city's emergency manager will continue to be an integral part of the Brazos County CEOC and will serve as part of a unified command EOC if needed. The emergency manager will review the emergency management plan on an annual basis.

References

5H.1 Texas Department of Public Safety Division of Emergency Management (TDEM)

5H.1 Brazos County Community Operations Center Emergency Management Plan

5H.1 National Response Framework of 2008

5H.1 Chapter 418 of the Texas Government Code, 1987.

5H.2 The agency is compliant with the National Incident Management System (NIMS), and its operational methods are compatible with all external response agencies.

Description

All of the department's sworn personnel are required to be trained in NIMS 100, 200, 700, and 800. In addition, the department's emergency management plan, on file with the State of Texas, must adhere to the NIMS standard in order to be approved and accepted by the state's emergency management office. Officers in the organization eligible to serve as battalion chiefs and higher must also have completed ICS 300 and 400. All agencies in the Brazos Valley Council of Governments, of which the city is a member, work under the NIMS standard as well.

Appraisal

The department has been NIMS compliant in accordance with all federal mandates over the past decade, beginning with House Directive 5 during the Bush administration in 2004. At each step, the department has had every sworn member take at least the minimum required courses. A current list of department personnel with courses passed is attached in the references for review.

Plan

The department will continue to train all new employees to the same standard as all those who are currently employed. Additionally, the department will comply with any new versions or levels of NIMS or federal mandates requiring NIMS compliance.

References

5H.2 Texas Department of Public Safety Division of Emergency Management

5H.2 Brazos County Community Operations Center Emergency Management Plan

5H.2 United States Department of Homeland Security

(Federal Emergency Management Administration NIMS)

5H.2 House Directive 5

5H.2 NIMS Compliance Report

5H.3 The necessary outside agency support is identified and documented.

Description

The Brazos County Community Operations Center Emergency Management Plan is a comprehensive document which identifies and states numerous agencies outside the organization who are available to provide assistance should an emergency exceed its abilities. This support is gained through automatic and mutual aid agreements as well as requesting assistance from the State of Texas or the Federal Emergency Management Administration.

Appraisal

This process has been in place and utilized for over 10 years. The system has grown to include automatic assistance not only to the departments within Brazos County, but also to all counties in the Brazos Valley Council of Governments. These agencies and their roles are identified and documented in the plan.

Plan

As a medium-sized organization experiencing a growing population and larger buildings, the department plans to continue to rely on assistance from outside agencies. As a result, the department will continue to evaluate all methods of receiving assistance and keep all necessary automatic and mutual aid agreements.

References

5H.3 Brazos County Community Operations Center Emergency Management Plan

CC 5H.4 Current standard operation procedures or general guidelines are in place to direct domestic preparedness planning and response activities.

Description

There are general guidelines published and accessible through the city's website. Additionally, the Brazos County Emergency Operation Center's website contains numerous resources in regard to domestic preparedness. The Emergency Management Plan has SOPs that, for security reasons, are not published.

Appraisal

The College Station Emergency Operations Plan was established in the late 1990s. During this time, each entity within Brazos County dealt with issues of domestic preparedness on their own. As each entity was rather small, it made dealing with large scale incidents very difficult and challenging. Shortly after the start of the College Station Program, the city joined forces with Brazos County, the City of Bryan, and Texas A&M University to establish an Inter-jurisdictional Emergency Management Plan by consolidating multiple plans under one inter-jurisdictional plan. Each of the governing bodies are signatories on this plan. In April 2008, the establishment of the Community Emergency Operations Center further improved coordination within Brazos County. The plan has addressed all areas of emergency service functions per each authority having jurisdiction and has been tested annually through an exercise involving all participating agencies. While the plan has addressed all 16 Emergency Support Functions (ESF), the department's primary function falls under ESF 4, Fire Departments.

Plan

The City of College Station's emergency manager, in conjunction with the fire department, will review the emergency management plan on an annual basis. Annual exercises will continue to be employed, and new versions of the plan will be submitted to the State of Texas Department of

Public Safety Division of Emergency Management as required. After action reviews will continue to be employed as a means of identifying areas for improvement.

References

5H.4 Texas Department of Public Safety Division of Emergency Management

5H.4 Brazos County Community Operations Center Emergency Management Plan

CC 5H.5 Processes are in place to provide for interoperability with other public safety agencies in the field including portable radios, mobile and fixed communications systems, tools, and equipment.

Description

The City of College Station (COCS) is a member of the Brazos Valley Wide Area Communication System (BVWACS), enabling the city to have direct radio communications with other counties that are part of the BVWACS. Additionally, the department maintains both 800 and 700 megahertz (MHz) radio systems that have interoperable channels in mobile radios, portable radios, and at the fire department dispatch center. Having this interoperability allows the department to communicate with any other fire department in the state of Texas that operates on an 800 or 700 MHz trunking radio system. The fire dispatch center also monitors the statewide mutual aid channels, on which each radio in the department has the ability to operate, should an emergency require the city's assets to be sent to other areas of the state. As a fail-safe measure, the department maintains very high frequency (VHF) mutual aid channels that allow it to communicate with any of the departments within the seven-county council of governments. Lastly, the department maintains a portable radio patch system that allows any two radios to connect creating an "in the field patch" between any of the talk groups. With these communication lines, the department has interoperability on a daily basis with the following entities: COCS, City of Bryan, Brazos County, and Texas A&M University. The system and its equipment are tested on a regular basis through daily automatic and mutual aid responses, annual football games at Texas A&M University, and at all large scale incidents and training exercises.

Appraisal

Prior to the implementation of trunking systems, the department used a VHF radio system that relied on repeaters to transmit the signal and talk to remote locations. It allowed direct communication with all surrounding counties and also shared a common simplex channel that all local fire agencies had programmed in their radios. This direct communication provided a

fireground channel that could be used by any agency in the area. These local agencies employed a unique private line code which prevented hearing surrounding communities that shared the same frequency.

Plan

The department will continue to operate under the BVWACS. This allows for maximum communication locally as well as regionally and statewide. As more and more features in radio communication come to light, the department will monitor the advancement and employ them as needed, with an emphasis placed on continually working to improve communication as well as firefighter safety.

References

5H.5 Brazos County Emergency Management Communication Plan

5H.5 Brazos Valley Council of Government Communication Plan

5H.6 A process is in place to record information and provide data on needed resources, scope, nature of the event, and field resources deployment.

Description

The department has several systems in place to record information and provide data. These systems include: Firehouse Software reporting system, National Incident Management System Incident Command System forms, accountability tracking, I Am Responding mobile software, and computer aided dispatch remote monitoring. Each of these programs provides a level of information that allows the department to effectively gather information to provide better service. WEBEOC is used for information sharing, and the State of Texas Assistance Request (STAR) is used for requesting, tracking cost, and releasing state and federal resources.

Appraisal

The process of bringing programs together in order to more effectively gather information has been a decade in the coming. Each step of the way, the department has worked to improve the information-gathering to current standards, allowing information to be gathered at any time. Since 2003, the city has used WEBEOC during emergencies to collect and disseminate information not only within the city; but within the region and state as well. During an activation of the emergency, the WEBEOC serves as the hub for all of the sharing of information gathered from all of the other products that are used to collect information. WEBEOC is also used to request outside assistance from the region, state, and federal resources by using the State of Texas Assistance Request.

Plan

As information, tools, and data are very powerful and growing every day, the department's management team, in conjunction with the emergency management division, will continue to stay abreast of the data industry in order to keep up with the changes and progress being made.

References

5H.6 STAR Pocket Guide

5H.6 TWIRP Board Catalog

5H.7 The agency periodically conducts operational tests of and evaluates the all-hazards plan and the domestic preparedness program.

Description

Working with several agencies within the Brazos Valley Council of Governments, the department exercises and tests its all hazard plan and its domestic preparedness program on a regular basis. There are several agencies that participate in the annual test: College Station Medical Center, Easterwood Airport, Texas A&M University, College Station Independent School District, and Brazos County Emergency Operations Center. Each of these agencies provide training scenarios in order to test the effectiveness of the systems.

Appraisal

These drills have allowed the department to gather valuable information in order to make necessary changes to enhance the services it provides. In addition, it has provided great visibility and has built equity with citizens and special groups within the community. Each year, the department is required by the state to conduct a table top or functional exercise and a full scale exercise every three years. In 2013, the department conducted a table top exercise plans review; in 2014, the department conducted two full scale exercises (airport & BSL3 Lab active shooter); and in 2015, the department conducted a table top and full scale exercise (Train Derailment & Mass Fatality).

Plan

As many of these tests are required, the department will continue to place great importance on being involved and will also be an active participant in each project.

References

5H.7 Past Operational Test and Evaluations (All Hazards)

5H.8 The agency conducts and documents a vulnerability assessment and has operational plans to protect and secure the agencies specific critical infrastructure, including but not limited to materials and supplies, apparatus and facilities security, fuel, and information systems.

Description

The City of College Station has developed a vulnerability assessment as part of the Mitigation Action Plan, titled “Mitigating Risk: Protecting Brazos County from All Hazards” 2012-2017.

Appraisal

The city has worked with Brazos County in maintaining a state of readiness by having assessments and has developed plans to protect the area from all types of hazards.

Plan

The Mitigation Action Plan (MAP) is reviewed every year and rewritten every five years. The emergency management staff has just started making plans to update the plan for 2017-2021.

References

5H.8 Mitigation Action Plan, titled “Mitigating Risk: Protecting Brazos County from All Hazards” 2012-2017

5H.8 Wild Land Protection Plan (CWPP)

5H.8 CS Pre-Attach Plan

5H.8 City Resolution

5H.8 IT Disaster Recover Plan

Category V

Criterion 5I: Aviation Rescue and Fire Fighting Services

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

The criterion report should be completed by agencies that have direct responsibility for operating programs aircraft crash/rescue protection on airfields, or that have identified an aircraft fly over the jurisdiction is not reason to require this criterion be completed.

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

Summary:

The College Station Fire Department oversees operations at Easterwood Airport, which is owned by Texas A&M University. As an Index B airport, the aircraft rescue and firefighting apparatus meets the Index B standards. The department follows deployment objectives as set forth in the Federal Aviation Regulations, and the Federal Aviation Administration (FAA) conducts an annual inspection of the facility. Standard operating procedures are found in the department's Series 900 as well as in the Easterwood Airport Emergency Plan. All incident reports are logged in the department's Firehouse Reporting Software.

Performance Indicators:

CC 5I.1 Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of aviation emergencies.

Description

The department's Aircraft Rescue and Fire Fighting Services (ARFF) standards of cover and emergency response objectives follow requirements set forth in the Federal Aviation Regulations (FAR), Part 139.317. Easterwood Airport is classified with the FAA as an Index B (Class IV) airport, requiring staffing of one Texas Commission on Fire Protection ARFF certified responder. The ARFF apparatus must be carrying a minimum of 1,500 gallons of water being able to flow at 1,500 gallons per minute (GPM), and 500 pounds of sodium-based dry chemical extinguishing agent. The apparatus must have a response time of three minutes from time of alarm to the midpoint of the farthest runway. The department's staffing, response time, apparatus, and equipment deployment objectives for all types and magnitude of aviation emergencies are outlined in NFPA 414, FAR 139, and AC 150/5220-10E. In each of these cases, the department either meets or exceeds any standard or requirement set forth.

For 90 percent of all risk ARFF emergencies (Alert 1, Alert 2, Alert 2: Commercial, and Alert 3), the total response time for the arrival of the first-due ARFF unit, staffed with one firefighter, shall be 4 minutes and 30 seconds to Easterwood Airport. The first-due ARFF unit for all risk levels shall be capable of providing 1500 gallons of water with a 1,500 GPM pumping capacity, and 500 pounds of sodium-based dry chemical extinguishing agent. The first-due ARFF unit must also be capable of initiating command, requesting additional resources, containing the fire, and securing exit pathways from the aircraft. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all risk ARFF emergencies (Alert 2: Commercial and Alert 3), the total response time for the arrival of the effective response force (ERF), staffed with 17 firefighters and officers, shall be 14 minutes and 10 seconds to Easterwood Airport. The ERF for all risk

shall be capable of establishing command, appointing a site safety officer, providing an uninterrupted water supply, advancing an attack line and a backup line for fire control, complying with the Occupational Safety and Health Administration (OSHA) requirements of two-in and two-out, completing forcible entry, searching and rescuing at-risk victims, ventilating the structure, controlling hazards, performing salvage and overhaul, and placing elevated streams into service from aerial ladders. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

The department ERF for ARFF emergencies (Alert 2: Commercial and Alert 3) is for all fire risk for first alarm. The incident commander (IC) has the ability to request additional resources as needed for any structure fire.

Critical Tasking for Effective Response Force			
Initial Rescores	Firefighters	Assignments	Information
1 Command (1) 3 Engines (9) 1 Ladder (4) 1 Ambulance (2) 1 ARFF Unit (1)	1	Incident Commander / Safety Officer	Safety Officer initially until assigned
	1	Pump Operator	
	2	Attack Line #1	
	3	Rapid Intervention Team	
	2	Medical – ALS Ambulance	Paramedic
Alert 3 -Additional 1 Ambulance (2)	2	Attack Line #2	
	2	Ventilation	
	1	Water Supply	
	2	Aerial Operator	
	1	ARFF Unit - Extinguishment and Protect Exits Pathways from Aircraft	Protect Exits Pathways from Aircraft
Totals	17		

If an aircraft crashes off of Easterwood Airport property, the ARFF unit will not respond. An ARFF unit must be in service on airport property when the airport is open for commercial flights. If an aircraft crashes off of airport property, it is still called an Alert 3, but it will be handled with a structure fire ERF.

Appraisal

The department has been providing ARFF services to Easterwood Airport since October 2001 and has been completely compliant since the inception of the program.

The department meets ARFF requirements set forth in FAR, Part 139.317 for an FAA Index B (Class IV) airport as well as requirements set forth in the Texas Commission on Fire Protection ARFF for certified responders.

For 90 percent of all risk ARFF emergencies (Alert 1, Alert 2, Alert 2: Commercial, and Alert 3), the total response time for the arrival of the first-due unit, staffed with one firefighter, is: 6 minutes and 37 seconds to Easterwood Airport. The first-due ARFF unit for all risk levels shall be capable of providing 1,500 gallons of water with a 1,500 GPM pumping capacity, 200 gallons of aqueous film forming foam concentrate (AFFF) (3% solution), and 500 pounds of sodium-based dry chemical extinguishing agent. The first-due ARFF unit is also responsible for initiating command, requesting additional resources, containing the fire, and securing exit pathways from the aircraft. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all risk ARFF emergencies (Alert 2: Commercial and Alert 3), the total response time for the arrival of the ERF, staffed with 17 firefighters and officers, is 14 minutes and 25 seconds to Eastwood Airport. The ERF for all risk is capable of establishing command, appointing a site safety officer, providing an uninterrupted water supply, advancing an attack line and a backup line for fire control, complying with the OSHA requirements of two-in and two-out, completing forcible entry, searching and rescuing at-risk victims, ventilating the structure, controlling hazards, performing salvage and overhaul, and placing elevated streams into service from aerial ladders. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

The department completed ARFF firefighting ensembles risk assessment in 2015.

All ARFF emergencies that are initiated from an aircraft are dispatched by Easterwood Tower. The ARFF driver then notifies the College Station dispatch of the aircraft emergency, which is the when all other units are toned out. This process normally gives a “zero” time for alarm handling and turnout times for the first unit. There were only two incidents that a complete ERF

arrived on scene in 2010-2014. If an aircraft crashes off Easterwood Airport property, it is handled with a structure fire ERF response.

Chart 1 – ARFF Emergency Response Data

Chart 1 - <u>All Risks</u> ARFF Emergencies - 90th Percentile Times - Baseline Performance			2010-2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Easterwood	53	0	53	3:16	10	0
		Airport	27=	2=	6=	4=	8=	7=
Turnout Time	Turnout Time 1 st Unit	Easterwood	0	0	0	0	42	0
		Airport	27=	2=	6=	4=	8=	7=
Travel Time	Travel Time 1 st Unit Distribution	Easterwood	5	0	3:10	0	8	0
		Airport	27=	2=	6=	4=	8=	7=
	Travel Time ERF Concentration	Easterwood	8:39	N/A	0	N/A	8:39	N/A
		Airport	2=		1=		1=	
Total Response Time	Total Response Time 1 st Unit On Scene Distribution	Easterwood	75	0	3:10	3:16	57	0
		Airport	27=	2=	6=	4=	8=	7=
	Total Response Time ERF Concentration	Easterwood	8:39	N/A	0	N/A	8:39	N/A
		Airport	2=		1=		1=	

Plan

As long as this service is provided to Easterwood Airport by the department and its personnel, the department plans to maintain FAA, FRA, and TCFP compliance and to make any necessary adjustments based on changes in regulations.

References

[Code of Federal Regulations, Federal Aviation Regulation Part 139.317](#)

National Fire Protection Administration Standard 414

[United States Department of Transportation, Federal Aviation Administration Advisory Circular, AC150/5220-10E](#)

5I.1 Inventory ARFF Unit 734

5I.1 Inventory ARFF Unit 794

5I.1 Firefighting Ensembles Risk Assessment

CSFD Standards of Cover

5I.2 The agency defines and provides appropriate and adequate equipment to accomplish the stated level of aviation rescue and firefighting response and to be compliant with local, state and national standards

Description

The department, in conjunction with Texas A&M University (TAMU) and the Federal Aviation Administration (FAA), provide the necessary aircraft rescue firefighting vehicle and equipment for Easterwood Airport, which is classified by the FAA (CFR) 139.315 as an Index B airport. The city covers 80%, while TAMU covers 20% of all associated costs related to personnel and station repairs. ARFF units costs and equipment is covered by TAMU funding or FAA grants. The city fire units costs and equipment is covered by city funding.

The vehicles used by the department are in compliance with CFR 139.317 for servicing a minimum of Index B aircraft. The department has one front line and one reserve ARFF units; each of these carries 1,500 gallons of water with a 1,500 gallons per minute (GPM) pumping capacity, 200 gallons of aqueous film forming foam concentrate (AFFF) (3% Solution), and 500 pounds of sodium-based dry chemical extinguishing agent.

The equipment carried on the ARFF units meets all standards defined by the FAA in regard to response to Easterwood Airport.

Appraisal

These equipment and response requirements have been adhered to from the beginning of the department's aircraft rescue and firefighting program.

The vehicles and equipment used by the department are in compliance with CFR 139.317 for servicing a minimum of Index B aircraft. The department has one front line and one reserve ARFF units; each of these carries 1,500 gallons of water with a 1,500 GPM pumping capacity, 200 gallons of AFFF (3% Solution), 500 pounds of sodium-based dry chemical extinguishing agent.

The department has continued to successfully pass its annual FAA inspection by maintaining compliance in response times, unit capabilities, and equipment cache compliance.

Each apparatus has been built to NPFA 414 standards. The department has maintained an Insurance Services Office (ISO) rating of 2 and was able to obtain a perfect score in the fire equipment portion. The pumping capacity of each ARFF apparatus was in compliance with FAA standards as well.

Plan

The department, in addition to Texas A&M University, will continue to evaluate the aircraft rescue and firefighting program on an annual basis. The department's plan is to continue to maintain adequate equipment that meets all FAA standards required for Index B airports in regard to aircraft emergency response.

References

[Code of Federal Regulations, Federal Aviation Regulation Part 139.317](#)

[Code of Federal Regulations, Federal Aviation Regulation Part 139.315](#)

National Fire Protection Administration Standard 414

5I.2 Inventory ARFF Unit 734

5I.2 Inventory ARFF Unit 794

5I.3 Supplies and materials allocation is based on established objectives, is appropriate to meet aviation rescue and firefighting operational needs, and is compliant with local, state and federal standards.

Description

The supplies and equipment (foam, dry chemical, and other tools and appliances) on the ARFF apparatus are compliant with that of an Index B airport as prescribed by the FAA in CFR 139.317. The department maintains 600 gallons of spare aqueous film forming foam (AFFF) at Station 4. Foam, batteries, and all other miscellaneous supplies are maintained or can be ordered through the department's quartermaster. These supplies can be obtained immediately if needed, but if there is not an immediate need, they are delivered within 24 hours of being ordered. Each ARFF apparatus has a minimum amount of supplies that are maintained on the apparatus vehicle inventory list. Should the quartermaster be unavailable, the battalion chief on duty has keys to access the quartermaster area to obtain any necessary supplies. Each battalion chief and each station officer have the ability to use a city credit card to purchase any equipment that has an immediate need and cannot be obtained through other measures.

The ARFF units are able to refuel on Easterwood Airport property.

Appraisal

This standard has been in place by the FAA since the inception of the ARFF program at Easterwood Airport, and the department has continued to be in compliance since that time.

The materials allocation system has been in place for many years and has evolved. The city credit card program was put into place so that all officers had the ability to use them for emergency purchases. Normally, the quartermaster handles or coordinates all purchases of supplies and materials. The system meets the department's needs in obtaining supplies and materials to support ARFF requirements.

Plan

The department will continue to meet any and all standards required of the index for which Easterwood Airport (and any other airport indexed in the City of College Station) is classified as long as the department is serving in the ARFF capacity for this.

The materials allocation system will continue to be evaluated and assessed for improvements. The system employed today more than adequately meets the needs of the department.

References

[Code of Federal Regulations, Federal Aviation Regulation Part 139.317](#)

National Fire Protection Administration Standard 414

5I3. Easterwood Annual FAA Inspection 2015

5I.3 Inventory ARFF Unit 734

5I.3 Inventory ARFF Unit 794

CC 5L4 Current standard operating procedures or general guidelines are in place to direct Aviation Rescue and Fire Fighting Services.

Description

Standard operating procedures are in place per the College Station Fire Department (CSFD) Series 900 to address and direct aviation rescue and firefighting activities. Updates are performed any time a policy, procedure, or guideline needs to be changed. The master copy is available for every employee electronically through the department's PowerDMS document management system.

In addition, there is an Easterwood Airport Emergency Plan (AEP) which is on file for all involved entities, should there be an incident on airport property. This AEP serves as a common operating plan for air traffic control, Easterwood Airport operations personnel, and CSFD ARFF personnel. This is required by FAA CRF 139.319 standards.

The department participates in full scale aviation emergency exercises.

Appraisal

The department has maintained a policy and procedure manual for decades which has gone through many revisions. All information in the manual has been based on state and national best practices, with an emphasis of complying with NFPA standards for operational procedures and guidelines as well as incident command, rapid intervention, mayday, accountability, and aviation emergencies.

The department's current AEP meets FAA CFR 139.319 standards, and the department continues to participate in aviation emergency exercises. The AEP is reviewed annually with Easterwood and department officials.

Plan

The department will continue to provide these ARFF services for Easterwood Airport. The department's plan is to continue to meet all local, state, and federal regulations as well as adapt to any changes in any of the regulations applying to ARFF responsibilities. The department will

continue to review the AEP annually. The plan is to keep all ARFF standard operation procedures up to date.

References

5I.4 CSFD SOP, Section 900 ARFF

Easterwood Airport Emergency Plan (Available during site visit, security reasons)

[Code of Federal Regulations, Federal Aviation Regulation Part 139.319](#)

5I.5 The agency's information system allows for documentation and analysis of the aviation rescue and firefighting services program.

Description

All calls received to the ARFF program are reported and stored in the city's network system through Firehouse Reporting Software and StatsFD Analysis Software. Firehouse Software is compliant with the National Fire Incident Reporting System (NFIRS), and response data and analysis can be performed through it in order to check for compliance to key performance indicators. Stats FD Analysis Software allows data analysis from NFIRS data of all incidents.

Any training occurring in the previous calendar year is reported on a training roster and recorded through the training division. These records are kept on file with the training division as well as in the station, as they are subject to assessment by the FAA at any time. Minimum response standards are set forth by the FAA CFR 139.317, including that an ARFF unit has to apply extinguishing agent in three minutes at the middle farthest run way from the time the unit is dispatched.

The ARFF program manager enters all aircraft and airport training into department training records. These training records are now being tracked to meet Texas Commission on Fire Protection (TCFP) standards.

Appraisal

The frequency of aircraft emergencies at Easterwood Airport is very low.

Training has been documented and kept on site since the inception of the program. The data is now being effectively entered into the training records program. This process has shown that the department is meeting FAA and TCFP standards for aircraft and airport training requirements.

Firehouse Software and StatsFD Analysis Software have been used and have been effective in assessing the department's response time over the past 10 years. The software has not been exported on a regular basis for crew improvements but has been used to monitor and improve key performance indicators from a fire station growth perspective. The department has used

very few of the modules in the software which could be used. Monthly reports have been compiled over the past year that cover response data and have been provided to the organization during monthly battalion chief meetings.

Plan

The department will continue to use Firehouse Software for report documentation and StatsFD analysis software with NFIRS data. An effort is presently underway to obtain empirical data from the system and assess it in order to better determine where improvements can be made from a response perspective. If any abnormalities are found, changes to policies and procedures will be implemented. These processes have been effective in maintaining data that can be reviewed and analyzed to meet FAA and TCFP standards for aviation emergencies at Easterwood Airport.

References

CSFD Standards of Cover

5I.5 ARFF FAA 12 Month Training Report

5I.5 College Station Fire Department Standard Operating Procedure 900.1.10

Easterwood Airport Emergency Plan ((Available during site visit, security reasons)

[Code of Federal Regulations, Federal Aviation Regulation Part 139.317](#)

CC 5L.6 An appraisal is conducted at least annually to determine the effectiveness of the Aviation Rescue and Fire Fighting Services.

Description

Currently, there is an annual inspection conducted by the FAA as part of CFR 139 that includes the responsibilities of those providing service at the airport. The purpose of the inspection is to appraise and verify compliance in aircraft and airport knowledge, response time, extinguishing agent type, proportioning, agent application, pump testing, foam pump testing (NFPA 403), training records, and first responder certification. The NFPA 403 foam test is required to confirm that the proper percent of foam is being utilized to support firefighting operations. In addition to foam testing, airport aviation emergency training excises are required within this standard, and the after action reviews are used to improve the department's ARFF program.

There are very few aviation emergencies on Easterwood Airport property which allows the ARFF program manager to review all of them. Each incident report on Firehouse is reviewed, and ARFF personnel involved in the incident do an after action review with the ARFF program manager. The information learned is used to correct deficiencies as soon as possible.

There are 15 CSFD members that are fully trained and can be assigned to the ARFF unit. Each of these individuals must complete all training to be eligible for ARFF assignments.

Appraisal

The annual inspection performed by the FAA was in place prior to the department assuming aircraft and rescue firefighting responsibilities and has been used up to present day. The department has been successful in passing all FAA inspections (CRF 139) since taking over the ARFF component for Easterwood Airport. The inspections performed were to appraise and verify compliance in aircraft and airport knowledge, response time, extinguishing agent type, proportioning, agent application, pump testing, training records, and first responder certifications.

The department's ARFF appraisal process has been effective in keeping the department in full compliance with FAA requirements and TCFP requirements for an Index B airport.

Plan

The department will continue to gather information and review data in an ongoing fashion to improve services and performance. The department will start having an NFPA 1002 ARFF operator driver course for assigned ARFF drivers in the next year.

References

[Code of Federal Regulations, Federal Aviation Regulation Part 139](#)

[National Fire Protection Association Standard 403](#)

FAA Inspection (available on site visit)

5I.6 Easterwood Airport Exercises (Folder)

Category V

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

The agency operates an adequate, effective and efficient program directed toward a marine or shipboard fire or incident occurring at, or in the immediate area.

This criterion report should be completed by agencies that have direct responsibility for operating programs that provide marine and shipboard firefighting and /or rescue services, or that have identified a marine emergency in the immediate area as a highly probable hazard in Category II, Assessment and Planning.

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

Summary:

The College Station Fire Department (CSFD) has no water way that supports ships; the waterways in the department's response area are in place for recreational watercraft.

Therefore, CSFD has no direct responsibility for operating programs that provide marine and shipboard firefighting and/or rescue services.

This Performance Indicator is not applicable.

Category VI: Physical Resources

Physical resources are defined as the fire stations, training facilities, fire apparatus and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

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

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

Criterion 6A: Physical Resources Plan

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

Summary:

The City of College Station's fire stations are built in areas that require coverage. The assistant chief of the fire department, the city's capital improvement project manager, and the department of public works are all involved in the department's physical resources plan.

Performance Indicators:

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

Description

The department develops, constructs, and purchases physical resources that are consistent with the goals and Strategic Plan. Currently, one future fire station, Station 7, is planned for in the department's strategic plan. This station will be strategically located within a geographical area where the department anticipates future population growth. The Strategic Plan also calls for the purchase of apparatus and hiring of personnel for this station. This additional fire station will allow the department to reach the goal of lowering its response drive times to this area of the city. Approval for purchase and construction of fire stations and apparatus is provided through City Council, and funding is made through bonds.

Appraisal

The department has developed, constructed, and acquired physical resources based on the strategic plans that are submitted to the city and become a part of the city's budget.

Development and construction of new fire stations: stations 7, 8, 9, and 10, is addressed in the Critical Issues and Service Gaps section of the CSFD Strategic Business Plan 2016-2018. The department has ordered a Conceptual Design Report for Station 7 and is working to acquire land for stations 8, 9, and 10.

Apparatus maintenance, replacement, and acquisition is addressed in detail for each year of the plan. By having a strategic plan, the department has been able to build and acquire physical resources that are consistent with department goals.

Plan

The department plans to continue to develop, construct, and purchase physical resources in a way that is consistent with the City of College Station Strategic Plan, CSFD Strategic Business Plan, and department goals.

References

6A.1 Conceptual Design Report Fire Station #7

6A.1 City of College Station Strategic Plan

6A.1 2014-2015 Capital Improvements Program Budget

CSFD Strategic Business Plan 2016-2018

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

Description

The department meets this standard by having involvement with multiple levels of personnel. Approval is granted from the City Council based on input from a Capital Improvement Program Citizen Advisory Committee. Plans for physical facilities are addressed in the City of College Station Strategic Plan and the CSFD Strategic Business Plan. An assistant chief, working at the fire administration level, is assigned as the project coordinator for physical facilities. Local architects and engineers are involved in the planning and design of these facilities. The department also involves the city's capital improvement project manager and the public works department. Personnel from within the fire department are brought in to have input on fire station design and layout.

Appraisal

The department has involved the council, city manager's office, fire administration, and frontline personnel in the planning of fire stations. The functionality of the facilities has been improved by including ideas from members who live and work in the facilities. The design and outward appearance of Station 6 was voted on by each member of the department, and a more modern look was chosen over a more traditional style. A Conceptual Design Report for Fire Station 7 has been completed and will be reviewed by a committee of department members before the design is finalized. In September 2015, the Capital Improvement Program 2015 Bond Citizen Advisory Committee ranked Station 7 third on a prioritized list of capital improvements within the city.

Plan

The department plans to continue to have involvement from the governing body, administration, and staff for planning physical facilities.

References

6A.2 City of College Station Strategic Plan

6A2. Conceptual Design Report Fire Station #7

6A.2 2014-2015 Capital Improvements Program Budget

CSFD Strategic Plan

Criterion 6B: Fixed Facilities

Fixed facility resources are designed, maintained, managed, and adequate to meet the agency's goals and objectives.

Summary:

Each fire station in the College Station Fire Department has adequate space and necessary equipment, and storage space also exists. Lawn maintenance is conducted via third party companies, and the city's maintenance department is responsible for the buildings themselves. All fire stations are positioned based upon Insurance Service Organizations standards, and all facilities comply with local building codes.

Performance Indicators:

6B.1 Each facility has adequate space for agency functions (e.g., operations, fire prevention, training, support services, administration, etc.)

Description

The department currently has adequate space for agency functions. The administrative office is located on the first floor of a city office building. Additional room is available for expansion or addition of administrative staff. Six fire stations have adequate space for agency functions.

Appraisal

Over the last few years, as the department has designed new stations, and additional space was included to allow for additional apparatus and equipment placement. Space for department operations were adequate with fire stations being able to house all necessary equipment on site, and additional storage space was available in the need to add equipment or apparatus. Other services, such as the quartermaster's office and PPE/uniform storage, were housed in space that is adequate with room for expansion when necessary. Each station has had adequate space for classroom training, with the three newer stations (Stations 3, 5, and 6) having dedicated training/community rooms.

Plan

Future facilities will continue to be built to have extra room available in case of expansion. The administrative offices will continue to be adequate in space to house future operations. The College Station Police Department is in the early stages of designing a new station which may include space for fire administration offices. Fire administration may also be able to move into the old police station when the need for additional space arises.

References

Building Blueprints (hard copy available upon request)

Fire Station Tours (upon request)

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

Description

Buildings are well kept and maintained, and maintenance is done in a planned and systematic manner. Land and lawn maintenance is done through contracts with third-party companies. The facilities maintenance department provides maintenance to interior and exterior portions of buildings and out buildings. The joint-use fire station (Station 4 at Easterwood Airport) is a shared-cost facility with Texas A&M University that has a contract (TAMU ARFF Inter-local Agreement) renegotiation every five years. Maintenance on Station 4 is conducted in a likewise manner by Texas A&M. The Blue Folder system is the current system used to request building maintenance and is monitored by administrative staff and facilities maintenance staff. Blue Folder maintenance requests are submitted by fire department personnel when issues are discovered during daily, weekly, and monthly inspections conducted by crews.

Appraisal

The current maintenance plan for buildings and exterior maintenance has been performed for a number of years and is very successful. The Blue Folder system has improved communication between the fire department and facilities maintenance department. It has decreased the amount of time taken to respond to requests for immediate repairs and has ensured that lower priority maintenance issues do not get ignored. All department members have access to the Blue Folder system, and it is a straightforward, easy system to use.

Plan

The department will continue to utilize the current systems in place for maintaining buildings and exterior grounds.

References

6B.2 Blue Folder (photo)

6B.2 TAMU ARFF Inter-local Agreement

6B.2 CSFD Station Daily Duties

CC 6B.3 Physical facilities are adequate and properly distributed in accordance with stated service level objectives and standards of cover.

Description

The department has six fire stations that are distributed throughout the city (see Fire District Map reference). The city's published goal is to keep emergency response travel time below 4.5 minutes 90 percent of the time. The distribution of facilities with specific data is described in detail in the CSFD Standard of Cover.

When planning for a new fire station, considerations include 4.5-minute emergency response travel time, Insurance Service Office (ISO) standards, available land, traffic density, and others. The department considers some of the ISO standards such as 5 road miles, 1.5 mile radius for fire engines, and 2.5 mile radius for ladder apparatus to help determine what resources need to be located at a specific fire station.

Station 6, built in 2012, now provides coverage for the northern section of the city and provides service to the University Drive corridor which is home to many businesses and residences occupied by Texas A&M University students.

Appraisal

The 4.5 minute emergency response travel time is based on constant 30 mph calculations from all six fire stations and covers 76.96 percent of the total roadways and 95.07 percent (2010 Census) of citizens living in the city of College Station. Currently, there are 505.79 miles of roadway in the city. When Station 7 is completed and staffed, it will increase the percent of total roadways covered to 80.32 percent.

The department currently has an ISO rating of 2. The department has been able to place fire stations to provide adequate coverage in accordance with ISO standards and the city's goal of a 4.5 minute drive time. Using the GIS analysis of 4.5 minutes response times, CSFD has

identified several areas within the city that will need to have a fire station. The 2.5 mile analysis for ladder trucks shows the need to have a ladder truck at Station 6 as well as at the new Station 7 or current the current Station 5.

The fire stations are adequate in their apparatus layout and housing of personnel to staff the apparatus.

Plan

Fire Station 7 is currently ranked third on the city's capital improvements priority list. When the first two priorities are funded, Station 7 will be funded and built. This station will provide coverage in the Wellborn area, an area southwest of the city which was recently annexed.

This fire station design will have room to accommodate a commander vehicle, fire engine, aerial, and ambulance. The need for additional fire stations will be reviewed on an annual basis for inclusion in the CSFD Strategic Business Plan. The department is evaluating locations and planning for land acquisition for Stations 8, 9, and 10 based on population growth and population projections.

References

6B.3 Fire District Map

6B.3 Fire Station #7 Conceptual Report

CSFD Standards of Cover

6B.3 CSFD 4.5 Minute Response Time

6B.3 CSFD Ladder 2.5 Miles

CSFD Strategic Business Plan

CC 6B.4 Facilities comply with federal, state, and local codes and regulations.

Description

The department constructs buildings according to current federal, state, and local regulations. New construction of fire stations comply in regard to the National Fire Protection Association (NFPA) Code 1 with sprinklers being placed in stations and cooking areas being outfitted with hood and suppression systems. NFPA 1500 is used in regard to providing smoke detectors in existing stations and preventing exposure to exhaust emissions with fan systems. Facilities with disinfecting equipment are in accordance to NFPA 1581. New fire stations are also built to local building codes. Other facilities are compliant with local [building codes](#) at the time of construction.

Annually, all fire stations are given a safety inspection by the fire marshal division to confirm they meet all required standards. During this safety inspection, the fire alarm system, fire sprinkler system, electric damage, common hazards, and other items are checked.

Appraisal

Fire stations have been built to the standards and codes in place at the time of construction. Applicable NFPA and local [building codes](#) were used. Where standards referenced existing locations, specifically NFPA 1500 with references to smoke detectors, the department was compliant with retroactive building codes.

Fire station safety inspections are done annually, and if any problems are identified they are corrected in a timely manner.

Plan

The department will continue to build fire stations that meet local and state [building codes](#). NFPA will continue to be referenced to ensure buildings meet the latest applicable fire codes. All other buildings will be compliant with applicable codes for their respective area.

The plan is to continue to have the fire marshal division conduct annual safety inspections of every fire station.

References

NFPA 1: Uniform Fire Code

NFPA 1500: Standard on Fire Department Occupational Safety and Health Program

NFPA 1581: Standard on Fire Department Infection Control Program

[College Station Building Codes](#)

[College Station Ordinances](#)

Criterion 6C: Apparatus and Vehicles

Apparatus resources are designed and purchased to be adequate to meet the agency's goals and objectives.

Summary:

Apparatus in the College Station Fire Department are located strategically to accomplish the department's Standard of Cover. Personnel in suppression, investigation, and administration are provided with appropriate vehicles to meet the requirements of their positions. The department works in conjunction with the city's fleet department to create replacement schedules for vehicles, and a department committee reviews apparatus needs and makes recommendations for future purchases.

Performance Indicators:

CC 6C.1 Apparatus are located strategically to accomplish the stated standards of cover and service level objectives.

Description

Currently, the department has an engine at every fire station. A ladder truck is centrally located at Station 2 to provide coverage for the greatest part of the city. Ambulances are placed at four of the six stations to provide coverage for the greatest density of calls and population. Engines are able to be dispatched to provide rapid response in a medical situation, independent of ambulances and their location.

The performance objective in the CSFD Standard of Cover is 4.5-minute emergency response travel time or less to 90 percent of the emergency incidents within the city.

Appraisal

The department added two stations in the past 10 years, and fire engines have been placed at the stations that were built. Ambulances were located in the districts with a higher number of medical needs, and engines supplemented the medical response. The addition of these two engines has reduced response time to the University Drive corridor, university campus (Station 6), and to the businesses, schools, and residences in southeast College Station (Station 5). It is evident, based on the CSFD Ladder 2.5 Miles map, that a ladder truck will be needed at Station 6 and either at Station 5 or the future Station 7. Station 7 is being designed to house an engine, ambulance, and ladder.

Analysis of the 4.5-minute emergency response travel time is based on a constant speed of 30 mph that was used to calculate a distance from all six fire stations. This covers 76.96 percent of the total roadways and 95.07 percent (2010 Census) of citizens living in the City of College Station.

Plan

The department will continue to have at least one fire engine present at each fire station. The Strategic Business Plan calls for a ladder truck to be purchased and staffed within the next two budget cycles for additional coverage of high-rise construction along the University Drive corridor and to provide coverage to Texas A&M University.

The plan is to add Station 7 to increase the amount of roadways and citizens covered within the 4.5-minute emergency response travel time in the city by emergency apparatus.

References

6C.1 Fire District Map

Standards of Cover

6C.1 2.5 Mile Ladder Response Map (Station #2 and future Station #6)

6C.1 2015-2016 Annual City Budget

Strategic Business Plan

6C.2 Apparatus types are appropriate for the functions served, e.g., operations, staff services, specialized services, and administration.

Description

Apparatus types are appropriate for their functions. Engines are available for fire response with medical personnel and equipment on board. A ladder is available for response for fire and rescue. The administrative staff has appropriate vehicles available such as prevention, education, and training vehicles. A wildland truck is available for wildland response. An airport rescue and fire fighting (ARFF) truck is available for aircraft response. The training division has two vehicles, and the fire marshal division has four vehicles.

Appraisal

The department has maintained vehicles that have been appropriate for response, administrative, and other services. The department requests, designs, and purchases apparatus and vehicles specifically for their intended use. The frontline response apparatus are originally designed and built for the department. Used apparatus are not purchased for emergency response, but may be used for administrative and training purposes. The department maintains an ISO rating of 2 and designs apparatus to be compliant with ISO requirements. All fire apparatus are equipped with water, a fire pump, and speedlays (including the ladder and tender) which allow for the first unit on scene to begin extinguishment activities and reduce loss. All engines carry compressed air foam systems (CAFS) which increases extinguishment capability and reduces loss.

Plan

The department will continue to meet this standard by having a new ladder truck that will be staffed within the next two to three budget cycles. A new hazardous materials truck will be purchased within the next year. Replacement engines will be purchased to keep front line vehicles capable of response.

References

Standards of Cover

6C.2 Department Emergency and Non-Emergency Vehicles

6C.2 ISO Equipment on Fire Engine 723 (sample)

6C.2 2015-2016 Annual City Budget (page 52 fleet budget)

6C.3 A current replacement schedule exists for all apparatus.

Description

The fire department, in conjunction with the fleet department, maintains a replacement schedule for apparatus. The current replacement schedule for ambulances has a projected life of eight years, 8,000 vehicle hours, or 80,000 miles. Engines have a projected life of 15 to 20 years. Ladder trucks are projected with a 15- to 20-year life span, and commercial body fire apparatus are projected with a 15-year life span. After 10 years of service, engine and ladder trucks are reviewed every three years by fleet and department staff. After eight years of service, ambulances are reviewed every two years. Funding is in place to put money into a separate account within the city budget to fund future replacement of vehicles over the projected life span of a vehicle.

Appraisal

Fleet and department staff have used the current replacement life span for previous vehicles when replacement was considered. The current replacement schedule is effective and allows for the department to plan for apparatus replacement well in advance. Exceptions to this replacement schedule have been made, for instance, when the ladder was replaced early because of numerous and costly maintenance issues.

Plan

The department plans to keep the projected life span and replacement review times for fire apparatus.

References

6C.3 Vehicle Replacement Criteria 2014

6C.3 Fleet Replacement Policy

6C.4 A process is in place for writing apparatus replacement specifications that allows for employee input.

Description

On new vehicles, the department has a committee that is comprised of an assistant chief and a combination of officers, driver/engineers, firefighters, and fleet personnel. These personnel review the current needs of the department and what apparatus are available for purchase. They also provide input and suggestions on what needs should be met with new apparatus.

The department utilizes a pre-approved government bidding process through the Houston-Galveston Area Council for the purchase of apparatus.

Appraisal

The department, for a number of years, has convened truck committees to give the department input as to what apparatus should be purchased and what equipment the apparatus should have on it. These committees allow members to get input and determine what areas can be improved upon within the budget. The department adequately involves members in the development of specification for apparatus for purchase.

Plan

The department plans to continue to allow employee input in the process of apparatus selection.

References

6C.4 College Station TX Proposal Specifications (Hazmat Unit)

6C.4 2011 Pierce Velocity 100ft Rear Mount Aluminum Platform (Ladder)

6C.4 2011 Pierce Velocity CAFS Pumper Proposal Package (Engine)

Criterion 6D: Apparatus Maintenance

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability needs.

Summary:

The fleet department in the City of College Station handles maintenance of the College Station Fire Department apparatus. The fleet department has dedicated space to perform its services and is responsible for making preventive maintenance schedules. The fleet department is staffed by trained and certified personnel and follows the department's standard operating procedures regarding vehicle maintenance. The fire department has an internal maintenance coordinator who works closely with fleet services, and an adequate information system exists to ensure maintenance is documented and analyzed. The fire department has a reserve fleet of two engines, two ambulances, one ladder truck, one command vehicle, and one airport rescue and firefighting vehicle.

Performance Indicators:

CC 6D.1 An apparatus maintenance program is established. Apparatus maintenance is conducted in accordance with the manufacturer's recommendations and federal and/or state regulations. Attention is given to the safety, health, and security aspects of equipment operation and maintenance.

Description

The department has a maintenance program established. The department's maintenance coordinator ensures that preventive maintenance is performed in accordance with CSFD SOP 500.3.00: Vehicle Maintenance. Vehicle maintenance takes into consideration the manufacturer's recommendations. A multi-level maintenance program is in effect that covers minor maintenance such as oil changes at 250 hours to major maintenance at 1,000 hours. Ambulance generators have the oil changed on the first Tuesday of each month. Fleet Services handles maintenance on apparatus. Blue Folder is the reporting system used for any maintenance issues for apparatus that fall outside of the regular maintenance schedule. Engine hours are the primary means for maintenance schedule, and the hours are captured during vehicle refueling at the city pumps.

Appraisal

Fleet services has been the primary means for maintenance of apparatus. In the last few years, Blue Folder has been the reporting tool for maintenance issues on apparatus. The Blue Folder system ensures that critical issues are communicated and dealt with immediately. It also prevents minor issues from being ignored. Maintenance issues can be both regularly scheduled maintenance, such as an oil change, or unscheduled maintenance, such as a leaking tire. Unscheduled maintenance issues are discovered during daily truck checks and can be dealt with by the city's fleet mechanics who are on-call 24-7. The mechanics that perform maintenance on fire apparatus are certified by the Society of Automotive Engineers and the National Association of Emergency Vehicle Technicians. They refer to manufacturer recommendations when performing maintenance or repairs on emergency response apparatus. Engine hours are logged through the fuel pumps and used for maintenance scheduling. The first Tuesday of the month is

the primary time for ambulance generators to have the oil changed. Preventative maintenance keeps the apparatus in a reliable, working condition.

The department maintains adequate available apparatus at all fire stations to respond to emergencies in the City of College Station. Fleet has a 24-hour unit that can respond to assist any apparatus that is having mechanical difficulties. The mechanics at Fleet are certified Automotive Service Excellence (ASE) in many different areas, as detailed in the references.

Plan

The department plans to continue the maintenance program that is in place for fire apparatus. Fleet Services will continue to maintain apparatus.

References

6D.1 CSFD SOP 500.3.00: Vehicle Maintenance

6D.1 CSFD Maintenance Flow Chart

6D.1 Blue Folder (photo)

6D.1 Fleet ASE Certifications (mechanics certs)

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

Description

Fleet Services maintains a dedicated space for vehicle maintenance. Fleet Services handles a variety of equipment, and their department is supplied with adequate space and equipment for emergency apparatus maintenance. Mechanics at Fleet are certified by the Society of Automotive Engineers and the National Association of Emergency Vehicle Technicians. Additional parts and equipment can be ordered by Fleet or from local parts and equipment suppliers.

Appraisal

Fleet Services has been the primary means for vehicle maintenance and has been operating with the same standards, space, and equipment for many years. Work is performed in an enclosed garage, and vehicles are secured after hours. Work is performed by certified mechanics working in ample space with the appropriate tools and equipment. When the city's fleet mechanics are not able to perform a repair, it is not for lack of space or appropriate tools.

Plan

The department plans to continue utilizing Fleet Services space and equipment for apparatus maintenance.

References

6D.2 City of College Station Fleet (photo)

Fleet Tour (upon request)

6D.3 A system is in place to ensure the regular inspection, testing, fueling, preventive maintenance, and emergency repair for all fire apparatus and equipment.

Description

Blue Folder is used as the primary means of reporting for unscheduled maintenance items such as flat tires, burnt-out light bulbs, or other non-regular items. These maintenance issues are identified during daily truck checks performed by the driver/engineer and crew. Scheduled maintenance is performed using apparatus engine hours as the indicator. Fire pump testing is performed annually in accordance with department policy. Vehicles are refueled at three-fourths of a tank of fuel. Preventive maintenance follows the schedule as directed by the department in conjunction with Fleet Services. Emergency and unscheduled maintenance are conducted through Blue Folder requests.

Appraisal

The current system has been in place for many years. Blue Folder was installed to provide a central point of reference for new maintenance and historical records reporting. Previously, emails and documentation in maintenance books were used to show records of vehicle maintenance. Engine hours logged through the fuel pumps were the primary means of scheduling maintenance. Ambulances were serviced on the first Tuesday of the month, depending on call volume and Fleet openings for service. The Blue Folder system has made the vehicle maintenance program more efficient and effective. It allows for the maintenance history of any apparatus to be accessed by anyone who will be operating that vehicle.

Plan

The department plans to continue to meet this criteria by following the current established practices for inspection, testing, fueling, preventive maintenance, and emergency repair.

References

6D.3 CSFD SOP 500.3.00: Vehicle Maintenance

6D.3 CSFD SOP 500.3.10 – Fire Apparatus Pump Testing

6D.3 CSFD SOP 900.1.10 – ARFF Operations

6D.3 Blue Folder

6D.4 An adequate number of trained and certified maintenance personnel are available to meet the program needs.

Description

Maintenance personnel who work on fire apparatus are certified by the Society of Automotive Engineers (SAE) and the National Association of Emergency Vehicle Technicians (NAEVT). A mechanic is on call 24-7 for emergency repairs.

Appraisal

The maintenance technicians have maintained current SAE and NAEVT certifications for many years. There is an adequate number of personnel available in Fleet Services to provide quick turnaround of scheduled and unscheduled maintenance on apparatus. Fire apparatus do not sit at fleet unrepaired due to a lack of trained and certified mechanics. There is an adequate number of personnel available to work on the apparatus and keep the program in good working order.

Plan

The department plans to continue utilizing Fleet Services, with their current number of personnel available for apparatus maintenance and with their current level of certification, to work on emergency apparatus.

References

6D.4 Fleet Mechanics ASE Certifications

6D.4 Fleet Organizational Chart

CC 6D.5 Current standard operating procedures or general operating guidelines are in place to direct the apparatus maintenance program.

Description

The department has procedures in place to direct the maintenance program. The vehicle maintenance procedure is defined in CSFD SOP 500.3.00. This SOP defines when a vehicle will be brought in for maintenance, what levels of maintenance will be performed, whether crews will stay and wait or get into a reserve unit, as well as how to contact Fleet Services for emergency repairs and after hours repairs.

The maintenance flow chart was designed to illustrate the method of getting mechanical problems fixed.

Appraisal

A policy and a flow chart are in place to help solve any maintenance problems that are identified. The process is adequate in getting mechanical problems identified and fixed in a timely manner.

Plan

The department will continue to operate under SOP 500.3.00 and will review this procedure annually to make changes as needed.

References

6D.5 CSFD SOP 500.3.00 – Vehicle Maintenance

6D.5 CSFD Maintenance Flow Chart

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

Description

The department has shift maintenance officers in place who coordinate with the fleet supervisor (shop foreman) to get preventive and mechanical problems fixed. These shift maintenance officers ensure clear communication between the department and Fleet Services to keep apparatus in good working order. This provides sufficient supervision to getting preventive and mechanical problems fixed in a timely manner.

The fleet supervisor has four fully trained fire apparatus mechanics. These mechanics are trained to work on department apparatus.

Appraisal

Shift maintenance officers have been the primary contact between the department and Fleet Services for several months. These shift maintenance officers have sufficiently met the department's needs and have made the maintenance program more efficient by creating clear lines of communication between crews who discover a problem and the mechanics who can fix the problem. There is sufficient supervision to manage any mechanical problems that are needed.

Fire apparatus have a higher priority to be fixed over other city vehicles when they are mechanically broken. The fleet supervisor (shop foreman) can prioritize workloads and assign resources to fix fire apparatus as needed.

Plan

The department will continue to utilize Fleet Service's supervision structure which is sufficient to manage the maintenance program.

References

6D.6 CSFD Maintenance Flow Chart

6D.6 Fleet Organizational Chart

6D.7 The agency's information system allows for documentation and analysis of the apparatus maintenance program.

Description

The department maintains documentation and analysis of the apparatus maintenance program through the Blue Folder system. This system provides for a single point of reference for new maintenance as well as historical data of maintenance issues outside of regular maintenance.

Appraisal

Before the Blue Folder system, log books and calendars were used to document and analyze the maintenance program. With the Blue Folder system, the program can be analyzed for effectiveness and efficiency. Improvements to the system have not been with the system itself, but with the way in which the system is used. For instance, when a problem is discovered, the shift maintenance officer is notified and he/she enters the Blue Folder request. He/she then acts as the single point of contact with Fleet Services. This has eliminated miscommunication, confusion, and multiple requests for the same issue.

Plan

Blue Folder will continue to be the system for documentation and analysis of the maintenance program.

References

6D.7 Blue Folder Software

6D.7 Blue Folder - Information

6D.8 The reserve vehicle fleet is adequate or a documented contingency plan with another agency is in place for the event that apparatus must be taken out of service.

Description

The reserve fleet is adequate in the event an apparatus must be taken out of service. The following units are available to be used in front line status if a primary unit must be taken out of service:

- 2 ambulances
- 2 engines
- 1 aerial truck
- 1 command vehicle
- 1 airport rescue and fire fighting vehicle

Appraisal

The department has maintained additional units if front line apparatus went out of service for maintenance. The number of reserve apparatus has been adequate to maintain response readiness.

Plan

The plan is to maintain the same number of reserve apparatus by type. The department will continue to evaluate the situation to see if more reserve apparatus are needed. If so, the department will work with the fleet superintendent to add the additional resource.

References

Standards of Cover (Table 16 – “F” Front Line or “R” Reserve)

Criterion 6E: Tools and Small Equipment

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

Summary:

Tools and equipment within the College Station Fire Department are distributed to each fire apparatus and are replaced on an as-needed basis. Maintenance and inventory is conducted at least once a week by fire department personnel via a city-wide information system.

Performance Indicators:

6E.1 Tools and equipment are distributed appropriately in sufficient quantities.

Description

Tools and small equipment are currently distributed appropriately and in sufficient quantities to each fire apparatus in relation to the needs of that apparatus. The fire engines are fully equipped per ISO standards, and all ambulances are fully equipped per Department of State Health Services. The department's ladder trucks carry additional equipment necessary for high-rise operations, heavy rescue, and search. The department's water tender carries equipment necessary for drafting and maintaining rural water supplies. The department's other special use vehicles, such as the ARFF truck, SCBA truck, hazmat truck, and grass truck carry task-specific equipment.

The department has kept its tools and equipment evenly distributed among the stations by using an internal equipment inventory processes.

Appraisal

An internal equipment inventory process for apparatus maintains the adequate distribution of tools and equipment throughout the department. If any tools or equipment are identified as missing or damaged, a Blue Folder record is generated to start the process of replacements. All damaged or lost equipment is replaced.

Plan

The department plans to continue to keep tools and equipment evenly distributed between stations and apparatus in sufficient quantities. The department plans to accomplish this by acquiring new equipment with each purchase of a new apparatus and with each opening of a new station, by continuing to use the internal equipment inventory processes. The department also plans to keep up-to-date equipment and tools that are maintained and replaced as needed.

References

Fire Stations and Apparatus Tours (upon request)

6E.1 51-55 Engine Inventory Sheet

6E.1 51-59 Engine Inventory Sheet

6E.1 51-64 Ladder Inventory Sheet

6E.1 ARFF Units (734 & 794)

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

Description

The department's replacement of tools and equipment is done on an as-needed basis. Tools and equipment are checked by fire personnel on at least a weekly basis to determine if there are problems that need to be addressed. Tools and equipment are maintained and repaired by fire personnel and equipment vendors/specialists. When a tool or piece of equipment is lost or damaged beyond repair, it is replaced. The department maintains a budget for these repairs and replacements that is adequate to meet its needs.

Major equipment such as hydraulic rescue tools, SCBAs, cardiac monitors, electronic stretchers, and other major equipment will be replaced as a service level adjustment (SLA) during the budget process. The department normally replaces all of these at the same time within the department as part of the strategic plan.

Appraisal

In the past, the department has been able to replace tools and equipment in a way that has adequately met the department's needs. Every year during the budget process (see annual budget), the department determines a three-year schedule to replace major tools and equipment. This has been an effective process to getting equipment replaced before the equipment reaches the end of its life cycle.

Plan

The department plans to continue to replace tools and equipment on an as-needed basis from the department's equipment budget. In fiscal year 2015, the department intends to budget for two lead defibrillators on all ambulances as well as new stretchers on all ambulances. In fiscal year

2016, the department intends to budget for the replacement of 100 SCBA cylinders and hydraulic rescue tools on seven fire units.

References

CSFD Strategic Plan

6E.2 2014-2015 Approved Annual Budget (page 38)

CC 6E.3 Equipment maintenance, testing, and inspections are conducted by qualified personnel and appropriate records are kept.

Description

Equipment is maintained, tested, and inspected at least each week and usually each shift by fire personnel. This is done during daily morning truck checks. If a problem is found that cannot be fixed immediately by fire personnel, the problem is reported through the Blue Folder reporting system, and the appropriate technician is contacted to resolve the problem. Qualified technicians are within the department, city, and third party agencies. The department has programs that maintain, test, and inspect equipment such as ladders, fire pumps, fire hose, fire nozzles, cascade systems, and appliances.

When a problem is identified with an SCBA, it is reported to and resolved by one of the department's in-house SCBA technicians at Station 3. However, hydrostatic tests for SCBA cylinders is done by an outside agency to reduce the time of the equipment being out of service.

Electronic records of maintenance are kept in the Blue Folder reporting system. Records for testing and inspections are kept in the Firehouse reporting system. Some actual records of equipment testing and inspection are referenced in the exhibit section of this performance indicator.

Appraisal

The department has improved its record keeping in the past few years by utilizing Blue Folder and Firehouse software. The department has increased the number of qualified technicians within the department who are capable of maintaining, testing, and inspecting equipment. In 2015, two individuals successfully completed SCBA repair classes in order to obtain their certification for SCBA technician. Each year more individuals at Station 3 are being sent to the SCBA technician classes to replace those that retire, promote, or transfer from Station 3.

Plan

The department plans to continue to record maintenance, testing, and inspections of equipment electronically so that problems with equipment can be avoided and equipment can be replaced before it fails.

The department also plans to continue increasing the number of in-house SCBA technicians each year at Station 3.

References

6E.3 Blue Folder Equipment Information

6E.3 SCBA Inspection Log – Station #1 Samples

6E.3 Training Technician Certification – Samples

6E.3 Air Sample Testing – Station 3

6E.3 Air Sample Testing – Station 4

6E.3 Air Sample Testing – Station 6

6E.3 CSFD SOP 300.2.30 SCBA Daily and Weekly Checks

Fire House Software

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

Description

The department has an inventory control system in place for equipment and tools. Equipment and tools that are assigned to each fire apparatus are controlled using a color-coding system. Equipment that can be exchanged between apparatus such as fire hose and equipment that needs to be tested such as hose, appliances, and ladders have a unique inventory number and/or bar code for tracking purposes.

Equipment maintenance and inventory is tracked through the Blue Folder and Firehouse reporting systems. An inventory of equipment is performed each Thursday by station crews on all apparatus; then it is added into Blue Folder. The department has multiple systems in place for tracking equipment and tools by multiple individuals, as defined in the Equipment Inventory Procedures Policy.

Appraisal

In the past, the department did not track maintenance through the Blue Folder system, so records where not kept or not accessible. Equipment inventories where not always current, which caused confusion between different crews and different stations. Equipment inventory management was assigned to an inventory manager and is now kept current.

Plan

In the future, the department will continue to utilize Blue Folder, Firehouse, and color codes to control inventory and track maintenance. The department will stay current by updating inventory sheets and upgrading software when needed.

References

Blue Folder Software

Fire House Software

6E.4 51-55 Engine Inventory

6E.4 51-64 Ladder Inventory

6E.4 Blue Folder Equipment Information

6E.4 Monthly Gear Inspection

6E.4 CSFD Equipment Inventory Procedures (policy)

Criterion 6F: Safety Equipment

Safety equipment is adequate and designed to meet the agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment (PPE) and related equipment (e.g., SCBA).

Summary

The College Station Fire Department's safety equipment is distributed with inventory numbers and inspected once a month. Equipment is replaced before the manufacturer's recommended expiration date, and inspections are conducted by a department program manager. Inventory systems are kept current with assistance from the department's quartermaster as well as with electronic information systems.

Performance Indicators:

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

Description

The department's safety equipment, including self-contained breathing apparatus (SCBA) and personal protective equipment (PPE), is identified and distributed to personnel. SCBA bottles and packs each have a unique inventory number and stay with the apparatus to which they are assigned. SCBA masks are assigned to individuals. Other equipment includes structural firefighting gear, Level A hazmat suits, Level B hazmat suits, Class 3 harnesses, and wildland gear.

PPE is sized appropriately and assigned to individuals. Nametags are attached to the inside of bunker coats and pants as these pieces are tailored to fit each individual. Inventory numbers identify helmets, hoods, gloves, and boots, and records of assignments are kept by the department's quartermaster.

Other safety equipment that is available on each apparatus includes eye protection, safety vests, N95 masks, QRAE gas detectors, personal flotation devices, rescue helmets, flashlights, and rubber gloves.

Appraisal

Every member is provided safety gear to do their job in an effective manner when they are hired, and the gear is evaluated each month in an inspection process. The department has several inventory inspection processes that have been effective in identifying any damaged or missing safety equipment. The monthly internal PPE inspection process has identified many problems that were immediately corrected and confirmed that all equipment was properly distributed to the appropriate individuals. Annual advanced non-destructive testing is done on all firefighting gear by a third party. The department has enough spare firefighting gear to outfit firefighters while their gear is sent off for advanced testing.

Safety equipment on apparatus that has been identified as missing or damaged is immediately replaced.

Plan

The department plans to keep safety equipment identified by maintaining inventories and tracking to whom the equipment is assigned. The department will ensure that safety equipment is distributed to the appropriate personnel.

References

6F.1 51-59 Engine Inventory – Sample

6F.1 51-64 Ladder Inventory – Sample

6F.1 Issued PPE Gear – Sample (Monthly Inspection Form)

6F.1 CSFD SOP 300.2.10 Personal Protective Equipment

6F.1 CSFD SOP 300.2.20 SCBA Usage Guidelines

6F.1 CSFD SOP 300.2.30 SCBA Daily and Weekly

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

Description

Safety equipment is sufficient for the functions of the department. Turnout gear is inspected by in-house inspectors each month, and new gear is issued every five years. This process confirms that members have their issued safety equipment. All issued structural firefighting gear, and SCBA equipment meet NFPA 1500, 1851, 1852, and 1855 standards as well as Texas Commission on Fire Protection standards.

SCBA equipment is maintained appropriately, by having four per fire apparatus, two per ambulance, and spare units at each station. When safety equipment needs repair or replacement, a spare or “loaner” is immediately issued to personnel. The department keeps on hand approximately 100 back-up sets of structure firefighting gear, approximately 25 Level A hazmat suits, and approximately 100 Level B hazmat suits, including all of the extra safety components such as boots and gloves.

Safety traffic vests, flashlights, and radios are all issued by the seat to the apparatus.

EMS safety equipment such as gloves and other EMS PPE is available on all apparatus to protect personnel from biological hazards per standards set by the Texas Department of State Health Services.

Appraisal

The department has made efforts to improve the safety equipment distributed to personnel and to encourage the use of safety equipment through training, education, and policy updates. Safety equipment is issued based on job assignments and meets or exceeds national and state standards, which has been determined to support our mission.

Plan

The department plans to stay up with trends in safety equipment and keep personnel protected sufficiently.

References

6F.2 CSFD SOP 300.2.10 Personal Protective Equipment

6F.2 CSFD SOP 300.2.10 SCBA Usage Guidelines

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

Description

The department's safety equipment replacement is scheduled, budgeted for, and implemented. Safety equipment is replaced before the manufacturer's recommended expiration date or before the Nation Fire Protection Association's (NFPA) or manufacturer's recommended life-span. Records for replacement, budget, and implementation are kept by the department's quartermaster.

Appraisal

The department has been implementing the replacement of safety equipment successfully for many years. This internally developed replacement schedule that is based on state or national standards is adequate to meet the department's needs.

Plan

The department will continue to schedule, budget for, and replace safety equipment in a way that meets and exceeds the department's needs.

References

6F.3 PPE Budget (Munis photo)

6F.3 CSFD SOP 300.2.10 Personal Protective Equipment

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

Description

The department has trained personnel who maintain, test, and inspect SCBA equipment, including air sampling. Records are kept by the SCBA program manager.

PPE is inspected monthly by trained and qualified personnel. PPE maintenance and advanced testing is performed by a third party. Records are kept by the department's quartermaster.

Appraisal

The department has trained additional personnel to be qualified to inspect PPE and perform maintenance, testing, and inspections on SCBA to increase the number of individuals that can do this skill effectively. The department has started keeping more thorough records of in-house inspections. Other safety equipment that needs special maintenance, testing, or inspections are conducted by a certified third party. These processes have been determined to meet the department needs.

Plan

The department plans to continue tracking inspections, testing, and maintenance as well as training additional/new personnel to inspect, maintain, and test safety equipment.

References

6F.4 SCBA Inspection Logs – Station #1 Samples

6F.4 SCBA Technician Certifications – Samples

6F.4 Air Testing CSFD Fire Station #3

6F.4 Air Testing CSFD Fire Station #4

6F.4 Air Testing CSFD Fire Station #6

6F.5 A safety equipment inventory control and maintenance tracking system is in place and current.

Description

The department has inventory control systems within Firehouse Software and maintenance tracking systems in place as part of the Blue Folder Software. Both systems are kept current by personnel such as the quartermaster, SCBA program manager, and fire equipment inventory manager. The Blue Folder system is used by these personnel to track maintenance that records a scanned copy of the inventory sheets that is used by crews.

Appraisal

The department has improved its system for tracking safety equipment maintenance in the last three years by implementing the Blue Folder system. This process has been effective in helping maintain inventory of safety equipment.

Plan

The department plans to continue tracking maintenance and inventories through Blue Folder.

References

6F.5 Blue Folder Equipment

6F.5 Engine Inventory – Samples

6F.5 Ladder Inventory – Sample

6F.5 CSFD SOP 300.2.10 Personal Protective Equipment

6F.5 SCBA Inspection Logs – Station #1 Samples

Category VII: Human Resources

Human resources are defined as all aspects of personnel administration except those of training and competency, which are addressed in Category VIII. The heart of any organization is its people and this category is designed to appraise the importance and results of the human resources program. It is recognized that the completion of this human resources section may involve members from other governing entities or other elements of the community.

Criterion 7A: Human Resources Administration

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.

Summary:

The City of College Station Human Resources Department oversees new employee orientation as it relates to overall city functions and city policies, oversees the salary surveys, and receives applications for new positions, posts employment positions for external candidates, and assists with disciplinary issues.

Performance Indicators:

CC 7A.1 A human resources manager is designated.

Description

The City of College Station has a human resources department (HR) that is separate from the fire department. The HR director is the head of the HR department, and the director reports to the city manager through the city hierarchy. The HR director works with the fire chief to assist and function as the HR branch of the department.

Appraisal

The HR director position is adequate to serve the needs of the fire department. The HR director is available for consultation and questions that arise in the normal course of business or for special events that require HR assistance. The job description clearly defines the functions of the position.

Plan

There are no plans to change the current makeup of the designated HR director position. The HR department will continue to serve as a HR asset to the fire department.

References

7A.1 Human Resources Director Job Description

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

Description

Human resources (HR) currently provides assistance to departments city-wide. The number of the people in the HR program is adequate to provide the needed administrative functions to the fire department.

Appraisal

The HR department has maintained adequate staffing to accomplish the necessary functions of the department. The staff has been readily available to assist the fire department in HR needs.

Plan

There are no plans to change the number of personnel in the HR department. In HR's 2016 strategic plan, which is in the city's *2015-2016 Proposed Annual Budget*, HR plans to, "Increase knowledge and education [of current employees] related to legislative concerns related to HR, Risk & Safety issues."

References

7A.2 Human Resources Organization Chart
2015-2016 Proposed Annual Budget, pages 104 – 105.

7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state and federal requirements.

Description

The city establishes practices that are in accordance with local, state, and federal requirements. The *City of College Station Employee Handbook* has policies that direct the human resources (HR) department according to local, state, and federal requirements. Policy 1.01.B states, “The Human Resources Director is responsible for handling the City's Human Resources function, and, in that capacity is responsible for developing, administering and interpreting human resources policies and procedures for City employees. The Human Resources Director is the delegated authority to implement and enforce human resources policies and procedures on behalf of the City Manager.” The handbook goes on to state, “The City Attorney is the legal adviser of and attorney for the City and all officers and departments. The Human Resources Director and Department Directors shall consult and cooperate with the City Attorney on legal issues pertaining to personnel matters in their departments.”

Appraisal

The *City of College Station Employee Handbook* has been effective in establishing HR policies that are in accordance with local, state, and federal laws.

Plan

There are no plans to change the policies that are in place to direct the human resources practices. The policies in the handbook can be amended if there is a change in state or federal law, or if the city council changes local law.

References

7A.3 City of College Station Employee Handbook (photo)

7A.3 City Employee Handbook – Policies List

Criterion 7B: Recruitment, Selection, Retention and Promotion

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

Summary:

The department works with the city's human resources department to attract, select, retain, and promote employees with a range of cultural and educational backgrounds. New employees come to the department with varying degrees of work experience and spend the first year of employment as a probationary firefighter learning new skills on the job and in the classroom. Working conditions of the employees are assessed periodically and this input is used to retain employees and advance their careers in the department.

Performance Indicators:

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

Description

The department, in conjunction with the human resources (HR) department, has a number of avenues available to announce entry level positions. The City of College Station employment website has all positions, city-wide listed on it. The department participates in recruiting opportunities, postings are made through the Texas Municipal League, a website “Hire Aggies” is used for local job listings, the TCFP jobs webpage announces the position statewide, and announcements are made through fire station postings and email distribution.

Promotional requirements and internal transfer policies are in place. Policy 100.5.11 explains the competitive promotional process, including how promotional candidates are identified and when opportunities are announced. Policy 100.6.00 explains the process for requesting a transfer within the department. This is typically utilized when an employee wishes to transfer from one shift to another.

Appraisal

In the past, new entry-level candidates could apply for positions through the city website or by paper application. In the last few years, only online applications became accepted to have a streamlined way of receiving applications and provide greater security. Announcements were also done through newspaper postings, postings on the city’s television channel and website, and through various employment networking opportunities.

The competitive promotional process was recently revised to include a minimum passing score of 70% on promotional exams. Before this standard was set, a candidate could make a promotional list without demonstrating a basic understanding of certain aspects of the job they were seeking. Another recent change to the process was to require driver/engineer promotional

candidates to participate in a role playing assessment, but not count the results of this assessment into the final score for the candidate. This removed subjectivity from this promotional process and put the focus on the more objective written test, driving test, and pumping test.

Plan

The current process of announcing entry, lateral, and promotional positions will continue to be in place. The department will review this process and make future changes as necessary to accommodate its needs.

References

7B.1 CSFD SOP 100.5.11 Competitive Promotional Procedures

7B.1 HR Recruitment Source

7B.1 CSFD SOP 100.6.00 Transfer Request

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

Description

The department uses a number of avenues to promote openings for entry level firefighter positions, and the department strongly encourages “word of mouth” recruitment for open positions. Members are also provided the opportunity to staff booths at recruiting fairs. Public education activities promote job opportunities during presentations, and department heads are actively involved in the recruiting and interview processes.

Appraisal

The department provided opportunities through job fairs and public education events. Word of mouth has been a large piece of the recruiting process as it provided an opportunity for all members to be involved. As the size of the department grows, it will need to strengthen its recruitment efforts.

Plan

In the future, the recruiting process will be expanded to include recruitment videos that can be accessed on the internet, emailed to fire training schools, and played on the city’s television station when new positions become available. The department plans to have a dedicated recruitment program manager to coordinate and facilitate the department’s recruitment efforts. Department members will continue to be involved in the recruitment process.

References

7B.2 HR Recruitment Sources

CC 7B.3 Process and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job related and comply with all local, state, and federal requirements including equal opportunity and discrimination statutes.

Description

The department complies with all local, state, and federal requirements by utilizing approved tests that are compliant with the Equal Opportunity Act of 1972. The City of College Station policies and department policies for recruitment and selection are additionally consistent with the Civil Rights Act of 1964. The department follows a stepped selection process to ensure fairness for all entry level candidates that is consistent with statutes. This process consists of:

- Written test, minimum score of 70%
- Physical ability test with maximum time limit
- Personal history statement
- Background check
- Polygraph test
- Group interview
- Chief's interview
- Physical exam

Promotional candidates follow the process explained in Policy 100.5.11. Promotional tests and processes are job related and comply with equal opportunity and anti-discrimination statutes.

Appraisal

The department maintained compliance with statutes related to selection and recruitment by having policies in place that ensure a fair process. The department has used the stepped selection process in selection for a number of years. Entry level hiring and promotional testing are both overseen by the city's human resources department and legal department.

Plan

The department is committed to ensuring the process of recruitment and selection is fair and compliant with all local, state, and federal requirements. There are no plans to change the process for recruitment and selection. The department will comply with any future changes in local, state, or federal statutes.

References

Equal Opportunity Act of 1972

Civil Rights Act of 1964

7B.3 CSFD Application Process

7B.3 CSFD Policy 100.5.11

7B.4 The agency's workforce composition is reflective of the service area demographics or the agency has a recruitment plan to achieve the desired workforce composition.

Description

The city human resources department does actively recruit all demographics through job fairs, postings, and other functions. The department workforce does not equally reflect the demographics of the city or state.

The department has members assigned to recruitment of future candidates for employment.

Appraisal

There has not been an effective plan in place to target specific demographics to help the department to be more diverse. The department has minimum required certifications that an individual must have before they can be considered for hiring. The department's demographic largely reflects the demographics of students who are able to afford to either fire academy or paramedic school, making them eligible for hire. Job postings were made in general areas, but were not posted or promoted based upon a specific diversity level.

Plan

The human resources department is working with the fire department to develop a plan. The plan is to provide additional opportunities for recruitment in targeted areas for greater diversity. This plan will focus on advertising and recruiting individuals that are certified firefighters and/or paramedics who can also add more diversity in the department.

References

Fire Department Demographics (available during site visit)

7B.4 CSFD, City, and State Demographics Comparison

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

Description

The department has a new member orientation program in place. During this time, members are provided information on health and safety initiatives, introduction to city and department policies, day-to-day expectations, and introductions to basic job related functions. The department's training division has new members work on a 40-hour work schedule for up to two weeks, depending on the number of new members. After initial contact is complete with the training division, new members are assigned to a station and shift where new employees have checklists for EMS and fire expectations of on-the-job training provided in the *CSFD Year One Handbook*.

An addition all new employees are required to attend the cities new hiring orientation. This program includes city policy, expectation, values, respect training, and risk management.

Appraisal

The department's training division recently combined fire orientation and EMS orientation into one binder called the *CSFD Year One Handbook*. This handbook contains checklists of tasks the new member must complete at each station and on each type of apparatus. It also contains orientation and study materials that the employee must be familiar with in order to respond to EMS calls on an ambulance. This new orientation binder has helped ensure that all new employees are receiving the same basic training from on-duty crews during their first year.

Plan

The recently revised orientation process will be monitored by the training division for effectiveness and will be improved upon as necessary.

References

7B.5 CSFD Year One Handbook

CC 7B.6 A supervised probationary process is used to evaluate new and promoted members based on the candidates' demonstrated, knowledge, skills, and abilities.

Description

The department has a one-year probationary period for all new members, per the city's Employee Handbook, Policy 3.02. During this time, the department's *CSFD Year One Handbook* (task book) provides specific timeline-based objectives to be met in order to be released from probationary status. This handbook covers administrative procedures, fire, EMS, equipment, and other areas of the department. The process is supervised by the employee's lieutenant and battalion chief. CSFD Policy 100.5.20 addresses a lieutenant's responsibility toward supervising, mentoring, and evaluating a probationary employee.

Promoted employees do not serve a probationary period of employment in their new role. Employees are required to demonstrate their knowledge, skills, and abilities before they are promoted. Task books are issued to new employees and newly promoted members for their new role within the department. These task books were designed to provide specific knowledge, skills, and abilities that a newly promoted person might need to be successful in their new role.

Appraisal

In the past, the department utilized an orientation handbook as a general guide for the probationary process. The focus was on the fire side of the department with small emphasis on the medical side of response. The new *CSFD Year One Handbook* is designed to put more emphasis on EMS. CSFD Policy 100.5.20 is an effective tool which allows a probationary firefighter's lieutenant to orient, train, evaluate, and correct that firefighter so he or she can successfully complete the probationary period. This process is an effective process that standardizes the development of new employees.

Other task books have been effective in assisting newly promoted members to defining the new skills one needs to know in order to be successful in their new role.

Plan

The *CSFD Year One Handbook* and CSFD Policy 100.5.20 will continue to be foundational pieces of the probationary process. The future plans are to maintain the relevancy of the handbook and to update it as needed to provide successful completion of the probationary period to new members.

The plan is to continue to evaluate other task books for newly promoted positions to confirm they are updated.

References

7B.6 City Handbook Policy 3.02 Introductory Period of Employment

7B.6 CSFD Year One Handbook

7B.6 CSFD Policy 100.5.20

7B.7 An employee/member recognition program is in place.

Description

The department recognizes its members through a number of different routes including:

- Personal accolades from citizens, city manager, and fire chief
- City of College Station Employee of the Quarter/Year Awards
- Annual service awards for new members and long-term service awards every five years

Appraisal

Service awards and personal accolades have been used as a primary means of recognition. The department had an Employee of the Quarter (EOQ) and Employee of the Year (EOY) program in place in addition to the current recognitions. The EOQ and EOY programs were not used after the retirement of a battalion chief that championed the use of these recognition programs in accordance with CSFD SOP 100.9.10.

Plan

The plan is to determine an effective way to provide more internal opportunities to recognize employees for their job related efforts.

References

7B.7 CSFD SOP 100.9.10 – Employee Recognition

7B.8 The working conditions and environment are such that the agency attracts diverse and qualified applicants and retains a tenured workforce.

Description

The department attracts qualified applicants from a range of backgrounds and experiences. Applicants come to the department straight from a fire/EMS academy or with years of previous firefighting experience. Applicants come with levels of education ranging from high school diplomas to master's degrees. The department's civilian employees have transferred from other city departments or from similar fields outside the city. Exit interviews are conducted when an employee retires or leave the organizations.

Appraisal

A review of the department's roster shows that the department has 29 employees (22%) who are eligible for retirement with over 20 years of experience. 10 employees (7%) have over 30 years of experience. Thirteen employees (45%) of the 29 retirement-eligible employees hold the rank of lieutenant or above.

Since January of 2009, it is estimated that about 17% of new hires have left the department. Of those that left, 33% went to work for a different fire department, 45% did not pass their EMS qualification tests, and 22% left for personal reasons.

In 2015, the department conducted two hiring processes to fill 17 positions on the roster. This process requires applicants to have a firefighter and emergency medical technician certification or paramedic certification. This requirement reduces the opportunity for attracting a diverse applicant pool.

Plan

The human resources department is working to create a plan with the fire department to provide additional opportunities for recruitment that target more diverse applicants that targets a more diverse applicant pool.

References

Department roster 1978 – 2014 (available on site visit)

7B.9 Exit interviews or periodic employee surveys or other mechanisms are used to acquire feedback and improve agency policies and procedures.

Description

The human resources department provides exit interviews, by survey or in person, upon request from any member. Exit interviews are not required, but they are encouraged. City-wide employee surveys are periodically sent out to gain additional information on general or specific areas. Information gained from exit interviews or employee surveys is submitted to the department for review by department heads.

Appraisal

The human resources department conducted exit interviews and employee surveys on behalf of the department. In the fall of 2013, the city conducted a “Job Satisfaction: Workplace/Work Groups and Work/Life Balance” survey.

In the Spring of 2014, the city conducted a “Comprehensive Benefits” survey. Information was provided to employees to review and showed that the majority of employees believe they are provided good city benefits.

The majority of exit interviews are conducted at the human resources department, and the information that is obtained is utilized by human resources to improve the organization.

Plan

The plan is to continue to do exit interviews and employee surveys in the current methods.

References

7B.9 Benefits Survey Highlights by City 2015

7B.9 Fire – Internal Communication - 2012

7B.9 Fire – Job Satisfaction - 2013

7B.9 Fire – Pay and Benefits - 2013

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

Description

According to the department's strategic plan, a top departmental goal is to "attract employees and keep available positions filled." This goal goes on to list a plan and strategy for accomplishing that goal. This goal does not mention making any efforts at retention. Projected personnel resources are budgeted for when new stations are opened and new apparatus are put in service. For example, in FY 2015 the department budgeted for five new positions out of the 15 needed to staff a new ladder truck that will be delivered in 2017.

The department currently has two hiring processes per year. During each of these hiring processes, the department is able process 20 to 25 candidates through the hiring process within 90 days.

Appraisal

The department has kept positions filled by recruiting new members. There is not a program in place to address retention of current members. The mass majority of our employees stay until they retire, usually after approximately 30 years of service. The department does not have any problems maintaining employees. Recent retirements have reduced the department's experience levels.

The hiring process keeps an active pool of candidates available for hire. Currently, this meets the department needs in filling vacant positions.

Plan

The department plans to organize a program to address recruitment, retention, and attrition. The department will continue to have two hiring processes per year in order to maintain an active applicant pool.

References

CSFD Strategic Business Plan FY 2016 – FY 2018

7B.10 2014-2015 Approved Annual Budget

Criterion 7C: Personnel Policies and Procedures

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

Summary:

Personnel policies and procedures that guide administrative and personnel behavior are established and maintained. The city maintains and publishes an employee handbook with policies that affect all city employees. The department maintains and publishes additional policies and procedures that guide the operations of the department.

Performance Indicators:

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

Description

The department publishes the Standard Operating Procedures in Power DMS and in the City of College Station Employee Handbook in the city intranet (CityNet) system. These intranet sites provide a location for department members to gain access to current policies, procedures, and rules. The department has a new system on Power DMS that maintains department policies and EMS protocols. This software allows documents to be written, edited, and then publishes them to department members. This system also allows members to review documents. Some policies need to be updated. The new system is helping to speed up the process of getting documents updated and published, and the ultimate goal is to have all documents reviewed at least once every two years.

Appraisal

The department has an electronic system (Power DMS) that publishes all department policies and EMS protocols. Communication of policy changes has been streamlined by the introduction of PowerDMS document management software. This software allows for employees to verify, through electronic signatures, that they have received and read updated policies.

The process that was used prior to Power DMS was more difficult in keeping department policies updated. The Power DMS system has helped increase the effectiveness of getting policies updated and published. This system has allowed a more effective way to allow specific members to edit the same working document in a controlled process. It also has an approval process within the workflow. This has reduced time in the entire process for policy and protocol changes. With the increased effectiveness in updating policies, the department is on track to get

all of them reviewed in the next six months. The department has been effective in keeping EMS protocols up to date.

Plan

The plan is to continue to utilize the Power DMS system to effectively and continually update all department policies and EMS protocols every two years and to provide department members with a published copy.

References

7C.1 CSFD SOP Manual

7C.1 City of College Station Employee Handbook (photo)

7C.1 City Employee Handbook – Policies List

CC 7C.2 A specific policy defines and prohibits sexual, racial, disability or other forms of harassment, bias and unlawful discrimination of employees/members and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.

Description

The department maintains policies that define and prohibit sexual, racial, disability, and other forms of harassment, bias, and unlawful discrimination of employees. These 9.08 and 9.09 policies are in place through the City of College Station Employee Handbook, and expectations specific to employee behavior are found in the CSFD SOP on the Standard of Conduct.

Employees who feel as though they are being unfairly targeted through harassment or bias can report the actions through the chain of command or make contact with human resources.

Appraisal

Policies have been in place to prevent discrimination and bias amongst employees. The department enforces these policies and is firmly committed to ensuring that the workplace is free from discrimination or bias. Reporting systems have been in place through the chain of command and through human resources. Each employee confirms that they have read and understand these policies each year as part of their formal performance evaluation.

The city and department management have determined that this process is effective in making sure employees are aware of how to handle these type of situations and how to report them to the appropriate person. Every complaint will be investigated promptly and thoroughly, and in a manner as confidential as possible.

Plan

The city and department remain committed to treating all employees fairly in an environment free of bias and harassment. The department plans to have all members obey these policies and prohibit harassment or discrimination against any employee.

References

7C.2 CSFD SOP 100.7.10 – Standard of Conduct

7C.2 City of College Station Employee Handbook 2.01 – Equal Employment Opportunity

7C.2 City of College Station Employee Handbook 2.04 – Hiring-Child Labor Provisions

7C.2 City of College Station Employee Handbook 9.08 – Sexual Harassment

7C.2 City of College Station Employee Handbook 9.09 – Other Forms of Harassment

7C.2 Annual Performance Review

7C.3 A disciplinary system is in place and enforced.

Description

The department has a disciplinary system in place with Standard Operating Procedure (SOP) 200.2.10. This system follows a stepped process for formal disciplinary procedures to be followed. The department also utilizes the discipline system in the City of College Station Employee Handbook to further detail procedures. The system is utilized and enforced to provide feedback for correction of employees to improve in job performance or to provide documentation and fair processes that could include termination.

Appraisal

The department maintained use of the discipline system in conjunction with city policy. The department considers the disciplinary system effective in handling identified personnel issues when it is used. It also provides multiple methods that can be utilized by a supervisor in order to correct or train a member on an identified issue.

Plan

The plan is to continue to follow the city and department established disciplinary policies when needed.

References

7C.3 CSFD SOP 200.2.10 – Disciplinary Procedure

7C.3 City of College Station Employee Handbook 10.01 – Disciplinary Policy

7C.3 City of College Station Employee Handbook 10.02 – Appeal Procedures

7C.3 City of College Station Employee Handbook 10.04 – Grievance Policy

7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

Description

Internal ethics and conflict of interest policies are published and communicated to members. The department maintains policies through department procedures 100.7.10 and through the city's Employee Handbook on policies pertaining to nepotism, code of ethics, political activity, and conflict of interest. These policies are provided on initial employment and are available through the internal city network.

Appraisal

The department maintained policies on ethics and conflict of interest through internal policies and city policies. The department has had reports of ethics violation by its members, and all were fully investigated. This is an efficient process to make sure department members are aware of these policies and how to report problems.

Plan

The plan is to continue following the city and department policies related to ethics and conflict of interest.

References

7C.4 CSFD SOP 100.7.10 – Standard of Conduct

7C.4 City of College Station Employee Handbook 2.02 – Nepotism

7C.4 City of College Station Employee Handbook 9.01 – Code of Ethics

7C.4 City of College Station Employee Handbook 9.03 – Political Activity

7C.4 City of College Station Employee Handbook 9.04 – Conflict of Interest

7C.5 A grievance/complaint procedure is published and communicated to employees/members.

Description

The department maintains a grievance procedure through the City of College Station Employee Handbook, Policy 10.04 that details how a complaint/grievance can be filed and the chain the complaint/grievance will follow. The department conducts the investigation in the grievance with assistance from the human resources department.

Appraisal

The department maintained the grievance procedure through the Employee Handbook, and it was communicated to employees in initial orientation. The city and department consider the process effective in handling a grievance or complaint.

Plan

The plan is to continue to follow the grievance and complaint policy.

References

7C.5 City of College Station Employee Handbook 10.04 – Grievance Policy

Criterion 7D: Use of Human Resources

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

Summary:

The Mission of the College Station Fire Department is

- To protect the lives and property of the citizens and visitors of College Station during all emergencies and disasters, whether natural or man-made.
- To promote a safe community through public education, fire prevention, and emergency management in order to maintain and uphold the integrity of the City and its neighborhoods.
- To maintain a high standard of training and education for our employees.
- To encourage our employees to serve as role models and participate in the community.
- To utilize effectively and efficiently all available resources to provide service deemed excellent by the people.

Human resources development and utilization is consistent with the goals listed above, particularly the third and fourth points.

Performance Indicators:

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

Description

The human resources department maintains a position classification system through the utilization of the DBM Modification System to categorize jobs. The human resources director works with the fire chief to establish job descriptions for each applicable position, and the department is responsible for ensuring that job descriptions are up-to-date and applicable with the current classification system. The organizational chart for the department is aligned with the job classifications to ensure proper chain of command and responsibilities are clearly defined.

Appraisal

The department has met this criterion as a position classification system was in place. Jobs are audited with communication between the department and the human resources department to ensure job descriptions are current. The organizational chart was updated to reflect the addition of new positions in FY '15. Job descriptions were put into effect for these positions. Position classifications were updated to note the positions. Job descriptions for other positions remained intact as job requirements for previous positions were unchanged.

All department job descriptions were reviewed and updated if needed in 2015. During past annual reviews, there was no method to show proof that the document had been reviewed.

Plan

The current job classification system will be continued, and every year all department job descriptions will be reviewed for needed changes. This process will be a joint effort between the human resources department and fire department in maintaining job descriptions.

References

7D.1 City of College Station Job Descriptions

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

Description

Job descriptions exist for each job within the department. The human resources director is the primary person responsible for ensuring that job descriptions are in place, and the fire chief is responsible for ensuring that job descriptions are current. Department members provided input on job descriptions updates during the 2015 review processes. The fire chief approves all job descriptions.

Every year during the budget process, the department is requested to review job descriptions. In 2015, all fire department job descriptions were reviewed and updated.

Appraisal

The fire chief reviewed all department job descriptions in 2015 to ensure accuracy as new positions were added within the last few years. All incumbent personnel were given the opportunity to comment on and suggest changes to these descriptions before the chief finalized the description. Changes and additions to the job descriptions were communicated with the human resources director, and all department job descriptions were updated in 2015.

Plan

Job descriptions will continue to be in place for all positions within the department. The fire chief will continue to be the primary person responsible for ensuring the descriptions are current with the jobs assigned, and the human resources director will continue to maintain the job descriptions for each position within the department.

References

7D.2 CSFD Job Descriptions

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

Description

Personnel reviews are conducted on an annual basis. These reviews are used to determine merit raise percentages and communicate job performance. Each employee has a performance review performed by his/her immediate supervisor, and the results of the performance reviews are communicated to each employee. The appraisal system covers items such as timeliness to work, quality of work, physical fitness, and overall job performance. The appraisal system utilizes a range of 1-5 for performance that has clear qualifiers on what actions or conduct represents each number.

The performance appraisals are used to assist in determining merit raises when additional revenue is available for distribution to members who are eligible for merit raises. The performance appraisals are communicated to each employee to assist in furthering employee understanding of their role and performance. The immediate supervisor of each employee is responsible for conducting the appraisal of each employee.

Appraisal

An annual performance appraisal was conducted on all department members in 2015. This system of personnel appraisal has been effective in communicating job expectations and performance to employees. This has also been an effective tool in providing members future goals and objectives to work toward.

Plan

The current appraisal system will continue to be used in future performance evaluations. The system will continue to provide a comprehensive evaluation of each employee which limits bias due to the standards that must be met with each evaluation aspect to gain a specific number ranking.

References

7D.3 Evaluation Book

7D.3 Evaluation Forms

7D.4 The agency maintains a current list of the special knowledge, skills, and abilities of each employee/member.

Description

The department utilizes Telestaff time keeping software as the central point for listing each member's special knowledge, skills, and abilities. These special abilities include move-up position clearances, rank, and EMS provider level. The training division also maintains records in employee files and training records.

Appraisal

This objective was met as the Telestaff system has been integrated into department use for staffing and special abilities for many years. This comprehensive system provided review of each employee for his/her skills, and information on each employee is updated as rank or other special abilities are changed. Training records were available for review for each employee to establish the special abilities.

Plan

Telestaff will continue to serve as the central repository for knowledge as it relates to staffing. The training division will also continue to maintain training records needed to establish special abilities by employees.

References

CSFD Personnel Files (private files)

7D.4 CSFD Training Records (sample, site visit demonstration on request)

7D.4 Telestaff personnel management (photo, site visit demonstration on request)

7D.5 Methods for employee/member input or a suggestion program are in place.

Description

The department provides two different ways for suggestions or input to be made. The traditional chain of command can be followed to ensure that the flow of communication from firefighter to fire chief is made or the department utilizes a system called PRIMES (Program for Recommendations for Improvement of Morale and Employee Satisfaction) that takes any idea or suggestion directly to the fire chief without any impedance by the chain of command. This system requires acknowledgement and response to any suggestions or issues present to the fire chief. Additionally, employees can schedule a meeting with the fire chief to make any suggestions on topics related to the department.

Appraisal

PRIMES and the traditional chain of command were in place through the use of CSFD SOP 100.1.10 and met the objective for this indicator. PRIMES provided a direct link between any employee and the fire chief. The traditional chain of command was also available for items that did not need a direct link to the fire chief.

From time to time, the PRIMES documents have been lost or misplaced. This has caused some frustration to those that have submitted the form that has become lost or misplaced. The tracking process is not effective to confirm where the document is within the process.

Plan

PRIMES and the chain of command will continue to be in place to provide an avenue for employee input on any topics deemed important by the members. There is also a plan to develop an electronic process that would make it easier to maintain accountability in the tracking process within the organization.

References

7D.5 CSFD PRIMES Guidelines and Form

7D.5 CSFD SOP 100.1.10, Chain of Command

7D.6 Career development programs are made available to all employees/members.

Description

The department maintains the Professional Development Guide that details necessary requirements for promotion from Firefighter 3rd Class (Probationary Firefighter) to Battalion Chief. This guide lists the necessary courses and educational requirements needed for all shift positions. Employees are encouraged to seek tuition assistance through the Texas Education Code Section 54.353. This assistance provides no cost education for fire science related courses (but not a waiver of the fees) for firefighters. The fire chief provides a letter of verification of employment to allow for the assistance to be sought at state universities with the applicable courses. The department is also active in sending officers to participate in the Texas Fire Chiefs Association and through the Executive Fire Officer Program through the National Fire Academy.

Appraisal

The Professional Development Guide has been an integral part of the promotion process as it provided clear direction for all employees seeking promotional opportunities within the department. This has been effective in having members ready to promote to the next level. The department has enough members to successfully complete the promotional processes to be eligible for promotion.

The department provided letters of verification of employment to employees who sought tuition assistance for applicable courses to state universities. Members of the department participated in the annual conference of the Texas Fire Chiefs Association to network and gain knowledge as well as attend many other external opportunities of learning. The Executive Fire Officer Program was utilized for chief officers to gain executive leadership and development opportunities.

Plan

The current system of career development will continue to be foundational with the use of the Professional Development Guide. Other programs will continue to be utilized to enhance member development, and tuition assistance will continue to be promoted within the department to make college courses affordable to all members of the department.

References

7D.6 CSFD Professional Development Guide

[Texas Education Code Section 54.353 – Firefighters Enrolled in Fire Science Courses](#)

Criterion 7E: Personnel Compensation

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

Summary:

Practices for providing employee compensation rates are established. All information pertaining to compensation is available to each employee and can be found in city policies, department policies, and by request from the human resources department.

Performance Indicators:

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

Description

The department maintains pay scale ranges for all positions with minimum, mid-point, and maximum rates of pay. Individual pay rates of employees are confidential, but pay ranges are available by request to the human resources director. Any employee can request the pay range from firefighter 3rd class to assistant chief. Pay ranges are posted on the CSFD web page and updated as directed by the human resources department.

Appraisal

The pay rates for members have been available by request from the human resources director. The pay ranges are published and available to all members. Pay rates were also published in fire station postings for employee review.

Plan

The pay ranges will continue to be posted in the fire stations and available by request through the human resources director. The pay ranges are subject to the city budget, determined by the city council.

References

7E.1 Pay Scale

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

Description

Benefits for employees in regard to health, vision, or other insurance are communicated during the orientation process for all new city employees. The City of College Station also communicates all benefits pertaining to insurance on an annual basis through the annual open enrollment period and the Benefits Summary. Leave is published and communicated to employees for the department through SOP 100.6.40 and 100.6.50. Members are also provided benefits through the City of College Station Policy 5.02 and 6.09. Leave accruals can be viewed for all employees through the TeleStaff staffing software which records and deducts employee leave balances and accruals.

Appraisal

This objective was met by the Benefits Summary being published and distributed to all employees on an annual basis. The open enrollment period defined benefits to employees, and new employees were communicated benefits through the orientation process. Leave policies were in place to define leave benefits that were department specific. TeleStaff software was utilized for review of employee leave balances.

Plan

The current system of defining, publishing, and communicating member benefits will remain in place through department and city policies, the city's open enrollment period, and through benefit summary distribution.

References

7E.2 CSFD SOP 100.6.40 – Department Leave Policy

7E.2 CSFD SOP 100.6.50 – Shift Employee Annual Leave

7E.2 City of College Station Employee Handbook Sections 5, 6, and 7 (List policies)

Criterion 7F: Occupational Health and Safety and Risk Management

Occupational health and safety and risk management programs are established and designed to protect the organization and personnel from unnecessary injuries or losses from accidents or liability.

Summary:

All members of the department are responsible for safety, and programs have been established to protect against and to prevent accidents and injuries. The department has an Infection Control Plan that all members are familiar with. The department conducts after action reviews for training and improvement. It conducts accident review boards when accidents do happen. Occupational health and safety responsibilities are coordinated by safety captains on each shift.

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

Description

The department is committed to ensuring safe working operations on emergency and non-emergency operations. Previously, the fire chief and the assistant chief of prevention were responsible for the occupational health and safety and risk management programs as outlined in SOP 100.3.10. Under the newly added EMS/Safety Captain, the job description is laid out so that this position, currently a 40-hour person, is responsible for this program.

Appraisal

The department had a number of people assigned to ensuring a health and safety program was in place. The EMS/Safety Captain was in place as a 40-hour position. The position has had two different people in that position during 2014. Due to the position being new and turnover in the position due to internal promotions, the position had not taken on as much responsibility for the health and safety program as was originally intended. However, the fire chief was still in the direct chain of being responsible for implementing the health and safety program as previously assigned.

Plan

In 2015, two additional EMS/safety captains will be put in place, and the position will return to a 56-hour, shift work status. Each captain will be responsible for ensuring that comprehensive health and safety programs, as well as a risk management program, is followed department-wide on a continuous basis.

References

7F.1 CSFD EMS/Safety Captain job description

7F.1 CSFD SOP 100.3.10 – Health and Wellness

7F.2 Procedures are established for reporting, evaluation, addressing, and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.

Description

The department maintains multiple ways to report hazards and unsafe working conditions. SOP 100.1.10 is designed to instruct personnel on emergency and non-emergency operations communications channels. These channels work to ensure that proper personnel are involved in the decision making process for having a safe working area. Communication can be made through the chain of command, directly to the fire chief through the PRIMES reporting process, or, if on an emergency scene, directly to the incident commander or safety officer.

Appraisal

Procedures have been in place to direct reporting, evaluating, addressing, and communicating workplace hazards and unsafe conditions. On non-emergency operations, personnel were instructed to follow the chain of command to report unsafe conditions. On emergency scenes, personnel were directed to report and communicate unsafe conditions to the direct supervisor, incident commander, or assigned safety officer. Battalion chiefs maintained responsibility for the shift level personnel as assigned by the applicable SOP. PRIMES forms were available on the CSFD Home Page to be sent directly to the fire chief to communicate unsafe conditions or hazards.

Plan

There are no plans to change how unsafe working practices or workplace hazards are reported. Multiple reporting tools and channels are available for personnel to communicate so that hazards can be mitigated and to ensure crew safety.

References

7F.2 CSFD SOP 100.1.10 – Chain of Command

7F.2 CSFD PRIMES Guidelines and Form

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

Description

There are a number of documented steps that are taken to implement risk reduction within the department. After action reviews are conducted after major events that are designed as a non-punitive review of incidents to identify safety issues, provide additional training, and ensure future success in similar events. Drivers of apparatus fill out a vehicle check sheet each morning to note who is responsible for checking out the apparatus. Apparatus training is conducted during an in-house driver/operator course. During this course, drivers are directed on how to perform proper daily apparatus checks and what items need to be checked each day. SCBAs are checked out each day to ensure proper operation, as required by SOP 300.2.30, and specific pass/fail points are specifically listed on the check sheet. Gear inspections are conducted on at least a monthly basis, as noted in SOP 300.2.10, to ensure that personnel have personal protective equipment that is ready for service and safe for use. Gear inspections are documented and submitted to the battalion chief for review. Annual face mask testing is performed and documented as noted in SOP 300.2.40. An Infection Control Plan is implemented for EMS response to identify risks during medical treatments, and documentation is noted in the forms associated with the Infection Control Program.

All lost time accidents, injuries, equipment damage, and damage to another's property will go in front of the Accident Review Board per SOP 100.10.10 to determine causal factors and whether or not fault was found.

Appraisal

The department had in place a number of documented ways to implement risk reduction and identify hazards. Vehicle check sheets and SBCA sheets were filled out on a daily basis to ensure proper working operation of apparatus and SBCA. Gear inspections were documented on the monthly check, and issues identified during gear inspection were sent to the quartermaster for

repair or replacement. Procedures were in place to direct safe working practices, and fit testing was performed and documented to ensure proper mask fit. The department met the requirements for the indicator, but additional review should be made in terms of use of paper for daily check sheets. SCBA sheets were scanned and sent to the SBCA program, but vehicle checks sheets are still sent by interoffice mail.

Plan

Digital scanning of all paperwork should be performed, or the use of online software should be considered to ensure that checks are performed and paperwork is not lost. After action reviews (AARs) are performed on a non-regular and informal bases. AARs should be conducted on all major EMS and fire incidents, and AARs should be documented and available to all personnel on all shifts.

References

7F.3 Vehicle Daily Checklist

7F.3 Driver/Operator Training Checklist

7F.3 CSFD SOP 100.1.10 Accident Review Board

7F.3 CSFD SOP 300.2.10 – Personal Protective Equipment

7F.3 CSFD SOP 300.2.30 – SCBA Daily and Weekly Checks

7F.3 CSFD SOP 300.2.40 – Quantitative Fit Test

7F.3 CSFD EMS Protocols – B1 Infection Control Plan

7F.3 CSFD EMS Protocols – B2 Infection Control Forms

7F.4 Procedures are established and communicated specific to minimizing occupational exposure to communicable diseases or chemicals.

Description

An Infection Control Plan (ICP) is established with procedures on how to minimize exposure to diseases. The ICP discusses preventative measures, minimum requirements for employees for vaccinations, and minimum protective equipment needed for tasks. In the event an employee is exposed to a communicable disease, Section B2 of the EMS protocols has forms that need to be filled out to document the exposure. Additionally, a Work Incident Form must be filled out, and workers compensation forms must be filled out as required by the City of College Station Risk Management Department. In relation to chemicals, the department maintains safety data sheets on chemicals for internal use. Standard operating procedures on SCBA and protective gear use are provided to protect personnel in the presence of chemicals on an incident.

Appraisal

The department maintained procedures that were established for minimizing exposure to communicable diseases. The Infection Control Plan documents specific pieces of equipment and minimum requirements to ensure that disease exposure was kept to a minimum. Safety data sheets were available for chemicals for internal use, but procedures for chemicals on incidents only covered firefighting protective equipment. Additional detail needs to be placed on the chemical side by including the protective equipment available through the hazardous materials program.

Plan

The hazardous materials program will review the current procedures and work on including minimum requirements for protective equipment needs as they relate to chemicals. Otherwise, no plans are in place to change the procedures for further minimizing disease and chemical exposures.

References

7F.4 CSFD EMS Protocols – B1 – Infection Control Plan

7F.4 CSFD EMS Protocols – B2 – Infection Control Plan forms

7F.4 CSFD SOP 300.2.10 – Personal Protective Equipment

7F.4 CSFD SOP 300.2.20 – SBCA Usage Guidelines

CC 7F.5 An occupational health and safety training program is established and designed to instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whatever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.

Description

The department maintains an occupational health and safety training program through a variety of avenues. Initial employment is covered through a new employee orientation program where new recruits spend time reviewing policies, procedures, and proper equipment use. New equipment, processes, or procedures are covered by offering continuing education from department personnel or from company instructors. Commercial pre-fire plans are conducted to engage current employees on identifying hazards on scenes and how to best mitigate the associated hazards. Vaccinations and an Infection Control Plan are in place to manage safety on medical response. After Action Reviews are periodically conducted to help crews review incidents and establish safe working habits through critical analysis. Minimum training standards are established, through the Professional Development Guide and promotional testing, to ensure personnel who are eligible for promotion have shown proficiency in proper and safe operations on apparatus, equipment, and on scenes. An accident review board is established to review vehicle accidents or other lost time accidents. Medical training checklists through a field training program are utilized to ensure that personnel are adequately trained.

Appraisal

A health and safety program was established with multiple items introduced to ensure that employees are properly trained on procedures, processes, or equipment that is new or changes. The department specifically works to ensure safe working operations on scenes by conducting pre-plans on commercial occupancies.

Plan

There are no plans to change how the department ensures that an occupational health and safety training program is in place.

References

7F.5 CSFD EMS Protocol – B1: Infection Control Plan

7F.5 CSFD Pre-Fire Plans (samples)

Vaccination records (employee files)

7F.5 CSFD EMS Orientation Task Book (training checklists)

7F.5 Professional Development Guide

7F.5 CSFD SOP 100.10.10 Accident Review Board

7F.5 CSFD SOP 100.3.10 Health and Wellness

7F.6 City Written Safety Plan

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

Description

After action reviews (AARs) with crews who were involved in incidents are utilized for near miss reporting. These after action reviews allow for a critical review of work performed on incidents to review safety practices, performance on enhancing future response, and identifying any changes that need to be made in the policies or procedures to help in a lessons-learned standpoint.

Appraisal

AARs are not conducted with any regularity or with any specified event. AARs have not always been conducted with prescribed events, such as confirmed structure fires, rescues, or major medical events, and information has not been shared amongst other crews and shifts to ensure that all information was disseminated with all personnel for the purpose of learning.

Plan

The department is planning, by 2016, to have an accident review board that meets regularly to review incidents and near misses to share for betterment of the department. Otherwise, there are no immediate plans to implement a standard set of action items or otherwise to be utilized for near miss reporting.

References

7F.6 After Action Reviews

7F.7 A process is in place to investigate and document accidents, injuries, legal actions, etc. which is supported by the agency's information management system.

Description

A number of processes are in place to investigate accidents, injuries, and other actions that cause a safety concern to the department and personnel. The accident review board (ARB) is in place under policy 100.10.10. The purpose of the ARB is to conduct investigations, on a confidential basis, for instances such as motor vehicle incidents or lost work time incidents. The ARB looks for recommendations to come from these incidents for submission to the fire chief on ways to make adjustments to policies or procedures to ensure that the incidents are not repeated. The workers compensation process is also utilized to investigate compensation claims for personnel who have been injured on duty. These investigations also reveal areas where safety considerations should be placed to ensure safe working areas are established. An infection control plan is in place to be proactive in limiting possible exposures on medical calls, and procedures are in place to review exposures to personnel to ensure that an incident is not repeated for crew safety.

Appraisal

The ARB was utilized for lost work time incidents and vehicle accidents, and recommendations were made to the fire chief on ways to prevent future incidents. Workers compensation claims were filed through the department and through the human resources department. Investigations were conducted when claims were filed. The infection control plan was in place to be a preventative barrier against exposures. The department had multiple processes in place to investigate accidents, injuries, and other events.

Plan

The current system will continue to be in place to investigate any accidents or injuries. The ARB is proposed to be a regularly meeting group of personnel who review incidents of major and

minor incidence to allow for an analytical review of actions in anticipation of reducing accidents and promoting safety.

References

7F.7 CSFD SOP 100.10.10 Accident Review Board

7F.7 CSFD EMS Protocol – B1: Infection Control Plan

7F.7 CSFD EMS Protocol – B2: Infection Control Plan Forms

Criterion 7G: Wellness/Fitness Programs

The agency has a wellness/fitness program for recruit and incumbent personnel and provisions for noncompliance by employees/members are written and communicated.

Summary:

The department's wellness and physical fitness programs are in place for initial, regular, and rehabilitative evaluations. Policies are in place to direct these programs. These programs are designed to promote health and wellness without being punitive in nature. These programs have been successful in catching health problems while they were still minor, thus avoiding major complications in the future.

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

Description

The department provides an initial physical when an offer of employment is accepted. This physical is a requirement of the hiring process and follows NFPA 1582.

Regular medical and physical fitness evaluations are performed annually in conjunction with Applied Exercise Science Laboratory at Texas A&M University. These “FitLife” evaluations include a cardiac stress test, strength test, lung capacity test, chest x-ray, body composition analysis, hearing test, and blood tests. Employees are provided a copy of their results and can track changes from year to year.

CSFD SOP 100.3.10 is the department’s health and wellness policy. The department adopts the IAFF/IAFC Fire Service Joint Labor Management Wellness Initiative, 2nd Edition. The department also uses all or part of NFPA 1582: Standard on Comprehensive Occupational Medical Program for Fire Departments, 2007 edition and NFPA 1583: Standard on Health and Related Fitness Programs for Firefighters, 2008 edition.

These standards provide guidance for physical fitness and wellness programs that are educational and rehabilitative, but not punitive.

Appraisal

The department adopted these health and wellness standards in October 2007. Since then, employees have been able to track their physical fitness. Several employees have had serious health problems identified early during the annual FitLife evaluation. Local cardiologists work with employees to improve health through diet and lifestyle changes. Participation in the FitLife program allows each employee to earn a \$20 discount on their health insurance premium each month.

Plan

The department plans to continue these health and wellness initiatives and will remain open to other opportunities for improvement.

References

7G.1 CSFD SOP 100.3.10, Health and Wellness.

IAFF/IAFC Fire Service Joint Labor Management Wellness Initiative, 2nd Edition.

NFPA 1582: Standard on Comprehensive Occupational Medical Program for Fire Departments, 2007 edition.

NFPA 1583: Standard on Health and Related Fitness Programs for Firefighters, 2008 edition.

FitLife results – hard copy only, example available upon request

7G.2 The agency provides personnel with access to fitness facilities and equipment as well as exercise instruction.

Description

Fitness facilities are available through three different avenues for department employees to exercise and continue physical fitness. The six fire stations, maintained by the department, are designed with a workout facility in each station. This allows on-duty personnel the opportunity to utilize equipment while in the station. Equipment furnished includes a variety of items such as cardio equipment, stair climbers, and free weights. A city gym is also provided at 1207 Texas Ave. and is attached to the community development department. All city employees can utilize this facility that includes cardio equipment and other weight training equipment. Finally, a gym membership reimbursement of \$10.00 per month is provided to employees who have a membership to a gym as designated by the city. This provides a reimbursement for employees who wish to workout off-duty or who wish to utilize equipment not available in the fire station or city workout facilities.

Appraisal

Equipment and workout facilities have been adequate for the department personnel. Station 2 workout facility is small in size for the number of personnel (10) assigned to the station. This small size makes it difficult to schedule all the personnel who wish engage in physical fitness on-duty. Some crews at station 2 opt to participate in group exercises in the bay or backyard.

Physical fitness instruction was previously provided through a peer physical fitness instructor program, but after instructors were sent to the courses, there was no follow up with the department to maintain continuing education or on-duty instruction to personnel.

Plan

The goal within the next year is to review the peer physical fitness instructor program. A determination to recertify personnel to provide instruction through the previous program would be performed or a new program will be enacted.

References

7G.2 City of College Station Gym Membership Reimbursement
Station Tours (upon request)

7G.3 The agency provides wellness/fitness education to all employees/members.

Description

The department provides wellness and fitness education through FitLife annual testing. This annual testing provides employees the opportunity to have a complete physical fitness evaluation that can provide long-term benefits. A consultation with a doctor during this time allows employees to ask questions and receive feedback on how to begin or maintain a desired lifestyle. An employee assistance program (EAP) is also provided to employees for voluntary consultation where employees can receive confidential education for items such as smoking cessation, obesity, mental health, or other medical issues. Employees can also be referred to the EAP for issues that may arise that may negatively affect employee health.

Appraisal

The EAP has been provided by the city for employees who requested or were referred to the program. Annual FitLife testing has been conducted, and a doctor was available for consultation during the process to provide feedback to employees on how to make healthy lifestyle choices. Trends could also be identified through analysis of the program to show effects of lifestyle changes. A peer fitness program was previously in place to have certified instructors who would coach department employees on how to start or continue physical fitness programs. This program was not available at the time due to the discontinuation of the program. A need for instructors to be available for tailoring physical fitness is found due to the discontinuation of the program.

Plan

The department will continue to perform annual fitness evaluation through the FitLife program. The EAP program will be continued through the city, and a peer fitness program will be discussed over the next year to determine what next steps should be taken to re-implement this program.

References

7G.3 City of College Station policy 5.24 – Employee Assistance Program
Annual Fit Life Testing (site visit upon request)

7G.4 The agency provides an employee assistance program with timely access to critical incident stress debriefing and behavioral counseling resources.

Description

The department, through the city, provides an employee assistance program (EAP) that includes stress debriefing and behavioral counseling. Employees can voluntarily request these services by contacting the EAP confidentially, or an employee can be referred to the EAP for mandatory assistance with these issues. The city's EAP is provided through Deer Oaks.

Appraisal

The EAP has been available for employees who needed assistance for stress or behavioral counseling services. An employee could voluntarily request service or be referred to the program by a supervisor.

Plan

The department will continue to provide access to an EAP for employees as outlined by city policy and provided through the city.

References

7G.4 City of College Station policy 5.24 – Employee Assistance Program

CC 7G.5 Current policies and standard operating procedures or general guidelines are in place to direct the wellness/fitness program.

Description

The department maintains policy 100.3.10 that directs health and wellness for employees. The policy identifies a need for good physical fitness from employees, and it identifies areas such as maintenance of physical fitness, rehabilitation for employees who become injured, and ensuring behavioral health of employees.

Appraisal

The health and wellness policy has been in place to direct the physical fitness program for the department. Gaps in education for employees were noted as there was no instruction program provided. The previous program of peer fitness instruction was discontinued a number of years ago as there was little support from the department.

Plan

The department is committed to ensuring employees are physically fit and able to perform their required tasks and duties, and the department is also concerned that employees have a healthy and enjoyable lifestyle. The department will, over the next year, review standards for performing an annual performance test in addition to an annual fitness evaluation. Work improvement plans will be continued for each employee to have a set of guidelines that is tailored for them to return to duty. Peer fitness instruction will be reviewed to be brought back into play so that employees can receive customized physical fitness plans.

References

7G.5 CSFD SOP 100.3.10 – Health and Wellness

7G.6 The agency's information system allows for documentation and analysis of the wellness/fitness programs.

Description

FitLife testing is performed on an annual basis for all employees. Employees are provided results of this testing to be able to track changes in employee health through a comprehensive physical assessment.

Appraisal

Previously, FitLife results were disseminated to employees, and a copy of the records of the testing were kept on file for the department. A number of years ago, the practice of holding the results was discontinued. The department maintains records for vaccination and flu records, but no documentation was maintained for physical fitness. No analysis was performed to monitor the effectiveness of the fitness program. There was no historical data to review.

Plan

As the department reviews the wellness program to ensure a comprehensive assessment is performed, analysis and documentation will be a pivotal point in the program. There is no timeline in place as to when documentation and analysis of the program will be implemented.

References

7G.6 Fit Life Testing Results (each employee gets original copy)

7G.6 FitLife 2015 Contract

7G.7 An appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness program.

Description

The department does not currently conduct a formal appraisal of the wellness/fitness program. The department continues FitLife testing and maintains policies to direct the program, but the effectiveness of the program is not currently measured. The department's health and wellness initiatives have been effective in making personnel more aware of their overall health, but this is difficult to measure because much of this information is private. Job specific physical ability tests are not required after employment and are not measured on a regular basis. Often, a physical/health deficiency becomes apparent during a fire training exercise or at an emergency scene.

Appraisal

The department has not conducted a regular formal appraisal of the entire wellness/fitness program in the past.

Plan

The department plans to review the current department practices related to fitness/wellness. The EMS/safety captain(s) will be responsible for managing the physical fitness and ability program(s) at the company and individual levels.

References

7G.7 FitLife Testing Results (each employee gets original copy)

7G.7 Fitlife 2015 Contract

Category VIII: Training and Competency

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library, other collections of materials that support teaching and learning, instructional methodologies and technologies, support services, distribution and maintenance systems for equipment and materials, instructional information systems, such as computers and software, telecommunications, other audio visual media, and the facilities to utilize such equipment and services.

Central to success of the training and educational process is a learning resources organizational structure and a technically proficient support staff. The training staff should provide services that encourage and stimulate competency, innovation, and increased effectiveness. The agency or system should provide those learning resources necessary to support quality training. The agency should depict their approach to recognized state/provincial and national fire service professional standards programs within their written responses to the performance indicators in this section as adherence to those programs will be considered as *prima facie* compliance with the intent of this section.

Criterion 8A: Training and Education Program Requirements

A training and education program is established to support the agency's needs.

Summary:

The College Station Fire Department's training division has processes in place that identify training needs. The training program is consistent with standards from the Texas Commission on Fire Protection as well as the Texas Department of State Health Services. In addition to meeting federal, state, and local mandates, the department has published a Professional Development Guide so that all positions may have a minimum level of training.

Performance Indicators:

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

Description

The department utilizes a training division headed by the training division chief who supervises two training captains. The training division identifies training needs every year during the annual budget process and is continuously evaluated throughout the year. The organization's basic training needs are developed and determined using the certification requirements and continuing education requirements for firefighters as set forth by the Texas Commission on Fire Protection (TCFP) and for emergency medical technicians (basic, intermediate, and paramedic) and as set forth by Texas Department of State Health Service (DSHS) for all certifications levels held by College Station Fire Department (CSFD) employees. The Insurance Services Office (ISO) has specific annual fire training standards, the department tracks data elements such as; live fire training, company level, multi company level, and other types of training. This department does not include ISO standards in our current department training plan. The department did recently receive a Class 2 rating in the ISO evaluation. Additional training is conducted throughout the year based on the following situations:

1. Policy or protocol changes or updates
2. New equipment in-service implementation
3. Needs determined through QA/QI reviews
4. Needs determined through AARs
5. Special training needs for an upcoming event

This provides short- and long-term planning for courses. The annual Professional Development Calendar details courses that can be utilized in promotional requirements such as Driver/Operator or Fire Officer courses. This provides employees opportunities to plan training into their schedules off-duty. The department is able to meet requirements for recertification for required certificates needed for employment as directed by the TCFP, Chapter 441 and DSHS

157.34 and 157.38 for all continuing education and recertification. The department utilizes the Microsoft Outlook Fire Calendar, a shared calendar resource, to communicate upcoming training events. Company level training is also encouraged, and open time in the Fire Calendar is provided to enable company level training to occur. The annual training budget process is set up to help prioritize training needs for the department.

Internal training record audits are done regularly on all department members to determine if there are any training hour requirement deficiencies. If any deficiencies are found, the training division will notify the member and his/her assigned supervisor of the finding, then develop an internal training plan that is specific to getting that member current.

Appraisal

The objective was met as the department had a process in place to establish training needs for employees. The department was able to identify recurring needs for recertification and provide more responsive training. The department has continued to meet required standards of TCFP and DSHS for continuing education and recertification to keeping members certified. When a member was lacking required training hours, the training division developed a specific plan to get that member current in the areas that were found to be deficient.

Company level training was performed, during which additional training areas were identified. The training division has planned and provided training in the areas that were identified as needing more training for crews. The department has determined this process is effective in improving crew responses to medical incidents.

The annual budget process has been utilized effectively to determine and prioritize the needed training that is going to be required during that budget year.

Plan

Over the next year, the training division chief will continue to coordinate training at the company and department levels to ensure requirements are met for continuing education and recertification and to continue to evolve the training program. The department plans to review ISO standards annually during the development of the annual professional development calendar part of the training plan.

References

[Texas Commission on Fire Protection, Chapter 441 – Continuing Education](#)

8A.1 CSFD Training Calendar

8A.1 CSFD Professional Development Calendar

8A.1 CSFD FY16 Training Budget

8A.1 DSHS 157.34 Recertification Requirements

8A.1 DSHA 157.38 Continuing Education Requirements

8A.2 The training program is consistent with the agency's mission statement and published goals and objectives and meets the agency's needs.

Description

This program was developed to meet the goals and objectives set forth in the department's mission statement and strategic plan.

1. The department's Professional Development Guide outlines the training requirements, time in rank, and testing requirements someone must meet in order to promote to a higher level. This is to insure preparedness and consistency within the organization as personnel promote.
2. Information gathered in the QA/QI and AAR review process.
3. Required continuing education and recertification hours in accordance with the Texas Commission on Fire Protection (TCFP) Chapter 441, Texas Department of State Health Service (DSHS) 157.34 and 157.38, FAA CFR 139 all twelve training categories.
4. The city's and department's strategic goals are to maintain an ISO Class 2 rating.

Appraisal

The training program has met the objective by providing minimum number of required hours for the TCFP and DSHS. The program met the agency's mission by providing training to members to ensure safe and effective operations on fire and medical incidents in providing citizens with the highest level of service. The department has been diligent in maintaining an in-depth understanding of changes in training requirements with TCFP and DSHS standards. The city received and maintained its ISO Class 2 rating in 2015. The department's mission is being accomplished through the use of the following documents:

1. The department's Professional Development Guide.
2. Information gathered in the QA/QI and AAR process.

3. Training requirements established by the TCFP, DSHS and ISO.

Plan

The department plans to continue to effectively maintain high standards of training by meeting all required training by TCFP, DSHS, and ISO. The Professional Development Guide will continue to be a central guide for the courses and requirements necessary for promotion.

References

[Texas Commission on Fire Protection, Chapter 441 – Continuing Education](#)

8A.2 CSFD Training Calendar

[Texas Administrative Code 157.34 – Recertification](#)

8A.2 CSFD Professional Development Guide

8A.2 CSFD Mission Statement

CSFD Strategic Business Plan

CSFD Standards of Cover

8A.3 The training program is consistent with legal requirements for performing mandatory training.

Description

The training program provides mandatory training for employees to meet the legal requirements set forth by the city, the Texas Commission on Fire Protection (TCFP), and the Texas Department of State Health Services (DSHS). These include the following items:

1. City – mandatory training established by the city that includes sexual harassment, cyber security, HIPPA, etc....
2. TCFP – Mandatory continuing education training for all certification levels and training on the operational policies established by the TCFP.
3. DSHS – Mandatory continuing education training, recertification, and operational policies established by the DSHS.

Appraisal

The department met the legal requirements for mandatory training as required by the city, Texas Commission on Fire Protection (TCFP), and Texas Department of State Health Services (DSHS). Personnel are provided with courses and training opportunities to gain the necessary hours for recertification in accordance with the TCFP and DSHS requirements for each certification level that they hold. All current uniformed fire department members are legally certified.

Plan

The department will continue to meet all legally required training by the city, TCFP, and DSHS.

References

8A.3 DSHS 157.34 Recertification Requirements

8A.3 DSHS 157.38 Continuing Education

[Texas Administrative Code, Chapter 441 – Continuing Education](#)

8A.4 The agency has identified minimum levels of training required for all positions within the department.

Description

The department identifies minimum training levels for shift personnel including firefighters, driver/engineers, and officers. The Professional Development Guide was established to provide the minimum training requirements for all promotional positions.

The department training division provides required minimum training for employees as set forth by Texas Commission on Fire Protection (TCFP) and Texas Department of State Health Services (DSHS). These include the following items:

1. TCFP – required continuing education training for all certification levels and training on the operational policies established by the TCFP.
2. DSHS – required continuing education training, recertification, and operational policies established by the DSHS.

Appraisal

The Professional Development Guide was available and used in establishing minimum levels of training for department positions at shift levels. Administrative support positions were not noted on the Professional Development Guide.

The department met the minimum requirements for training as required by the city, Texas Commission on Fire Protection (TCFP), and Texas Department of State Health Services (DSHS). Personnel are provided with courses and training opportunities to gain the necessary hours for continuing education and recertification in accordance with the TCFP and DSHS requirements for each certification level that they hold. All current uniformed fire department members have maintained their certification by meeting TCFP and DSHS requirements.

Plan

The department's plan is to continue to utilize the Professional Development Guide and re-evaluate the document for improvements. The department will also continue to exceed all TCFP and DSHS required training for members to maintain their certifications.

References

8A.4 CSFD Professional Development Guide

8A.4 DSHS 157.34 Recertification Requirements

8A.4 DSHS 157.38 Continuing Education

[Texas Administrative Code, Chapter 441 – Continuing Education](#)

8A.5 A command and staff development program is in place.

Description

Administrative Captains' and Battalion Chiefs' follow the same Professional Development Guide as operations. Job descriptions are utilized as minimum requirements for promotion or appointment to command level positions in administrative functions. There is a Professional Development Calendar that lists annual classes for development for all fire officers.

The department has adopted the TCFP Fire Officer certifications as a guide to the development of new and future officers through the rank of battalion chief. Also, the TCFP has a "Head of a Fire Department" certification that must be obtained by any individual that will be the ultimate authority of the organization. Additional training is also available through the city's professional development program for department heads and their designees.

Appraisal

The department has met its objective of having a command and staff development program in place for administrative assigned Captains and Battalion Chiefs. The department utilized TCFP Fire Officer Certifications in developing officers. The department has not included fire marshal division ranks within the professional development guide.

The city's internal professional development program has been effective in helping develop supervisors to have a more in-depth knowledge of city policies and processes.

Plan

The current plan is to continue to provide training and staff development with TCFP Fire Officer classes and internal city development classes.

References

8A.5 CSFD Professional Development Guide

8A.5 Professional Development Calendar

Criterion 8B: Training and Education Program Performance

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

Summary:

The College Station Fire Department publishes a Professional Development Guide to ensure that personnel are properly trained. The department also conducts specialized training at stations where specific operations are necessary. Generally, short-term training is accomplished through team training, and long-term training is geared toward individual promotional training. The department conducts annual tests for specific positions and provides position-level task books. The department has also created a system of on-line testing to evaluate personnel through performance-based measurements. All training records are stored in the department's internal training records system.

Performance Indicators:

8B.1 A process is in place to ensure that personnel are appropriately trained.

Description

The department utilizes the Professional Development Guide (PDG) for minimum requirements for personnel to serve in certain positions. The department has established the requirements in the PDG as necessary for personnel to be appropriately trained for their given responsibilities. Specialized training is required for personnel based on where they are stationed. For instance, personnel at Station 2 have specialized training in aerial operations, while personnel at Station 5 have specialized training in wildland/urban interface. The training division chief is responsible for ensuring all personnel are appropriately trained. The department has a Professional Development Schedule that is posted annually.

Appraisal

The PDG was in place to provide minimum requirements for training for personnel and has been adequate. A major limitation of the PDG was that it did not provide for competency-based training and testing of individuals.

Plan

The training division chief, over the next year, will place greater emphasis on competency-based testing and training to ensure that personnel will be trained to a higher level of knowledge in their position.

References

8B.1 CSFD Professional Development Guide

8B.1 CSFD Professional Development Schedule

8B.2 The agency provides both short and long-range training schedules.

Description

The department maintains short- and long-term training schedules. Long-term training, which is scheduled on an annual basis, is necessary for promotional courses such as driver/operator or fire officer. Short-term training is setup on a quarterly basis and is designed for special team training or company level training. Employees can also submit requests for individual training that provides short-term training opportunities. The Professional Development Guide (PDG) shows members what is required for each position within the organization. The Training Calendar, a shared, central calendar for department activities, is referenced for training schedule planning. The training budget is developed annually to prioritize the organization's needs.

Appraisal

The department had short and long-term training schedules available for review. This has allowed employees the opportunity to make arrangements to attend the courses that they will need in order to be eligible for future promotions. These schedules are developed using the department's PDG.

Plan

The training division chief will continue to coordinate training with the training captains and special operations coordinators to provide for training that is consistent with requirements for all positions.

References

8B.2 CSFD Professional Development Schedule

8B.2 Training Calendar

8B.2 CSFD FY 16 Training Budget

8B.2 Professional Development Guide

8B.3 The agency has a process for developing performance based measurements.

Description

The department uses the following information to develop performance based measurements:

1. Fire – Texas Commission on Fire Protection (TCFP) skill sheets, College Station Fire Department (CSFD) Policies, and information gathered during After Action Reviews (AAR) of major incidents.
2. EMS – Texas Department of State Health Services (DSHS) skill sheets, CSFD Protocols and QA/QI reviews.

The department currently utilizes other performance measurements during training and testing. As an example, the driver/operator training program utilizes a skills check sheet that has employees perform actual exercises to show proof of competency in the skill by sufficient performance. Protocol testing and megacode testing is utilized for performance measurement on the medical portion of the department. Medical providers are provided with a packet of skills and competencies that must be verified before medical treatments can be performed.

The department has position-level task books that are based on performance for initial training.

Appraisal

The department provided a process for performance-based measurement through skill check sheets for fire and medical testing and training. Testing in the department was not as performance based in the previous years.

Plan

The training division chief will work over the next year to ensure that more performance-based measurements are implemented in training to provide adequate testing of individuals but also note any deficiencies in training by real-world application of performance.

References

8B.3 CSFD FFIII Orientation Handbook (Task Book)

8B.3 EMS Field Evaluation (Medical Skills)

8B.3 EMS Orientation Paramedic (Mega Codes)

CC 8B.4 The agency provides for evaluation of individual, company, or crew, and multi-company or crew performance through performance based measurements.

Description

The department has implemented a program of online knowledge-based training and testing to measure the extent to which the individual retains the knowledge. Individuals take tests covering various topics in EMS, firefighting, policy, and other areas. Results are tracked by the training division. Each year, every individual is provided a performance evaluation by his/her supervisor that provides feedback on his/her current performance and possible future improvement.

Additionally, crew and multi-crew training evolutions are conducted to determine their effectiveness of how the crew was able to perform as a unit. Due to the frequency of calls, it is infeasible to conduct an AAR after every incident; therefore, AARs are performed when determined by the supervisor or incident commander, to determine if the crews performed in the manner in which they were trained.

The department has orientations and position-specific task books that are used to confirm that personnel are qualified to act within a certain position unsupervised. As an example, the driver/operator training program utilizes a skills check sheet that has employees perform actual exercises to show proof of competency in the skill by sufficient performance.

Individual, company, and multi-company performance at training drills is evaluated by the training division or safety/EMS captains to ensure performance indicators are met. Protocol testing, megacode testing, and skill testing is utilized for performance measurement on the medical portion of the department. Medical providers in the department are provided with skill-based competencies that must be verified before medical treatments can be performed (refer to EMS Orientation Paramedic).

Company and multi-company performance at training drills is evaluated by the training division to ensure performance indicators are met. Training evolutions for single and multi-company

responses is conducted by the training division for the department approximately six times per year. These are goal-based trainings. After every training evolution is completed, the training division does an after action review to confirm that the goals were met and then identifies any additional training that needs to be conducted.

Appraisal

The department has provided for evaluation of individual, company, and multi-company performance through performance based measures in fire, EMS, and other trainings. These types of skill-based training processes have improved over the past year by having more staff available to develop and coordinate training.

Other evaluations of performance were the responsibility of company officers. The department provided a process for performance-based measurement through skill check sheets for fire and medical testing and training. Testing in the department was not as performance-based in the previous years.

The department uses the following information to measure performance:

1. Fire – TCFP skill sheets (initial training) and CSFD policies are used to measure crew and individual performances during fire training evolutions. (This applies to all certification levels.) AARs are used to evaluate crew and individual performances on actual fire incidents. “Position Task Books” are used to evaluate an individual’s performance level.
2. EMS – DSHS skill sheets and CSFD protocols are used to measure crew and individual performances during EMS training evolutions. QA/QI reviews are used to evaluate crew and individual performances on actual EMS incidents. “Position Task Books” are used to evaluate an individual’s performance level.

Plan

The department will continue to utilize in-house online tests as well as performance-based measurements. The department will continue to rely on outside agencies, such as the TCFP and DSHS, to measure performance for individuals' certification processes.

The training division chief will work over the next year to ensure that more performance-based measurements are implemented in training to provide adequate testing of individuals but also note any deficiencies in training by real-world application of performance.

After Action Review (AAR) needs to be standardized within the department.

References

8B.4 CSFD Evaluations (handbook)

8B.4 CSFD FFIII Orientation Handbook (task book sample)

8B.4 EMS Orientation Paramedic (sample)

8B.5 The agency maintains individual/member training records.

Description

The department maintains training records through a department developed records management software. This software provides input capability and reporting features for individuals. These records are entered by the training division from information gathered on a departmental training form that is completed and submitted by the instructor in-charge. This information is maintained electronically throughout an individual's employment period with the city. This system does offer a robust process in obtaining specific reports to providing proof the department is in compliance.

Appraisal

The department has a training record system that allows for data entry of individual training records. This system has been effective in maintaining training record data and providing several methods in reporting deficiencies or compliance within specific areas.

The training records are kept in a Microsoft Access software program that has limitations within the city network system, by not allowing each member to review their own training records. This system is very complicated to maintain, and it requires someone with ample computer program knowledge to maintain it. The system currently meets the department's needs, but it needs to be updated to be more user friendly or replaced with a training records management system.

Plan

The department received funding in FY16 to replace the training records software program. The department plan is to either supplement or replace the training records system in the next year. This new training records system needs to have added features that allow individual and supervisor reviewable reports that show training compliances or deficiencies.

References

8B.5 CSFD Internal Training Record System (site tour upon request)

8B.5 Training Records (ARFF Sample)

CSFD Strategic Business Plan

8B.5 EMS CE Training Record (Audit Sample)

Criterion 8C: Training and Education Resources

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, diversity, and are current.

Summary:

The College Station Fire Department utilizes the Brayton Fire Training Field for fire training as well as the Texas A&M Health Science Center for medical training. All personnel who wish to hold the rank of driver/engineer or higher are required to have their Fire Instructor I certification from the Texas Commission on Fire Protection. Instructional materials are available at the department's library. The department uses its front line and reserve apparatus for training in real-world scenarios. All training materials available from the department must meet Texas Commission on Fire Protection standards.

Performance Indicators:

CC 8C.1 Available training facilities and apparatus are provided to support the training needs of the agency.

Description

The department has a number of resources available to assist in effective training of the employees. The department utilizes, for example, the Brayton Fire Training Field for live burns and other training activities and the Texas A&M Health Science Center for medical training. The Disaster City at Brayton Fire Training Field is used for structural and rescue training, and the Texas Forest Service provides training for wildland responses. A memorandum of understanding (MOU) agreement is the method used to gain access to Brayton Fire Training Field. Apparatus that are used for training are provided by the department; these can be first run or reserve units, depending on the type of training being performed.

When condemned homes are purchased in the city, they are used for search and rescue training, Brayton Fire Training Field provided live burn training, and Blinn College and the Texas A&M Health Science Center provided opportunities to send personnel to receive training.

The department has several training classrooms within the fire stations. The city has classrooms available upon request.

Appraisal

The department utilized a number of different facilities in the area to support the training needs of the department. These facilities were in good working condition and were adequate to support the training mission.

The department also has internal training rooms in many of the fire stations and other city buildings. These areas are adequate to support many different type of training events.

The apparatus are adequate to support the training.

Plan

The department will continue to utilize internal and other training rooms. The plan is to continue to have a community training room in every newly built fire station that is used by the citizens and department. The department plans to utilize training facilities that are available. As part of this plan, the department's apparatus will be used for training.

References

8C.1 TAMU Fire Field - Letter of Agreements

8C.1 CSFD Unit Inventory – Engines and Ladder (sample)

Station Tours (site tours upon request)

8C.1 TEEEX MOU 2015-2016

[TEEX Training Facilities \(link\)](#)

8C.2 Instructional personnel are available to meet the needs of the agency.

Description

The department has a battalion chief over the training division; this division has two captains assigned to it. Each captain has a specific training assignment of either fire or EMS training. These individuals may coordinate internal training classes or instruct them. They may approve and coordinate members attending external training classes.

The department requires personnel who wish to promote to the rank of driver/engineer, according to the Professional Development Guide, be certified as an Instructor I according to the Texas Commission on Fire Protection (TCFP). This provides a wide base of instructors in the department as all officers and drivers are instructors for fire, rescue, hazmat, and other related courses. Many firefighters are certified as instructors as well.

Personnel must meet the requirements set forth by the DSHS to teach certified EMS courses provided by CSFD.

Appraisal

The department met this objective by requiring all driver/engineer and higher positions to be certified as Instructor I by TCFP. This requirement, which has been in place for many years, has provided a foundation of having many instructors available to teach courses. The department has many internal experts in fire, EMS, technical rescue, hazmat, administration, command, and many other topics who instruct classes in these topics.

Personnel must meet the requirements set forth by the TCFP and DSHS to teach the courses provided by CSFD. This large number of instructors meets the agency's needs.

The department has increased the number of Advanced Cardiac Life Support instructors over the past year with the American Heart Association.

Plan

The plan is to maintain the Instructor I requirements for all personnel. By continuing this requirement, the department will ensure that there are sufficient instructors available to teach courses. The department EMS instructor plan is to continue to increase these numbers over the next year to replace those paramedic/firefighters that are promoting up in the officer ranks.

References

8C.2 CSFD Professional Development Guide

8C.2 CSFD Org Chart

8C.3 Instructional materials are current, support the training program, and are easily accessible.

Description

The department maintains a library of reference books that can be checked out of the library by department personnel at no cost. This library consists of a collection of books that includes the most recent version of material according to the particular curriculum and promotional reference material. This ensures that employees have access to the most up-to-date information without having to spend additional money to purchase the materials.

The training captain's office contains reference books and instructional materials. The training division maintains all EMS training equipment. The department either owns or has easy access to all training facilities, equipment, and instructional material that have been referenced.

Appraisal

The instructional materials have been maintained and updated by the department for many years. The department library has served as a repository of information for promotional courses and other literature for employees to review. The training officer's office maintains a large amount of up-to-date instructor materials and reference books. Access is granted to department members upon request by the training division personnel. Currently, the department library is being utilized as the safety/EMS captain office.

The department has a list of updated EMS training equipment that is maintained.

Plan

The plan is to maintain updated reference and instructional materials that are easily accessible by its members. When the safety/EMS captains are reassigned to shift, the plan is to return their current administration office back to only being the department library.

References

CSFD Library (site visit upon request)

8C.3 EMS Training Equipment Inventory

8C.3 TCFP Required References (hardcopies kept in library)

8C.3 Training Facilities, Equipment, and Instructional Materials

8C.4 Apparatus and equipment utilized for training are properly maintained in accordance with the agency's operational procedures, and are readily accessible to trainers and employees.

Description

Apparatus and equipment utilized in fire, rescue, and hazmat training are either front-line or reserve equipment. These apparatus and equipment are maintained and kept in good working order by shift personnel. The department EMS training equipment is maintained by the training division.

The department maintains a complete inventory list of training equipment it maintains internally. For extended training, trainers can request a piece of apparatus or equipment be available through other organizations. The department is required to either own or have an agreement in place to borrow equipment that is needed for specific types of training requiring apparatus that it does not own (see agreement).

Appraisal

Apparatus and equipment on front-line and reserve units have been effectively maintained by shift personnel and the city's fleet department. EMS training equipment has been properly maintained by the training division.

The department either owns or has a process to borrow equipment for training when needed. Borrowed equipment is maintained by other organizations.

Plan

The department will continue to use front-line and reserve apparatus and equipment in training to gain a realistic feel. The department plans to maintain front-line and reserve apparatus and equipment. All EMS training equipment will be maintained per manufacture standards. Any borrowed equipment will be checked out before use and returned in working order.

References

8C.4 CSFD Equipment Inventory for Fire Units (sample)

8C.4 Training Equipment (required)

8C.4 TEEX MOU Training (agreement)

8C.4 EMS Training Equipment (inventory)

8C.5 The agency maintains a current inventory of all training equipment and resources.

Description

The department has a current master list of training equipment and resources. The EMS training equipment inventory includes mannequins for megacode testing, intubation equipment, EKG rhythm generators, and other related medical equipment. The department uses front-line or reserve apparatus with assigned equipment for fire, rescue, and hazmat training. All apparatus and equipment owned by the department is maintained and inventoried.

The Texas Commission on Fire Protection does not require the department to own all different types of training equipment. TCFP does require fire departments to have a current agreement to use needed training equipment that it does not own. The department does have a current agreement that meets this requirement.

Appraisal

The department has established an EMS training equipment inventory. The training division needs to establish a central location for all training equipment that is owned by the department.

The department has a system to utilize front-line and reserve apparatus with assigned equipment for internal training. Any equipment that is not owned by the department is obtained via agreements in place that makes them compliant with TCFP training equipment requirements.

Plan

The department's plan is to continue to maintain a current inventory of EMS training equipment. This training inventory process will continue to improve tracking and securing training equipment that is not being used. The plan is to also improve the tracking process of other internal training equipment that the department owns.

References

8C.5 EMS Training Equipment Inventory

8C.5 TEEX MOU 2015-2016 (agreement)

8C.6 A selection process is in place for training and educational resource materials.

Description

The department is certified by Texas Commission on Fire Protection (TCFP) as a training facility for the following areas; structural fire suppression, fire officer I, fire officer II, fire inspector, hazardous materials technician, driver/operator-pump, and aircraft rescue fire suppression. The department maintains training and educational resources materials for each of the TCFP certified training facilities. These resources are purchased every year to keep the department compliant with TCFP standards.

The department does purchase all promotional reference materials and keeps extra copies in the library for members to review or check out.

Appraisal

The department has a formal selection process for training materials, which is to meet the TCFP standards for the following training facilities; structural fire suppression, fire officer I, fire officer II, fire inspector, hazardous materials technician, driver/operator-pump, and aircraft rescue fire suppression. The department has been effective in meeting this standard.

The department has also been effective in keeping updated promotional reference materials in the library for members to utilize.

Plan

The plan is to annually review TCFP reference material standards and confirm the department is compliant to the standards. Also, the department will continue to maintain up-to-date promotional reference materials in the library for members to utilize during promotion processes.

References

8C.6 Required Training and Educational Resource Materials

CC 8C.7 Training materials are evaluated on a continuing basis and reflect current practices.

Description

The department is certified by Texas Commission on Fire Protection (TCFP) as a training facility for the following areas; structural fire suppression, fire officer I, fire officer II, fire inspector, hazardous materials technician, driver/operator-pump, and aircraft rescue fire suppression.

The department maintains training and educational resources materials for each of the TCFP certified training facilities. These resources are purchased every year to keep the department compliant with TCFP standards. The state will always review, accept, and update curriculum to the newest version of the NFPA standard in order to meet IFSAC and Pro-Board certification requirements. This in turn requires the department to stay up to date on any changes that occur.

Training materials are consistent with front-line equipment for fire or for current medical treatments for the medical portion of the department. Protocols are reviewed by the medical director on a minimum of a bi-annual basis, and training is based upon the newest version of protocols. Tests used in promotional exams are based upon the most current versions of literature published, and the department purchases the newest versions for employees to check out from the department's library.

Appraisal

The department has an annual training material evaluating process in place to compare owned training materials to TCFP training material standards. When discrepancies were found the training divisions immediate correct them. The training division has maintained current training materials for upcoming promotional processes.

The EMS training officer has been effective in maintaining medical protocols that are also used as training materials.

Plan

The department plans to continue to maintain and evaluate annually all training materials to confirm the department is in compliance with TCFP standards. The plan is to also maintain up-to-date promotional reference materials for the members to utilize.

References

8C.7 Required Training and Educational Recourse Materials (TCFP Standards)

Category IX: Essential Resources

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They may be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation.

For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources such as water lines and hydrants, but may include alternative resources, such as tankers, ponds, streams, lakes, etc.

Criterion 9A: Water Supply

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements for emergencies.

Summary

The College Station Fire Department establishes fire flow requirements on a per-incident basis and owns a 3,000 gallon tender in addition to its hydrant supply. Prior to issuing building permits, the fire marshal's office evaluates the fire suppression water flow requirements for new building projects. The city's water department manages hydrant testing and maintenance, and the city's geographic information system coordinator ensures that hydrant maps are available. Hydrants in the city are strategically placed to account for known fire hazards, and all hydrants are accessible at all times. The hydrants are inspected every 18 months, and the city has plans in place (including the use of its tender, along with tenders from surrounding counties) to provide water supply in the event that the city's water supply becomes unavailable.

Performance Indicators:

CC 9A.1 The agency establishes minimum fire flow requirements and total water supply needed for existing representative structures and other potential fire locations. The information should also be included in the fire risk evaluation and pre-fire planning process.

Description

The department follows the 2012 International Fire Codes (IFC) to determine the proper fire flows for commercial buildings. The department established minimum fire flow requirements for representative structures and potential fire locations within the Business Occupancy Vulnerability Assessment (BOVA) and CSFD Pre-Fire Plans. The GIS department designed a map where the BOVA and pre-fire plans can be compared.

Exhibit 9A.1 Business Occupancy Vulnerability Assessment shows how the fire flow is selected.

Appraisal

The department has established fire flow requirements per 2012 International Fire Codes standards. This data has been included in the BOVA and CSFD Pre-Fire Plans. This process has been effective in providing the information.

The department has determined the total water supply needed on a “per incident” basis, and it has been integrated into the BOVA and pre-fire plan programs.

Plan

The department will continue establish water supply needs in the BOVA and pre- fire plans for each building in the city. Water supply will be based on 25%, 50%, 75%, and 100% fire involvement. Pre-plans will be available on mobile dispatch terminals within each responding unit. The department plans to adopt the 2015 International Fire Codes.

References

9A.1 CSFD Pre-Fire Plans

9A.1 CSFD BOVA Reports (Excel File)

9A.1 CSFD Pre-Fire Plans and BOVA Comparison

9A.1 Business Occupancy Vulnerability Assessment (Form)

CC 9A.2 An adequate and reliable fixed or portable water supply is available for fire fighting purposes. The identified water supply sources are sufficient in volume and pressure to control and extinguish fires.

Description

The department currently has an adequate and reliable fixed water supply through the city. This fixed water supply is sufficient in volume and pressure to extinguish fires. The department also has a portable water supply in a tender, available for firefighting purposes in rural areas or where connecting to the fixed supply is unfeasible. The tender carries 3,000 gallons of water and has been in-service since 2010. The department has mutual aid agreements with Brazos County fire departments who also have multiple water tenders.

Appraisal

The department has been using the fixed water supply throughout its history that currently meets 2012 International Fire Codes, Section 507 covering fire protection water supplies. The mutual aid agreement is current and is an effective process to utilized Brazos County fire department water tenders if requested by the College Station incident commander.

Plan

The department will continue to keep fire codes current to support adequate water supply through the city's system. The department's plan is to continue to maintain a knowledge of fire hydrants and other available water source locations. The city will continue to share water supply support or received water support on an as-needed basis from several different entities.

References

9A.2 City Hydrant System includes Wellborn and TAMU Systems

9A.2 Mutual Aid Agreement (Brazos County)

9A.2 CS Pre-Attack Plan (pages 17-19)

9A.3 The fire agency evaluates fire suppression water flow requirements for proposed projects involving structures or complexes of structures within their jurisdiction. Significant reductions in required fire flow granted by the installation of an approved sprinkler system in buildings are documented.

Description

The fire department and the engineering department determine water flow requirements for proposed structures within its jurisdiction prior to issuing a permit to build. Required fire flow is reduced by 50% with the installation of an approved sprinkler system. The City of College Station currently follows the 2012 International Fire Codes (Section 507), adopted with amendments in City Ordinance No. 2013-3492.

Appraisal

The city and department have an effective coordinated process in place to determine if there are adequate fire suppression water flow requirements in place for proposed buildings. This process must be approved by city and department officials before a new building is allowed to be built. This process is required to meet 2012 International Fire Codes (Section 507) standards.

Plan

The department will continue to evaluate fire suppression water flow requirements by allowing a reduction in fire flow requirements by 50% in structures with approved sprinkler systems.

References

International Fire Codes 2012 – Appendix B (Fire-Flow Requirements for Buildings) (Hard Copies Only)

[City of College Station Ordinances No. 2013-3492](#)

9A.4 The agency maintains regular contact with the managers of public and private water systems to stay informed about all sources of water available for fighting fires.

Description

The department maintains regular contact with the city water services managers to stay informed about hydrant maintenance, hydrants being out of service, and new hydrants going in. The department also collaborates with Wellborn Water and TAMU Water Systems in different parts of the city.

Appraisal

The department has an effective working relationship and communicates with the city's water service managers to stay informed about water sources available for firefighting. The city's water service managers continue to work with Wellborn Water and TAMU Water Systems to stay informed of changes.

Plan

The department plans to maintain relationships in good standing with managers of the city's water service department in order to stay informed about water supplies.

References

9A.4 City Hydrants including Wellborn and TAMU systems

9A.5 The agency maintains copies of current water supply and hydrant maps for its service area.

Description

The city’s geographic information system (GIS) coordinator currently maintains copies of current hydrant maps for the department’s service area. These maps are accessible on the department computers at each station and on mobile dispatch terminals in each unit.

Appraisal

Hydrant maps for the department have been available and maintained for many years. Other city departments have been effective in keeping these maps updated and providing the fire department access to them in many different formats.

Plan

The department will continue working with the GIS department to maintain maps of hydrant locations that are layered over the maps used to respond to emergencies. These maps also become a part of each pre-fire plan for each building within the city.

References

9A.5 City Hydrant Map includes Wellborn and TAMU Water Systems

9A.6 Hydrant adequacy and placement reflects the locality's known hazards and the agency's needs for dealing with those hazards.

Description

Hydrant adequacy and placement currently reflects the locality's known hazards. The GIS department has integrated the hydrant data into BOVA and pre-fire plan maps.

Appraisal

In the past, developers and the city's planning and development department have worked with the fire department to strategically place hydrants according to known hazards. The GIS department helped develop the current system that made it more user friendly.

Plan

The department will continue to work with planning and development services and the GIS department to ensure that hydrant adequacy and placement reflects water supply needs for known hazards.

References

9A.6 GIS BOVA and Pre-Fire Plan Maps with Hydrants

9A.7 The fire hydrants are located so that each is visible and accessible at all times. Hydrant locations are documented.

Description

Fire hydrants are located so each is visible, and the area around the hydrant is maintained so that each hydrant is accessible at all times. Blue reflective road markers are placed in center lanes to indicate the location of a hydrant. Locations of each hydrant are documented, and each hydrant is assigned a number. The city's water department has a crew that is assigned to do hydrant maintenance. If any fire hydrant access is obstructed, the department's fire marshal division will immediately correct the problem.

Appraisal

The department has historically worked with the city to place hydrants in visible and accessible locations. Hydrant locations have been documented by geographic information systems within the information technology department. There is an effective process to identify problems and get them immediately corrected.

Plan

The department will continue to work with the city to locate, maintain, and document hydrants.

References

9A.7 GIS BOVA and Pre-Fire Plan Maps with Hydrants

9A.7 Hydrant Map

9A.8 Fire hydrants are inspected, tested, and maintained and the agency's related processes are evaluated periodically to ensure adequate and readily available public or private water for fire protection.

Description

The city's hydrants are inspected, tested, and maintained on an 18-month schedule by city water crews. Texas A&M University and Wellborn Water systems have their own crews that do maintenance and flush their hydrants annually. Currently, there are over 2,400 hydrants within the city limits.

Appraisal

Hydrant inspection, testing, and maintenance has been performed by the city's water services department, Texas A&M University, and Wellborn Water.

Plan

The city's water services department, Texas A&M University, and Wellborn Water will continue to inspect, test, and maintain fire hydrants within the city limits.

References

9A.8 City Hydrant Testing Area E (sample and available during site visit)

9A.9 The agency identifies and plans for alternate sources of water supply for those areas without hydrants, where hydrant flows are insufficient, or in the event of a major disruption in public water supply capabilities.

Description

The department currently uses its water tender truck to supply water to areas without hydrants and where water might not otherwise be available (see CS Pre-Attack Plan for water sources). In the event of a major disruption, water tenders from neighboring volunteer departments can be called in for mutual aid. The department's pumpers also have the ability to draft water from static sources where they are available, or use a floating pump to supply water from static sources. Tender training and the City of College Station's Community Wildfire Protection Plan assess alternate water sources.

Appraisal

The plan to utilize the city's own water tender and those of other nearby departments has been a standard practice. It has been up to the incident commander to assess the need for and establish water sources based on need per the department's pre-attack plan.

Plan

The department will continue pre-plan for alternate sources of water supply in areas where hydrants are not available, insufficient, or disrupted. These plans will be a part of City of College Station's Community Wildfire Protection Plan that will be maintained.

References

Unit 735 Tender 3000 Gallon (station tours)

9A.9 City of College Station Community Wildfire Protection Plan 2014 (CS CWPP 4.28.14 Final)

9A.9 Tender Driving Checklist (Training Checklist)

9A.9 CS Pre-Attach Plan Water Supply (pages 17-19)

9A.10 The agency has operational procedures in place outlining available public water supply.

Description

The department currently uses automatic and mutual aid agreements for tender support for non-hydrant areas. The GIS department provides maps of water systems and hydrant placements for all water systems within the city. The department uses any water source it deems necessary during firefighting operations within the City of College Station.

Appraisal

The department has a standard practice for operational procedures and have been effective in utilizing many different forms of water supplies within the city.

Plan

The department will continue to utilize automatic and mutual aid agreements for tender support for non-hydrant areas. The department will also maintain an in-depth knowledge of available public water supply systems to support fire operations.

References

9A.10 Public Water System GIS Map

9A.10 Mutual Aid Agreement (Brazos County)

9A.10 CSFD SOP 300.1.12 Staging

9A.10 CSFD SOP 300.3.30 Sprinkler and Standpipe Operations

9A.10 CSFD SOP 300.1.1.3 Apparatus Placement

Criterion 9B: Communication Systems

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

Summary:

The College Station Emergency Communications Division possesses and maintains three separate networks to meet the changing demands of the entire public safety/first responder community within the Brazos Valley, specifically with respect to the City of College Station.

Airbus 9-1-1 System is owned and maintained by the Brazos County 911 district (BC911). They own and maintain the 911 equipment and help manage the Verizon networks on which they operate. There are numerous and diversely located 911 trunks which allow for not only redundancy between the City of College Station and BC911 but also the ability to manage overflow in the event of a large-scale or long term event.

The City of College Station is a member of the Brazos Valley Wide Area Communications System (BVWACS), which is a regional digital radio communications system on which most of the City of College Station operates, including the fire department. It is a fully operational, multi-zone, multi-channel Type II Motorola Smart Zone© Trunked Radio System with multiple local tower sites which allow for communications to maintain an aggregate uptime of greater than 99% on a year-by-year basis. CSFD also has addressed the issue of digital/trunked radio in fire buildings and non-coverage structures by installing an analog mobile repeater system.

Finally, the communications division utilizes an Infor© Computer Aided Dispatch system that interfaces with CSFD's Westnet alerting software and hardware. This system is utilized to take caller information, distill it down to the essentials, and initiate dispatch on the majority of incidents with very little interaction on the part of the dispatcher. The system is capable of handling many users and has an "iStatus" screen that allows for those external to the CAD to see active calls without a license and without an impact to the CAD operation.

Performance Indicators:

CC 9B.1 A system is in place to ensure communications with portable, mobile and fixed communications systems in the field.

Description

The department currently has a system in place to ensure communications with portable, mobile, and fixed communications in the field. The department uses digital radios operating at 700 megahertz (MHz) for most communications. In “immediately dangerous to life and health” (IDLH) situations, such as on a fire scene, the department operates on a simplex channel which is repeated on a digital trunking system.

Appraisal

The department has made improvements to this system to make communications more reliable and clearer. In 2010, the department switched from 800 MHz to 700 MHz. In 2014, the department began using a digitally repeated simplex channel at IDLH scenes.

Plan

In the future, the department plans to maintain its current ability to communicate effectively in the field using portable, mobile, and fixed communications.

References

9B.1 CSFD SOP 300.1.70 Fire ground Simplex Channel

9B.1 Annex B Communication Plan

9B.1 Brazos County Inter-Jurisdictional Emergency Management Plan

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

Description

The city's communications center does not receive automatic or manual alarms directly; they are received from a third party monitoring company. Alarm monitoring companies receive signals from early warning detectors, water flow alarms, and manual pull stations. Then they contact the city dispatch center by telephone. The city utilizes a commercially available National Oceanic and Atmospheric Administration (NOAA) weather radio as well as information from the Texas Law Enforcement Emergency Telecommunications System (TLETS).

Appraisal

The department has in the past received automatic and manual early warning signals but has moved to relying on third party monitoring companies for fire alarms and water flow activations.

Plan

In the future, the department plans to continue to rely on third party monitoring companies for fire alarms and water flow activations.

References

9B.2 Dispatch Policy Alarms Received (page 23 – under 39-F)

9B.3 The agency's communications center(s) is/are adequately equipped and designed, e.g., telephones, radios, equipment status, alarm devices, computers, address files, dispatch circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting and map displays, etc.

Description

The department utilizes two communications centers that serve both the city and the county. Both centers are adequately equipped and designed. The department uses the College Station Police Department (CSPD) communication center primarily for all emergencies. The Brazos County dispatch center is used when department units are dispatched to emergencies in the City of Bryan and Brazos County.

The CSPD communication center has normal, customary, and specialized equipment such as dispatch consoles, custom height adjustable desks, intensive use seating, network printers, digital and analog recordings, and play back systems with instant recall. The center also has computer aided dispatch that includes address files, map displays, and printed materials. Each position has task lights and overhead lighting. The CSPD communications center is adequately equipped and designed to handle multiple positions such as dispatchers, call takers, and a supervisor. There is a backup communication center at Fire Station 6.

Appraisal

Both communication centers have been updated in the past to accommodate new technology and systems. The CSPD communications center has adequate equipment and is designed to accommodate appropriate staffing to effectively dispatch fire department emergencies. The communication center manager has reviewed each position in the dispatch center to confirm it has the appropriate equipment and lighting in order for the dispatchers to effectively do their jobs.

Plan

The CSPD communication center plans to continue to ensure that the equipment is in good condition for all assigned positions. The plan is to maintain a way for dispatchers to report equipment problems and get them fixed immediately.

The CSPD communication center plan is to continue keeping the facility fully equipped and keep it designed to effectively support the mission on dispatching emergency incidents within the City of College Station.

References

9B.3 College Station Dispatch Center (photo)

9B.3 Dispatch Tours (site visit upon request)

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

Description

The communication centers are provided regular electrical power. In the event of regular power loss, the communication centers utilize backup generators to maintain power to the buildings. These generators will automatically turn on when regular power is lost. Generators are run weekly. These are inspected, load tested, and provided preventive maintenance to confirm they are in good working order quarterly.

The city maintains an uninterruptable power supply (UPS) for all mission critical technology such as computers, radios, phones, and computer aided dispatch. This prevents loss of power while the generators are turning on to provide backup power to the communication center. All of the UPS are self-testing and are load tested quarterly.

Appraisal

There has been an effective system in place to maintain electric power to the communication center if regular power is lost. Each center has a backup power supply that is automatically started when regular power is lost. This has prevented any power outages within the communications centers.

The generators are inspected, run weekly, and load tested. Preventive maintenance is preformed regularly to confirm they are in good working order.

Plan

The communication centers will continue to rely on automatic backup generators in the future. The communication center's plan is to have generators serviced via preventive maintenance.

These generators will continue to have weekly and quarterly tests to confirm they are in good working condition. The plan is to continue to have UPS for all powered critical technology.

References

9B.4 Generator Test with Load

9B.4 Generator Test with Load – Wednesday

9B.4 Generator Inspection 2015

CC 9B.5 Standard operating procedures or general guidelines are in place to direct all types of dispatching services provided to the agency by the communications center(s).

Description

The department does currently have written standard operating procedures or guidelines to direct all types of dispatching services provided to the department. The dispatch center follows guidelines set in place by the city's communication manager and the county's communication manager. Communication policies are located in Chapter 44 of the College Station Police Department Policy Manual.

The department does have policies in place to direct how the city's dispatch center will notify administrative staff, chief officers, off-duty personnel, or a special operational team such as the hazmat team. These guidelines are found in CSFD SOPs 200.1.10, 200.1.20, and 200.1.30.

Appraisal

The department and College Station Police Department (CSPD) communication center have standard operating procedures in place to provide direction to different types of situations. The department meets with the communications supervisor during the battalion chief monthly meetings to discuss communication center topics. These meetings have helped identify any problems in order for them to be corrected.

Plan

The department will continue to have written procedures and guidelines to direct dispatching services provided to the department. The department will continue to have monthly meetings with the communications supervisor to provide input and receive feedback.

References

9B.5 Dispatch Policy Chapter 44

9B.5 CSFD SOP 200.1.10 Alerting Guidelines – Notification of Staff Personnel

9B.5 CSFD SOP 200.1.20 General Alarm Procedures

9B.5 CSFD SOP 200.1.30 Special Operational Team Activation and Deployment

9B.5 Battalion Chief Meeting Notes (sample)

9B.6 Adequate numbers of fire or emergency dispatchers are on duty to handle the anticipated call volume.

Description

The department is dispatched by College Station Police Department (CSPD) and Brazos County communication centers, depending on whether or not the call is initiated inside the city limits of College Station. The College Station Police Department communication center has call takers, emergency medical dispatchers, and a supervisor on duty. They answer all 911 calls in the City of College Station and dispatch all police and fire emergencies.

The CSPD communication center maintains the minimum staffing of four public safety telecommunicators per shift. The communication center manager used a “Project RETAINS” tool kit to determine that the current call volume of emergencies needs to have six per shift to adequately meet city needs.

The CSPD communication center has nine dispatcher vacancies. It takes several months to get newly hired individuals fully trained.

Appraisal

In the past, both dispatch centers have had an adequate number of dispatchers to handle regular call volumes. The CSPD communication center has historically operated at a minimum of four personnel per shift. Call volume has continued to increase, which has identified the need for more dispatchers to handle current call volume. This was proven using the “APCO Project RETAINS” tool kit that indicates that the communication center is not currently being adequately staffed to meet current call volume demands.

CSPD has struggled to keep qualified staff to fill all dispatch positions and only has one dispatcher assigned to the fire console to dispatch fire department emergencies and handle all

radio traffic. At times the call volume is so busy it needs two dispatchers assigned to the fire console in order to adequately cover all fire radio traffic.

Plan

The CSPD communication center managers' plan is to get all vacant positions filled and fully trained in 2016. Then the plan is to increase the minimum staff per shift from four to five in the next two years. There is a plan to hire more qualified staff to fill open vacancies faster.

References

9B.6 CSPD Communications Organizational Chart

9B.7 An adequate maintenance program is in place with regularly scheduled system tests.

Description

The department's communications systems are tested quarterly to identify problems within the system per self-controlled internal measures and the Commission on Accreditation of Law Enforcement Agencies. These quarterly tests check for capability and identification of all radio system components. BVWAC handles all testing of maintenance of radio networks and their internal radio system components.

Routine maintenance is performed on computer aided dispatch software and associated systems by the IT department when updates are available.

If any problems are identified, they are reported and corrected immediately.

Appraisal

In the past, radios have been tested quarterly. The radios that have not passed have been turned over to city communications to repair.

This test has been adequate to find problems.

BVWAC has maintained their equipment independently, and the department believes this has adequately meet its needs in having the radio system up for emergency use. This uptime report is almost 100 percent.

Plan

In the future, the department and dispatch centers will continue to maintain and test the systems quarterly to ensure peak functionality.

References

9B.7 Emergency Button 2015 (Excel File)

9B.8 The communications center(s) has/have adequate supervision and management.

Description

The department's communications centers currently have adequate supervision and management. Communications is staffed with one communications manager, three shift supervisors, and six operators to fill gaps. Mathematics deems the staffing levels adequate, based on the APCO Project RETAINS Model.

Appraisal

The department's communications centers have had adequate supervision and management in the past.

Plan

In the future, the department's communications centers will have adequate supervision and management.

References

9B.8 CSPD Communications Organizational Chart

9B.9 A communications training program for emergency dispatchers is in place that ensures adequate, timely, and reliable fire agency emergency response.

Description

Currently, the training program is a combination of on-the-job and classroom-style training. The approximate training period is between four and six months, depending on the proficiency shown by the candidate. The initial communication training program evaluates daily the progress of each trainee through all five phases of the internal training program. If any deficiencies are found, the trainee will not be allowed to move forward into the next phase of training. The training program includes CAD system, phone system, call taking, primary radio, secondary radio, fire/EMS, and finally a ghost phase where the candidate is observed before being released. Once released, the telecommunicator undergoes multiple hours of training during the year from multiple sources. Some trainings are provided monthly by the division, and others are required by law to ensure their licenses remain valid. Personnel are subject to approximately 40 hours of continuing education per year on average. This is a TCOLE licensing requirement

Appraisal

In the past, the dispatch training program has been successful in getting members ready to handle emergency communications. The initial five phases of communication training for dispatchers has been effective in addressing problems early and helping the trainee become more proficient in handling emergency situations. This process also includes completing assigned tasks during each phase that has enhanced the dispatchers' ability to do their jobs.

Plan

The manual of operations is being rewritten in 2015 with the anticipation of being completed at the same time the new CAD system is installed. The new manual will incorporate the current policy manual, specific directions on all subjects, what performance measures those directions are meant to meet, and the quality management reporting system (QMRS) that will provide performance parameters on which the operators will be reviewed.

References

9B.9 Dispatch Training Documents (available on site visit, upon on request)

9B.10 The interoperability of the communications system is evaluated and documented. Appropriate procedures are implemented to provide for communications between the agency and other emergency responders.

Description

The interoperability of the communication system is possible and evaluated by both dispatch centers that the department uses. The department is able to communicate with other agencies within the city and throughout the county by switching to that agency's zone or channel. The Brazos Valley Wide Area Communications (BVWAC) system is utilized by municipalities within the Brazos Valley Council of Governments that covers multiple counties. This has allowed full interoperability for all of those on the BVWAC system.

Appraisal

The ability for the department to communicate with other emergency responders has been made easier and has improved since the department and other agencies switched to 700 MHz radios. The BVWAC system has allowed full interoperability with all of Brazos County for fire and police agencies with their mobile radio units.

It has been determined that all portable radio units with Brazos County fire and police agencies are not all interoperable capable with each other.

Plan

The department plans to ensure communication systems are evaluated and interoperable in the future.

References

[9B.10 The State of Texas – Interoperability Channel Plan](#)

Criterion 9C: Administrative Support Services and Office Systems

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

Summary:

The College Station Fire Department's administrative support consists of a secretary, a staff assistant, and public education officer, and a quartermaster. Office equipment and supplies are sufficient to meet the needs of the department, and the city's information technology department manages the fire department's technical needs. Information is disseminated to the public by collaboration of several department personnel along with the city's public communications department. All organizational documents are current and maintained.

Performance Indicators:

CC 9C.1 The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately staffed and managed.

Description

The current administrative includes staff assistant and secretary positions who provides support services to the following positions fire chief, assistant chiefs, fire marshal and battalion chief of training at fire administration. A staff assistant handles timekeeping and payroll as well as supervises the secretary position at fire administration. There is staff assistant assigned in emergency management division that reports to the emergency manager. A public education officer coordinates education opportunities with the department and the public whom reports to the fire marshal. A quartermaster maintains and assigns certain EMS supplies, uniforms, and bunker gear, who reports to the assistant chief of operations.

The fire chief reviews the work loads of these different roles annually. Areas that are reviewed are; are workloads causing things to be turned in late, is staff able to schedule lunches, are staff members having to work late or weekends, and are goals being met?

Appraisal

The department has determine with annual fire chief review the department has sufficient administrative support that is appropriate for our size, function, complexity and meets our mission with adequate staffing.

Plan

The department plans to maintain an appropriate support service and add personnel as the department grows in size and complexity to support all administrative needs.

References

9C.1 CSFD Organizational Chart

9C.1 CSFD Job Descriptions

9C.2 Sufficient general office equipment, supplies, and resources are in place to support departmental needs.

Description

Every administrative position is provided the following office equipment; desk, phone, computer, printer, internet capabilities, and other office supplies items. There is a cache of office supplies that is reviewed monthly by the administration secretary to confirm the organization has plenty of office supplies. This cache consist of pens, markers, pencils, copy paper, extra toner cartridges, paper clips, tape, staples and etc...

The department maintains a large copier/scanner, network printers, and fax machine that is considered community property. Any administrative positon needing a specific type of office equipment or supplies, just has to justify it to their supervisor for approval.

Appraisal

The department has determined that every administrative person having a desk, phone, computer, internet capabilities and access to office supplies is sufficiently meeting the department mission. The department has an established chain of command that an individual needing specific office equipment or supplies to do their job more effectively can request it.

Plan

The department plans to make sure every administration assigned person is furnished a desk, phone, computer, and internet capabilities. They will also be provided a complete assortment of office supplies to do their job effectively.

References

Administration Tour (site visit upon request)

9C.3 Technological resources (e.g., telecommunications equipment, computer systems, general business software, etc.) and the information management system are appropriate to support the needs of the agency. Access is available to technical support personnel with expertise in the systems deployed by the agency.

Description

The department currently has the technological resources to support its needs. The department has access to technical support through the city's Information Technology (IT) department as well as access to technical support from software companies whose product is utilized by the department. The IT department has a city plan that addresses technological resources that is updated annually.

Appraisal

The department has been supported by IT and software vendors in the past and has maintained good working relationships with both. The department has followed the IT resource plan and have found it to be effective.

Plan

The department plans to access the expertise of technical support for the systems and software used by the agency.

References

Administration Tour (site tour upon request)

9C.3 College Station – Department of Information Technology Plan

9C.4 The public reception and public information components support the customer service needs of the agency.

Description

The department's reception and public information components support the customer service needs of the agency. The initial point of contact for the department is the staff assistant, who directs inquires to the correct member of the department. The department currently distributes information to the public through multiple outlets including the department's webpage on the city's website and on the city's Twitter account, both of which are maintained by the public communication division of the city. The department's public information officer, public education officer, and the fire marshal maintain the department's Facebook page as well as PSA videos. Other information can be obtained through an Open Records Request submitted to the department through the city secretary's link on the city website.

Appraisal

One of the ways the customer service needs of the department have been met are by federal law of the Public Information Act through 100% compliance of open records request. Other ways of monitoring the effectiveness have been through monitoring the views on the city's YouTube links, number of followers and comments on the department's Facebook page, and number of followers on the city's Twitter account.

Plan

The department plans to continue to meet the reception and information needs of its customers in the future by keeping the website current, media, social media, and education campaigns relevant, and information distributed timely.

References

[Fire Department Website](#)

[Open Records Request](#)

9C.4 Secretary Job Description

[CSFD Facebook page](#)

[Example Video](#)

9C.5 Organizational documents, forms, and manuals are maintained and current.

Description

The department currently keeps organizational documents, forms, and manuals maintained and current.

Appraisal

The department has kept documents, forms, and manuals maintained and current in the past per internal departmental practices.

Plan

The department plans to continue to keep documents, forms, and manuals maintained and current.

References

9C.5 CSFD Homepage

9C.5 PowerDMS Software

Category X: External Systems Relationships

External systems relationships are defined as the relationships with agencies that act together as an integrated system. The growth of multi-unit systems and the increase of interagency agreements between various types of government necessitate increasing attention to these relationships and the agreements between legally autonomous operating units.

Criterion 10A: External Agency Relationships

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence the agency's mission, operations, or cost effectiveness.

Summary:

The department strives to maintain positive relationships with external agencies. The strategic plan is to identify all external relationships and anticipate any impact on communications between these agencies. The goal is to keep a strong working relationship with all external agencies.

Performance Indicators:

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

Description

The department maintains outside relationships with many agencies and entities at the local, state, and federal level to achieve its mission to provide service. These relationships are maintained through contracts that specify the nature and requirements of the relationship. These contracts are developed by the chief officers with assistance from the city's legal and finance departments.

The department has an automatic aid agreement with the City of Bryan that covers fire, EMS, and rescue services. The department has mutual aid agreements with Brazos County fire departments, Texas A&M EMS, the Brazos Valley Council of Governments, and the local FBI office. The department has a contract with Brazos County to provide EMS service to areas outside of city limits. The department maintains an in-kind agreement with Easterwood Airport to provide personnel, training, and city fire equipment for use at aviation emergencies. An in-kind agreement is also established with the Texas Forest Service in which the department provides training facilities in exchange for free training. The department works closely with the Texas Engineering Extension Service (TEEX) and is able to use those facilities and resources for a much of the department's fire and EMS training.

The city's public works and utilities departments support the department's mission and operations by maintaining the department's facilities and equipment as well as responding to emergencies that require their involvement such as turning off of water and electricity or cleaning/repairing roadways.

The department's operations and cost effectiveness is supported through relationships with other city departments which include legal, finance, human resources, planning and development, information technologies, and city management

Appraisal

Relationships have been developed over many years to support the mission, operations, and cost effectiveness of the department. These relationships developed as the needs and capabilities of the department grew.

Plan

The department will maintain the current relationships. In the future, the department will strive for a deeper relationship with Texas A&M University and the Texas A&M System. The department would like to be more involved in decisions made by the university and system that pertain to fire response and fire safety.

References

Meetings with other organizations or other city departments upon request.

10A.1 Ambulance Service Inter local Agreement with Brazos County

10A.1 Automatic Mutual Aid Agreement with Bryan

10A.1 TAMU ARFF Inter local Agreement

10A.2 The agency's strategic plan identifies relationships with external agencies/systems and their anticipated impact or benefit to the mission or cost effectiveness of the agency.

Description

The department's current Strategic Business Plan does not currently identify or address relationships with external agencies.

Appraisal

The previous strategic business plan covering fiscal years 2010 – 2014, identifies relationships with external agencies through the Division of Emergency Management. This old plan explains how the city participates in an Inter-jurisdictional Emergency Operations Plan that has been agreed to and ratified by all entities within Brazos County. Besides the City of College Station, the cities of Bryan, Kurten, and Wixon Valley, Brazos County, and Texas A&M University have signed the agreement. The city, along with all counties within the Brazos Valley Council of Governments have also agreed to and signed a Regional Emergency Response Plan.

Plan

The department plans to revise the strategic business plan to cover the fiscal years 2015 – 2020. In this plan, the department will identify and address relationships with external agencies

References

CSFD Strategic Business Plan FY 2010-2014

10A.2 Inter-jurisdictional Emergency Operations Plan

[Regional Emergency Response Plan](#)

10A.3 A process is in place for developing, implementing, and revising interagency policies and agreements.

Description

The department develops and implements new interagency policies and agreements through a process that involves the city's legal department, finance department, and city manager's office. Existing agreements and contracts are reviewed or renewed on a one- or three-year basis.

The department has a two-step process. Initially, there is a contract agreement routing form with its own contact routing guide that goes to the city Contract Review Committee that includes risk, legal, city manager's office, purchasing, etc. The next step is only used if the contract is over \$50,000 or if there is an inter-local agreement requiring City Council approval, in which case it goes to the "Legistar" system that goes electronically back out to everyone for one last approval and allows City Council to review it before it is scheduled to be voted on. After it is approved, it is then sent around to have the originals signed. This is done by using a routing form, so the document can be tracked within the process.

Appraisal

This process has been in place in the past and has been an effective way of developing, implementing, and revising agreements and policies. This has allowed for a consistent process within the city to get an approval and document comments. This makes document review processes easy and quick. City management can also review old documents to see who approved them last time and review all old comments. After this process is complete, department heads send the original document(s) around in a systematic method to get signatures. This has been an adequate process to review old documents with comments and determine the status of current documents.

Plan

The department will continue to review and/or revise policies and agreements with external agencies on a regular basis. New agreements and contracts will follow the established process of involving other city departments to create and implement the terms of each agreement or contract.

References

10A.3 Routing Form

10A.3 Contract Routing Guide

10A.4 A conflict resolution process exists between the organization and external agencies with whom it has a defined relationship.

Description

In the event of a conflict between the department and an external agency, the fire chief will work with the representative/agent of the external agency to resolve the conflict. The fire chief may involve the city manager's office, legal department, or finance department. Conflicts are handled on a case by case basis, and the department does not have a formal process that it can apply to resolve any given conflict that may arise. Most contracts and agreements between the department and external agencies have a 30 to 90 day "no fault" clause which allows either party to break the contract or agreement without penalty.

Appraisal

In the past, conflicts have been handled in the same way they are currently being handled.

Plan

The department plans to continue resolving conflicts on a case by case basis.

References

Meeting with Legal and Fire Chief, to discuss this topic, upon site visit if requested.

Criterion 10B: External Agency Agreements

The fire service agency has well-developed and functioning external agency agreements. The system is synergistic and is taking advantage of all operational and cost effective benefits that may be derived from external agency agreements.

Summary:

The department is focused on keeping all external agency agreements current and will continue to have them reevaluated in a timely manner. The department has a process in place to confirm agreements are current and have been evaluated.

Performance Indicators:

CC 10B.1 External agency agreements are current and support organizational objectives.

Description

The department's automatic and mutual aid agreements are current and support the department's objectives. The department has an automatic aid agreement with the City of Bryan that covers fire, EMS, and rescue services. The department has mutual aid agreements with Brazos County fire departments, Texas A&M EMS, the Brazos Valley Council of Governments, and the local FBI office. The department has a contract with Brazos County to provide EMS service to areas outside of the city limits. The department maintains an in-kind agreement with Easterwood Airport to provide personnel, training, and city fire equipment for use at aviation emergencies.

Most of these agreements are established on a three-year cycle; however, some (such as the contract with Brazos County) are renewed annually in order to maintain budget neutrality. The fire chief keeps the originals in his office in a binder, and a copy is placed on Laserfiche electronic document storage.

Appraisal

Agreements have been developed over many years to support the objectives of the department. These agreements developed as the needs and capabilities of the department grew.

Plan

The department will maintain their current agreements. In the future, the department will strive to keep Brazos County EMS and Easterwood ARFF contracts budget neutral.

References

10B.1 Ambulance Service Inter local Agreement with Brazos County

10B.1 Automatic Mutual Aid Agreement with Bryan

10B.1 TAMU ARFF Inter local Agreement

10B.2 The agency researches, analyzes, and gives consideration to all types of functional agreements that may aid in the achievement of the goals and objectives of the agency.

Description

The department does research, analyze, and give consideration to all types of functional agreements that aid in the achievement of the goals and objectives of the department. The department works with the city's legal and financial departments to research and analyze agreements and contracts with other agencies, vendors, and service providers.

Appraisal

The department has in the past researched, analyzed, and given consideration to all types of functional agreements that might aid in the achievement of the goals and objectives of the agency.

Plan

The department will continue to use due diligence before entering into agreements with other entities for the purposes of achieving goals and objectives.

References

Meeting with Fire Chief during site visit for this topic

10B.3 The agency has a process by which their agreements are managed, reviewed, and revised.

Description

The department's agreements are managed, reviewed, and revised through a process that involves the chief officers, administrative support staff, and other city departments such as legal, financial, and the city manager's office. The contract agreement routing form is used when it is sent for final approval at the city level (see contract routing guide for more detailed information).

Individual agreements vary, and the process by which they are handled varies. Some agreements need only the signature of the fire chief and can be managed by administrative support staff or program managers. Other agreements require involvement from several city departments and require the signature of the city manager or approval by the City Council.

Appraisal

The contract agreement routing form process by which the department has managed, reviewed, and revised past agreements has been effective in maintaining and improving agreements.

The administrative assistant keeps all of the agreements listed with their expiration date on a spreadsheet. This file is reviewed monthly for anything that is 90 days from expiring. The fire chief is notified of the impending expiration, and the agreement is then reviewed to determine if it needs to be renewed or is just allowed to expire. This has been an effective process in making sure all agreements are monitored and updated in a timely manner.

Plan

The department plans to continue to use the contract agreement routing form process and administrative assistant to manage, review, and revise agreements on an individual basis and use all the resources available to do so. All policies and legal boundaries will be observed.

References

10B.3 Contract Agreement Routing Form

10B.3 Contract Routing Guide