



**Commission on  
Fire Accreditation  
International**

# **Accreditation Report**

**Anaheim Fire & Rescue  
201 South Anaheim Boulevard  
Anaheim, California  
United States**

**This report was prepared on February 14, 2014  
by the  
Commission on Fire Accreditation International  
for  
Anaheim Fire & Rescue**

**This report represents the findings  
of the peer assessment team that visited  
Anaheim Fire & Rescue  
on January 12 – 16, 2014.**

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Anaheim Fire & Rescue Organizational Chart

Summary Rating Sheet (For Commission Use Only)

# EXECUTIVE REVIEW

## PREFACE

Anaheim Fire & Rescue recently received candidate status. On September 30, 2013 the agency asked the Commission on Fire Accreditation International (CFAI) for a site visit to determine if it could be recommended for accreditation. On October 3, 2014, the CFAI appointed a peer assessment team. The peer team leader approved the department's documents for site visit on December 2, 2013. The peer assessment team conducted an onsite visit of Anaheim Fire & Rescue on January 12–16, 2014.

In preparation for the onsite visit, each team member was provided access and reviewed the self-assessment manual, standards of cover (SOC), community risk analysis and strategic plan posted by Anaheim Fire & Rescue on the Center for Public Safety Excellence (CPSE) SharePoint site. This documentation represented a significant effort by the staff of the department and other community agencies. The department did not use a consultant to assist it with completing the documents required for accreditation.

## SUMMARY

The CFAI has completed a comprehensive review and appraisal of Anaheim Fire & Rescue based upon the eighth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM)*. The commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The peer assessment team's objectives were to validate the department's self-assessment study, identify and make recommendations for improvement, issue a report of findings and conclude if the department is eligible for an award of accreditation.

The peer assessment team followed CFAI processes and Anaheim Fire & Rescue demonstrated that its self-study accreditation manual, community risk analysis, SOC and strategic plan met all core competencies and criteria. The peer assessment team recommends accredited agency status for Anaheim Fire & Rescue from the Commission on Fire Accreditation International.

Anaheim is located in Orange County, California with an estimated population of 337,864 and covering 50 square miles, making it the most populated city in the county and the 10th most-populated city in the state. However, this data does not reflect the transient population as the city is a tourist destination. In 2013 alone, Anaheim attracted approximately 20 million visitors. The city projects the year-round population will surpass 400,000 by 2035 due to expected development in the Platinum Triangle development area as well as in Anaheim Hills. There are several large planned developments for convention facilities, hotels and high density residential projects in place. The community is classified as a metropolitan density but does have a wildland-urban interface exposure in its eastern section.

The department operates within the city of Anaheim's manager-council form of municipal government. The fire chief oversees all aspects of the department and reports directly to the city manager, who is appointed by the council and oversees the day-to-day as well as the fiscal management of the city. The mayor and all four members of the city council are elected at-large and serve as a legislative policy-making body, determining local laws, guiding city and community life and providing the city manager with direction in the administration of city affairs. The city manager

meets with the fire chief on a regular basis to assess departmental progress. In addition, the council may request special meetings with regard to specific programs or services.

The department used of the CFAI assessment model process to develop and define its self-assessment manual, community risk hazard analysis, standards of cover (SOC) and strategic plan. The documents are a product of the collaborative approach used by the staff to involve both internal and external stakeholders and used data analysis to reach sound, well-developed key findings that can lead to continued improvement in the organization. These will serve to match the departments service levels to the expectations of the community and recognizes the substantial planned developments the department will be expected to serve.

The department recently reviewed and updated its strategic plan to cover the period of 2013-2018. The process involved a mix of internal and external stakeholders who initially met as a large group but later divided into working sub-groups tasked with specific areas of the document. The final plan was reviewed and accepted by the city council and discusses the immediate and future needs of the department.

Comprehensive processes are in place for the development, monitoring, measuring and refreshing of its short-term goals and objectives in the budget process and its long-term goals and objectives in the five-year strategic plan. A system of monthly and quarterly meetings and reports is used to track and report on progress towards the achievement through time, quality and quantity based performance measures. The city implemented a *Managing for Results* program in mid-2013; the department is working with the senior city staff to make the necessary process adjustments that will ensure the department's and the city's short and long-term goals and objectives remain aligned.

The staff follows specific policies, guidelines and processes established by the city charter and supplemented by a city budget manual to prepare its annual budget. The city manager is responsible for preparing and submitting the proposed budget to the council for adoption, the city departments provide revenue and expenditure estimates to the city manager as part of the budget development process. Service levels are determined by the council in accordance with funding provided in the approved budget.

This is a full-service organization designed to provide essential public safety and emergency services to the community and its visitors. Currently 11 engines, 5 trucks, 2 battalion chiefs and 2 medic units (assigned to the Disneyland Resort) are staffed daily by 66 members from 12 fire stations. The department has a contract with Care Ambulance to provide six ambulances per day staffed with 2 emergency medical technicians (EMTs) each for emergency transport services. The department maintains a staffing of three to four firefighters per company on all front-line companies. The department recently re-activated one of the two companies that were closed during the recent economic downturn without adding staffing. This was accomplished by redistributing their concentration of resources while maintaining their effective response force.

The department has adopted and follows the expectations of the National Incident Management System (NIMS). Additionally, all captains are trained in NIMS 300. Chief officers are trained in NIMS 400 and 800. The department completes a comprehensive review of all standard operating guidelines related to the programs on an annual basis and appraises the effectiveness of all of its programs on a quarterly and annual basis.

The public education program is administered by the Fire Prevention and Community Risk Reduction Division. Programs are provided by a public information officer, fire inspectors, disaster preparedness staff and suppression personnel in a variety of settings and formats, targeting high-risk populations such as older adults, high risk youths, and residents living in the wildland interface area. Programs are also presented in schools, commercial facilities and at special events.

Cause and origin investigations are conducted of all fires, explosions, and related incidents that endanger life and property. The department has three shift-assigned, 56-hour arson investigators and three fire investigators working on a 40-hour work schedule and who work closely with the Anaheim Police Department (APD). All investigators have been trained to California Association of Arson Investigator (CCAI) standards with the goal of obtaining Certified Fire Investigator (CFI) certification. The agency also maintains an agreement with the Bureau of Alcohol, Tobacco, and Firearms (ATF) to ensure additional resources are available as needed.

The department operates an effective hazardous materials (hazmat) program consisting of three main sections: local response, regulatory enforcement, and regional response. The hazmat team consists of 24 certified operations personnel. The regulatory function or Certified Unified Program Agency (CUPA) section falls under the Fire Prevention & Community Risk Reduction Division and is responsible for all hazardous waste and hazardous materials regulatory compliance within the community. The third component is the management of a multi-agency hazardous materials response authority that provides direction and response team coverage for the member agencies.

The department provides a comprehensive emergency medical services (EMS) program to the community and its visitors. The program is included as part of the responsibilities of the operations division. Transport service for the community is provided by a private ambulance transport service under contract to the city and 14 advanced life support (ALS) and 2 basic life support (BLS) non-transport suppression companies from eleven fire stations and two paramedic teams assigned to the Disneyland Resort.

The department's Emergency Management and Preparedness Section (EMP) is responsible for the development of the multi-jurisdictional emergency operations plan (EOP) that serves as an all-hazards plan. The multi-jurisdictional plan is designed to protect the community and immediate area from major disasters, terrorist attacks and other large-scale emergencies. This section is also responsible for all aspects of the emergency operations center (EOC) and serves as liaison for other agencies.

The department maintains twelve fire stations including a facility within the Disneyland Resort, an administrative headquarters office, a dispatch center, and a joint training facility. All are in place to meet the service level objectives and support the operations of the department. In addition to operational responsibilities, the department utilizes its fire stations to deliver specialized programs including hazardous materials, urban search and rescue, water rescue and wildland response.

The Anaheim Human Resources Department (HRD) provides a range of human resource services throughout all city agencies. Personnel policies are published and maintained by the HRD throughout the city. The department is staffed by trained and qualified personnel who have a good working knowledge of local, state and federal statutory and regulatory requirements. The department is proactive in addressing work place safety and occupational exposure prevention, and promotes physical fitness. All members have access to physical fitness equipment.

Anaheim Fire & Rescue is part of the Joint Powers Authority (JPA), which includes the cities of Garden Grove and Orange, all of which own and utilize the North Net Training Center (NNTC), located in the city of Anaheim. The department manages the NNTC facility and the training schedule on behalf of all the JPA owners. All training is designed to develop and improve individual and company skills and abilities.

The city has a well-established and maintained water system for both domestic and firefighting use. The city Public Utilities Department provides and maintains an adequate and reliable water system to all areas within the city. The reliability of the water system is maintained through the use of redundant sources including wells, reservoirs and connections to the Metropolitan Water District of Southern California system.

The department's communication and alerting system is suitable for emergency communications. The Metro Cities Fire Authority (MCFA) is a Joint Powers Authority that encompasses eight public entities, including the city of Anaheim. The MCFA operates as a shared communications and dispatch resource for the members of the authority. MCFA uses an 800 MHz system in conjunction with mobile data computers as the primary communications system with portable, mobile, and fixed infrastructure systems in the field.

The administrative structure within the department provides all four divisions with appropriate administrative support. The clerical staff consists of full time and part time personnel that perform administrative functions throughout the department. The public information section is managed by a combined Police/Fire Public Information Officer.

The department understands and supports the need to integrate resources across jurisdictional boundaries. It shares response capabilities with other jurisdictions in the immediate area through automatic and mutual aid agreements and around the world as a member of the Federal Emergency Management Agency (FEMA) urban search and rescue program.

The peer assessment team identified opportunities for improvement that are captured in the recommendations section and in the observations and performance section of the report. These recommendations were developed from discussions, interviews and a review of department supplied documentation to support its self-assessment conclusions. The department demonstrated strong drive to implement plans identified in their strategic plan as well as the key findings in the standards of cover documents to address opportunities for improvement. The best example is the resource deployment study which identifies initiatives including station relocation, new facility development, and implementation of *Peak Activity Units*.

The peer assessment team observed a strong commitment by the department to the CFAI accreditation process. Two members of the senior staff have participated on site visits as peer assessors and the team noted a strong collaborative effort between the staff members that only serves to strengthen that commitment.

The peer assessment team had meetings with the city manager who expressed strong support for the process and displayed strong support for the department and its chief. There is clearly a commitment to continue to follow and support the implementation of identified opportunities for improvement. It can be anticipated that all representatives will be strong supporters and network participants as the full benefits of going through the self-assessment process are realized and built on in the future.

## **Composition**

The city of Anaheim was founded in 1857 as a farming community by German settlers, has grown to be California's tenth most populated city. Over the 155 year history of the city, it has experienced significant fires and an evolution in how fire protection has been provided. The city's fire protection has evolved to meet the changing needs of the community; from leather water buckets in the late 1850's to the modern equipment of today.

With an annual budget of \$1.4 billion, Anaheim has a population of 337,864 residents and covers 50 square miles. The community hosted 20 million visitors in 2013, due to attractions such as Disneyland, Honda Center (Anaheim Ducks), Angel Stadium of Anaheim (Angels), and the Anaheim Convention Center.

The city is bisected by the Santa Ana River and the freeways: I-5 Santa Ana, SR-57 Orange, SR-55 Costa Mesa, SR-91 Riverside, and Eastern Transportation Corridor Toll Road 241. The building stock is characterized by small residential with strip commercial development in the west, entertainment, hotel, business, light industry in the central area and larger, higher value single-family dwellings with a wildland urban interface in the east. The eastern portion of the community presents the department with its greatest challenge in meeting its adopted response time standards.

The department responded to a total of 31,674 emergencies in 2013 including: 1,253 fire calls (3.95 percent); 26,964 emergency medical service (EMS) calls (85.13 percent); and 3,457 miscellaneous calls (10.9 percent). Servicing these calls in 2013 resulted in a total of 64,117 unit movements, including 3,193 EMS transports from within the Disneyland Resort.

The fire department has managed to evolve with the growth of the community; it is now a career department staffed by a minimum of 66 suppression personnel on a daily basis working out of 12 fire stations.

The department currently holds an Insurance Services Office (ISO) Class 2 public protection rating.

## **Government**

Council-Manager form of government  
Mayor and 4 Council members  
City Manager  
Fire Chief

## **Fire Department**

12 fire stations  
204 sworn and 74 non-sworn personnel  
3 shift system

## **Staffed Resources**

11 engine companies  
5 truck companies  
2 medic units (Disneyland Resort)  
6 ambulances (Care Contract)  
2 battalion chiefs

## **Cross-staffed Resources**

1 hazardous materials unit  
1 technical rescue unit  
4 Type-3 wildland units  
1 water rescue unit

## **Non-staffed units**

1 rehabilitation unit  
1 light and air vehicle  
4 patrol vehicles  
1 utility vehicle

## CONCLUSIONS

The self-study manual produced by Anaheim Fire & Rescue was of high quality. The manual represented a significant effort by the staff of the department to produce and present a quality document.

- Anaheim Fire & Rescue demonstrated that all core competencies were met and received a credible rating.
- Anaheim Fire & Rescue demonstrated that all applicable criteria were met and received a credible rating.
- The peer assessment team recommends accredited agency status for Anaheim Fire & Rescue from the Commission on Fire Accreditation International.

## RECOMMENDATIONS

The peer assessment team conducted an exit interview with the agency consisting of the fire chief and most all of the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The department was given an opportunity to respond to any errors in findings of fact.

### Strategic Recommendations

Strategic recommendations were developed from information gathered from the onsite assessment visit and the evaluation of the criteria and core competencies.

### **Category II – Assessment and Planning**

#### **Criterion 2B: Fire Risk Assessment and Response Strategies**

Core Competencies

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

It is recommended the department continue to monitor and improve the alarm handling practices and turnout times for fire responses to identify additional opportunities for improvement.

2B.8 The agency uses 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.

It is recommended the department pursue the planning and implementation of the strategic plan recommendations for resource deployment, including the location of current and new fixed facilities, apparatus and personnel.

### **Category V – Programs**

#### **Criterion 5C: Public Education Program**

Core Competency

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.

It is recommended that the department continue their implementation of the "Vision 20/20 Fire Prevention Program" methodology to improve data collection and performance measurement.

## **Criterion 5F: Hazardous Materials (Hazmat)**

Core Competency

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

It is recommended that a more consistent review of the standard operating guidelines be conducted through the implementation of a documented review schedule.

## **Criterion 5G: Emergency Medical Services (EMS)**

Core Competency

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.

It is recommended the department pursue the planning and funding for "Peak Activity Units" as described in the strategic plan and validated by the response data.

## **Specific Recommendations**

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

## **Category IV – Financial Resources**

### **Criterion 4A: Financial Planning**

Performance Indicators

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

It is recommended the department continue to work cooperatively with the city's finance and other departments to develop and implement a capital improvement plan.

### **Criterion 4C: Resource Allocation**

Performance Indicator

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

It is recommended that the department acquire software that would track inventory, maintenance, and replacement of medium-expense items including turnout gear and station appliances.

## **Category V – Programs**

### **Criterion 5G: Emergency Medical Services (EMS)**

Performance Indicator

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

It is recommended the department continue towards its goal of implementing an inventory control system by 2015.

## **Category VIII – Training and Competency**

### **Criterion 8C: Training and Education Resources**

Performance Indicators

8C.2 Instructional personnel are available to meet the needs of the agency.

It is recommended that the agency explore opportunities to study the need for adding a staff member to manage the North Net Training Center facility (NNTC) to allow the training officer to focus exclusively on training activities.

8C.3 Instructional materials are current, support the training program, and are easily accessible.

It is recommended that the department implement an inventory process to ensure proper training resource materials are available for use in the stations.

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.

It is recommended that the department assign reserve apparatus to the NNTC to enhance the training program.

## **Category IX – Programs**

### **Criterion 9A: Water Supply**

Performance Indicator

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.

It is recommended the department clarify procedures for establishing portable water supply systems in the Fire Apparatus/Driver Operator manual.

## **OBSERVATIONS**

### **Category I — Governance and Administration**

Anaheim Fire & Rescue (AF&R) operates within the city of Anaheim's manager-council form of municipal government. The mayor and all four members of the city council are elected to four-year terms and serve as a legislative policy-making body, determining local laws, guiding city and community life and providing the city manager with direction in the administration of city affairs. The city manager is appointed by the city council to administer the day-to-day as well as the fiscal management of the city. The fire chief oversees all aspects of Anaheim Fire & Rescue and is one of four department heads that report directly to the city manager.

The governing body and the agency manager are legally established to provide general policies to guide the department's approved programs and services and appropriated financial resources. In accordance with city of Anaheim Charter section 702, Anaheim Fire & Rescue was originally created by Ordinance #14, section 4, "Fire Ordinance", approved by the city of Anaheim Board of Trustees at their meeting on March 10, 1877. Ordinance #14 was subsequently superseded on July 8, 1915 by Ordinance #288 and serves as the foundation for the legal establishment of the agency.

The established administrative structure provides an environment for achievement of the agency's mission, purposes, goals, strategies and objectives. The city's finance department and executive staff confirm compliance with legal requirements through annual inspections. In addition, the city manager works closely with all departments to ensure compliance with laws and related regulations that impact the workplace. The department is transitioning to "Lexipol" as its electronic policy manual, providing model policy and real time updates on legislation, as well as agency notification, electronic training and document compliance.

City administrative regulations include the "Employee Safety Program" (AR 253), "Cal OSHA Inspection Policy" (AR 273), and "Reporting Serious Workplace Injuries, Illnesses & Fatalities to Cal OSHA" (AR 274). The deputy chief of support services is the liaison with Human Resources to ensure AF&R is compliant with local state and federal laws.

### **Category II — Assessment and Planning**

Anaheim Fire & Rescue (AF&R) has used of the CFAI self-assessment process to develop and define its self-assessment manual, community risk hazard analysis, standards of cover (SOC) and strategic plan. The documents are a product of the collaborative approach used by the staff to involve both internal and external stakeholders and careful analysis of data to reach sound, well-developed key findings that can lead to continued improvement in the organization. These will serve to match the departments service levels to the expectations of the community and recognizes the substantial planned developments the department will be expected to serve.

The department collects and analyzes data specific to the distinct characteristics of the community served and applies the findings to organizational planning. The analysis in the SOC appropriately identifies the city's population density as metropolitan. The community is a dynamic mix of residential, commercial, large assembly and resort property uses. Assembly and resort properties attract some 20 million visitors annually to Anaheim. The department has completed a comprehensive analysis of the risk within the community using data derived from internal sources as

well as joint studies such as “Threat Hazard Identification and Risk Assessment (THIRA) funded through the Federal Emergency Management Agency (FEMA) that produced an effective gap analysis, the results of which have been integrated into the SOC.

The department assesses the nature and magnitude of the hazards within its jurisdiction and develops appropriate response coverage strategies. Each significant fire and non-fire risk is categorized and listed to permit future analysis and study in determining standards of cover and related services. Special attention is 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.

The benchmark service level objectives incorporated into the standards of cover are based on local needs and circumstances and industry standards and best practices adopted from the: *Commission on Fire Accreditation International (CFAI) Fire & Emergency Service Self-Assessment Manual (FESSAM), eighth edition; CFAI Standards of Cover, fifth edition; National Fire Protection Association (NFPA) 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems; NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments; Insurance Services Office (ISO); and the National Institute of Standards and Technology (NIST): Report on Residential Fireground Field Experiments.*

Through the multi-leveled risk analysis process used by the agency key findings were developed that are appropriate and acceptable in relation to the needs of the community. The thorough evaluation process used by the department staff provides a remarkable level of detail related to both fire and non-fire risks across the city. This information was used to identify appropriate responses capable of efficiently, effectively and safely addressing the risks within the current capabilities of the department’s delivery system. Two examples of these outcomes are the redistribution of the cross-trained firefighter – paramedics to truck companies to improve the delivery of emergency medical services, and the use of historical computer aided dispatch data and predictive modeling software. This software was used to develop 70 distinct redeployment plans designed to improve response times across the community. A small group of those plans hold the potential of accomplishing that goal, but will need time and financial resources to implement.

In the development of the SOC and risk analysis, the department considered the overall fire risk it protects, the type of use, the demographics of the community, economic indicators influencing its ability to deliver services such as a reduction in available tax revenue due to decreasing property values, fire loss data, water supply, staffing changes and the use of automatic fire protection systems for certain occupancies. The accuracy of the risk classification is maintained by ongoing input from the fire prevention division which has regular and frequent access to structures throughout the community. Ultimately the department has used the conclusions and observations developed in the SOC to determine the appropriate deployment of resources to address the identified risks. This comprehensive approach ensures appropriate and effective strategy for fire risks.

The department has given careful consideration to the non-fire risks in the community as a part of the SOC development process. The non-fire risks include technical rescue, hazardous materials and emergency medical services. This includes the service demands for each of these risk types. The team was able to verify and validate that the performance objectives contained in the SOC relative to the response resources and personnel within an appropriate time-frame are adequate to meet the needs of the community.

Critical to keeping the SOC strategy effective is the department's ongoing commitment to: continuing to measure the gap between benchmark and baseline times; identifying the factors that create those gaps; and developing solutions. The department's Fire Prevention Division performs annual risk-based inspections of existing occupancies and plan checks of new construction, and that information is used to keep the SOC current and identify gaps. A fire risk analysis is performed with each newly proposed development project to ensure current suppression capabilities are capable of mitigating the threat risks. The team verified that the department has historically conducted detailed analysis of risk versus response capability across the entire community. The depth and breadth of this planning is impressive. New projects are reviewed and risks and threats are discussed at weekly prevention meetings. Risks deemed greater than current available suppression capabilities are required to include additional mitigation measures as part of the planning process.

The analysis of the response patterns in the community revealed gaps in the department's ability to meet its target response objectives and the strategic plan carries a detailed plan for addressing those gaps. It is recommended the department pursue the planning and implementation of the strategic plan recommendations for resource deployment, including the location of current and new fixed facilities, apparatus and personnel.

The department's practice is to document alarm handling as the time interval from the receipt of the alarm at the primary public service answering point (PSAP) until the end of the transmittal of the response information via voice or electronic means to emergency response facilities or the emergency response units in the field.

The department has been effective in reducing call handling times for EMS requests through the modification of the EMS call interrogation process. The times for fire-based incidents has not enjoyed the same reductions. The team verified the multi-agency dispatch center functions at a high level and is responsive to the needs of its customers. However, change in the call handling process for fire-based requests should be made in a collaborative manner to the benefit of all the stakeholders. It is recommended the department continue to monitor and improve the alarm handling practices and turnout times for fire responses to identify additional opportunities for improvement. This could be accomplished by identifying technical or work practice changes.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that the alarm handling time, turnout time and the travel time for the first-due and effective response force components of the total response time continuum, as identified in the standards of cover, are in line with the industry best practices identified in the eighth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM)*.

A strategic plan for 2013-2018 is in place and, along with the budget, is guiding the activities of the department. The plan was submitted to the city council for review and acceptance. The department's strategic plan 2013-2018 was presented to and accepted by the Anaheim City Council on February 5, 2013 and is published on the department website with hard copies distributed to all fire stations. The staff tracks progress in completing the identified initiatives of the strategic plan through a matrix managed by the fire chief who conducts monthly meetings during which project managers are required to give updates.

The plan has supported the department's efforts to align with the mission of the city and the needs of the community. It was developed in consultation with external as well as internal stakeholders and

included a series of workshops and meetings that gathered input from community stakeholders, other city agencies, department heads, and Anaheim fire personnel. Critical areas that support the foundation of the department were established and the Mission, Vision, and Values statements were created. The participants also identified core service level objectives and the cascade of events was established as a benchmark in evaluating response times.

### **Category III — Goals and Objectives**

Anaheim Fire & Rescue is guided by a vision statement, a mission statement, a set of core values and established goals and objectives. The strategic plan utilizes initiatives, goals and action items which give a comprehensive view of both the organizational plans for short and long terms goals, with specific objectives that provide direction and accountability. Progress in accomplishing the adopted objectives is managed through monthly meetings with the fire chief. Program managers report the status of the objectives assigned to them for the current fiscal year. As this is a new plan, the department has clear plans to conduct annual review to ensure the plan remains current with evolving expectations of the city council and the community.

The department has established general goals and specific objectives that direct its priorities in a manner consistent with its mission. The goals and objectives are appropriate for the community served.

The department uses the strategic plan to drive changes within the organization through initiatives that were identified during the creation of the plan. The performance objectives incorporated into the current fiscal year budget meet the test of having measureable elements of time, quantity and quality. In some cases they are a continuation of the previous year and, in all cases, they are consistent with identified needs in the department's strategic plan and standards of cover. Success in completing the objectives is managed through monthly meetings coordinated and lead by the fire chief.

The department's longer term goals and objectives are contained in its five year strategic plan for 2013-2018. The implementation of the published, long term objectives are currently at various levels, from early stages of activity through to completion.

The department uses a defined management process to implement the goals and objectives. The fire chief meets at least monthly with managers overseeing projects that carry out the agency's goals and objectives. The responsible staff members utilize meetings and SharePoint on a regular basis to track progress towards goals, objectives and projects. Staff and executive staff meetings, bi-annual general officer's conferences, and quarterly chief's advisory council meetings are used to track progress for each of the identified objectives.

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

The department's long and short-range goals are published in strategic plan 2013-2018. They are each linked to action items that are assigned to a lead staff member within the agency and incorporated into the current fiscal year planning and financing. The strategic plan and associated action items are published on the agency SharePoint site for members to access, as well as on the city website.

The agency has plans in-place to examine the strategic plan and modify it annually and to insure it remains current and consistent with mission and vision of the department. The plan contains the goals and objectives that the agency is currently pursuing and has been incorporated into the current fiscal year budget. The last examination and modification occurred in conjunction with the annual budget adoption cycle in July 2013. Action items were reviewed for relevancy and timelines updated for completion and expected implementation.

### **Category IV — Financial Resources**

Anaheim Fire & Rescue (AF&R) solicits input from stakeholders at all levels of the organization to develop operating and capital budgets that reflect the level of service adopted by the Anaheim city council. The budget is monitored internally to ensure that budgeted resources align with the agency's priorities, goals and objectives. The strategic plan and standards of cover (SOC) form the basis for these priorities, goals and objectives.

The process followed during the development and approval stages of the budget is clearly defined in various city and fire department policies and procedures. Internally, the department's process is coordinated by the senior administrative analyst who works with program managers on specific program budgets. The fire chief and executive staff presents a draft budget to the city manager and finance director. The AF&R budget is combined with other city departmental requests for presentation to the city council in a budget workshop and is adopted at a public hearing in June of each year.

The department's financial planning and resource allocation processes are based on agency planning involving broad staff participation. The process for developing the annual budget follows policies and guidelines established by the city charter and supplemented by a city budget manual which is updated annually. The charter identifies that the city manager has responsibility for preparing and submitting the proposed budget to the city council for adoption and requires each department to provide revenue and expenditure estimates to the city manager as part of the budget development process. The charter and budget manual further define the timelines for submissions of various documentation and requests.

The department's financial management practices exhibit sound budgeting and control, proper recording, reporting and auditing.

The peer assessment team verified the city is in receipt of the most currently available Certificate of Achievement for Excellence in Financial Reporting (certificate) from the Government Finance Officers Association of the United States and Canada (GFOA) for its Comprehensive Annual Financial Report (CAFR). The department has submitted its most recent GFOA certificate and CAFR as prima facie compliance with this criterion.

Financial resources are appropriately allocated to support the established organizational mission, the stated long-term plan, goals and objectives and maintain the quality of programs and services. Financial stability is a fundamental aspect of an agency's integrity. The department ensures that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.

Programs and activities are outlined in the strategic plan and SOC. The city council establishes a level of service for the community that is evaluated against the metrics found in the budget document. Based on revenue projections actual historical expenditure data, the finance director allocates general fund resources to individual city departments. The department then allocates its share of resources to the applicable programs within the department. If an imbalance is identified, the staff works with the finance department to make adjustments that ensure that the council's levels of service are addressed. More problematic for the department is the city accounting system does not track smaller capital items of less than \$5,000; these items comprise a significant part of the department's inventory. This makes it difficult for the department to effectively forecast for these types of expenditures as there is no central accounting or tracking center. It is recommended that the department acquire software that would track inventory, maintenance, and replacement of medium-expense items including turnout gear and station appliances.

The city employs its own maintenance personnel and facilities to care for city assets (property and equipment) and the department pays maintenance costs for its fleet and facilities through Intergovernmental Service (IGS) charges. Although the IGS charges are sufficient to maintain assets, funding is inadequate to cover the costs of replacement. The department's staff are a part of an internal city workgroup that is developing a comprehensive capital improvements plan (CIP) to address this deficiency and enhance long-range planning. It is recommended the department continue to work cooperatively with the city's finance and other departments to develop and implement a capital improvement plan.

## **Category V — Programs**

### **Criterion 5A – Fire Suppression**

Anaheim Fire & Rescue (AF&R) is a full-service fire and rescue organization designed to provide essential public safety and emergency services to a dynamic community and its visitors. To meet the needs of its residents, the department currently staffs 1 engines, 5 trucks and 2 medic units (under a contract with Disney for emergency medical service (EMS) service in the park), and 2 battalion chiefs from 12 fire stations. The pump capacity of all engines and quints is a minimum of 1,500 gallons per minute.

The department operates a 3-shift system and has established a minimum staffing of 66 suppression personnel per shift, per day, at least 95 percent of the time. This includes two battalion chiefs and the personnel assigned, under contract, to the Disneyland Resort. The department maintains a minimum of 4 firefighters on 12 front line companies and 3 firefighters on 4 front line companies.

The department has four fulltime staff members with the rank of captain assigned to a 40-hour work schedule who are responsible to act as terrorism liaison officers and incident safety officers for incidents of a second alarm or greater. They are on-call during evenings and weekends to respond to an incident. Typically, until a second alarm is activated, the initial responsibilities for monitoring for site safety are initially filled by company officers and then the battalion chief's once they arrive on the scene. All personnel expected to fill the role of safety officer have received appropriate recognized training. The safety officer is formally expected to notify the incident commander of any unsafe operations. Similar expectations extend to all emergency response personnel.

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

The department has established policies, procedures and regulations in place that are detailed, comprehensive and current. They are broken into five sub-groups of: administrative, emergency & non-emergency, EMS, fire prevention, and training. A separate set of procedures known as the Orange County Operational Annex, for procedures involving operations with neighboring Orange County departments, are in place and also current. All employees have online access to all Departmental Operational Procedures and City Administrative Regulations. The department reviews its policies and procedures on an annual, phased basis to insure they are current and reflect the operations of the organization.

All department personnel are required to have National Incident Management System (NIMS) 100, 200 and 700 and Incident Command System (ICS) 100 and 200. Additionally, all captains are trained in NIMS 300 and chief officers are trained in NIMS 400 and 800. Currently all company officers and above are going through the Blue Card training program. Non-safety personnel are required to have NIMS 100 and 700. Command, general staff and Unit Leader positions have additional training components that fall under NIMS, National Wildland Coordinating Group (NWCG), All Hazards Incident Management, or State Fire Marshal (SFM) minimum training requirements. The department also participates in the Statewide Master Mutual Aid program and receives Federal Grant funding, all requiring ICS or NIMS compliance. AF&R also provides instructors in ICS/NIMS/SIMS both internally and externally.

The effectiveness of the fire suppression was evaluated during the standards of cover (SOC) development. Appraisals to determine the effectiveness of fire suppression is on-going and projects that will improve the current service levels are evaluated during the annual budget review process. The command and operations staff meets monthly to review operations and plan for the previous 30-day period. This allows the department to respond to changes in the field in a more rapid fashion. The department staff utilizes the computer software suites of *FireView*, *Deccan*, and *Keystone* to analyze and cross reference response times. The department is committed to continuing the evaluation of the fire suppression program at least annually.

The department's response and deployment standards are based upon the metro population density and the fire demand of the community. Eleven fire stations provide citywide coverage; department staffing is based upon station location, incident type and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The department's benchmark service level objectives are as follows:

For 90 percent of all structure fires, the total response time for the arrival of the first-due unit, staffed with 1 firefighter, 1 engineer and 1 officer, is: 7 minutes and 5 seconds. The first-due unit for all risk levels is capable of: providing 500 gallons of water and 1,500 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 are done in accordance with departmental and county operating procedures, while providing for the safety of responders and the general public.

For 90 percent of all structure fires, the total response time for the arrival of the ERF, staffed with 15 firefighters and officers, is: 11 minutes and 5 seconds. The ERF for all risks is capable of: establishing command; 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 capable of placing elevated streams into service from aerial ladders. These operations are done in accordance with departmental and county operating procedures, while providing for the safety of responders and the general public.

The department's baseline statements reflect actual performance during 2010 to 2012. The department relies on the use of automatic aid mutual aid from neighboring fire departments to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless system.

For 90 percent of all structure fires, the total response time for the arrival of the first-due unit, staffed with 1 firefighter, 1 engineer and 1 officer, is: 7 minutes and 37 seconds. The first-due unit for all risk levels is capable of: providing 500 gallons of water and 1,500 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 are done in accordance with departmental and county operating procedures, while providing for the safety of responders and the general public.

For 90 percent of all structure fires, the total response time for the arrival of the ERF, staffed with 15 firefighters and officers, is: 11 minutes and 26 seconds. The ERF for all risks is capable of: establishing command; 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 capable of placing elevated streams into service from aerial ladders. These operations are done in accordance with departmental and county operating procedures, while providing for the safety of responders and the general public.

It was verified and validated by the peer assessment team that Anaheim Fire & Rescue demonstrated a trend of improvement in its actual baseline performance for 2010-2012.

The team also reviewed the available 2013 response time data and confirmed it is consistent with the provided information for 2010-2012.

<b>Structure Fires - 90th Percentile Times – Baseline Performance</b>		<b>2013</b>	<b>2010 - 2012</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>
<b>Alarm Handling</b>	Pick-up to Dispatch	1:38	1:36	1:48	1:35	1:31
<b>Turnout Time</b>	Turnout Time 1st Unit	2:21	2:05	2:00	2:11	2:00
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	5:13	5:12	5:27	5:01	5:09
	Travel Time ERF <b>Concentration</b>	10:00	9:44	10:02	9:44	9:56
<b>Total Response Time</b>	Total Response Time 1st Unit On Scene <b>Distribution</b>	7:43	7:37	7:43	7:37	7:36
	Total Response Time ERF <b>Concentration</b>	11:49	11:26	11:50	11:26	11:27

**Criterion 5B – Fire Prevention / Life Safety Program**

Anaheim Fire & Rescue (AF&R), Fire Prevention and Community Risk Reduction Division is comprised of four sections: life safety, community relations, hazardous materials and support staff. The division has a mission of reducing risk through a professional balance of engineering, education and enforcement of adopted codes and standards. This mission is accomplished by use of a staff comprised of full and part-time employees. The staff members are trained and equipped to carry out the goals and objectives of the division that support the overall department strategic plan.

The department 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.

The city adopted the 2010 California Fire Code as the fire prevention code by reference, the 2009 International Fire Code with California amendments, as codified within Part 9, Title 24 of the California Code of Regulations on November 9, 2010. The adopting ordinance also contains local amendments that are codified in Anaheim Municipal Code Chapter 16.08.

The code enforcement program is guided by Policy F406, which ensures its operations are consistent with and support applicable laws and department objectives. The life safety section is responsible for the day to day application of the codes, regulations, standards and specifications adopted by the department. Fire inspections are conducted in accordance with Policy F400 in all business, industrial, public assembly, schools, high-rise buildings and multi-family dwellings. They are conducted at regular intervals ranging from every 12 months to every 60 months, depending on the respective risk factor rating of the occupancy as established in policy.

The department provides adequate staff with the specific expertise to meet the program goals and objectives. Staffing levels within the Fire Prevention and Community Risk Reduction Division are based upon department goals and objectives and the available revenue offset provided from fee-based programs. An element of the strategic plan calls for the creation of a community risk reduction program that, in part, would focus on multi-family occupancies. This would require an expansion of the current staffing levels to manage the scope of the new program.

Fire Prevention program goals and performance are evaluated every 12 months as a part of the annual fire prevention plan. The department has established a data quality and reliability team to analyze data collection and analysis needs throughout the department. A draft data quality handbook has been produced as a guidance document for the team. Data collected from fire prevention and public education related activities is entered into *Tidemark* records management system and *4D Fire*. These systems have proven to be inadequate for reliably retrieving data for comparative and analytical purposes.

### **Criterion 5C – Public Education Program**

Anaheim Fire & Rescue (AF&R) public education program is administered by the Fire Prevention and Community Risk Reduction Division and is directed towards the department’s mission of “ensuring the safety and welfare of the public it serves.” The stated goal is to prevent fires, injuries and deaths from occurring within the community. Public education programs are provided by a public information officer (PIO), fire inspectors, disaster preparedness staff and suppression personnel in a variety of settings and formats, targeting high-risk populations such as older adults, high risk youths, and residents living in the wildland interface area. Programs are also presented in schools, commercial facilities and at special events. Special programs are focused on fire safety, injury prevention and emergency/disaster preparedness since audiences could include visitors from around the world, as the city of Anaheim is a worldwide resort destination.

The department has a public education program in place and directed towards identifying and reducing specific risks in a manner consistent with its mission. Programs are provided for people of all ages and are offered in both English and Spanish. Content and presentation methodology is identified through incident, demographic, and program data analysis. Data is supplemented by the public information officer’s analysis of local fire incident reports, state trends and national statistics. Through a continuous review process, the PIO’s goal is to assure that target risks and audiences are addressed timely and in appropriate venues.

The program, “Ready, Set, Go!” addresses the potential risk of wildland fires and is delivered to residents of the very high fire severity zone. The department also participates in the “Neighborhood Improvement Program”, which identifies and addresses specific risks in target neighborhoods from city demographics and response data. The individual fire stations use detailed demographic books to provide specific programs to target audiences within their response areas.

The community risk reduction plan is part of the department’s strategic plan and is included in the standards of cover. The three elements of the plan target risks specific to the community: multi-family residential; single-family residential; and wildland urban interface (WUI). A multi-family element was launched in 2013 in cooperation with a local private college to develop handouts and marketing materials. AF&R is currently working with the college to complete the program materials for delivery to multi-family occupancies. The WUI program was initiated in 2009 and formally

launched in 2010 department wide. The program has reached over 15,000 local residents and businesses in the wildland urban interface. In October 2013, AF&R conducted a “Ready, Set, Go!” block party in conjunction with Fire Prevention Week that attracted over 1,000 people. The single family program began in August 2013 with a grant from the *Vision 20/20 Fire Prevention Program* to install 30 smoke alarms in high-risk occupancies

AF&R’s public education and juvenile firesetter programs are directed by specific departmental policies and guidelines. The Orange County Community Education Handbook provides detailed information regarding content and delivery methods and serves as a supplement for departmental instructors. Policies, guidelines and handbooks ensure county-wide consistency and help with the scheduling and presentation of events.

The department has collected and analyzed data from the past five years based upon programs delivered in response to community requests, and conducts quarterly and annual appraisals evaluating the events conducted, attendance, demographics and potential risks experienced by attendees. The PIO studies local, state and national trends and modifies programs as necessary to improve public safety program effectiveness.

The community risk reduction plan is currently in its first year, and therefore the department lacks sufficient historical data to evaluate a cause and effect relationship between the program and intended results. In general, the peer team observed that the department is not satisfied with the current method of data collection and analysis and has committed to improving tools and methodologies that could provide more reliable information. While the current methodology appears to provide information sufficient to meet the criteria for this core competency, the peer review team supports AF&R’s proactive approach to improving their public education programs and recommends that these efforts should continue.

Anaheim Fire & Rescue has committed to participating in the “Vision 20/20 Fire Prevention Program” through their smoke detector distribution grant and has evaluated the program’s performance measures for fire prevention programs. It is recommended that the department continue their implementation of the “Vision 20/20 Fire Prevention Program” methodology to improve data collection and performance measurement.

### **Criterion 5D – Fire Investigation Program**

Anaheim Fire & Rescue (AF&R) has a dedicated fire investigation capability within the operations division and investigates all fires, explosions, and other emergencies that endanger life and property. AF&R fire investigators are assigned to the unit as either a Fire Investigator I, which is the base level certification for an investigator, or an arson investigator, who are firearms certified under Anaheim Police Department (APD) qualifications and are also classified as suppression personnel. Origin and cause (O&C) is initiated at the engine company level. In the event that the engine company captain is unable to determine the cause of a fire or other emergency, a fire investigator can be requested to respond and assist. AF&R investigators work closely with the Anaheim Police Department (APD). If AF&R investigators suspect criminal activity, APD is requested to assist with the investigation and prosecution, as needed.

Currently, all of the investigators work on either a 56 or 40 hour schedule. Their training level starts with California State Fire Marshal Fire Investigation 1A and builds through Fire Investigation 2B. Fire investigator continuing education also consists of ongoing training provided through the

California Association of Arson Investigators (CCAI) with the goal of obtaining a Certified Fire Investigator (CFI) certification through CCAI.

The department 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.

The city of Anaheim has adopted the 2010 California Fire Code by City Ordinance 5188. The department's fire investigation program is authorized under the 2010 California Fire Code. The department's establishing and regulating by-law has described and defined the fire investigation section as having the "authority to investigate the cause, origin and circumstances of any fire, explosion, or other hazardous condition. The section investigates fire deaths, injuries and hazardous materials crimes. All six investigators have completed California Penal Code (PC) 832 *Laws of Arrest* training. Additionally, the three suppression personnel have completed PC 832 *Firearms* training. The section cooperates well with the Anaheim Police Department and the local criminal justice system.

Mandated investigations are scientifically conducted by the fire investigators using the *National Fire Protection Association (NFPA) 921: Guide for Fire and Explosion Investigations, 2011 edition*. Company officers are provided with mandated overview training on the content of the standard to ensure that they are familiar with the overall expectations of an investigation. All AF&R operations personnel have training in scene/evidence protection and awareness techniques. AF&R, through a cooperative agreement with Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), is able to call upon those resources on an as needed basis.

The current staffing level provides properly qualified investigative personnel to be available on a 24 hour a day basis and allows AF&R to meet its mandate of conducting fire cause determination and fire injury investigations. All fire investigators are qualified to the California State Fire Marshal standards. AF&R operates well with the police department and completing the criminal portion of the investigations. Common training is provided to both the fire and police investigators to ensure a mutual understanding of the respective roles of each organization in fire investigations.

The department has current standard operating guidelines (SOG) that require investigations for all fires within Anaheim city limits, which is initiated by the incident commander. Any need to further investigate any type of fire is then directed to the Fire Investigation Section. At any point in the investigation, if criminal intent is suspected, the-APD is also contacted. APD coordinates prosecution with the assigned investigator and the District Attorney's Office. The section reviews all of its SOGs on an annual basis in conjunction with the APD. All significant changes to the SOG are reviewed and approved by department management and the city's legal department.

The section produces an annual fire investigation report that is provided to the deputy chief of operations. The report reviews: trends in fire fatalities and injuries, dollar loss and fire causes, the effectiveness of the section. Goals for performing fire investigation activities and programs for continuing education are set annually with the creation of the annual budget. A quarterly review by the section has been established; the goal is to accurately determine and document fire causes, how and why the fire occurred, and what contributed to the spread of the fire. The areas measured during this review are the number of: fires investigated by staff; investigations completed by each investigator; cases resolved; fires with definitive cause identified; arson arrests; fires by type; and by geographic location.

### **Criterion 5E – Technical Rescue**

Anaheim Fire & Rescue (AF&R) provides a wide range of technical rescue programs to its residents including, but not limited to: machinery entrapment; urban search and rescue; high and low angle; flood and water; confined space; mudslide/landslide; and trench collapse. Technical rescue personnel are deployed daily with a minimum of four trained staff members, and neighboring communities are able to provide additional personnel and resources as needed. Many of the department's technical rescue personnel are also team members in the California Urban Search and Rescue (USAR) Task Force 5 (CA TF-5) team which is managed by the Orange County Fire Authority. CA TF-5 maintains their equipment cache in the county. The department maintains an adequate vehicle and equipment cache on a dedicated vehicle that is utilized to provide an USAR response within the county and state.

The department has four fulltime staff members with the rank of captain assigned to a 40-hour work schedule who are responsible to act as terrorism liaison officers and incident safety officers for incidents of a second alarm or greater. They are on-call during evenings and weekends to respond to an incident. Typically, until a second alarm is activated, the initial responsibilities for monitoring for site safety are filled by company officers and then the battalion chiefs once they arrive on the scene. All personnel expected to fill the role of safety officer have received appropriate recognized training. The safety officer is formally expected to notify the incident commander of any unsafe operations. Similar expectations extend to all emergency response personnel.

The department operates an adequate, effective, and efficient program directed toward rescuing trapped or endangered persons from any life-endangering cause. AF&R provides adequate, effective, and efficient response capabilities in the area of technical rescue. AF&R has one technical rescue team comprised of a minimum of six trained rescue specialist personnel on duty each day. A minimum of 4 USAR members hard staff USAR 3, a California Office of Emergency Services Type 1 resource, are on-duty each shift. These individuals collectively cross-staff and respond in a two-piece vehicle configuration. All rescue specialists are housed at the same station to ensure timely responses. AF&R has mutual aid agreements with surrounding agencies for additional resources and personnel. USAR personnel are also trained as water rescue technicians. The water rescue technicians are supported by the technical rescue specialists to facilitate water entries and address any water related incidents. The water rescue team utilizes a patrol vehicle and a trailer carrying a 13 foot Zodiac inflatable rescue boat. AF&R has two water rescue technicians that are also paramedic certified. These individuals provide advanced life support (ALS) capabilities in cooperation with the Orange County Fire Authority to meet the requirements for a California Office of Emergency Management Type 1 Water Rescue Team.

AF&R adheres to department, state, and federal guidelines and operating procedures in order to safely and effectively address all types of technical rescue incidents. These guidelines and procedures serve to provide a recognized and consistent system by which incidents are managed and mitigated. AF&R utilizes applicable National Fire Protection Association (NFPA) standards to guide the technical rescue program. Additionally, the Orange County Operational Annex has been adopted by AF&R.

The technical rescue program is evaluated annually by the program manager for efficiency and overall effectiveness. The department also conducts after-action reviews to examine procedures and skills. All training sessions are reviewed to assist in quality assurance and further enhance program

development. The CA TF-5 members participate in annual drills which are also serve to evaluate and review the technical rescue program.

The department's response and deployment standards are based upon the metropolitan population density and the technical rescue demands of the community. Twelve fire stations provide citywide coverage; department staffing is based upon station location, incident type and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The department's benchmark service level objectives are as follows:

For 90 percent of all technical rescue calls, the total response time for the first-due unit, staffed with 1 firefighter, 1 engineer and 1 officer, is 7 minutes and 5 seconds. The first-due unit is capable of: initiating command; requesting additional resources; isolating and denying entry; evacuation; and assisting the Urban Search and Rescue team. These operations are done in accordance with departmental and county operating procedures, while providing for the safety of responders and the general public.

For 90 percent of all technical rescue calls, the total response time for the arrival of the ERF, staffed with 4 USAR Technician Specialist and a truck or engine with 1 Firefighter, 1 engineer and 1 officer, is: 23 minutes and 5 seconds. The ERF for all risks is capable of: establishing command; performing water/flood rescues, technical rope rescues, confined space rescues, trench rescues, machinery entrapment, structural collapse rescue, landslide/mud rescues; complying with the OSHA requirements of two-in and two-out; These operations are done in accordance with departmental and county operating procedures, while providing for the safety of responders and the general public.

It was verified and validated by the peer assessment team that the Anaheim Fire Department did not have sufficient technical rescue incidents, which required a first-due response or an effective response force to be assembled for 2010-2013, to provide reliable data. There are therefore no baseline service level performance statements provided for the first-due unit or an effective response force in this report.

#### **Criterion 5F – Hazardous Materials (Hazmat)**

Anaheim Fire & Rescue (AF&R) operates a comprehensive hazardous materials (hazmat) program that spans three functional areas including operations, fire prevention, and a component that is in compliance with state of California guidelines. The department responds with a well-equipped and well trained team of personnel up to and including personnel trained to the hazmat specialist. The department not only coordinates the hazmat response for the city but also coordinates the activities of the area-wide hazmat team. The Orange County-City Hazardous Materials Emergency Response Authority (OCCHMERA), which is a regional Joint Powers Authority (JPA), provides response team coverage to the member agencies as a collective group.

The department has two fulltime staff members with the rank of captain assigned to a 40-hour work schedule who are responsible to act as incident safety officers for incidents of a second alarm or greater. They are on-call during evenings and weekends to respond to an incident. Typically, until a second alarm is activated, the initial responsibilities for monitoring for site safety are initially filled by company officers and then the battalion chiefs once they arrive on the scene. All personnel

expected to fill the role of safety officer have received appropriate recognized training. The safety officer is formally expected to notify the incident commander of any unsafe operations. Similar expectations extend to all emergency response personnel.

The department 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.

The hazardous materials response team (HMRT) consists of 24 personnel, 19 sworn suppression personnel and 5 non-sworn hazardous material section (HMS) personnel who are part of the Fire Prevention and Community Risk Reduction Division. The HMRT is located at Station #6, where the truck company is responsible for responding with the hazmat vehicle. The station also houses a utility pick-up truck/trailer combination that carries additional hazardous materials supplies. HMS personnel are located in the fire prevention offices. With this distribution and complement of hazardous materials personnel, along with suppression personnel trained to the operations level, the department is meeting its response and deployment objectives.

The department responds to hazmat incidents in a two-tiered approach. For minor incidents such as gas, fuel, or an unknown product spill, the department will respond with a single engine company in a non-emergency mode. For more advanced incidents the department will deploy the HMRT from fire station 6. The HMRT follows a well-established set of guidelines that have been developed by the Orange County Fire Chiefs Association, in conjunction with the State of California's Hazardous Materials Team Typing, to effectively and properly respond to hazardous materials emergencies throughout the county.

The apparatus and equipment assigned to the HMRT meet the needs of the team and department. The HMRT has been evaluated by the California Office of Emergency Services (OES) and is compliant with Firefighting Resources of Southern California Organized for Potential Emergencies (FIREScope) standards of a Type I Hazardous Materials team. The department utilizes the *Haz-Mat ID 360* system, which allows online access to hazmat information and resources. The department maintains all of its supplies, instrumentation, data equipment, chemical protective suits and other chemical identification tools associated with hazmat emergencies at Station #6. In addition to the supplies on first responding units, there is ample back-up and restock in a store room located in the station. The personnel assigned to this facility were very knowledgeable in the vehicle and equipment operations when interviewed by the team. All equipment is maintained to manufactures' specifications and is standardized.

The department has implemented the Orange County Fire Chiefs Hazardous Materials Response Plan. This is a comprehensive set of operating guidelines for response to hazardous materials incidents. The department places a strong emphasis on safety when responding to these types of incidents and these procedures facilitate safe resolutions to hazardous materials incidents. These guidelines instruct proper actions in accordance with national consensus standards. The department's tiered response program coordinates the needed resources to assist in mitigating such incidents.

The department has established minimum training and operational guidelines to facilitate safe operations at hazardous materials incidents. These guidelines are in place to direct the actions of personnel in accordance with all applicable standards. Minimum training standards are established for all suppression personnel, with operations level training being the minimum acceptable standard.

Personnel assigned to the HMRT receive additional training to the technician level while a select few of the members have advanced to the specialist level. A well-established review and quality control program is in place to evaluate the effectiveness of the training and operational components of the program. It is recommended that a more consistent review of the standard operating guidelines be conducted through the implementation of a documented review schedule.

The department does a thorough job of appraising the hazmat program. After a significant event occurs, after-action reports are created to evaluate team operations. It is from these after-action reports that additional training or operational procedures are evaluated and new methods developed and implemented if required. Annually, each member of the team receives an evaluation from their supervisor. During this time, they are appraised of their standing with the team and evaluated in areas of performance, training, critical thinking skills and problem solving.

The state of California is very particular with how hazardous materials are handled, especially related to a spill. The reporting requirements, dictated by the state, mandate that the department evaluate the effectiveness of operations and training. It is through these processes that the department has been found compliant in performance, training, staffing, procedures, agreements, and local, state, and federal law.

The city's Certified Unified Program Agency (CUPA), which is a State of California Environmental Protection Agency (Cal/EPA) program, conducts an audit of the program on a triennial basis. This ensures compliance with federal and state laws and to determine the effectiveness to minimize hazardous materials releases and incidents. Additionally, the CUPA is required to complete an annual self-audit on the effectiveness of its program and is submitted to Cal/EPA for review. For the area wide response team, the board of directors reviews quarterly reports of hazmat incidents that occur in the region. They examine trends and types of calls to see if there are changes that need to be recommended for the area.

The department's response and deployment standards are based upon metropolitan population density and hazardous materials response demands of the community. Twelve fire stations provide citywide coverage with fire station #6 serving as the hazardous materials response facility. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been presented by fire department management to the Anaheim city council. The department's benchmark service level objectives are as follows:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 1 officer and 2 firefighters, shall be 7 minutes and 5 seconds in the metro areas. The first-due unit shall be capable of: initiating command; requesting additional resources; isolating and denying entry; evacuation; and assisting the HMRT. These operations are done in accordance with departmental and county operating procedures, while providing for the safety of responders and the general public.

For 90 percent of all hazardous material calls, the total response time for the arrival of the ERF, staffed with 4 hazmat technicians and/or hazmat specialists, 1 firefighter, 1 engineer and 1 officer, is: 15 minutes and 0 seconds. The ERF for all risks is capable of: responding a minimum of 4 hazmat technicians and/or specialists with the competence level under requirements of Title 29 of the Code of Federal Regulations (CFR) 1910.120 and Title 8 of

the California Code of Regulations (CCR), one engine, one truck, one hazmat vehicle and one chief officer, establishing command; complying with the OSHA requirements of two-in and two-out; and mitigating the hazmat event. These operations are done in accordance with departmental and county operating procedures, the Orange County Operational Area Annex, and the Orange County Fire Chiefs Association Hazardous Materials Emergency Response Plan, while providing for the safety of responders and the general public.

It was verified and validated by the peer assessment team that Anaheim Fire & Rescue did not have sufficient hazardous materials incidents, which required a first-due response or an effective response force to be assembled for 2010-2013, to provide reliable data. There are therefore no baseline service level performance statements provided for the first-due unit or an effective response force in this report.

### **Criterion 5G – Emergency Medical Services**

Anaheim Fire & Rescue (AF&R) is responsible for providing emergency medical services (EMS) to the 337,864 residents of Anaheim. This population makes Anaheim the tenth largest city in California. Due to the many tourist attractions in the area an additional 20 million people visited the city in 2013 alone, creating the potential for significant medical incidents. The department employs one full-time EMS coordinator to oversee the EMS program and one part-time EMS educator. The group is active in leadership, research and EMS best practice, through attendance and participation in county and state meetings, conferences and pilot programs. The program division is very proactive and on the forefront in providing medical care to community and is to be commended for it.

The department has two full time staff members with the rank of captain assigned to a 40-hour work schedule who are responsible to act as incident safety officers for incidents of a second alarm or greater. They are on-call during evenings and weekends to respond to an incident. Typically, until a second alarm is activated, the initial responsibilities for monitoring for site safety are initially filled by company officers and then the battalion chiefs once they arrive on the scene. All personnel expected to fill the role of safety officer have received appropriate recognized training. The safety officer is formally expected to notify the incident commander of any unsafe operations. Similar expectations extend to all emergency response personnel.

The department operates an emergency medical services (EMS) program that provides the community with a designated level of out-of-hospital emergency medical care. The department operates under the guidelines and procedures established by the Orange County Emergency Medical Services Agency (OC-EMSA). These policies and procedures fall under the control of the Orange County Health Care Agency medical director. The guidelines and procedures are revised and updated regularly by the medical director and follows best practices in medical technology and evidence based medicine. Department EMS personnel follow standing order protocols to provide medical services to the community.

The OC-EMSA is also responsible for online and offline medical control which utilizes standard order protocols to accomplish this task. For additional incidents requiring online medical control, the Mobile Intensive Care Nurse (MICN), base hospital coordinator, or base hospital physician at the University of California, Irvine Medical Center, is available.

The department generates a pre-hospital care report (PCR) for each medical incident. Relevant patient information is included in the report including chief complaint, medical history, incident

history, treatment rendered, and other pertinent information. Records are kept following the fire department's records retention guidelines which include holding the documents for a minimum of 20 years. Two years of paper records are kept in secure files at the administrative offices, while records older than two years are stored off-site at Iron Mountain, the firm contracted to provide the records management storehouse.

The department has a Health Insurance Portability and Accountability Act (HIPAA) compliance program in place. The HIPAA compliance officer is the EMS coordinator, as designated by the deputy chief of operation and custodian of records. Securing protective health information of all patients complies with the guidelines established in the program. The EMS coordinator and EMS educator are the designated trainers for existing and new personnel to ensure all who are in contact with patient care records are knowledgeable regarding both city and department specific HIPAA policies. This training is completed yearly and is part of the EMS academy core curriculum.

The department is involved in an appraisal program to review local county policies and standing order guidelines during the draft phase of the process. As policies are introduced the department monitors outcomes on a continuous basis to determine the effectiveness and provided feedback to the county medical director. The EMS coordinator and EMS educator meet weekly for program evaluation and goal identification. EMS continuous quality improvement is performed daily, which helps to identify issues and trends in service delivery. A department EMS committee meets three to four times a year to discuss EMS issues, develop solutions and implement changes based on the input from the committee.

The department also has a performance improvement program in place that involves analysis of patient care records for compliance with standing order protocols. Examples include assessing patients with metabolic and neurologic issues, cardiac arrest patients, trauma center, cardiac center, and stroke neurology designated patients for protocol and specialty center compliance. ALS and BLS calls are reviewed on an ongoing basis by the department EMS coordinator and EMS educator, who are registered nurses and experienced in EMS. The continuous quality improvement (CQI), findings are kept both electronically and paper based.

A paramedic level response is available from each of the 12 fire stations which allow the department to meet its deployment objectives for each type of medical incident. A minimum of two paramedics are staffed on 11 advance life support (ALS) engines, 1 ALS quint and 2 ALS truck companies. Additionally, two ALS non-transport units are assigned under a contract to the Disneyland resort area and are restricted to responding to incidents solely on the Disney property. The contract is under negotiation and may result in the units and staff being assigned only during park hours; the staff could then be reassigned to field response offsite, thus expanding the response capability of the department. The six stations have one ALS apparatus assigned, three stations have two ALS apparatus, and two stations have ALS and basic life support (BLS) apparatus. The two BLS truck companies are dual-function specialty units that include urban search and rescue (USAR) and hazardous materials, and are staffed with firefighter/EMTs to ensure other type of tactical deployment is provided, such as extrication. The department's plan is to upgrade the two BLS truck companies to ALS by the end of 2014. AF&R has a contract with Care Ambulance to provide six ambulances per day staffed with two emergency medical technicians (EMTs) each for emergency transport services. These ambulances and crews are housed in AF&R fire stations and located strategically throughout the city.

The department has standardized its medical equipment assigned to the apparatus. This equipment meets the requirements of the Orange County Emergency Medical Services Policies and other associated state standards. The department also provides advanced equipment options including: intraosseous infusion; capnography; pulse oximetry; and continuous positive airway pressure. This equipment is considered optional by the county but the department has proactively implemented its use. One of the many positives within the EMS program is utilizing input from operations personnel on ways to enhance EMS delivery in the field, and following up with equipment purchases as the budget allows.

As a result of the deployment and data analysis and their self-assessment process, the department identified a need for additional response capability during specific times of the day. One solution that has moved to a development stage is the creation of short-term resources to meet the surge in service demands. It is recommended the department pursue the planning and funding for “Peak Activity Units” as described in the strategic plan and validated by the response data.

The department maintains the appropriate back-up supplies in its EMS warehouse and has a system in place to order additional supplies. The warehouse officer is a certified paramedic, so the procurement of supplies from outside vendors operates smoothly. Station supplies are filled weekly but there is a system in place to enhance equipment deployed to operations personnel, based on seasonal conditions.

The department has recognized the need for a better inventory control system. It is recommended the department continue towards its goal of implementing an inventory control system by 2015.

The department’s response and deployment standards are based upon metro population densities and the emergency medical demands of the community. Eleven fire stations provide citywide coverage with an additional response facility located at Disneyland. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been presented by fire department management to the Anaheim city council. The department’s benchmark service level objectives are as follows:

For 90 percent of all Charlie, Delta, and Echo level EMS calls, the total response time for the arrival of the first-due unit, staffed with 2 paramedics is 6 minutes and 45 seconds. The first-due unit is capable of: providing advanced life support (ALS) care including IV medication, endotracheal intubation, intravenous access, medication and defibrillation. These operations are done in accordance with departmental operating procedures and Orange County EMS, while providing for the safety of responders and the general public.

For 90 percent of all Charlie, Delta, and Echo level EMS calls, the total response time for the arrival of the ERF, staffed with two paramedics and providing one transport vehicle is 6 minutes and 45 seconds. The ERF is capable of: providing ALS and transportation in accordance with departmental operating procedures and Orange County EMS.

The department’s baseline statements reflect actual performance during 2010 to 2013. The department does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The department’s actual baseline service level performance is as follows:

For 90 percent of all Charlie, Delta, and Echo level EMS calls, the total response time for the arrival of the first-due unit, staffed with 2 paramedics is 9 minutes and 0 seconds. The first-due unit is capable of: providing advanced life support (ALS) care including IV medication, endotracheal intubation, intravenous access, medication and defibrillation. These operations are done in accordance with departmental operating procedures and Orange County EMS, while providing for the safety of responders and the general public.

For 90 percent of all Charlie, Delta, and Echo level EMS calls, the total response time for the arrival of the ERF, staffed with two paramedics and providing one transport vehicle is 9 minutes and 9 seconds. The ERF is capable of: providing ALS and transportation in accordance with departmental operating procedures and Orange County EMS.

It was verified and validated by the peer assessment team that Anaheim Fire & Rescue demonstrated a trend of improvement in its actual baseline performance for 2010- 2012.

<b>EMS - 90th Percentile Times – Baseline Performance</b>		<b>2013</b>	<b>2010 - 2012</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>
<b>Alarm Handling</b>	Pick-up to Dispatch	1:28	1:55	2:01	1:56	1:48
<b>Turnout Time</b>	Turnout Time 1st Unit	2:08	2:07	2:08	2:08	2:06
<b>Travel Time</b>	Travel Time 1st Unit <b>Distribution</b>	6:59	6:14	6:31	6:11	6:00
	Travel Time ERF <b>Concentration</b>	7:02	6:21	6:26	6:19	6:16
<b>Total Response Time</b>	Total Response Time 1st Unit On Scene <b>Distribution</b>	9:12	9:00	9:16	9:00	8:42
	Total Response Time ERF <b>Concentration</b>	9:15	9:09	9:16	9:11	8:57

**Criterion 5H – Domestic Preparedness Planning and Response**

Anaheim Fire & Rescue’s (AF&R) Emergency Management and Preparedness Section (EMP) is responsible for the development of the multi-jurisdictional emergency operations plan (EOP) that serves as an all-hazards plan. The EOP is designed to protect the community and immediate area from major disasters, terrorist attacks and other large-scale emergencies. The EMP is responsible for Emergency Operations Center (EOC) operations, emergency communications, notification, engaging the community in preparedness, and serves as liaison for other agencies, including the Disneyland Resort, Orange County Operational Area (OA), California Office of Emergency Services (Cal OES) and federal agencies.

The department 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. Anaheim Fire & Rescue has two full time captains assigned to the Orange County Intelligence Assessment Center (OCIAC) on a 40 hour schedule. One captain is the critical infrastructure protection supervisor and one captain is the terrorism liaison officers. They provide intelligence to all fire agencies in the county and respond to any incident that is suspicious and could be a form of terrorism.

The city revises and publishes the EOP every three years; the most recent plan was approved on November 8, 2011. The plan identifies the roles and responsibilities of participating agencies and departments, including references to the multi-agency organizational structure, complete with its matrix and description of responsibilities. It describes the utilization of the National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS), and includes coordination with external stakeholders such as the OA. The multi-agency organizational structure is defined, and roles and responsibilities are identified. Authorization for carrying out duties is identified in Anaheim's Municipal Code. Additionally, the emergency services coordinator's job description identifies duties and responsibilities that are required by the agency.

The Anaheim city council formally adopted NIMS in 2005, assuring the EOP would be compliant. It was further supported with the city's 2011 adoption of the National Response Framework. It was integrated into the EOP in 2007. The city submits NIMS data to the regional NIMS coordinator and is 100% compliant.

Outside agency support is assured through mutual aid agreements, Memorandums of Understanding (MOU) and Master Agreements (MA), including MOUs with the American Red Cross and seven Point of Dispensing (POD) sites throughout the Anaheim community. The EMP is developing a NIMS tracking board for placement on the department's Web EOC, accessible to EOC personnel to help maintain certification and training. AF&R personnel and EOC responders have continuous access to internet training, and the department provides formal training three to four times per year. At least two practical exercises are performed annually.

The California Emergency Services Act requires the city to manage and coordinate the overall emergency response and recovery activities within its jurisdiction. Under SEMS and NIMS, the City has responsibilities at two levels: the field response and local government levels. The city EOC manages the overall city response to major disasters and coordinates interdepartmental activities, implements city policy, determines the mission and priorities, and provides direction and the authority to act. The city continues to work with local, state and federal agencies to prevent, plan, respond and recover from terrorism or man-made disasters.

The EMP maintains the EOC and the EOP and actively solicits timely information and lessons learned to improve emergency operations. EOP/EOC training has been conducted monthly and quarterly EOC meetings have been held to ensure all personnel are aware of procedures and responsibilities and areas recommended for improvement are addressed.

The department participates in a countywide coordinated communications system that provides radio interoperability between public safety agencies within the county. Scanners are available in the EOC and portable radios are available to EOC personnel. Orange County Operational Area (OA) runs monthly EOC to EOC radio communications tests. Additional interoperability is assured through the

Radio Amateur Civil Emergency Services (RACES), local area schools and hospitals, and satellite phones. The Emergency Management and Preparedness Section (EMP) is developing a NIMS tracking board for placement on the department's Web EOC, that would be accessible to EOC personnel to help maintain certification and training.

### **Category VI— Physical Resources**

The department maintains 12 fire stations that are distributed across the city to meet the service level objectives. The department has detailed future fire station plans in the strategic plan based on analysis determined in the standard of cover document. A unique feature in this plan is the inclusion of existing commercial occupancies being turned into fire stations. This appears to be a viable alternative to new construction if/when funding becomes available.

To meet the department's standards of cover (SOC) and service level objectives, it operates a response fleet of 18 frontline response apparatus and a wide variety of support and specialty vehicles. The department maintains its own vehicles through the fleet services department that is appropriately staffed and properly trained and qualified to maintain the apparatus and equipment.

The department ensures the development and use of physical resources is consistent with its established plans. A systematic and planned approach to the future development of facilities is in place.

All appropriate parties, including the governing body, administration and staff are involved in the development of the physical facilities. Planning for new facilities are evaluated and measured against the 2013-2018 strategic plan and SOC. The current strategic plan and SOC were presented to city council for approval. Once approved, facilities personnel are engaged and a capital improvement plan is developed. Development of this plan also includes working with the city manager's office and finance director. Any developer agreements, land purchases, or construction contracts are presented to the city council for final approval.

The department's fixed facility resources are designed, maintained, managed and adequate to meet its goals and objectives. The facilities program follows a business approach and design. The city of Anaheim Public Works Department owns the buildings and provides maintenance for them. The department is then charged a rental/maintenance fee for upkeep. Maintenance requests are tracked using computer software and work orders are entered into the Public Works Customer Service Framework program (CSF). Day to day management of the stations is performed by assigned station captains.. Fixed facilities are adequate and meet the goals and objectives of the agency.

Current facilities were distributed based on development in the community at the time of construction. The location was often dictated by the land that was available in the area under development. While some of the facilities are aged and in need of expansion or relocation, citywide the department is able to meet its stated service level objectives. In 2013, the Anaheim city council accepted a strategic plan and SOC that identifies measurements for an expected level of service. As such the SOC identifies a concentration and distribution plan that will meet its service level objectives in the future.

The peer assessment team observed a strong commitment by the department to ensure that all facilities meet and exceed applicable codes and regulations. The department occupies buildings that

were built in compliance with fire and building codes and all have gone through inspections to verify compliance to local, state, and federal regulations. The Anaheim Public Works department Disability and Civil Rights program staff have surveyed the department facilities.

All facilities are clean and in good working order. The department has a well-defined maintenance program for its existing facilities. Documents are in place that provides direction for daily, weekly and annual inspections. The peer team observed a slow response by the Facilities Department to provide fire station repairs; streamlining that process would improve fire station looks and function. The department has identified some Americans with Disabilities (ADA) issues, but has a transition plan in place to address those issues.

The department's apparatus resources are designed and purchased to be adequate to meet its goals and objectives. The department's apparatus resources were designed and purchased to effectively meet its response objectives. The staff has analyzed and evaluated the community and developed a SOC that addresses responses and service level objectives by specifying response time, staffing and apparatus deployment objectives. Resources have been deployed in locations to maximize coverage and provide the best overall operational efficiency and effectiveness based on past history and needs. The apparatus types are appropriate for the functions served. The fleet is relatively new, with four new engines placed in service in the past two years.

The inspection, testing, preventive maintenance, replacement schedule and emergency repairs of all apparatus are well established and meet the emergency apparatus service and reliability needs. The Anaheim Fleet Services department works with the fire department to manage and maintain the units. Fleet services tracks all apparatus due for maintenance utilizing *CCG Faster Systems*, a vehicle maintenance tracking software package. They provide the inspection, testing, preventive maintenance, and emergency repair of all apparatus in compliance with the manufacturer's recommendations. The department utilizes engine hours and mileage, which are used to generate a schedule of when vehicles require service. The department has implemented a program to eliminate paper requests for repairs, moving towards a web-based system. The engineers assigned to each apparatus are responsible for completing the daily, weekly and monthly apparatus checks, noting any required repairs or maintenance required.

The fleet services area is modern and well managed, with clean work areas to provide a safe working environment. The size of the facility for the maintenance staff provides enough room to appropriately service and repair the vehicles. The facility has 30 repair bays, 18 of which are heavy equipment bays. It has eight hoists, three of which are capable of handling three axle apparatus, a mobile hoist that is capable of handling a three axle apparatus, and two service pits.

The department is dedicated to maintaining the appropriate number of certified repair personnel, recently hiring two people to bring the number of authorized mechanics to full staff. Anaheim Fleet Services employs a staff of 12 technicians assigned to the heavy equipment shop, 7 of which are fire technicians. The certifications of the maintenance personnel meet the requirements of the State of California Fire Mechanics Academy.

The department has policies and procedures in place to direct the routine and non-routine maintenance of all department apparatus. This policy defines who is responsible for each task and where the documentation shall be recorded. Additionally, the fleet administrator has access to reports

that provide information on when the apparatus and other ancillary vehicles are due for preventative maintenance.

The tools and small equipment resources are adequate and designed and maintained to meet the agency's goals and objectives. The services office is responsible for the purchase and maintenance of all tools and small equipment provided for frontline, reserve and support apparatus as well as station maintenance. The services administrative captain has a staff that includes one part-time self-contained breathing apparatus (SCBA) and hand tool technician, one part-time route driver, one senior store keeper, and numerous reserve firefighters.

The services office is located at Anaheim Station 1 and includes: multiple equipment and parts storage rooms; a small tools work shop; a SCBA repair shop; the emergency medical services (EMS) equipment warehouse; and administrative offices. The services office, as well as the tool trailer located at Fire Station 11, has an adequate supply of tools and small equipment in stock in case of routine repair or replacement needs. The department contracts with multiple vendors for tools and small equipment that require repair/maintenance.

The tools and small equipment used by the department are appropriately distributed and of sufficient quantity based on the services provided. The department maintains all engine companies in a similar manner so they meet the minimum tool and equipment requirements established by *National Fire Protection Association (NFPA) 1901: Standard for Automotive Fire Apparatus, 2009 Edition* (NFPA 1901). All 11 frontline fire engines are equipped with basic fire suppression equipment as well as positive pressure ventilation (PPV) fans, circular saws, thermal imaging cameras and advanced life support (ALS) emergency medical supplies. The five front-line truck companies meet the requirements of NFPA 1901. All ladder trucks carry typical ventilation and forcible entry equipment, chain and circular saws, hydraulic extrication tools, water vacuums, PPV fans, air bags, generators and other typical truck company equipment. The department is in the process of having its four frontline tiller ladder trucks outfitted with pumps to enhance their capabilities. There is a heavy rescue unit that is cross-staffed by the personnel assigned to Truck 3, a hazmat unit cross staffed by station 6 personnel and a tactical medic unit cross staffed by the paramedics assigned to station 8 (utilized on an as-needed basis). All other reserve and support vehicles have equipment and tools that are appropriate to the specific function and area of service.

Tools and equipment are replaced on a designated replacement schedule and on an as-needed basis. The replacement schedule for gas powered tools and equipment is managed by the services administrative captain. If tools or equipment are lost or broken, replacements are immediately available and delivered as needed.

The agency has a program in place for maintaining departmental equipment. Equipment maintenance, testing, and inspections are conducted by personnel assigned to shifts during daily and Saturday check-outs. Formal maintenance, testing and inspections are conducted by a local contractor and the small tools department at fleet maintenance. The self-contained breathing apparatus (SCBA) are inspected, tested and maintained by a trained technician who is certified to work on these units. All formal equipment records are managed by the services administrative captain both in physical and electronic form.

The apparatus engineers assigned to the vehicles are responsible for inventory control on their apparatus. All tools and small equipment are listed within every apparatus inventory log. Individual

tools and maintenance records are the responsibility of the services administration captain or designee. The current system is tracked by paper records in the services office.

Safety equipment is adequate and designed to meet the agency's goals and objectives. The department provides all personnel with safety and personal protective equipment (PPE) appropriate for their duties. All safety equipment and PPE purchased by the department meets or exceeds industry, NFPA and Occupational Safety & Health Administration (OSHA) standards, as well as all other applicable requirements.

The department maintains and stores a suitable inventory of safety equipment and PPE to replace missing or damaged equipment. The only safety equipment maintained and repaired in-house is the self-contained breathing apparatus. All other equipment is repaired by manufacturer's representatives or licensed third party vendors qualified in the repair.

The department's safety committee is comprised of members from all ranks including fire administration. The committee meets monthly to ensure that all protective equipment is meeting safety standards and the goals and objectives of the department. The Support Services Division has in place a software based program, *4D Fire*, to assist with tracking, inventory, maintenance, and replacement of the department's safety equipment. The replacement and purchasing of new safety equipment is budgeted for in the Support Services Section of the annual operating budget.

A comprehensive safety program is in place that appropriately identifies and distributes safety equipment to its employees. The department issues all personnel safety and personal protective equipment appropriate for their duties including fire suppression, EMS, wildland, rescue, hazardous materials (hazmat) and fire prevention. All suppression personnel are properly fitted for protective clothing and SCBA per the manufacturer recommendations to ensure proper fit. Prevention personnel are provided with PPE in accordance with city of Anaheim Administrative Regulation 275 and *Respiratory Protection Policy*.

Individuals are responsible for inspecting their safety equipment on a daily basis and after each use. In addition to daily inspections, all PPE is checked by the department's safety officer or designee during the annual fire station inspections. PPE that is found to be unsafe, in disrepair or fails to meet the required standards is taken out of service and replaced.

The support services section has one person certified by the manufacturer to maintain, repair, and test the department's SCBA. Annual SCBA flow testing is conducted and records are maintained. The department out-sources alterations, repair and testing of turnout gear, wildland PPE, and specialty equipment such as hazardous materials protective clothing to manufacturer's representatives or licensed third party vendors qualified in the repair.

The replacement of protective equipment is scheduled and budgeted. PPE is replaced on an as needed basis, when it has reached the end of its life cycle, or when better performing equipment and funding is available. The department utilizes a standardized replacement cycle for major safety items including turnout gear. The replacement cycle is based on the manufacturer and NFPA's recommendations, third party testing and industry best practices.

## **Category VII — Human Resources**

The Human Resources Department (HRD), provides centralized human resource services to all departments within the city. The divisions within HRD include; Administration, Classification & Compensation, Benefits & Deferred Compensation, Recruitment & Selection, Employee Relations, Organizational Development & Training, Human Resource Information Systems, and Risk Management. HRD has policies and procedures in place for each of the divisions.

Anaheim Fire & Rescue (AF&R) utilizes the services of HRD, which provides guidance and oversight related to personnel issues and needs. The HRD staff members have a working knowledge of all local, state, and federal statutory and regulatory requirements. The department stays abreast and administers any updates or changes in response to amendments, trends and developments in Human Resources as it relates to laws, regulatory guidelines or best practices,

General human resources administration practices are in place and are consistent with local, state/ and federal statutory and regulatory requirements. A human resources director is designated within the HRD, who reports to the assistant city manager. The HRD for the city of Anaheim has responsibility for all of the human resource needs of AF&R, and fulfills those responsibilities on a regular basis. In instances when resources or a particular expertise is lacking within the department, outside experts are used to fulfill the needs and maintain the day-to-day workload. The peer team noted a significant degree of cooperative efforts between the AF&R and the HRD.

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state and federal statutory requirements. The peer team noted that the department has a strong working relationship with the HRD. Both departments work in a collaborative effort to seek, and attract, qualified applicants. Additional resources are used to identify and prepare future supervisors through continuing educational opportunities.

AF&R utilizes a formal recruitment and promotional process for selecting and promoting personnel. The hiring practices are continuously reviewed by the city legal department to ensure they conform to local, state and federal laws. All hiring and promotions adheres to, and is based on city codes, to ensure equal opportunity employment practices are followed. All applicants complete a comprehensive application and a screening process that includes related evaluation measures/assessments developed by the HRD, in collaboration with department staff. The process is certified by HRD and the office of the fire chief after submission by the panel of subject matter experts and/or consultant.

The department has implemented a probationary period per city code. The HRD has developed customized supervisory and performance management training to educate supervisors on the most effective ways to establish expectations, document performance, and provide performance feedback. During probationary training, supervisors manage training and utilize coaching techniques to improve performance. Supervisors evaluate probationary and promoted personnel, and provide documentation on that performance period.

Personnel policies and procedures are in place, documented and used to guide both administrative and personnel behavior. The city of Anaheim Administrative Regulations and Personnel Rules, the Anaheim Firefighters Association memorandum of understanding (MOU), and the Manual of Operations are provided for proper guidance and administration of policies, procedures and personnel

behavior. These documents provide guidelines and expectations for both administrative and personnel behavior and explain the disciplinary and grievance procedures. The documents are available electronically to all employees via the internet, external website, and hard copy versions are available in the HRD.

The city of Anaheim Administrative Regulations, Personnel Rules and Regulations are published on the city intranet and the city's external website and are accessible to all employees. AF&R's standard operating guidelines (SOG) are available to all members on the city-wide computer network system. Each employee is provided information on how to access city and department policies.

The city of Anaheim reviews Administrative Regulations, Personnel Rules and Regulations regularly to ensure they are current and updates them when needed. AF&R recently completed a review and revisions of all department policies including those related to personnel and is in the process of transitioning to a web-based policy. Department policy requires all SOG to be reviewed and updated every two years. When a revision to a policy has been made, each employee is notified by city email. Once the transition to the new web-based system is complete the process of updating and notifying department personnel will be streamlined.

New employees are provided a copy of the city of Anaheim anti-discrimination and harassment policy during their new employee orientation. This policy is also found on the city's internal website, the external website, and in the AF&R Manual of Operations.

A policy exists pursuant to Title VII of the Civil Rights Act of 1964 and the Fair Employment and Housing Act, which provides a non-discrimination program that is committed to achieving and maintaining equal employment opportunities for the agency.

Human resources development and utilization is consistent with the agency's established mission, goals and objectives. Job descriptions/classifications are consistent with existing industry standards, and provide comparative data for the department and HRD. Classification specifications/job descriptions are very descriptive of the kind of work performed by all employees working within a particular classification. This is intended to clarify the expectations between the firefighters and their supervisors regarding job performance. Job classifications are also located in the memorandums of understanding (MOU), which are contracts between the city of Anaheim and various labor groups representing city employees.

A system and practices for providing employee and member compensation is in place. The city of Anaheim uses several methods to insure that all employee/members are informed about their benefits and compensation. Newly hired employees are educated about their benefit options and salary in the new employee benefit orientation hosted by HRD. The orientation also addresses policies, procedures, and citywide expectations. The city's compensation plan is intended to be internally equitable and competitive with the market.

The HRD publishes the rates of pay and compensation on an intranet site. Job classifications, pay range/step/salary and specialty pay for each position can also be found on the site, as well as various employee MOUs. The HRD maintains records pertaining to employees, which are available to employees upon request.

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.

The department participates with the city-wide OSHA compliant Injury Illness Prevention Program (IIPP) and the city's ergonomics program. These are established to address and minimize generic workplace injuries, accidents, exposures and liability. Fire/EMS specific operational procedures address the scope of operations and health and safety issues. New issues are brought forward through the AF&R safety committee, and/or the employee safety suggestion program. The members of the department participate in annual health and wellness screening.

A well-defined occupational health and safety program is in place and administered city-wide. Training on OSHA-compliant workplace practices is coordinated with the city of Anaheim safety manager. AF&R provides initial training to new members on all personal protective equipment, fireground safety, infection control, vehicle safety, station safety and injury reporting during new employee orientation. Fire Apparatus Driver Operator (FADO) training emphasizes safety in every operation. New equipment strategy and tactics are addressed during multi-company training. New procedures are briefed during conference calls, lineups, and periodic training. OSHA-mandated training is conducted annually.

The department has two fulltime staff members with the rank of captain assigned to a 40-hour work schedule who are responsible to act as incident safety officers for incidents of a second alarm or greater. They are on-call during evenings and weekends to respond to an incident. Typically, until a second alarm is activated, the initial responsibilities for monitoring for site safety are filled by company officers and then the battalion chiefs once they arrive on the scene. All personnel expected to fill the role of safety officer have received appropriate recognized training. The safety officer is formally expected to notify the incident commander of any unsafe operations. Similar expectations extend to all emergency response personnel.

The department has a wellness and fitness program for recruit and incumbent personnel and provisions for non-compliance by employees and members are written and communicated.

AF&R has had a wellness/fitness program since 1989. It is a comprehensive program that provides a mandatory, non-punitive medical exam and fitness test for all suppression personnel. The program has components which address fitness, nutrition, rehabilitation, immunizations, and behavioral health. AF&R contracts with Golden West Medical Center for medical exams, and with the Santa Ana College Fire Technology Department for fitness testing.

The AF&R wellness program includes both a medical exam and fitness evaluation. These examinations are performed prior to hiring and then on an ongoing annual basis. Both types of evaluations have been provided since the program was started in 1989. Aggregate data on overall health and fitness shows positive trending.

All suppression personnel have access to certified athletic trainers and massage therapists to assist in rehabilitation of injuries. If requested, Santa Ana College staff members will come to the station and provide skilled instruction on specific exercises designed to aid in rehabilitation, as well as provide massage therapy. Departmental personnel take advantage of these opportunities at a high rate.

The AF&R wellness program is a mandatory, non-punitive program. The program is outlined in the Anaheim Firefighters Association MOU, which provides the guidelines for the program. There is also an established health and wellness committee, whose purpose is to research and evaluate recommended health and wellness programs, rehabilitation programs, and equipment purchases.

All of the program data is maintained by Golden West Medical Center and reviewed with the individual employees, but it is currently not reviewed by the department. The data assesses participation, overall health, coronary risk factors, and the overall fitness of each individual firefighter, as well as a comparison to other firefighters in the same age group. The data also includes feedback collected from the participants.

### **Category VIII — Training and Competency**

Anaheim Fire & Rescue (AF&R) is part of a Joint Powers Authority (JPA) with the cities of Garden Grove and Orange, all of which own and operate the North Net Training Center (NNTC), located in the city of Anaheim. AF&R manages the joint facility and coordinates the training schedule for the JPA agencies; the majority of the fire training and education conducted by AF&R is held at this site.

A training and education program is established to support the agency's needs. The training and education section of AF&R annually identifies and prioritizes training for its personnel in accordance with its training activities plan (TAP) found in the training operational procedures (TOPS).

Training is based on the refreshing of basic skills, learning new information or skills, and evaluation of existing skills. Drills are normally conducted at the training center drill ground or in the field. The human resources department (HRD) provides organizational and employee development programs and conduct an on-going mentoring program, a leadership workshop, a supervisor certificate program, and a firefighter professional development program (*Get Dialed in*).

Training and education programs are provided to support the agency's needs. The training program is well organized and defined. It meets the needs of the department and its members, and is formulated through a comprehensive evaluation process which includes input from throughout the organization, including the HRD and Safety. The program employs an established process that ensures that members are appropriately trained to meet state and national standards for certification. The staff uses recognized standards of performance including regional and departmental SOG, National Fire Protection Association (NFPA) and Occupational Safety & Health Administration (OSHA) standards, and state mandates. All members of the department meet the Firefighter Level II requirements of *NFPA 1001: Standard for Fire Fighter Professional Qualifications* prior to graduating from initial recruit training.

Training programs include both short term and long range plans. All training is documented in an organized electronic file program using the department's records management system (RMS). Appropriate training records for all members of the department are maintained to ensure compliance with mandated training.

The department uses numerous types of evaluation tools, including annual individual skills based testing, regularly scheduled company drills, and both day and night multi company evolutions. Single and multi-company evaluations are based upon *NFPA 1403: Standard on Live Fire Training Evolutions, 2012 Edition*. New firefighters are evaluated during their first year of employment at set intervals of 6 and 12 months. Standards and evaluations are set according to the department's recruit probationary program. These standards are based on the *NFPA 1001* standard that identifies the minimum job performance requirements (JPRs) for the fire fighters.

Firefighters preparing for promotion to captain or engineer must participate in the department's Fire Apparatus Driver/Operator (FADO) program and/or the Company Officer Certification Program. The FADO certification process consists of a written test followed by a series of performance-based evaluations to prove proficiency in fire apparatus operations. The six-month long company officer certification process consists of a written test followed by a series of performance-based evaluations to show proficiency in fire ground management and supervisory principles. All company officers and chief officers are currently participating in the Blue Card training program.

Evaluations are also conducted by the department's emergency medical services (EMS) educators that define requirements for emergency medical technicians (EMT) and paramedics to be considered competent and functional. Every two years the EMTs and paramedics are required to have at least 48 hours of continuing education units completed and demonstrate proficiency in skill assessment evaluations.

Training and education resources, printed and non-printed library materials, media equipment, facilities and staff are available in sufficient quantity, relevancy, diversity and they are current.

The North Net Training Center (NNTC) is jointly owned by the cities of Garden Grove, Orange, and Anaheim, with Anaheim being 50% owner. AF&R operates and manages the facility on behalf of the joint owners. Resources at the NNTC include training grounds sufficient for most varieties of firefighter and technical rescue training. The training center has numerous dedicated classrooms, with significant audio-visual equipment available on site. The partner agencies use their in-service apparatus to meet the needs of the center.

Training materials are provided that consist of a full variety of International Fire Service Training Association (IFSTA) manuals, as well as NFPA manuals, and a full array audio visual training aids to address their training needs. Department personnel are encouraged and will continue the practice of attending trade shows and training seminars to obtain the latest training materials and current practices. Personnel who attend these types of training seminars do so with the intent of teaching the topic or presenting the material upon their return.

The department annually reviews IFSTA, NFPA and OSHA materials and training videos for relevance and accuracy. Currently the department does not use private sector training as much as they would like. The staff is in the process of deploying a computer based training program, "Target Solutions Training" to help meet the need of expanding training materials and current practices.

The agency provides a comprehensive library of training resources and materials at the NNTC, including an inventory control program for those resources. The peer team noted that the materials at the individual stations are not cataloged, inventoried, or controlled in any way. It is recommended that the department implement an inventory process to ensure proper training resource materials are available for use in the stations.

AF&R provides a minimal level of staff at the NNTC facility, requiring the training officer to conduct much of the facility management activities. It is recommended that the agency explore opportunities to study the need for adding a staff member to manage the North Net Training Center facility. This would allow the training officer to focus exclusively on training activities.

The peer team noted that on-duty crews utilize the NNTC on a regular basis, but that duty apparatus are used due to the unavailability of apparatus assigned to the training section. It is recommended that the department assign reserve apparatus to the NNTC to enhance the training program.

## **Category IX — Essential Resources**

### **Criterion 9A – Water Supply**

The city Public Utility Department (APU) manages a very well-maintained and reliable water system to all areas within the fire departments jurisdiction. The water system design is based on the fire flow requirements found in the California Fire Code.

The reliability of the water system is maintained by the use of redundant source points including wells, reservoirs and connections to the Metropolitan Water District of Southern California (MWD) system. The distribution system utilizes the Supervisory Control and Data Acquisition (SCADA) system to monitor and control flow and pressure points throughout the jurisdiction for consistency and notification of any system failures.

Fire hydrants and isolation valves are located in accessible locations and are maintained by APU on an annual basis. Fire hydrants and isolation valves on private property are maintained by the property owner in accordance with applicable standards. There are over 8000 hydrants in the system.

The water supply resources available to the department 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.

The adequacy of the water system pressures and flows is evaluated on a regular basis by the APU and on planning criteria listed in the City of Anaheim Public Utilities Water System Planning Study (1999). The fire department provides input on changes to the water supply based on the fire flow requirements found in the 2010 *California Fire Code*. APU maintains a hydraulic model of the water system, which is updated every ten years and used regularly to evaluate the adequacy of the total water supply.

Proposed new developments within the jurisdiction are reviewed during the building permit process, during which the fire department reviews and establishes the fire flow requirements. These are then submitted to the APU by the applicant for confirmation that the existing system will accommodate the required flows. Any necessary upgrades to the water system are handled by the APU and the applicant.

To demonstrate the adequacy of the system the Insurance Services Office (ISO) evaluated the water supply in 2011 as part of its Fire Suppression Rating Schedule and Public Protection Classification evaluation, and rated the water system 38.85 out of a possible 40 points. This places a Class 1 rating on the water system.

Approximately 95% of the city is served by the domestic water supply with over 8,000 hydrants. Some small areas are not provided with hydrants, typically within the wildland urban interface area. The distribution system and hydrant distances are located throughout the water system spaced in accordance with *California Fire Code* requirements. The department is advised of any deficiencies or proposed modifications to the water system. Hydrants out of service due to repair are noted and

notification is forwarded to the Metro Cities Fire Authority. When fire-weather conditions are elevated due to Red Flag Warnings, which indicates conditions conducive for a wildland fire, the department notifies to APU who then initiates an internal process of increasing reservoir levels, staging equipment and alerting field staff.

The department's mapping section produces and maintains a fire department map book showing all response areas, including hydrant locations, fire department connection locations and access roads. Electronic versions of the maps are available on the apparatus Mobile Data Computers (MDC) as well as the city geospatial information system (GIS) system. Private hydrants are identified on the run cards and updated when needed. Company officers are responsible for cross checking the private hydrants with the private hydrant inspections.

In areas where hydrant flows are insufficient, APU has the ability to increase pressures via remote control during times of increased demand such as large fires. In the event of a major disruption, APU has three water tenders each with a capacity of 2,000 gallons available for deployment. The Walnut Canyon Reservoir has a capacity of 920 million gallons of water. In addition, APU is a member of the Water Emergency Response of Orange County (WEROC) coordinating agency. WEROC members can request additional resources from other member agencies during major disruptions subject to availability within the member agency jurisdiction. APU also has several inter-connections with neighboring water providers as well as several redundancies such as wells and connections to the Metropolitan Water District of Southern California.

While the department experiences an extremely reliable water delivery system, an opportunity exists to better prepare for failure in the system. It is recommended the department clarify procedures for establishing portable water supply systems in the Fire Apparatus/Driver Operator manual.

### **Criterion 9B – Communication Systems**

Anaheim Fire & Rescue (AF&R) is served by the Metro Cities Fire Authority (MCFA), a Joint Powers Authority (JPA) that operates as a shared communications and dispatch resource for the members of the JPA. The MCFA is responsible for dispatching services for eight public entities including the cities of Anaheim, Brea, Fountain Valley, Fullerton, Garden Grove, Huntington Beach, Newport Beach and the City of Orange.

The MCFA is responsible for answering 9-1-1 and emergency seven-digit telephone calls for these agencies. MCFA processes emergency calls through approved medical and non-medical protocols. Dispatchers utilize a computer aided dispatch (CAD) system to verify and map locations to dispatch, and manage units responding to calls through the use of station orders and run cards. Fire units are alerted and dispatched to calls through multiple components, alerting boxes, station printers, pagers, radio, and mobile data computers (MDC).

MCFA maintains an off-site emergency communications center (ECC) located at Anaheim Fire Station 3. The fire station is a single story building with backup generator power. The ECC houses a third redundant CAD server that is in constant synchronization with the primary and secondary CAD servers housed at the main dispatch center. The ECC is equipped with six dispatcher positions each equipped with radio, telephone and CAD terminals and is the ECC is MCFA's alternate answering point.

MCFA staffs each 12 hour shift with one supervisor and 3 to 6 dispatchers, depending on the time of day. The shift supervisor oversees the dispatch operations and as needed, backs up on the telephone and radio. One dispatcher is assigned to dispatch the outgoing calls, answer business (in-house) telephone lines and contact private ambulance companies and/or police dispatch centers as needed. The remaining dispatchers answer incoming 9-1-1 and seven-digit emergency telephone calls, and manage tactical radio traffic. For working structure fires or expanded incidents one dispatcher is assigned as the incident dispatcher.

The public and the department 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 and rescue services during emergency operations, and meets the requirements of other public safety agencies having a need for the distribution of information.

The department utilizes the MCFA to administer and maintain its portable, mobile and fixed communications systems in the field. MCFA utilizes an 800 MHz trunked Countywide Coordinated Communications System (CCCS) in conjunction with mobile data computers (MDC) as the primary systems ensuring communications with portable, mobile, and fixed communications systems in the field.

MCFA utilizes a CAD system, as well as automatic vehicle locators (AVL) that provide appropriate fire company dispatch and deployment for all of the different event types. Each fire company is equipped with an MDC that provides incident data and electronic mapping information. All units are provided with 800MHz radios for incident communication and a low band Bendix King radio for interoperability with state and federal agencies. MCFA performs daily, monthly, quarterly, and annual testing on all communication systems. In the last five years, there have been no incident failures involving the radio system.

MCFA is in the process of converting the MDC radio system to a wireless solution using public carriers (such as Sprint, Verizon, etc.). AVL dispatching software has been purchased and is presently in its testing phase before going live.

The MCFA operates from nine dispatch consoles, each is equipped to process both 9-1-1 and other emergency-related calls, and has radio and mapping capabilities. The telephone system includes independent outgoing telephone circuits to each fire station to facilitate communication with each station should the network and radio system fail. MCFA maintains access to stand-alone repeaters throughout Orange County and VHF fire frequencies. Backup power is provided by a diesel-fueled generator which can supply power to critical dispatch operations for approximately five to seven days without refueling.

The MCFA has current standard operating procedures (SOP) in place to direct the operations in the communications center. All employees are given a copy of the SOPs and are oriented during the training process. The review process to insure accuracy is ongoing and begins each year in January, and continues until both the policy manual and the procedure manual have been completely reviewed and updated as necessary.

The MCFA has minimum staffing that includes three dispatchers and one supervisor, with up to six dispatchers and one supervisor during peak hours. The center employs four full-time dispatch supervisors, and 18 full-time dispatchers, which include six full-time lead supervisors who can take over in the absence of the supervisor.

### **Criterion 9C – Administrative Support Services and Office Systems**

Anaheim Fire & Rescue's administrative support services are appropriate in size, function, complexity and support the mission of the organization. Each division is adequately equipped with the necessary office equipment and has procedures in place to maintain the appropriate level of supplies and resources. All technological resources are handled by the department technology manager under the direction of the fire chief.

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the department's administrative functions, such as organizational planning and assessment, resource coordination, data analysis, research, records keeping, reporting, business communications, public interaction and purchasing.

The department's administrative support staff includes eight full-time and eight part-time positions supporting the mission of the organization. The department's organizational chart outlines each position and program supported. All support staff follow the AF&R support team expectations.

Each division is adequately equipped with the necessary office equipment (printers, fax machines, copiers, scanners, computers, and telephones). All personnel have access to computers, software, department drives and intranet. Access to specialized computer programs, such as *Tidemark*, *4D Fire*, and *TeleStaff* is given to those who utilize those systems.

The AF&R support staff is appropriate for the size and complexity of the organization. The support services function and complexity are appropriate in supporting all nine work groups within the department. The span of control does not exceed five support staff per manager which is appropriate. Quite often, there is turnover in the part-time support staff, which creates a need for constant training and re-training.

### **Category X — External Systems Relationships**

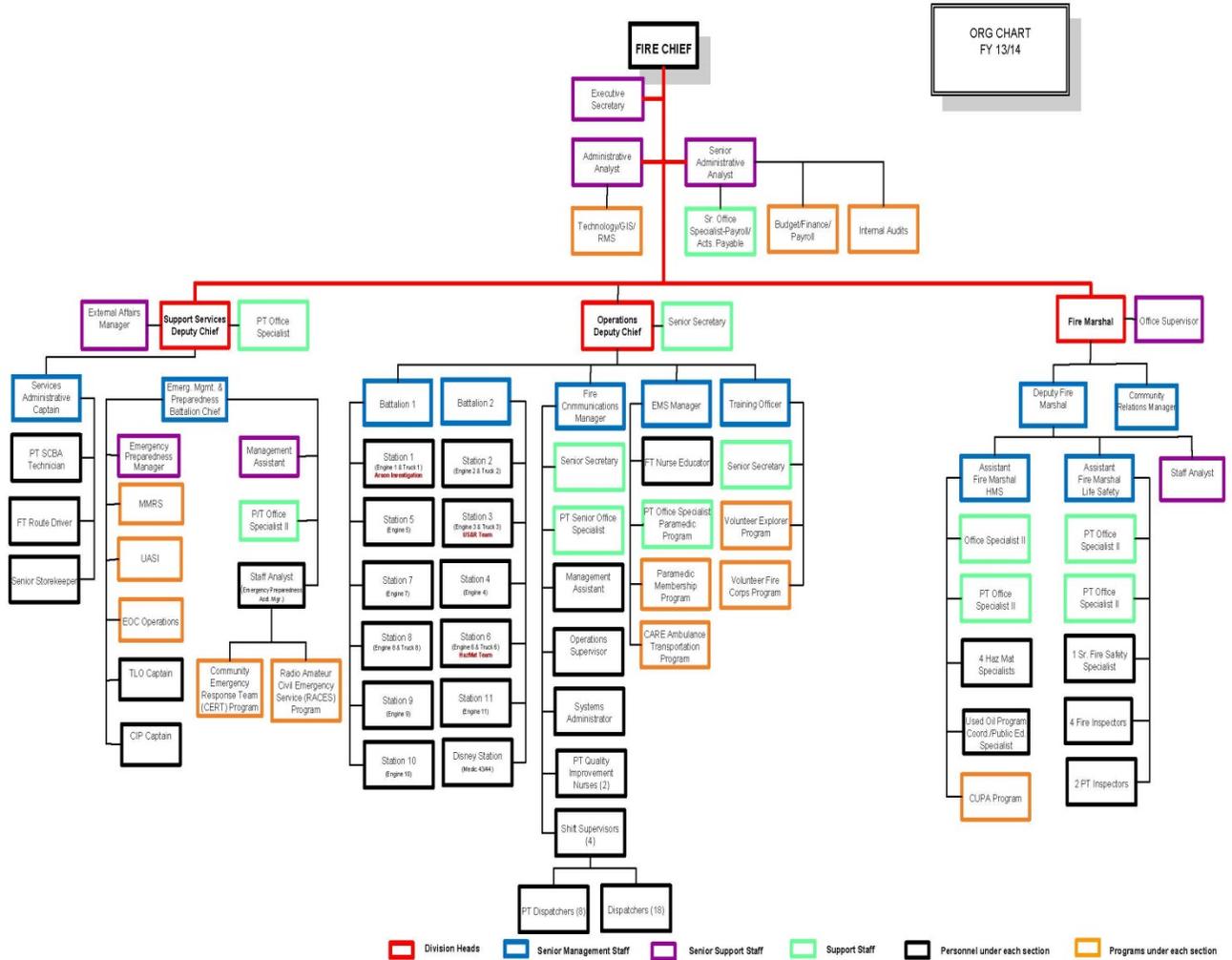
Anaheim Fire & Rescue (AF&R) has written auto and mutual aid agreements with all adjacent jurisdictions as well as federal and state-level organizations. The community has been designated an Urban Area Strategic Initiative (UASI) community. The strategic plan details the relationships the community maintains with state and local organizations. More recently, the department has expanded or added agreements with California Department of Forestry and Fire Protection (CAL FIRE) for wildland incidents and the Bureau of Alcohol Tobacco and Firearms (ATF) for cause and origin investigations. All agreements are reviewed at least annually.

The department's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations or cost effectiveness. AF&R has established agreements with federal, state and local jurisdictions and organizations to meet the service delivery needs of the agency. The community also maintains a contract for a private ambulance provider to assist with the transport of emergency medical service (EMS) patients. In addition, the city provides staffing and management for three Joint Powers Agreement's (JPA): a multi-jurisdiction dispatch center (Metro Net); a training facility (North Net); and the Orange County Cities Hazardous Materials Emergency Response Authority (OCCHMERA).

The department 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.

The department staff reviews all agreements on an annual basis to ensure they continue to meet the needs of the department and community. All contracts and agreements are up to date, or are scheduled for review and update. A master list is maintained of all contracts and agreements with the expiration date, which provides an easy way to check the currency of each document. When a change is required the city attorney's office help is requested to make the necessary modifications and the agreement(s) are updated. This review process has been useful in identifying and resolving response and training issues and clarifying needed updates.

# ORGANIZATION CHART



FY 11-12