Improving Fire and Emergency Services

A Guide for Municipal Authorities and Fire Departments

Introduction

Fire protection and emergency services are the responsibility of the municipal authority, from determining if a service is provided to how the services are provided. Typically, the Fire Chief is a senior member of the overall administrative staff of a municipality, responsible for a significant amount of assets owned by the municipality and for the protection of property and lives of the people within the area of jurisdiction. The municipal authorities and fire chief must work together to ensure services are provided that meet the needs of the community and that address identified risks. This guide is written to assist municipal authorities and fire chiefs in ensuring an effective and efficient emergency service is provided for the community.

Since 1994, the Office of the Fire Commissioner (OFC) has published a document entitled *The Local Assistant's Handbook (LAHDBK)*, to assist municipal fire departments across Saskatchewan provide effective and efficient fire protection programs for their community. The handbook contains specific information on Saskatchewan legislation, the duties, powers and responsibilities of a local assistant and information on services available from the OFC.
The handbook also outlines detailed information on most fire prevention and protection services that a fire department may provide to a community. The intent of the handbook was to provide local assistants and fire chiefs a starting point for the administrative and operational duties they are required to perform. Where the handbook does not provide sufficient information to the local assistant or fire chief on a topic of interest, the OFC is available to provide more in-depth information.

The handbook proved to be popular with many fire departments and interest quickly spread to municipal administrators and elected officials. In 1999 the OFC published *the Administrator's Handbook (ADHDBK)*. Often, administrators and council members were looking for information that dealt with applications beyond the day to day administration and/or operation of a fire department, and that the LAHDBK covered in different detail than was required by Administrators and Council members. Where the municipal administrator or council are looking for information the ADHDBK provides a brief overview and encourages administrators or council members to meet with the Fire Chief to discuss the matter using the handbooks as a starting point.

From using the handbooks, both municipal authorities and fire chiefs requested a guide be published to assist them in evaluating their fire services to ensure that the services they were providing were adequate and properly established and maintained. This led to the development of this document.

Both handbooks and this Guide (and other documents referenced in this guide) are available from the OFC website at **http://www.cps.gov.sk.ca/safety/fire/default.shtml**.

Office of the Fire Commissioner
Suite 310-1855 Victoria Avenue
Regina, Saskatchewan
S4P 3V7

(306) 787-3774
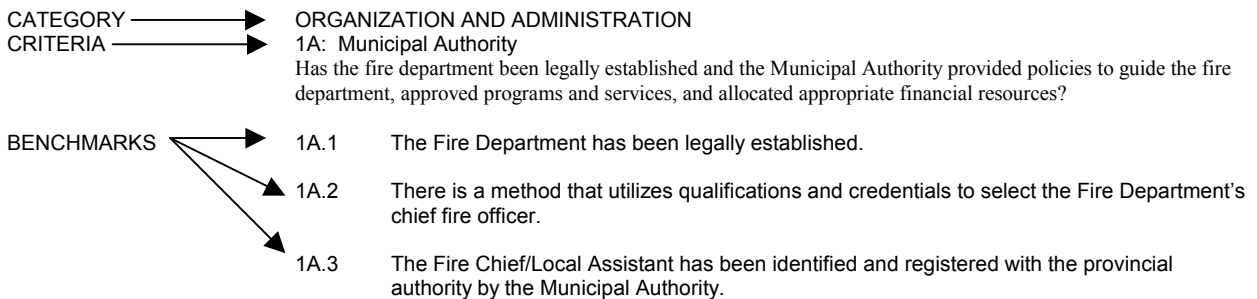(306) 787-9273 FAX

OFC 2003

TABLE OF CONTENTS

Using this Guide

This guide offers a list of administrative, planning and operational functions a municipality should consider in providing and improving emergency services. Not every item in the list will be applicable to every fire department, and some departments may find the list lacking in some areas or items. The list is intended to apply to the majority of fire departments within the province and municipal authorities may add to or delete from the listings to address the specific needs of their community.

The guide details a system of evaluation that is fairly complex, covering 200+ benchmarks, with more than 1000 possible questions applicable to the benchmarks. It is not anticipated that any single person will follow through this system and complete it without assistance. It is suggested that the smallest possible group necessary to work through this process would consist of the municipal administrator, a member of the municipal council, and the Fire Chief of the department. Municipal authorities following this process are encouraged to consider a number of other persons to be involved in this process as well. This may include, for example, additional members of the fire department, representatives from other municipal departments (water, maintenance, etc.), and even the general public.

The guide is made up of three complementary parts to assist in completing the self-evaluation process.

Part 1. A list identifying category, criteria and benchmarks that a municipal authority may consider in implementing or evaluating the emergency service in the community.

CATEGORY ⟶ ORGANIZATION AND ADMINISTRATION
CRITERIA ⟶ 1A: Municipal Authority
Has the fire department been legally established and the Municipal Authority provided policies to guide the fire department, approved programs and services, and allocated appropriate financial resources?

BENCHMARKS ⟶
1A.1   The Fire Department has been legally established.

1A.2   There is a method that utilizes qualifications and credentials to select the Fire Department's chief fire officer.

1A.3   The Fire Chief/Local Assistant has been identified and registered with the provincial authority by the Municipal Authority.

Part 2. A series of footnotes at the bottom of specific pages, identifying legislation, guides, books and other reference documents that persons following this process may review to ensure items are within established standards set by law or practice.

Part 3. A list containing questions (titled *RESEARCH AND INFORMATION COLLECTION GUIDE*) and a list of exhibits/documents that are used to identify the benchmarks meet an acceptable standard.

To complete the self-evaluation process, it is recommended the steps below be followed.

Step 1. Getting Started

Review the categories, criteria and benchmarks to determine those that are applicable to the community, and to what extent they are applicable to the emergency services being reviewed. **Not all sections or each criteria and benchmark will be applicable to every fire service provider.** There are critical benchmarks that must be in place before other actions can have an effect in improving services. The critical areas are:
- ♦ Organization (section 1A and 1B)
- ♦ Risk Assessment and Response Strategies (2B)
- ♦ Fire Suppression (3A)
- ♦ Equipment and Facilities (section 4F through 4K)
- ♦ Training and Safety (section 5A and 5D)
- ♦ Water Supply and Distribution (section 6A)

Step 2. Research

Once applicable criteria and benchmarks are established, the footnotes will guide the user to some

general reference materials that are applicable to measuring activities or assist in determining if activities are within accepted procedures. There are a number of ways that any given activity can be provided. However, there are accepted practices, standards and legislation that must be considered, or that are helpful in determining how to implement and maintain service. The footnotes will allow users to identify accepted practices, standards and legislation for each section so they may be reviewed with the specific criteria.

Step 3. Review

During the review process evaluators should collect exhibits and documents for review to determine that benchmarks are properly in place and maintained.
The **Research and Information Guide** at the end of this document offers illustrative questions that will guide users to identifying if benchmarks are properly implemented and maintained. The question list is not exhaustive, nor is failure to be able to respond to a question a cause of concern. The questions are a tool for identifying generally accepted activities that are consistent with good practices. The focus is to help the user gain information in a meaningful manner.
The **Research and Information Guide** also contains a list of **exhibits or documents** that are typically used to demonstrate that criteria or benchmarks are properly implemented and maintained.

Step 4. Implementation-Improvement

Where a benchmark is identified to be unacceptable or is non-existent, the municipality may determine that procedures, services or policy must be implemented or upgraded to meet needs and/or accepted practices. The Review process will have identified short falls and implementation/improvement needs should be evident. If, however, there are problems in determining a course of action, the Office of the Fire Commissioner is available to provide consulting and advisory services to municipal authorities and to assist in addressing concerns.

The OFC encourages municipal authorities and fire departments to work together and to continually improve the emergency services provided to the community. Where authorities have questions or concerns regarding this guide, the OFC is available to assist you.
The OFC also maintains a fairly extensive technical library that is available for research purposes. Both Saskatoon and Regina office locations may be visited to conduct research.

ORGANIZATION AND ADMINISTRATION

Municipal Authority

The legal authority (typically a municipal authority such as a municipal council) oversees the formation of a fire/emergency service that reflects the public interest, protects the fire department from undesirable external interference, determines basic policies for providing services and interprets the fire department's activities to its constituency. The duties and responsibilities of the fire department should be made in an official document (policy - bylaw).

The Fire Chief provides leadership in developing policy proposals for the legal authority to take policy action on. The Fire Chief is responsible for reporting to the legal authority for the execution of policy and keeps the authority informed on matters affecting the fire department.

Other organizations participate in the organization/administration of the fire department, such as provincial and federal governments through legislation, regulations and funding procedures, and other organizations through associations and bargaining units. The Municipal Authority has the responsibility to coordinate these interests to set the direction of the fire department. The fire chief has responsibility for the fire department through an organized system of planning, staffing, directing, coordinating and evaluating. The fire department is entrusted with the assets and responsible to uphold its mission and programs, to ensure compliance with laws and regulations and to provide stability and continuity to the fire department.

1A: Municipal Authority
Has the fire department been legally established and the Municipal Authority provided policies to guide the fire department, approved programs and services, and allocated appropriate financial resources? [1]

1A.1   The Fire Department has been legally established by bylaw. [2]

1A.2   There is a method that utilizes qualifications and credentials to select the Fire Department's chief fire officer. [3]

1A.3   The Fire Chief/Local Assistant has been identified and registered with the provincial authority by the Municipal Authority. [4]

1A.4   The Fire Chief/Local Assistant has a current copy of the Local Assistant's Handbook.

1A.5   The Municipal Authority for the Fire Department periodically reviews and approves programs and ensures compliance with agency policies.

1A.6   The Municipal Authority approves the administrative structure that identifies the Fire Department's mission.

1A.7   The Municipal Authority has policies to preclude individual participation of members and staff or of a governing board, in actions involving possible conflict of interest.

1A.8   There is a communication process between the Municipal Authority and the Fire Department administrative structure that is ongoing and effective.

1A.9   The role and composition of various policy making, planning and special purpose bodies are defined in a Municipal Authority organization chart.

Fire Department Administrative Structure
1B: Fire Department Administrative Structure

---

[1] OH&S Part XXXII Additional Protection for Fire Fighters, section 481
[2] Municipal Acts (section 136 Urban, 100.1 Northern, 214.1 Rural)
[3] Local Assistant's Handbook (LAHDBK) Unit II
[4] Section 2(h), 7 and 10 – Fire Prevention Act, 1992.

There is an established administrative structure and environment for achievement of the Fire Department's mission, purposes, goals, strategies and objectives.

1B.1 There exists an administrative structure that reflects the Fire Department's mission, goals, objectives, size and complexity.

1B.2 Allocation of resources reflects the Fire Department's mission, goals and objectives.

1B.3 The Fire Department administration demonstrates compliance with legal requirements of local, provincial and federal governments.

1B.4 Personnel functions, roles and responsibilities are defined in writing and a current organization chart exists.

1C: Administrative Support Services
The administrative support service component of the organization is adequate, effective and efficient to provide the organization with all appropriate support functions such as research, planning, purchasing, coordination, control and feedback.

1C.1 The general administrative support process is adequate and appropriate for the size, function, complexity and mission of the organization.

1C.2 The management process, including organizational and procedure analysis, is adequate and effective.

1C.3 The management support service system is adequate and responsive to the process and Fire Department needs identified in Category 7.

1C.4 The administrative services functions and activities are adequately staffed and managed.

1D: Office Systems
Office systems are adequate to meet the needs of the organization. This includes clerical support, records systems, business communications, computers and supplies.

1D.1 General office resources are adequate to support departmental needs.

1D.2 The management information system supports the needs of the Fire Department.

1D.3 Public reception and public information components support the customer service needs of the Fire Department.

1D.4 Organizational documents, forms and manuals are maintained and kept current.

RISK ASSESSMENT
Assessment is the process(es) used to identify the community's fire protection and other emergency service needs in order to identify potential goals and objectives. All fire departments should have a basic source of data and information in order to logically and rationally define the fire Department's mission. The overall purpose of using these processes is to establish a long-range general strategy for the operation of the fire department. [5]

2A: Documentation of Area Characteristics
The characteristics of the community are documented by collecting historical data, and a process is instituted by which risks are defined and potential organizational goals and objectives are established.

2A.1   Geographical boundaries for the authority having jurisdiction are identified. These include street and local highway network, jurisdictional boundaries, mutual and automatic aid zones [6], contract service areas, etc.

2A.2   The Fire Department has organized the community into geographic planning zone(s) for purposes of analyzing needs for the provision of services.

2A.3   Demographics, such as population, land use, topography, climate and occupancy groups should be identified and documented.

2A.4   Significant economic indicators used in the planning effort should be identified, such as revenue sources, local economic factors, insurance evaluations and assessed valuation of various components.

2A.5   Applicable statutes, regulations and codes are used in the planning process.

2A.6   Data including fire loss, injury and life loss, property loss and other associated losses, are recorded for a minimum of three immediately previous years.

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

2A.8   Fire protection suppression and detection systems have been identified and are considered in the planning process.

2B: Fire Risk Assessment and Response Strategies
The Fire Department has assessed the nature and magnitude of the hazards within its jurisdiction. Each significant fire risk should be categorized and listed to permit future analysis and study in determining standards of coverage and related services.

2B.1   Each planning zone is analyzed and risk factors evaluated in order to establish a standard of coverage.

2B.2   The "Maximum" or "Worst" fire risk(s) in each planning zone is identified and located, i.e. hazards which require the maximum amount of fire protection resources or which would result in the greatest loss of life or property;
The "Key" or "Special Hazard" risk in each planning zone is identified and located, i.e. hazards which, if destroyed, would be a critical or essential economic loss to the community. This could also include cultural, environmental or historical loss;

---

[5] OH&S Part XXXII, Section 481
[6] Automatic aid is a form of Mutual Aid. The difference is in a Mutual Aid Agreement, mutual aid is called for when needed, in an Automatic Aid Agreement, the call is made immediately upon receipt of an alarm, usually under a specific pre-fire plan or agreement.

The "Typical" or "Routine" risks in each planning zone are identified, i.e. those risks most common to the planning zone;
The "Remote" or "Isolated" risks in each planning zone are identified, i.e. those risks most distant from other risks as to be almost unique to the planning zone;
or other locally adopted equivalencies.

2B.3   Given the fire risk(s), area of responsibility, demographics, economic indicators, fire loss data, water supply and automatic fire protection system information, a Standard of response coverage strategy has been established.

2C: Non-Fire Risk Assessment and Response Strategies
The Fire Department has assessed the nature and magnitude of other hazards and risks within its jurisdiction and identified appropriate strategies, methods of operation, and resource allocation required to mitigate potential emergencies. These may include a wide variety of risk and service demands, i.e., hazardous materials, emergency medical services, rescue, etc.

2C.1   Each planning zone is analyzed and non-fire risk factors evaluated in order to establish a standard of coverage.

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

2C.3   The "Maximum" or "Worst" non-fire risk in each planning zone is identified and located;
The "Key" or "Special Hazard" non-fire risk in each planning zone is identified and located, i.e. hazards which, if destroyed, would be a critical or essential economic loss to the community. This could also include cultural, environmental or historical loss;
The "Typical" or "Routine" non-fire risks in each planning zone are identified, i.e. those risks most common to the planning zone;
The "Remote" or "Isolated" non-fire risks in each planning zone are identified, i.e. those risks most distant from other risks as to be almost unique to the planning zone;
or other locally adopted equivalencies.

2C.4   Given the importance and magnitude of service demands, a standard of cover strategy has been established for each type of non-fire risk(s) and service demand.

2D: Strategic or Long Term Master Plan
There is a Strategic or other form of long term (3 to 5 years in the future) planning process that, along with the budget, is guiding the activities of the Fire Department. The plan has been submitted to, and has the approval of the Municipal Authority.

2D.1   The Fire Department has a published master or strategic plan.

2D.2   The master or strategic plan has been submitted to the Municipal Authority.

FIRE DEPARTMENT PROGRAMS AND SERVICES

The services, activities and responses provided by the Fire Department for the community are designed, organized and operated in compliance with the Fire Department's mission, goals and objectives. The key elements of evaluating these organized services are determining the various levels of adequacy, deficiency, effectiveness, methods and results of programs.

The Fire Department's mission, goals, and objectives should determine the applicability of the programs listed in this section. The applicability of each section below should be determined.

For each program or service listed in this section, that are not applicable to the Fire Department, the Fire Department should briefly explain why they are not currently being provided. [7]

3A: Fire Suppression
There is an adequate, effective and efficient fire suppression program, designed to control and/or extinguish fires for the purpose of protecting people from injury, death or property loss.

3A.1   Given the Fire Department's standard of response coverage and emergency deployment objectives, the Fire Department meets their response time, pumping capacity and apparatus and equipment deployment objectives.

3A.2   There is adequate staffing to meet the objectives established by the Fire Department.

3A.3   There is appropriate and adequate equipment on fire apparatus. [8]

3A.4   There are adequate supplies and materials (ex. foam, gasoline, diesel, batteries, light water, etc.) to achieve operational needs.

3A.5   A current standard operating policy and procedure manual/general operating guidelines manual, meeting the needs of the Fire Department, is available and utilized by all personnel.

3A.6   The Fire Department uses a standardized incident command/management system. [9]

3A.7   The Fire Department's information system allows for analysis of its emergency response reporting capability.

3A.8   There should be a periodic appraisal made of the emergency response program.

3B: Fire Prevention Program (Enforcement) [10]
There is an adequate, effective and efficient program directed toward fire prevention, life safety, risk reduction of hazards, the detection, reporting, and control of fires and other emergencies, the provision of occupant safety and exiting and the provisions for first aid fire fighting equipment.

3B.1   The Municipal Authority has an adopted fire prevention legislation or regulation. [11]

3B.2   The enforcement program is designed to ensure compliance with applicable fire prevention and protection law(s) and Fire Department objectives.

3B.3   There is adequate staffing to meet Fire Department objectives.
3B.4   There is a system in place to ensure buildings are built in accordance with provincial and local regulations, codes and/ bylaws.

---

[7] Section 5 Training and Competency of this manual
[8] LAHDBK Unit II
[9] Occupational Health and Safety Regulations, Part XXXII, section 481
[10] Fire Prevention Act, 1992, Section 11
[11] LAHDBK Unit II

3B.5   There are adequate equipment and supplies allocated to the fire prevention function.

3B.6   There are standard operating procedures/general operating guidelines for the fire prevention/life safety program. [12]

3B.7   There is an information system in place to record activities and transactions and to determine the effectiveness of the fire prevention program and its efforts in risk reduction.

3B.8   There is a periodic appraisal made to determine if there is a balancing of the fire hazard risk against the fire suppression capabilities of the Fire Department and/or system, and if not, what actions need to be taken to balance the relationship.

3C: Public Education Program
There is a public education program directed toward the Fire Department's mission. [13]

3C.1   There is a public education program that includes individual, business and community participation.

3C.2   The Fire Department has staffing to accomplish the program's mission, goals and objectives.

3C.3   There are adequate equipment and supplies allocated to the public education program.

3C.4   The public education programs are targeted toward specific audiences based on program analysis.

3C.5   The Fire Department's information system allows for documentation and analysis of its public education program.

3C.6   There is a periodic appraisal made to determine the effectiveness of the public education program and its effect on eliminating unacceptable risks.

3D: Fire Investigation Program
There is an adequate, effective and efficient program directed toward identification of the causes and origins of fire, explosions and other emergency situations that endanger life or property. [14]

3D.1   There are methods and procedures in place to investigate the cause and origin of all fires that occur within the jurisdiction of the fire department.

3D.2   The Fire Department has adequate staffing to accomplish its stated objectives.

3D.3   There are adequate equipment and supplies allocated to the fire cause and investigation program.

3D.4   There is agreement and support from other agencies to aid the Fire Department in accomplishing its goals and objectives.

3D.5   There is an information system in place to document fire investigation activities and to provide data for analyzing program results.

3D.6   All fires are documented and reported to the provincial authority. [15]

3D.7   There are standard operating procedures/general operating guidelines for the fire cause and

---

[12] Unit II LAHDBK and OH&S Regs Part XXXII Section 481
[13] Unit VI LAHDBK
[14] Unit VII LAHDBK
[15]   section 15 of the Fire Prevention Act, 1992 and Unit VII LAHDBK

investigation program.

3D.8   There is a periodic appraisal made on the effectiveness of the fire investigation program.

3E: Technical Rescue
There is an adequate, effective and efficient program established to rescue trapped or endangered persons from any cause, i.e., structural collapse, vehicle accidents, fast water or dive rescue, cave-ins, trench rescue, fires, hazardous material plumes, etc.

3E.1   Given the Fire Department's standard of response coverage and emergency deployment objectives, the Fire Department meets their response time, apparatus and equipment objectives for each type and magnitude of technical rescue emergency deployment objective.

3E.2   There is adequate staffing to meet Fire Department objectives.

3E.3   There is equipment (in compliance with appropriate provincial and federal standards) available to accomplish stated level of response.

3E.4   There are adequate supplies and materials to meet operational needs.

3E.5   There are standard operating procedures and methods in place to accomplish stated level of response.

3E.6   There is an information system in place by which to record and analyze the results of the technical rescue program.

3E.7   There is a periodic appraisal made of the technical rescue program.

3F: Dangerous Goods Response
There is a dangerous goods program designed to protect the community from the hazards associated with fires and uncontrolled releases of hazardous and toxic materials.
Dangerous good emergencies, spills, releases, or accidents have become a major function of Fire Department activity. Dangerous goods response is a complex undertaking, and considerable knowledge and resources are required to cope with these types of emergencies. Such incidents may require the integration or coordination of several agencies. The local Fire Department has generally become the lead Fire Department during the unstabilized emergency portion of the incident.

3F.1   Given the Fire Department's standard of response coverage and emergency deployment objectives, the Fire Department meets their response time, apparatus and equipment objectives for each type and magnitude of dangerous goods emergency deployment objective.

3F.2   There is adequate staffing to meet Fire Department objectives.

3F.3   There is adequate apparatus and equipment to meet the stated level of response.

3F.4   There are adequate supplies and materials to meet the stated level of response.

3F.5   There are standard operating procedures and methods in place to meet the stated level of response.

3F.6   There is an information system in place by which to provide information to analyze the dangerous goods program.

3F.7   There is a periodic appraisal made of the dangerous goods program.

3G: Emergency Medical Services (EMS)
There is an Emergency Medical Services program providing the community with a designated level of out-of-hospital emergency medical care.
EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. In order to be evaluated properly, EMS may become an integrated activity coupled with fire company activity. The first responder aspect of emergency medical services can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities.

3G.1   Given the Fire Department's standard of response coverage and emergency deployment objectives, the Fire Department meets their response time, apparatus and equipment objectives for each type and magnitude of emergency medical deployment objective.

3G.2   There is adequate staffing to meet Fire Department objectives.

3G.3   There is adequate apparatus and equipment to meet provincial standards.

3G.4   There are adequate supplies and materials to meet the stated level of response.

3G.5   There are standard operating procedures, standing orders, protocols and methods in place to meet the stated level of response.

3G.6   There is an information system in place to record and analyze the effectiveness of the EMS program.

3G.7   There is a patient care record maintained for each patient contacted by the EMS System. This report should contain patient history, incident history, and data by which treatment was determined, rendered and the patient disposition recorded. The report should be protected from public access and maintained as per local and provincial records retention requirements.

3G.8   There is an independent review of patient care records.

3G.9   On-line and off-line medical control is available to the Fire Department.

3G.10   The Fire Department has a quality assurance program in place.

3H: Emergency/Disaster Management [16]
There is a disaster management program designed to protect the community from both man made and natural catastrophes.

3H.1   There is a published disaster plan that defines roles and responsibilities of all participating departments and/or agencies.
3H.2   There is an appropriate organization structure identified and authorized to carry out the plan's pre-arranged functions and duties.

3H.3   The organization's operational methods should be based on a system that is integrated with other organizational units.

3H.4   There is an information system in place to record and provide data on needed resources, scope, and nature of the event and deployment of field resources.

3H.5   The necessary outside Fire Department support has been identified.

---

[16] Emergency Planning information may be obtained through Saskatchewan Emergency Planning. Unit III of the Local Assistant's Handbook.

3H.6   The disaster plan is operationally tested and evaluated on a periodic basis.

3I: Other Programs [17]
There may be other Fire Department programs designed to provide service to the community in accordance with the Fire Department's stated mission, goals and objectives.
The Fire Department should use the preceding and Performance Indicator format for describing other Fire Department programs not listed throughout Category 5 but are a part of the Fire Department's mission, goals and objectives. Each program should be numbered and listed separately.

---

[17] Fire departments have become very diverse in recent years, taking on roles that may not directly involve life and fire safety, but that address safety in the community.   For example, a number of Saskatchewan communities have placed responsibilities for buildings, environmental issues and other bylaws as the role and responsibility of the fire department.

RESOURCES

Human Resources

Human resources includes all aspects of personnel administration except those of training and competency. The heart of any organization is its people and this section is designed to appraise the importance and results of the human resources program. It is recognized that the completion of this human resources section may involve members from other governing entities or other elements of the community.

4A: Personnel Administration
General personnel administration practices should be consistent with local, provincial and federal statutory and regulatory requirements.

4A.1   There is a designated personnel manager.

4A.2   The personnel program has staffing to accomplish the Fire Department's mission, goals and objectives.

4A.3   There are administrative policies and practices for personnel administration based on local, provincial and federal requirements.

4A.4   For partially volunteer, paid-call, reserve or combination fire departments, there is a specific coordinator or other individual designated as responsible for this program.

4B: Recruitment, Selection, Retention and Promotion
The ability to attract and retain qualified personnel is well established.

4B.1   There is a mechanism in place for identification and announcement of potential entry level and promotional positions.

4B.2   The Fire Department and its members are part of the recruiting process.

4B.3   The recruiting, selection and promotion process complies with local, provincial and federal legislation regarding discrimination and equal rights.

4B.4   New personnel recruited and appointed, and those transferred into the Fire Department or promoted, meet stated qualifications for the position.

4B.5   Application forms, ability tests, physical exams, psychological examinations, background checks and other screening/qualifying devices meet legal tests.

4B.6   Testing processes used for initial selection and promotion are job related.

4B.7   There is an orientation program for new employees/members.

4B.8   A supervised probationary period is used to evaluate new and promoted members. Standards used are those adopted by local or provincial authority and evaluation is based on the candidate's demonstrated knowledge, skills and abilities.

4B.9   There is a position classification system that is adhered to.

4B.10   There is an employee/member recognition program in place.

4B.11   Working conditions are such that the Fire Department attracts and retains qualified personnel.

4B.12   Exit interviews or periodic employee surveys are conducted to acquire feedback and to assist in improving Fire Department policies and procedures. There is a planned and proactive program to retain members who can assist the Fire Department.

4C: Personnel Policies and Procedures
There are documented personnel policies and procedures guiding both administrative and personnel behavior.

4C.1   The mission, goals and objectives are distributed to all members of the Fire Department.

4C.2   The personnel rules are communicated to all personnel.

4C.3   There is a disciplinary system in place.

4C.4   There is a Fire Department policy defining and prohibiting sexual, racial, disability etc., harassment of employees/members. The policy is communicated to all members/employees, and is enforced. [18]

4C.5   There is a personnel appraisal program in place.

4C.6   There is a published and adopted internal ethics and conflict of interest policy.

4C.7   There is a published and adopted grievance procedure that provides for initiation of a grievance or complaint from employee/members.

4C.8   There is an employee/member assistance program.

4D: Use of Human Resources
Development and utilization of human resources is consistent with the established mission, goals and objectives.

4D.1   There are current, written job descriptions for all positions.

4D.2   The Fire Department has a process by which the organization and jobs are audited and modified as needed.

4D.3   The Fire Department maintains a current list of the special knowledge, skills and abilities of each employee/member.

4D.4   There is program for employee/member input or a suggestion program.

4D.5   There is a career development program in place.

4D.6   The Fire Department has a health/physical fitness program and provisions for non-compliance by employees/members are written and understood.

4E: Personnel Compensation
The established practices provide for a system of employee/member compensation.

4E.1   Rates of pay and compensation are published and available to all employees/members.

---

[18] Assistance on legislation/policy on human rights issues may be obtained from departments such as Occupational Health and Safety, Labour Standards, Human Rights Commission, etc..

4E.2   Member benefits are defined, published and documentation is distributed to all members.

4F: Risk Management and Personnel Safety [19]
There is a risk management program designed to protect the organization and personnel from unnecessary injuries or losses from accidents or liability.

4F.1   There is a specific person or persons responsible for implementing the Risk Management program.

4F.2   There is a system for identifying and evaluating workplace hazards.

4F.3   There are methods and procedures for correcting unsafe or unhealthy conditions and work practices once they have been identified, and a record system kept of steps taken to implement risk reduction through corrections.

4F.4   There is an occupational health and safety training program designed to instruct the work force in general safe work practices, from point of initial employment to each job assignment and/or whenever there are: new substances, new processes, procedures or equipment. It should provide specific instructions with respect for operations and hazards relative to the Fire Department.

4F.5   There is a system for communicating with employees on occupational health and safety matters, including provisions designed to encourage employees to inform the Fire Department of hazards, and to minimize occupational exposure to communicable diseases or chemicals.

4F.6   There is a management information system in place to investigate and document accidents, loss time injures, legal actions, etc.

Physical Resources

Physical Resources are the fire halls, training facilities, fire apparatus and other capital expenditures and outlays that make up the property assets of a Fire Department. Special attention is required to obtain and maintain appropriate quality physical resources. Facilities that are leased, and/or, jointly operated may also be considered for Fire Department use if this is accomplished in accordance with properly adopted and clearly established policies.

4G: Fixed Facilities
Fixed facility resources are designed, maintained, managed and adequate to meet the Fire Department's goals and objectives.

4G.1   Space allocations are adequate for Fire Department functions such as operations, fire prevention, training, support services and administration.

4G.2   Buildings and grounds are clean and in good repair. Maintenance is conducted in a systematic and planned fashion.

4G.3   Physical facilities are adequate and properly distributed in accordance with stated service level objectives and standards of cover.

4G.4   Facilities are in compliance with provincial and local regulations.

4H: Apparatus and Vehicles [20]
Apparatus resources are designed and purchased to be adequate to meet the Fire Department's

---

[19] Contact OH&S at 1-800-567-7233 or 1-800-667-5023 for information on OH&S requirements. Legal Counsel and Insurance representatives should be consulted for liability Risk Management.

[20] OH&S Part XXXII section 483

goals and objectives.

4H.1   Apparatus is located to accomplish the stated standards of response coverage and service level objectives.

4H.2   Apparatus types are appropriate for the functions served, i.e. operations, staff support services, specialized services and administration.

4H.3   There is a replacement schedule for apparatus and other tools and equipment.

4H.4   There is a program in place for writing apparatus replacement specifications

4I: Apparatus Maintenance [21]
The inspection, testing, preventive maintenance, replacement schedule and emergency repair of all apparatus, is well established and meets the needs for service and reliability of emergency apparatus.

4I.1   The apparatus maintenance program has been established. Apparatus is maintained in accordance with manufacturer's recommendations, with the activity conducted on a regular basis. Attention is given to the safety-health-security aspects of equipment operation and maintenance.

4I.2   The maintenance and repair facility is provided with sufficient space and equipped with appropriate tools.

4I.3   A system is in place to ensure the inspection, testing, fueling, preventive maintenance and emergency repair for all fire apparatus and equipment.

4I.4   There are an adequate number of trained and certified maintenance personnel available to meet the objectives of the established program.

4I.5   There are standard procedures and methods in place for the apparatus maintenance program.

4I.6   There is adequate supervision to manage the program.

4I.7   There is a management information system in place that supports the apparatus maintenance program and provides for analysis of the program.

4J: Tools and Small Equipment [22]
Equipment resources are adequate and designed and maintained to meet the agency's goals and objectives.

4J.1   Tools and equipment are appropriately distributed in sufficient quantities.
4J.2   The tools and equipment replacement program is adequate.

4J.3   Qualified personnel conduct maintenance on equipment.

4J.4   An inventory control system is in place and is current.

4K: Safety Equipment [23]
Safety equipment is adequate and designed to meet the Fire Department goals and objectives.

4K.1   Safety equipment has been identified and distributed to appropriate personnel.

---

[21] OH&S Part XXXII section 485
[22]   Occupational Health and Safety Regulations, Part XXXII, section 483 and 484 and Unit II LAHDBK
[23] OH&S Part XXXII section 483, 489 and 491

4K.2   Safety equipment distributed is sufficient for the functions performed.

4K.3   Replacement of safety equipment is scheduled, budgeted and implemented.

4K.4   Qualified personnel conduct maintenance on all safety equipment and appropriate records are kept.

4K.5   An inventory control system is in place and is current.

4L: Physical Resources Plan
Development and use of physical resources is consistent with the Fire Department's established plans. A systematic and planned approach to the future development of facilities is in place.

4L.1   The development, construction, or purchase of physical resources is consistent with the Fire Department's goals and the strategic plan.

4L.2   There is involvement with the Municipal Authority, administration and staff in the planning for physical facilities.

TRAINING AND COMPETENCY [24]

Training and Competency are the specific programs, resources and capabilities of the personnel within a Fire Department which exist to support the services the Fire Department provides, and thereby accomplish organizational purposes.

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library, other collections of materials that support teaching and learning, instructional methodologies and technologies, support services, distribution and maintenance systems for equipment and materials, instructional information systems, such as computers and software, telecommunications, other audio visual media and the facilities to utilize such equipment and services.

Central to success of the training and educational process is a learning resources organizational structure and a technically proficient support staff. The training staff should provide services that encourage and stimulate competency, innovation, and increased effectiveness. The Fire Department should provide those learning resources necessary to support quality training. The adequacy of a system's successes should be judged in terms of its goals, objectives, and programs supporting the organization in achieving its mission.

5A: Training and Education Program Requirements
Training and education program activities are identified to support the Fire Department's needs.

5A.1   The organization has a process in place to identify training needs. The process identifies tasks, activities, knowledge, skills and abilities required to deal with anticipated emergency conditions.

5A.2   The training program is consistent with the Fire Department's mission statement and meets its organizational needs.

5A.3   The training program is consistent with legal requirements for performing mandatory training.

5A.4   The department has identified minimum levels of training required for all positions in the organization.

5A.5   A command and staff development program is in place.

5B: Training and Education Program Performance
Training and education programs are provided to support the Fire Department's needs.

---

[24]   Occupational Health and Safety Regulations, Part XXXII, section 482

5B.1   There is a process to ensure that personnel are appropriately trained. [25]

5B.2   The fire department has both short and long range training schedules.

5B.3   The Fire Department has identified the process for developing performance based measurements.

5B.4   The training system provides for evaluation of individual, company or crew and multi-company or crew performance through the use of performance based measurements.

5B.5   There is a training record system that provides for analysis of training needs.

5B.6   The Fire Department maintains individual/member training records.

5C: Training and Education Resources
Training and education resources are available in sufficient quantity, relevancy, diversity and currentness to support the Fire Department's needs.

5C.1   Available training facilities and apparatus are provided to support training needs.

5C.2   Instructional personnel are available to meet the needs of the Fire Department and are in compliance with provincial regulations and/or standards. [26]

5C.3   Instructional materials are current, support the training program and are accessible.

5C.4   Apparatus and equipment utilized for training is properly maintained in accordance with the Fire Department's operational procedures and is readily accessible to trainers and employees.

5C.5   There is current inventory of all training equipment and resources.

5D: Selection of Training Materials
Materials selected for the training program are based on Fire Department needs.

5D.1   There is a process in place for the selection of training and educational resource materials.

5D.2   Training materials are evaluated on a continuing basis.

---

[25]   Unit IV LAHDBK on Certification
[26]   Part XXXII, Section 482(1)(b) of the Occupational Health and Safety regulations.

ESSENTIAL RESOURCES
Essential resources are those mandatory services or systems required for the Fire Department's operational programs to function. They may be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources such as water lines and hydrants, but may include alternative resources, i.e. tankers, ponds, streams, lakes, etc.

6A: Water Supply [27]
This resource is reliable and capable to distribute adequate volumes of water and pressures to all areas of Fire Department responsibility. All areas should meet fire flow requirements for emergencies.

6A.1   The Fire Department should establish minimum fire flow requirements and total water supply needed for existing representative structures and other anticipated fire locations. This information should also be included in the fire risk evaluation and pre-fire planning process.

6A.2   An adequate and reliable water supply is available for fire fighting purposes. The supply is sufficient in volume and pressure to control and extinguish fires.

6A.3   The Fire Department should calculate fire flow requirements for proposed projects involving structures or complexes of structures within their jurisdiction. Significant reductions in required fire flow granted by the installation of an approved sprinkler system in buildings should be documented.

6A.4   There is regular contact with the managers of public and private water systems to keep the Fire Department informed about all sources of water available for fighting fires.

6A.5   The Fire Department should maintain current water supply and hydrant maps for its respective response areas.

6A.6   Hydrant adequacy and placement should reflect the hazards of the locality and the needs of the Fire Department in dealing with those hazards.

6A.7   Fire hydrants should be easily located, maintained and tested so that each hydrant location is visible and accessible at all times.

6A.8   The Fire Department should periodically evaluate the maintenance, inspection and testing to ensure the adequacy and availability of public or private water for fire protection.

6A.9   The Fire Department should develop 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.

6A.10   The Fire Department should have standard operation procedures outlining utilization of available water supply.

6B: Communication Systems
The public and the Fire Department have an adequate, effective and efficient emergency

---

[27] Unit II LAHDBK

communications system. The system is reliable and able to meet the demand of major operations, including command and control within fire/rescue services during emergency operations and meets the needs of other public safety agencies having the need for distribution of information.

6B.1   The emergency communication system is capable of receiving automatic and manual warning and emergency reporting signals from the public and/or other response agencies.

6B.2   There is a system of ensuring communication with portable, mobile and fixed communications systems in the field.

6B.3   The Fire Department's communication center is adequately equipped and designed, i.e. telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting and map displays, etc.

6B.4   The uninterrupted electrical power supply for the communications center is reliable and has automatic backup capability.

6B.5   There are standard operating procedures and methods in place for all types of dispatching services provided by the communications center.

6B.6   There are adequate numbers of fire or emergency dispatchers on duty to handle the anticipated call volume.

6B.7   There is an adequate maintenance program with regularly scheduled system tests in place.

6B.8   There is adequate supervision and management of the communications center.

6B.9   There is a communications training program that assures an adequate and reliable emergency response.

External Resources-Relations
External relationships with agencies that act together as an integrated system. The growth of multi-unit systems and the increase of inter-Fire Department agreements between various types of government necessitates increasing attention to these relationships and the agreements between legally autonomous operating units.

6C: External Fire Department Relationships
The Fire Department's master or strategic plan encompasses those external Fire Department operational systems that impact, or may impact, the Fire Department's mission, operations, or cost effectiveness.

6C.1   The Fire Department's master or strategic plan defines the relationships and strategies of how external Fire Department systems impact or may prove beneficial to the mission or cost effectiveness of the Fire Department.

6C.2   There is a process for inter-Fire Department policy development, revision and the implementation of agreements.

6C.3   There are system organizational charts, policy statements and functional activity descriptions that define the role of system members and their relationship to the Fire Department.
6C.4   A conflict resolution policy exists between the organization and external agencies with whom it has a defined relationship.

6D: Fire Protection and/or Mutual Aid Agreements [28]
The Fire Department has a well developed and functional fire protection and/or mutual aid system. The system is synergistic and is taking advantage of all operational and cost effective benefits that may be derived from external Fire Department agreements.

6D.1   All fire protection and/or mutual aid agreements are identified, current and support organizational objectives. The policies and procedures and have been incorporated into operational practices and documentation.

6D.2   Agreements are monitored, evaluated and revised as necessary.

6E: Other Agreements
The Fire Department has not limited the scope of external agreements and has given operational and cost consideration to all functional mission responsibilities, i.e. communications, fire prevention, maintenance, purchasing, apparatus, equipment exchange, etc.

6E.1   The Fire Department has researched, analyzed and given consideration to other functional agreements that may aid in the achievement of the goals and objectives of the Fire Department.

6E.2   There is an established process by which these agreements are managed, reviewed, and revised.

Financial Resources
Resources must be adequate to maintain the various programs to which a Fire Department has made a commitment. The Fire Chief, professional staff and Municipal Authority share responsibility for planning, management and stability of financial resources. Budget preparation is the ultimate responsibility of the Fire Chief and administrative staff. Since the budget is the financial expression of Fire Department programs and priorities, it should be developed through appropriate consultation with the Municipal Authority, departments, divisions and other units. In approving the budget, the Municipal Authority approves the acquisition and allocation of resources consistent with Fire Department goals, objectives and stated priorities.

6F: Financial Planning
Financial planning and resource allocation is based on Fire Department planning involving broad staff participation.
The Fire Department's plan for financing should reflect sound strategic planning and a commitment to its stated goals and objectives. Financial support for programs and services should be adequate to maintain the number and quality of personnel and other operational costs.

6F.1   Municipal Authority have given the Fire Department appropriate direction in budget and planning over matters within their scope of services.

6F.2   The policies, guidelines and process for developing the annual budget are defined and followed.

6F.3   The budget process should involve input from appropriate persons or groups, including staff officers and other members of the Fire Department.

6F.4   Financial planning addresses the strategic or master plan goals and objectives.

6F.5   The annual budget, short-range financial plans, and long range financial plans directly reflect Fire Department plans and priorities.

6F.6   Capital expenditures reflect organizational objectives.

---

[28]   Unit II LAHDBK also Fees for Service Survey published by the OFC.

6F.7   Budgeted expenditures are in line with projected financial resources.

6G: Financial Practices
Financial management of the Fire Department exhibits sound budgeting and control, proper recording, reporting and auditing.

6G.1   Management of financial resources should adhere to generally accepted accounting practices for budgeting and accounting. There should be appropriate safeguards in the expenditure of funds, fiscal reports for administrative decision making and sufficient flexibility to meet contingencies.

6G.2   Financial administration with specific assignments of responsibilities is organized with specific policies clearly defined.

6G.3   Any projected operating deficit (expenditures exceeding revenues in a budget year) is explained, and a plan developed to rectify the deficit.

6G.4   Periodic financial reports are reviewed by the Fire Department.

6G.5   Independent financial audits are conducted. Deficiencies are noted and plans made to resolve.

6G.6   The Fire Department and any subsidiary entities or auxiliaries have policies and programs on financial risk management that protect the Fire Department and its assets.

6G.7   Programs designed to develop financial support from outside sources are closely coordinated with planning and reflect the objectives of the Fire Department. All fund raising activities are governed by Fire Department policy, comply with generally accepted accounting practices and financial principles and are subject to public disclosure and periodic independent financial audits.

6G.8   Organizations permitted to use the Fire Department name and/or reputation of the Fire Department, which are revenue producing conform to Fire Department principles of financial operation.

6H: Resource Allocation
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 the integrity of a Fire Department. The Fire Department must ensure that the necessary fiscal resources can support programs offered.

6H.1   Programs and activities are based on current and anticipated revenues and are adequate to maintain adopted levels of service.

6H.2   Plans exist for the payment of long term liabilities and debts.

6H.3   Future maintenance costs are projected and plans made to fund them.

6H.4   Financial plans avoid the use of one time funding sources to cover on-going costs unless plans are provided to create continuity.

6H.5   Contingency funds are maintained in accordance with general accepted practices and recommendations and anticipate budgetary restrictions.

PLANNING

Goals and Objectives
Goals and objectives are incorporated into the services and support services established by the Fire

Department to accomplish its assigned mission. Most fire service agencies are committed to one or more major programs which may include, but are not limited to:

fire suppression;	fire prevention/life safety;
public education;	fire investigation;
technical rescue;	hazardous materials;
emergency medical services;	emergency/disaster management. [29]

7A: Goals and Objectives
The organization is guided by a stated or written philosophy, general goals, and specific objectives which are consistent with the historical and legal mission of the Fire Department and are appropriate for the community it serves.

7A.1   General goals have been adopted to implement the Fire Department's long range plans.

7A.2   Specific objectives have been adopted to implement the Fire Department's goals and incorporate the measurable elements of time, quantity and quality.
Note: Fire Department objectives should contain the following elements:
- a)   *Have clarity, precision and are measurable;*
- b)   *Are substantiated by supporting data;*
- c)   *Are understood and accepted by the authority having jurisdiction and the members of the organization;*
- d)   *Are published in appropriate Fire Department publications;*
- e)   *Specify intended results; and*
- f)   *Result in establishment of action plans.*

7B: Implementation of Goals and Objectives
A management process is utilized for implementation of goals and objectives.

7B.1   Some form of organizational management process is identified and used to implement the Fire Department's goals and objectives.

7B.2   Goals and objectives should be incorporated into all of the Fire Department's programs. Each operational program should support the Fire Department's goals, objectives and overall mission.

7B.3   Once determined, all Fire Department goals and objectives are approved either within the department or by official adoption.

7C: Fire Department/Community Specificity
The mission of the organization defines its distinctive nature to the community.

7C.1   The Fire Department's title is consistent with its mission.

7C.2   Published materials accurately portray the Fire Department in context.

7C.3   Programs and services are consistent with the Fire Department's mission.

7D: Measurement of Organizational Progress
Processes are in place to assess, measure and evaluate the attainment of progress towards c**ompletion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically.**

---

[29]   Occupational Health and Safety Regulations, Part XXXII, section 481

7D.1   Fire Department goals and objectives are reviewed annually.

7D.2   There is a method for assessing the achievement, quality and need of each goal and objective.

RESEARCH AND INFORMATION COLLECTION GUIDE

Organization and Administration

1A Municipal Authority
1. Is the fire department operating under provincial laws or administrative regulations that clearly set forth responsibilities?
2. Is the bylaw forming the fire department current and available for review?
3. Does the municipal authority represent the public interest?
4. Is the municipal authority specifically vested with the responsibility for policy development, planning, evaluation and financial integrity of the fire department?
5. Does the municipal authority meet frequently enough to provide policy direction to staff and the monitor organizational activities?
6. Are the agendas for municipal authority meetings, including appropriate source materials, distributed in advance of the meetings?
7. Are the minutes of these meetings comprehensive, accurate and distributed promptly?
8. Is there evidence that the municipal authority conducts periodic evaluations of the progress being made by the fire department in achieving its mission, goals and objectives?
9. Is there legal counsel available to provide legal advice and protection?
10. Is there a written policy on conflict of interest?
11. Is the policy posted or available for review?
12. Is there a mission statement for the fire department that is clear and includes concern for the public interest?
13. Is the mission statement posted?
14. Is there a selection process in place for the position of fire chief? Does the process meet all federal, provincial and local guidelines for hiring practices?
15. Is there a formal approval of the fire department organization?
16. Are the fire department member's responsibilities clearly identified?
17. Has the municipal authority established the scope and level of service to be provided by the fire department?
18. Is the organizational chart current?
19. Is there a specific process to approve staffing levels, facilities and program activities?
20. Does the municipal authority periodically review the fire Department's purpose and policies?
21. Is there an approved set of administrative policies and standard operating procedures in existence?
22. Are the policies and regulations comprehensive, available and do they contribute to fire department activities?

1B Fire Department Administration
23. Do the administrative practices of the fire department follow directives and policies of the chief administrator from the municipal authority?
24. Is the fire chief charged with the administration of the fire department?
25. Does the fire chief provide leadership in planning programs, human resources, apparatus, training, support services, physical facilities and allocation of fiscal resources?
26. Are the current fire chief's qualifications adequate for current level of administrative responsibility?
27. Is there a current job description of the fire chief?
28. Does the municipal authority have an accountability system in place for the fire chief?
29. Is policy implementation delegated to any positions below the fire chief?
30. Is the organizational structure designed to aid quality decision making?
31. Do the fire departments administrative officers have adequate secretarial, clerical and administrative assistance?
32. Are all staff members of the fire department instructed in the administrative procedures?
33. Do the officers and staff participate in shaping departmental policy development and decision making?
34. Is the communication process among officers, staff, labor and the community an ongoing process?
35. Is there a list of standing or ad hoc committees?
36. Are committee reports made available to employees?
37. Are there written goals/objectives for the committees that support the department mission?
38. Are external system relationships considered in relation to the fire Department's mission orientation, effectiveness and efficiency?
39. Does the municipal authority or fire department conduct customer after action surveys?
40. Is there a citizen complaint process?
41. Is there a means to communicate other external information to employees?

1C Administrative Support Services

42. Does the fire department have a Manual or Automated management information system?
43. If the system is automated, does the fire department have an adequate means of backing up all records?
44. If the system is password protected does a separate third party have the password security?
45. Is the automated system checked frequently for viruses?
46. Is the emergency operations management information system component linked to a provincial or national database?
47. Does the fire department require a monthly report from each of its functional program areas?
48. Is there one individual in the organization who monitors and modifies the overall management information system?

1D Office Systems
49. Does the fire department have a records management inventory, which lists all of the forms in use in the organization?
50. When forms are designed and used by the fire department, are they clearly identified with an appropriate title, with separate forms identification number assigned to each type of document?
51. Are all forms reviewed on a periodic basis to determine their applicability?
52. Is there a records retention timetable established for elimination of out-of-date reports?
53. Does the fire department have a management information system program that supports each of these program elements?
54. Does the fire Department's record system conform to a national or provincial standard?
55. Does the officer in charge of the operation file a comprehensive report on each emergency?
56. Is each company or unit required to submit a report on its operations at each fire?
57. Is a special report made on each fire involving loss of life?
58. Are plans, sketches or diagrams prepared for all significant firefighting operations?
59. Is an effort made to determine and record actual losses to buildings, contents and other property?
60. Do fire reports indicate conditions found at the time of arrival of the fire department?
61. Are consolidated monthly and annual reports furnished to the policy making entity?
62. Is fire record experience used in planning fire prevention activities?
63. Can you identify where the records are located that are identified in the other Sections?
    - Risk Assessment
    - Emergency Operations (Fire only/Fire and EMS)
    - Communications and Dispatch
    - Personnel Records
    - Training and Education
    - Financial Records
    - Vehicles and Vehicle maintenance
    - Stations and Station maintenance
    - Occupancies and Fire Prevention Activity
    - Safety and Safety equipment
    - Pre-Emergency Planning
    - Hydrants and Water Supply
    - Hose
    - Miscellaneous equipment
64. Is there evidence that the department has utilized statistical information in the preparation of its overall goals and objectives?
65. Is there evidence that the fire department has looked at the statistical information over a period of the last five to seven years to determine if there are any tends or patterns in the jurisdiction that create a possible consequence for the community?

Risk Assessment

2A through 2C
66. What is the area protected (in square kilometers)? Estimated or Actual
67. Have geographic boundaries been established for the fire department?
68. Are street maps available?
69. Do they show response district boundaries?
70. Are jurisdictional boundaries for neighbouring entities clearly identified?
71. Are mutual aid map boundaries clearly identified?
72. Are fire protection agreement (FPA) map boundaries identified?
73. Are fire protection agreement areas clearly identified?
74. Do fire department personnel keep maps current?
75. If the answer is No, who is responsible to the preparation of fire department maps?

76. Do the maps show hydrant locations - water supplies?
77. Are the locations and availability of built-in fire protection systems identified in plans or on response maps?
78. Are all mutual and FPA aid contracts ratified by the municipal authority?
79. What is the population served?
    a. Residential
    b. Workforce
    c. Tourist
    d. Daytime population (if difference)
    e. Night-time population
    Total Actual/Estimated
80. What was the population served according to the previous Census Data?
    a. Residential
    b. Workforce
    c. Tourist
    d. Daytime population (if difference)
    e. Night-time population
    Total Actual/Estimated
    The current population minus the previous population equals a difference of:
81. Describe basic reasons for differences between current and previous ten years:
    - Has the fire department conducted statistical analysis of the responses within its jurisdiction?
    - Total number alarms in the last three years of which were:
      _____ Structural fires
      _____ Non-Structural fires
      _____ Auto-Rubbish
      _____ Grass or Wildland
      _____ False or Accidental
      _____ EMS Calls
      _____ Other Calls
82. Can the record keeping system identify losses within each separate zone for the last three years?
83. Are there any trends or patterns that have emerged in the types of incidents or consequences of response in the last three years?
84. Is the analysis of the alarm date incorporated into its determination of standards of coverage and secondary deployment strategies?
85. Has the fire department utilized its historical loss data, incorporating the findings into its mission, goals, objectives, program elements and activities?
86. Has the fire department identified overall fire protection risk factors for the jurisdiction as a whole?
87. Has the jurisdictional area been divided into planning or emergency management zones or have overall planning areas been designated and utilized for the purposes of risk analysis?
88. Has the fire department identified its property risk factors in each demand zone?
89. Has the fire department identified and documented the following characteristics within each demand zone:
    - Topographical factors?
    - Fire flow assessment?
    - Demographic factors?
    - Land use and density?
    - Occupancy groups?
90. Has the fire department appraised and incorporated its water supply data into its planning strategies and operations?
91. Has the fire department appraised and incorporated economic factors/data into its planning strategies and operations?
92. Has the fire department identified other hazards and non-fire risks within its jurisdiction and for each demand zone?
93. Have response performance standards been identified, defined and adopted by the fire department?
94. Can the fire department provide an analysis of its achievement of the response time goal statement?
95. Has the fire department projected any significant change in fire risk or non-fire risk within the next five years?
    If so, have they devised a plan to provide the necessary level of service?
96. Have the characteristics of the community, the historical data and the defined risks been used to define potential organizational goals and objectives?
97. Does the fire department have a continuous planning and research program with a person designated to identify policy or planning issues?
98. Is the planning program coordinated with the official governmental land use planning fire department?
99. Does the research and planning program provide input to the development of fire stations and facilities specifications?

100. Does the research and planning program provide input into the development of apparatus and equipment specifications?
101. Does the planning program provide input into operational methods and activities?
102. Do fire companies or responding command officers have completed pre-emergency plans and/or have access to information on hazards and risk analysis in their first due area from the communications center, on-board computers or by other means during a response?
103. Has a risk or fire flow analysis for each specific high-hazard location been compiled, and does a pre-fire plan for emergency response to each of those locations exists?
104. Are pre-fire plans (including sketches) made for all target hazards?
105. How often are pre-fire plan inspections conducted?
106. Are pre-fire plans and maps made for blocks and zones as opposed to individual buildings?
107. Is there a system used for coordinating pre-plan documents with response map locations?
108. Are pre-fire plans used in training, post-fire analysis and/or promotional examinations?
109. Do pre-fire plans include details of available water supplies?
110. Do pre-fire plans include considerations of life safety?
111. Does each fire fighter assist in conducting pre-fire inspections in its own response area?
112. Is the risk analysis kept current to adequately reflect the status of changes in the community in each fire management area?
113. Has the fire department analyzed and incorporated both manual and built-in fire protection into its planning strategies?
114. Are life hazard risks identified as being separate from property risks?
115. Has the fire department toured the high life safety risks in their area?
116. Are periodic updates made to pre-emergency plans?
117. Are personnel trained in evaluating or conducting risk/hazard analysis? Community fire risk analysis includes evaluating type of construction, fuel loads, construction features, exposures, calculating fire flows, reviewing type of occupancy, identifying special hazards, and utilizing built-in/private fire protection systems and measuring life safety hazards.
118. Are personnel trained in how to calculate fire flow estimations?
119. Are fire flows calculated on maximum or high risk occupancies?
120. Are personnel trained to calculate available water supplies?
121. What is the total number of hydrants in the area protected by the jurisdiction?
122. Has the fire department evaluated the hydrant distribution system around its different risk classifications?

2D Master Plan
123. Does a master/strategic plan exist?
124. Has the municipal authority approved the plan?
   - Date of original implementation
   - Date of last update/revision

Fire Department Programs and Services

3A Fire Suppression
125. Does the fire chief have primary planning responsibilities in the management of fire suppression activities?
126. Has the fire department assessed the available fire suppression information and evaluation systems to determine if they are efficient and effective?
127. Has the fire department ever performed an analysis of the way it handles calls for service?
128. Can the fire department provide data on the following:
129. The elements of time that make up the Department's response to calls for service?
   - Alarm Processing Time
   - Average Turnout Time
   - Average Travel Time
130. Has the fire department ever performed an analysis of outcomes for calls for service?
131. Can the fire department provide data on:
   - Fire/EMS calls by:
   - Day of week
   - Time of day
   - Month of year
   - By company
   - By shift
   - By station
   - Fire incidents by occupancy
   - Fire incidents by classification

132. Can the fire department provide fire loss summary information, including:
- By occupancy
- By cause
- By dollar (building/contents/vehicle/non-structural)
- Percent of fires contained within room of origin =   %
- Percent of engine company responses
- Overall percentage of total calls = _____ Percentage within _____ minutes
- Percent of ladder/truck/aerial responses
- Overall percentage of total calls = _____ Percentage within _____minutes
- Percent of squad responses
- Overall percentage of total calls =
- _____ Percentage within _____ minutes
- Incendiary fire loss (Current Fiscal/Calendar Year) =$
- Structural fire loss (Current Fiscal/Calendar Year) = $
- Structural fire loss per capita (Current Fiscal/Calendar Year) = $
- Average time to control fires: (Current Fiscal/Calendar Year) =
- Single alarm, residential =
- Single alarm industrial =
- Two alarm industrial =

133. Has the fire department evaluated the staffing availability and response record provided to all planned response areas, as well as any special or added staffing provided to major or key risks?

134. Is there an operational policy for the fire department to relocate fire companies, call in mutual aid or implement other agreements as necessary to maintain standards of coverage in high risk areas?

135. Has the fire department evaluated and established standards of coverage, with emphasis on response effectiveness, response efficiency and response reliability provided to each response area?

136. Is the staffing and equipment for first alarm response to all residential fires adequate to meet the initial fire attack critical tasks?

137. Are specific personnel (including an officer) assigned to respond with each separate company?

138. Are all positions to be covered on the apparatus defined with adequate job descriptions?

139. Are all operating positions on the apparatus identified for the purpose of achieving team work in conducting emergency scene activities?

140. Are arrangements made and used for providing relief personnel at extended emergencies?

141. Are plans in existence for calling additional personnel for major emergencies?

142. Where adequate fire flow is unavailable for specific fire locations, is additional water transported on first alarm apparatus or by other means?

143. Does initial attack apparatus dispatched to structural fires carry appropriate pre-connected hose lines and hose appliances?

144. Does the first alarm response to structural fires include appropriate truck equipment and ladders?

145. Are at least two pieces of apparatus capable of applying fire streams assigned to respond to each structural fire? (May be Mutual Aid as well)

146. Has the anticipated maximum fire flow that may be needed been calculated by the fire department for all areas and target hazards? (Risk Assessment)

147. If the fire flow (s) is inadequate for any specific area (s), are plans in place to provide water supply?

148. Is the pre-planned maximum response in staffing, pump capacity, hose, and nozzles adequate to apply the maximum fire flow anticipated at each designated response location?

149. Is the second alarm or Mutual Aid response appropriate in apparatus and equipment for each response locations?

150. Are pump operators properly trained for fire ground operations?

151. Is adequate emergency power and lighting equipment assigned to each first alarm response?

152. Do fire companies that normally work together also train together? (Including Mutual Aid)

153. When fire companies are normally housed in separate stations, are they also trained to operate as a task force or response group rather than completely separate units, when required?

154. Is there a designated commander responding in charge of all companies in each station and responsible for their operations?

155. Does the fire department have an adopted incident management system?

156. Is this system also used by mutual fire departments?

157. Do the other emergency services in the jurisdiction (i.e. police, ambulance, etc.) Understand and interact with the incident management system?

158. Does the system provide for implementation by the first arriving officer?

159. Is the IMS routinely used, ranging in use from small to complex emergencies?

160. Does the system have the ability to control the use of additional resources that respond as an emergency

escalates?

161. Does the system provide for the delegation of specific functional assignments?
162. Does the system define the roles and responsibilities of additional command officers as they arrive on the scene?
163. Does the system have a record keeping component?
164. Is there a plan in place to give command officers an aide in appropriate emergency situations?
165. Are multiple department/fire department operations regularly practiced at fires and drills?
166. Are ladder or truck companies equipped to perform normal to light rescue service in their districts?
167. Does the fire department have separately organized rescue squads to provide emergency rescue service?
168. Do these rescue companies respond to all working fires?
169. Have members of rescue squads and other rescue crews completed comprehensive courses in all phases of rescue?
170. Is there an officer designated to be in charge of each fire hall, who is responsible for the hall, inventories of equipment and supplies, and personnel assigned on each duty shift?
171. Is there an officer in charge of each multiple company and single unit hall on each duty shift?
172. Is there an officer in charge of each company or apparatus responding to fires as separate operating units?
173. Do departmental rules and regulations give one ranking officer on the fire ground complete authority and responsibility for directing operations in the absence of a chief officer?
174. How is that determined?
175. Have all officers undergone training in leadership and command procedures?
176. Have all officers had tactical training including detailed instruction on the operational procedures to be followed in various firefighting situations?
177. Is a command officer assigned to first alarm response to structural fires in every part of the community?
178. Is the distribution of command officers such that one normally will arrive on the fire ground in an appropriate time along with the first arriving attack unit?
179. Is a second command officer assigned to respond to first alarm for large area or target hazard properties?
180. Does a second command officer respond on all multiple alarm fires?
181. Have definite incident command or management procedures been established and followed?
182. Is it normal policy for command officers to issue orders through the chain of command rather than directing individual firefighters?
183. Are personnel assigned to perform truck company duties at structural fires (in addition to firefighters and pump operators)?
184. In districts where no ladder trucks respond, do sufficient personnel respond on other apparatus to perform truck duties simultaneously with application of water on fire?
185. Are assigned truck personnel under the immediate supervision of experienced truck company officers?
186. Is truck company coverage adequate on first alarms to large area structures to permit a two position attack?
187. Is secondary truck coverage available for a second fire in any district where the first due trucks are already committed?
188. What is the source of the secondary truck service?
189. Are aerial ladder and platform trucks equipped in accordance with risk levels being protected?

190. Do aerial ladder and platform apparatus meet the performance test requirements of any recognized standards?
191. What standard was used?
192. Is it standard practice to use a pump relay, multiple hose lines or large diameter hose to boost pressure to elevated nozzles? What is the performance goal?
193. Have standard evolutions been developed that will guarantee delivery of adequate fire flows for both hand line and master stream operations? What are the performance goal(s)?
194. Are fire companies trained to get ladder pipes/nozzles and elevated streams into operation within a specified time frame? What is the performance goal?
195. Have standard evolutions been developed that will guarantee delivery of adequate elevated master streams when required?
196. Has the organization evaluated the appropriateness, availability, quantity and quality of its inventory of equipment and supplies that are available to support fire suppression operations?
197. Is there a warehousing or supply system available to replenish supplies that are exhausted during emergency operations?
198. Where is the warehousing system located?
199. Who is the person responsible for managing the supply system?
200. Has the fire department evaluated the availability, appropriateness, quantity and quality of all equipment carried on firefighting apparatus?
201. Are portable radios carried and regularly used by officers? Who in the organization has them?
202. Has the fire department evaluated the adequacy, effectiveness and efficiency of the fire suppression methods adopted by the fire department?

203. Does the fire department have appropriate policies and procedures in place for conducting interior firefighting operations?
204. Does the fire department have appropriate policies and procedures in place for wearing breathing apparatus?
205. Does the fire department have appropriate policies and procedures in place for safety procedures?
206. Does the fire department have appropriate policies and procedures in place for evacuation of buildings?
207. Does the fire department have appropriate policies and procedures in place for coordinated attack procedures?
208. Does the fire department have appropriate policies and procedures in place for incident command procedures?
209. Does the fire department have appropriate policies and procedures in place for operations in sprinklered properties?
210. Does the fire department have appropriate policies and procedures for placing connections to sprinkler siamese?
211. Does the fire department have appropriate policies and procedures in place for shutting off sprinklers after a fire is out or the structure abandoned?
212. Are sprinkler kits carried on apparatus?
213. Is there a policy on control of closed sprinkler valves until building is restored to service?
214. Is there a policy requiring that the fire department be notified immediately whenever sprinkler protection is impaired or shut off?
215. Does the fire department have appropriate policies and procedures in place for emergency operations in high-rise structures or large structures?
216. Have pre-fire operational plans been made for all structures that the height of which exceeds the reach of the fire department aerial, & ladder equipment assigned to respond?
217. Does the fire department have appropriate policies and procedures in place for use of standpipe systems?
218. Have fire department pump operators been instructed in standpipe operations?
219. Do fire apparatus carry standpipe hose rolls or packs for use in buildings?
220. Does the fire department have appropriate policies and procedures in place for operational procedures and evolutions for fires in high-rise structures?
221. Is the initial response to fires in unsprinklered high-rise structures appropriate?
222. Is there a policy on elevator use in all high-rise structures?
223. Does the fire department have policies and procedures in place for emergency operations for roadway incidents involving fires, spills, rescues and/or hazardous materials?
224. Is the normal first alarm response to highway fires appropriate to handle both fires and rescue?
225. Are all suppression personnel specifically trained on handling highway fires and accidents?
226. Has a cooperative plan for handling highway emergencies been worked out with local law enforcement?
227. Does the fire department routinely respond to highway accidents involving possible spills of fuels or hazardous materials?
228. Are foam, dry chemical or other special extinguishing agents (larger than hand extinguishers) carried on responding apparatus?
229. Are all firefighting personnel instructed in procedures for handling flammable liquid fire and accidents?
230. Have arrangements been made to promptly obtain adequate quantities of sand or other products to contain highway spills?
231. Do responding apparatus carry adequate directories of hazardous chemicals and materials?
232. Have adequate area evacuation procedures been developed for use where there is danger of a major explosion or fire?
233. Where hydrants are not immediately available at a highway accident, is additional water carried in responding apparatus?
234. Are power/hydraulic tools for forcible entry and cutting carried on apparatus responding to highway accidents?
235. Are special plans and assignments followed for handling fires and accidents on divided, elevated, depressed, limited access or parkway highways?
236. Does the fire department have appropriate policies and procedures in place for ventilation operations in structures?
237. Are all firefighters thoroughly instructed on ventilation practices?
238. Are designated procedures utilized to see that ventilation occurs on working structural fires?
239. Are personnel assigned to perform ventilation work as a routine duty unless otherwise ordered?
240. Have ventilation possibilities been included in pre-fire planning?
241. Is smoke removal equipment provided on apparatus responding to all structural fires?
242. Is smoke removal equipment of adequate capacity available for use at serious fires and emergencies?
243. Is positive pressure ventilation (PPV) used, and are procedures identified for its proper application during emergencies?

244. Is emergency power and lighting equipment adequate on apparatus responding to all structural fires?
245. Does the fire department have appropriate policies and procedures in place for salvage operations in structures?
246. Do pre-planning inspections of business and manufacturing properties include potential salvage operations?
247. Does fire apparatus carry salvage equipment appropriate for the area served?
248. Are firefighters instructed in salvage work during and after fires?
249. Are records kept of salvage work, including equipment used and estimated value of good and properties protected?
250. Are salvage pumps and water vacuums carried and used?
251. Are deodorants used by the fire department?
252. Are personnel assigned to perform salvage work at fires?
253. Is overhaul of fire conducted with consideration of determining cause and origin?
254. Is overhaul of fire conducted with consideration of improving possible salvage value of property?
255. Are owners notified promptly and advised of salvage possibilities when a fire or water leak occurs in their properties?
256. Does the fire department have appropriate policies and procedures in place for conducting emergency operations for any specialized fire problem that is not otherwise identified such as:
   ▪ Airport firefighting operations?
   ▪ Wildland firefighting?
257. Does the fire department have appropriate policies and procedures in place for conducting post-fire analysis of emergency operations? (External Relationships)
258. Has the fire department evaluated the availability, adequacy, effectiveness and efficiency of aid resources?

3B Fire Prevention (Enforcement)
259. Does the fire chief have primary responsibility for conducting fire prevention activities in the jurisdiction?
260. Has the fire department evaluated the adequacy of the fire Department's fire prevention codes and bylaws?
261. Has the fire department evaluated the adequacy and utilization of fire department staffing to meet fire prevention/life safety goals and objectives?
262. Has the fire department evaluated whether the fire department is working cooperatively and collaborating with other governmental agencies in matters related to fire prevention?
263. Has the fire department evaluated the adequacy, effectiveness, and efficiency of the fire prevention program for structures?
264. Has the fire department evaluated the adequacy of fire prevention equipment and supplies?
265. Has the fire department evaluated whether the fire prevention information and analysis system is adequate and achieving objectives?
266. Has the fire department identified provincial legislation that they are responsible to administrate and enforce?
267. Is there a plan review system in place (internal or externally staffed)?
268. Are there current policies/procedures in place?
269. Has the fire department evaluated whether the fire Department's enforcement program is adequate, effective and efficient?
270. Are sufficient resources available to meet goals and objectives? (Resources)
271. Are personnel in fire prevention selected on the basis of ability for the duties to be performed?
272. How many personnel are assigned to the fire prevention function?
273. Does the fire department employ, or have a contract for, a qualified fire protection engineer?
274. Does the fire department enforce an adopted fire prevention/building code?
275. Are inspections made before permits and business licenses are issued?
276. Is data on combustible storage or hazardous materials readily available to officers on fire ground?
277. Are fire suppression personnel assigned code enforcement responsibility?
278. Do fire suppression personnel receive adequate training on inspection procedures and code intent?
279. Have company officers and members been instructed in fire hazards and procedures to be followed?
280. Do fire hall reference libraries include codes, standards, and information on hazardous materials?
281. Are qualified fire prevention personnel available as a resource?
282. Are inspections schedules through or in cooperation with the fire prevention office?
283. Are all violations or notices of compliance reported to the fire prevention office in writing?
284. Does the fire prevention officer notify company officers of the disposition of complaints referred to it for action?
285. Do suppression personnel devote a specific period of time per week to in-service inspections?
286. Is there a performance goal in place for inspection programs? What is the performance goal?
287. Does the fire department operate a dwelling inspection campaign? What is the frequency of inspection?
288. Does the fire department annual report include a summary of all inspections conducted and the results obtained?

289. Are all properties other than one and two family residences inspected according to a specific frequency?
290. What is the frequency?
291. Does the fire department maintain a record of all properties showing the inspections conducted by fire companies and fire prevention personnel?
292. Are personnel assigned to cover hospitals, schools, and places of public assembly, industrial operations, and all areas with potential for special hazards?
293. Does the fire prevention office have legal assistance readily available when needed?
294. Is there a system for following up all outstanding complaints and correction notices?
295. Does the fire department have a citizens fire prevention committee?
296. Does the fire department systematically review plans for new buildings and for alterations to existing structures?
297. Is the fire department approval required before issuance of building permits by the building department?
298. Does the fire department follow a policy of notifying the building, health, and electrical departments of possible hazardous conditions discovered in inspections?
299. Does the fire department assist architects and building engineers in planning internal fire protection?
300. Are fire prevention personnel part of a team that reviews site plans, negotiates developer agreements, negotiates tradeoffs and signs off on certificates of occupancy?
301. Are fire prevention or plan check personnel (internal or external) qualified to conduct plan check processes?
302. Have pre-fire plans been made for all hospital and nursing homes?
303. Are employees of such institutions regularly instructed in use of fire extinguishers and what to do in cases of fire?
304. Are provincial recognized standards followed regarding such matters as exits, hospital operating rooms, medical gas systems, and emergency power?
305. Does each hospital have a fire and safety director cooperating with the fire department?
306. Is a plan in effect for notifying hospitals of major fires and emergencies?
307. Does the fire department notify hospitals when firefighters or other patients are being brought for emergency treatment?
308. Are fire rescue crews trained by hospital authorities to assist in admittance and emergency treatment?
309. Is there an emergency plan for treatment of fire casualties under which the fire department and police cooperate with hospital authorities?
310. Are alarm systems in hospitals connected directly to a supervised central station or to the fire department?
311. Can the fire prevention information system identify the following data elements?
    (a) Where losses occur, in term of major occupancy categories?
    (b) Cause by areas
    (c) Percent of properties inspected to date
    (d) Percentage of buildings equipped with sprinklers or smoke detectors
    (e) Smoke detector performance data in residential fires, including:
        ▪ Percent not in room but alerted occupant
        ▪ Percent in room, occupants alerted
        ▪ Percent in room, did not alert occupants
        ▪ Percent of fires too small to activate detectors
        ▪ Percent/info not able to obtain
        ▪ Percent/no detector
        ▪ Percent of households with one or more detector
    (f) Percent of fires where sprinklers were present
    (g) Did they operate?
    (h) Average damage = _____ injuries in _____ fires with/without detectors by occupancy class
    (i) Average damage = _____ injuries in _____ fires with/without sprinklers by occupancy class
    (j) Fire in inspected property as a percentage of all property fires = _____ %
    (k) Fatalities in inspected premises as a percentage of all fire fatalities = _____ %
    (l) Injuries in inspected premises as a percentage of all fire injuries in premises = ____ %
    (m) Number of occupancies to be inspected during previous year = _____
    (n) Number of new occupancy inspections = _____
    (o) Number of inspections to be conducted in year = _____
    (p) Number of inspections = _____
    (q) Number of institutional inspections (jails, nursing homes, hospitals, homeless shelters, day care centers) = _____
    (r) Number of hotel, motel, multi-family residences = _____
    (s) Number of commercial/business/industrial inspections = _____
    (t) Number of inspections by bureau personnel = _____
    (u) Number of inspections required to be conducted by suppression personnel = _____
    (v) Number of inspections completed = _____
    (w) Number of reinspections = _____

(x) Number of code violations noted = _____
(y) Number of code violations cited = _____
(z) Number of code violations abated = _____
(aa) Number of code violations prosecuted in court = _____
(bb) Number of complaints received = _____
(cc) Number of certificate of occupancy inspections (new) = _____
(dd) Number of certificate of occupancy inspections (annual) = _____
(ee) Number of plans reviewed = _____
(ff) Number of referrals from suppression force = _____
(gg) Number of referrals from other public agencies = _____
(hh) Number of business license permits signed off = _____
(ii) Number of fires in buildings inspected in last (6) months = _____
(jj) Number of fire fatalities in buildings inspected in last (12) months = _____
(kk) Number of fire injuries in buildings inspected in last (12) months = _____

312. Can the fire department identify fire records and information by:
- Emergency response by census tract;
- Emergency response by postal code;
- Fire loss by census tract;
- Fire loss by postal code; and,
- Fire loss by company/shift.

3C Public Education

314. Does the fire chief have primary responsibility for conducting fire prevention education in the jurisdiction?
315. Is there a public education program in place?
316. Has the fire department identified target audiences?
317. Has the fire department developed programs to educate citizens on the most common emergency occurrences?
318. Has the fire department analyzed the effectiveness of public education programs?
319. Has the fire department evaluated whether the public education program is a broad-based community-wide program?
320. Has the fire department evaluated whether there is adequate staffing to carry out an efficient public education program?
321. Has the fire department evaluated whether there are adequate public education equipment and supplies?
322. Has the fire department evaluated whether the public education program is achieving objective results, especially with target audiences?
323. Does the fire department have a definite program for teaching fire prevention in elementary schools in cooperation with school authorities?
324. Has the fire department specifically assigned personnel to carry out the public education program?
325. Are the members of the department regularly assigned to this work?
326. Are visual aids used in school programs?
327. Are activities conducted in which children can participate?
328. Are standardized public education materials used?
329. Is there an inventory of the public education materials available?
330. Is there a Junior fire department for children?
331. Is fire prevention literature given to children?
332. If the community is multi-lingual, is the fire prevention literature available in the common languages?
333. Is fire safety included in other educational curriculum and programs?
334. Does the fire department have a vocational program to interest young people in possible fire service careers?
335. Are school fire drills conducted? What is the frequency?
336. Does the fire department conduct school fire prevention inspections in every school and college before each semester and during each school term to determine the safety of the student?
337. Does the fire department have an assigned public information officer working with all news media?
338. Are news releases and photographs issued on all matters of public interest?
339. Does the fire department have an official photographer?
340. Are monthly and annual reports issued in a form useful to the media?
341. Are media personnel instructed where to report at fires and given every consideration and courtesy that the situation permits?
342. Are all members of the fire department instructed in public relations procedures?
343. Are public demonstrations arranged to display new equipment and in observance of fire prevention and cleanup weeks?
344. Are matters of controversy or disagreement handled diplomatically?
345. Are special awards or other recognition given to media representatives who assist the fire departments

public information program?

346.   Are official statements promptly released to the media regarding major fires and emergencies?

347.   Can the fire department provide the following information:
- Number of talks given _____
- Number of persons attending talks _____
- Number of school lectures given _____
- Number of pupils receiving lectures _____
- Fire station group visits and number of visitors _____
- Fire Prevention/Life Safety news media releases _____
- Number of pieces of Fire Prevention literature distributed _____

3D Fire Investigation

349.   Does the fire chief have primary planning responsibilities for fire investigations?

350.   Is every fire investigated thoroughly and promptly?

351.   Does the fire department have processes in place for determining basic cause/origin?

352.   Are trained fire investigators readily available at all times?

353.   Are all fires of undetermined origin systematically investigated and are reports made?

354.   Are all fires reported to the provincial fire authority for gathering fire loss statistics?

355.   Are fires involving deaths, injuries, suspicious circumstances reported to the provincial authority as required?

356.   Are all firefighting personnel trained in the preservation of evidence and how to appear in court as an official witness?

357.   Are there sufficient resources in place to conduct effective cause/origin investigations?

358.   What is the fire Department's role in fire investigation process?

359.   Has the fire department evaluated the adequacy and utilization of staffing required to meet the program objectives?

360.   Has the fire department evaluated the adequacy of program equipment and supplies?

361.   Has the fire department evaluated if the fire department is receiving adequate, effective and efficient cooperation from other agencies?

362.   What are the fire Department's relationships concerning partnerships with the other provincial and local fire investigatory agencies?

363.   In terms of fire investigation, what business relationship is there between the fire department and other fire at local, provincial, and federal levels?

364.   How does the fire department store fire information from fires that it investigated?

365.   Does the fire department have the ability to electronically store and retrieve this data?

366.   What is the fire Department's monthly workload in terms of fire investigation?

367.   What improvements could be made to enhance your fire Department's effort to successfully investigate fires?

368.   Are you aware of fire related data elements or systems maintained by other agencies?

369.   Are you aware of data maintained in your program that is also required by other agencies?

370.   Have fire investigators been specially trained for this work?

371.   What computer system hardware and software is currently available to investigators to collect or analyze fire data?

372.   How do you display historical data?

373.   What problems do you have in responding to investigative requests in a timely and cost-effective manner?

374.   Do you make historical data available to your investigators or to other requesting agencies?

375.   What improvements could be made to enhance your fire Department's effort to successfully investigate fires?

376.   What provincial or federal law enforcement agencies contact you with requests for information concerning fire investigation?

377.   How are such requests initiated?

378.   With what frequency?

379.   How many requests have been made in the previous five years?

380.   How many investigations have been conducted in each of the previous five years?

381.   What data elements are currently collected during the course of a fire investigation?

382.   Can the fire department provide the following information:
- Number of fire investigations (total) = _____
- Number of suspicious fires investigated = _____
- Number of arson fire investigations = _____
- Number of juvenile fire related incidents = _____
- Number of fires involving known juvenile fire setters = _____
- Number of juvenile fire setter counseling sessions = _____

389. Are juvenile courts or boards kept properly informed regarding problems with juvenile fire setters?
390. Has the fire department analyzed its investigation results to determine trends and patterns?
391. Once trends are identified, is there a system in place either through education or enforcement to reduce loss from fire?
392. Do reports of fire investigators go directly to officials empowered to take corrective action?
393. Are inspection records checked following a fire to see if cited deficiencies were involved and, if so, why corrections were not made?
394. Is data obtained through fire investigations used to secure correction of hazards responsible for losses?
395. Are records maintained showing owners and occupants of all premises in which fires occur?
396. Is liaison maintained with insurance carriers relative to risks or persons having unfavourable fire records?
397. Where owners or occupants are cited for major violations of fire codes, is this information available to assigned fire investigators?
398. What other investigative reports are readily available to personnel from within your fire department?
399. Who receives these reports?
400. How often are reports generated?
401. How comprehensive, on average, are these reports?

402. How valuable are the reports?
   ▪ Critical
   ▪ Very valuable
   ▪ Somewhat valuable
   ▪ Not very valuable
403. Who is responsible for the security and integrity of fire related data?
404. How is security and integrity maintained for confidential reports?
405. Who has access to the fire reports?
406. Who has direct computer access to your data?
407. Has the fire department evaluated the quality and completeness of the fire Department's fire investigation information system?
408. Is good liaison maintained with provincial and local police having law enforcement jurisdiction in arson cases?

3E Technical Rescue
409. Has the fire department evaluated standards of coverage provided to all response areas?
410. Has the fire department evaluated the staffing availability and response provided to all planning areas and any special or added staffing required for special situations?
411. Has the fire department evaluated the quantity, quality and appropriateness of all equipment available for technical rescue emergencies?
412. Has the fire department evaluated the appropriateness, availability, quality and quantity of all available supplies?
413. Has the fire department evaluated the availability, adequacy, effectiveness, efficiency of the cooperation and support form outside sources?
414. Has the fire department evaluated the adequacy and effectiveness of the technical rescue response and mitigation methods and procedures?
415. Has the fire department evaluated the quality and completeness of the fire Department's management information and evaluation system with respect to technical rescue incidents?
416. Has the fire department evaluated staffing, support or agreements with outside agencies to support the defined level of service?
417. Has the departmental indicated levels of response or certification for technical rescue personnel?
418. Is there a technical rescue response team available to the jurisdiction with a written agreement?
419. Have appropriate policies and procedures been developed to provide for effective utilization of outside agencies?

3F Dangerous Goods
420. Has the fire department evaluated standards of coverage provided to all response areas?
421. Has the fire department evaluated the staffing availability and response provided to all planning areas and any special or added staffing required for special situations?
422. Has the fire department evaluated the quantity, quality and appropriateness of all equipment available for hazardous materials emergencies?
423. Has the fire department evaluated the appropriateness, availability, quality and quantity of all available supplies?
424. Has the fire department evaluated the availability, adequacy, effectiveness, efficiency of the cooperation and support form outside sources?

425. Has the fire department evaluated the adequacy and effectiveness of the dangerous goods response and mitigation methods and procedures?
426. Has the fire department evaluated the quality and completeness of the fire Department's management information and evaluation system with respect to hazardous materials incidents?
427. Has the fire department evaluated staffing, support or agreements with outside agencies to support the defined level of service?
428. Is there a system in place to provide ongoing supply of disposable materials during an emergency incident?
429. Has the departmental indicated levels of response or certification for:
  ▪ Awareness?
  ▪ Operational?
  ▪ Technician?
  ▪ Specialist?
430. Is there a hazardous material response team available to the jurisdiction with a written agreement?
431. Are there written procedures for dealing with fixed sites or potential transportation risks?
432. Are there written procedures for inter/intra government agencies and the private sector to mitigate and abate a hazardous materials incident (EMS, law enforcement, fire, etc.)?
433. Has the hazardous materials program been designed to mitigate emergencies that are likely to occur in the community?
434. Has a dangerous goods response plan been developed?
435. Have equipment lists been developed for the level of response (first responder, technician level)?
436. Have personnel had the appropriate level of medical examinations?
437. Is there a system in place for individual exposure documentation?
438. Is there a system in place to supply additional materials at the emergency incident?
439. Have appropriate policies and procedures been developed to provide for effective utilization of outside agencies?

3G Emergency Medical Services
440. Does the fire chief have primary planning responsibilities for emergency medical services?
441. Has the fire department evaluated the standards of coverage provided to all response areas?
442. Has the fire department evaluated the staffing availability and response provided to all planning areas and any special or added staffing required for special situations, such as mass casualty or multiple casualty situations?
443. Has the fire department evaluated the quantity, quality and appropriateness of all equipment available for EMS?
444. Has the fire department evaluated the appropriateness, availability, quality and quantity of all available supplies?
445. Has the fire department evaluated the availability, adequacy, effectiveness and efficiency of the cooperation and support form outside sources?
446. Has the fire department evaluated the adequacy and effectiveness of the EMS response and life support methods and procedures?
447. Does the fire department provide for basic life support within five minutes 90 percent of the time?
448. Is EMS a separate subdivision within the organization?
449. At what level is your fire department qualified to provide EMS?   (Circle all that apply)
  • First Responder Basic Life Support
  • First Responder Advanced Life Support
  • Combination of above
  • Basic Life Support with transport capability
  • Advanced Life Support with transport capability
450. Does the fire department provide emergency ambulance transport service?
451. Do the ambulances meet provincial standards for equipment and operations?
452. Are ambulance crews regularly assigned to, rather than detailed away from, fire apparatus?
453. Have ambulance crews had special training for this type of work including instruction at nearby hospitals?
454. Do ambulances with trained attendants automatically respond to working fires and accidents?
455. Are standing orders used by your fire department?
456. Are these standing orders authorized on a local, regional or province-wide level?
457. Can you identify all of the standing orders utilized by your fire department?
458. Are protocols used by your fire department?
459. Are these protocols authorized on a local, regional or province-wide level?
460. Can you identify all the protocols used by your fire department?
461. Can you identify which specific standards your fire department follows?
462. Are there any deviations from these standards? If so, identify the degree of deviation:
463. Does the fire department have a statement of established goals and objectives for the EMS program?

464. Is there a written policies and procedures manual for the EMS program or a section within the departmental policies and procedures manual identified to address EMS?
465. Are policies, procedures and regulations current and available to each employee?
466. Is there a periodic review and revision process?
467. Is there a person designated, in writing, to be responsible for the review and revision process?

3H Emergency and Disaster Management
468. Does the fire department have total emergency management responsibilities in the jurisdiction?
469. Does the department currently have a written disaster plan?
>   If so, is this plan a fire department document, independent of other written city/provincial plans?
>   If so, is the plan incorporated into other plans?
>   If not, please check the space indicating how this plan was developed.
>   _____ Part of consolidation region/provincial plan
>   _____ Part of a Mutual Aid Fire Department plan
>   _____ Developed without Fire Department input
>   _____ Other
>   The plan was developed as a result of:
>   _____ Past disaster experience
>   _____ Probability of disaster, based on historical data
>   _____ Assessment of community risk/pre-planning
>   _____ All of the above
>   _____ Other
470. Was an analysis of the various risks (potential disasters) conducted prior to plan development?
>   If so, was a hazard identification method used in the risk analysis?
471. Was a capability assessment of the fire department conducted to identify potential weaknesses?
472. Has any action been taken to strengthen the identified weakness?
473. Is there a manual, listing or available resource that may be used during a disaster?
>   _____ Part of disaster plan
>   _____ Free standing reference manual
474. Are emergency management duties limited to the fire Department's response during disaster?
475. Is there a current disaster management plan in place?
476. Does the plan identify roles and responsibilities for each department within the jurisdiction?
477. Does the plan identify a system to integrate outside organizational units?
478. Does the plan have an updated list of potential resources needed in a disaster situation?
479. Has the plan been operationally tested and evaluated within the past two years?
480. Has the fire department evaluated the completeness and quality of the emergency or disaster plan?
481. Has the fire department evaluated the adequacy of its structure and operational potential?
482. Has the fire department evaluated its methods of activating the plan and its ability to go from day-to-day operations to major emergency or catastrophic operations?
483. Has the fire department evaluated the quality of the information gathering system and its operational limitations?
484. Has the fire department evaluated the quality of the cooperative agreements and relationships with other agencies?
485. Has the fire department evaluated the operational readiness of the system?
486. Which of the following risks and/or possible hazards are found within the geographical boundary of the fire department, or which may be in the near vicinity to the degree that they can endanger the community? (circle all that apply)   (It should be noted that more than one hazard may exist at a specific location, and that some hazards may be dependent upon other hazards. As an example, bulk storage tanks of gasoline or propane may be located adjacent to a railroad. Types, locations and numbers of highways, railroad sidings and switching yards may increase the potential for some types of hazards. The checklist should consider what conditions exist in the community that could create the need for the implementation of a community wide disaster plan.)
Natural and Environmental:
Earthquake
Flood
Tornado
Very heavy snowstorm
Ice storm
Landslide
Forest/brush fire
Urban/wildland interface
Land-caves-in
Drought

Severe wind storm
High tide
Medical:
Air pollution
Water pollution
Epidemic
Mass casualty:
Structural collapse
Industrial/Structural:
Petroleum bulk storage
Propane bulk storage
Underground pipelines
Hazardous manufacturing processes
Hazardous materials waste disposal facilities
Poisonous chemicals
Fire flows that exceed first alarm assignments
Compressed gas storage (bulk)
Nuclear power plants
Military weaponry
Transportation:
Railroads
Major highways (freeways/expressway/turnpikes)
Airports or flyway
Marinas/waterfront
Freight terminals
River barge traffic
Sociological/Domestic Disturbances:
Civil disorder
Food shortage
Telecommunications failure
Water shortage
Power failure
Fuel shortage
Subversive activity

487. Has the community hazard analysis study been made available to line and staff personnel?
488. Has pre-emergency planning been conducted for specific emergency management hazards in the jurisdiction?
489. To what extent has pre-emergency planning been done for specific emergency management hazards in the jurisdiction? Check one.
   - ❑ No planning
   - ❑ Very little planning
   - ❑ Average degree of planning
   - ❑ Significant degree of planning
   - ❑ Excellent/comprehensive planning
490. Does a disaster plan document exist?
491. Are the fire Department's roles clearly defined in emergency plans?
492. Is there a fire department annex to the jurisdiction's Emergency Operations Plan?
493. Who has the authority to declare a state of emergency?
494. Does the disaster plan address all of the risks identified in the risk analysis?
495. Does the Emergency Operations Plan have a SOP written for each potential type of emergency impact on the community?
496. Is the plan geared to cope with the potential risks described in the hazard analysis?
497. Has the fire department identified its needs, in terms of human, financial and operational resources for emergency management?
498. To what extent has the fire department identified its human resources for emergency management?
   - ❑ None
   - ❑ Very little
   - ❑ Average degree
   - ❑ Significant degree
   - ❑ Excellent/comprehensive

499. To what extent has the fire department identified its financial resources operational for emergency management?
- ❑ None
- ❑ Very little
- ❑ Average degree
- ❑ Significant degree
- ❑ Excellent/comprehensive

500. To what extent has the fire department identified its operational resources for emergency management?
- ❑ None
- ❑ Very little
- ❑ Average degree
- ❑ Significant degree
- ❑ Excellent/comprehensive

501. Does each resource have a planned role in response and recovery?

502. Does the department have a current resource list of supplies, personnel and equipment for large scale disaster operations?

503. To what extent are private resources incorporated in the disaster plan?

504. To what extent has the fire department identified its total resources for emergency management?
- ❑ None
- ❑ Very little
- ❑ Average degree
- ❑ Significant degree
- ❑ Excellent/comprehensive

505. Has the planning process been used to foster cooperation among agencies and resources?

506. Is the staff knowledgeable in their emergency operations duties, as determined by interview?

507. What is the evaluation of staff knowledge in their emergency operations duties?
- ❑ None
- ❑ Very little
- ❑ Average degree
- ❑ Significant degree
- ❑ Excellent/comprehensive

508. Does the department have provisions and plans for an emergency operations center for disaster management?

509. Does the department routinely use a recognized incident command system for emergency management?

510. Does an activation and call-back procedure exist for assembling personnel for emergency management response for disaster operations?

511. Does the fire department have any existing mutual aid agreements for support from outside agencies for emergency management?

512. In general, is the organization prepared for emergency management operations in an all-hazards approach?

513. General evaluation of preparedness for emergency management operations in an all hazards approach.
- ❑ No preparedness
- ❑ Very little preparedness
- ❑ Average degree of preparedness
- ❑ Significant degree of preparedness
- ❑ Excellent/comprehensive preparedness
- Disaster drills conducted in past year:
  - Number =_____
  - Type =   _____
  - Number of staff training sessions held: _____
  - Are citizens involved?
  - Number of citizen training sessions held: _____

514. Are intergovernmental meetings held?

Resources

4A through 4F Human Resources

515. What is the Department's staffing pattern?

    All paid

        Total number of personnel on-duty each day = _____

    Combination/mostly paid

        Total number of personnel on-duty each day = _____

        Average number of on-call, volunteer or off-shift personnel who report in on an emergency=____

    Combination/mostly volunteer

        Total number of personnel on-duty each day = _____

        Average number of on-call, volunteer or off-shift personnel who

        Report in on an emergency = _____

    All volunteer

        Average number of volunteer personnel who report in on an Emergency = _____

516. Does the fire department have its own personnel administration system, or is it provided by another component of the municipal authority?

517. Are there copies of the personnel policies and procedures available for review?

518. If the department is combination or volunteer, is there a coordinator specifically designed for personnel management of this classification of personnel?

519. Are the duties for all ranks and positions clearly defined in fire department rules, regulations and operations?

520. Are all personnel policies and procedures current and adopted or approved by the governing fire department?

521. Is there a code of ethics and a conflict of interest policy, and has the policy been distributed to all members of the fire department?

522. Has each members been furnished his or her own personal copy of the fire department rules and regulations?

523. Does a mechanism exist by which the promulgation and enforcement of rules affecting the membership of the fire department are communicated to employees?

524. Has the rule book been reviewed by that mechanism and updated within the past five years?

525. Do rules clearly show who is in charge at all times?

526. Do rules clearly show who is in charge at fires?

527. Do members acting in higher ranks exercise the authority of the office except as limited in the rules?

528. Are general and special orders issued in writing and in numerical sequence, and required to be kept on file in an order book in the office of each command?

529. Are new or revised orders brought to the attention of members at a roll call (or in other similar routine gatherings) and subsequently made accessible to all members for references?

530. Are special orders of a temporary nature removed from order books at least annually by directive?

531. Does the fire department have a personnel officer responsible for maintaining complete personnel data on all members?

532. Are individual personnel folders maintained for each member of the fire department?

533. Do individual personnel files who education, trade experience and special qualifications of members that would be useful to the fire department?

534. Do individual personnel files who all duty assignments and promotions, demotions, transfers, disciplinary action and awards of members?

535. Do individual personnel files who training records?

536. Is a medical record maintained for each member of the department?

537. Does the organization have a regular program to determine the medical and physical fitness of members to perform their duties?

538. Does the fire department provide periodic physical examinations?

539. Are physical fitness and other exams required by the fire department accomplished by sources paid through contract with the fire department, or are members compensated for expenses incurred in securing such examinations?

540. Is there a position classification system in place?

541. Does the fire department have an organized system of job descriptions?

542. Does the fire department have an accurate description of each job/position utilized in the organization?

543. Do job descriptions extend beyond traditional firefighting positions, and include other positions authorized or desirable (such as civilian positions, civilian volunteers to the fire department for support roles)?

544. Do current job descriptions detail the duties, established knowledge, skills and abilities needed to perform each position, task and responsibility of the position, as well as the frequency with which they must be performed?

545. Do current job descriptions indicate the minimum levels of proficiency required in knowledge, skills and abilities?
546. Do current written job descriptions accurately reflect the essential functions of the position (physical, mental and other factors)?
547. Do incumbent personnel have current copies of their own job descriptions?
548. Are fire department job descriptions available to all personnel?
549. Is the fire department position job analysis/classification plan reviewed and updated on a regular basis (prefer annually, but not less than every two years)?
550. Are there provisions for creating, eliminating or re-classifying jobs as needed?
551. Is there a published fire department policy for rates of pay?
552. Is it available to all employees/members?
553. What basic compensation features does this information include?
- Pay and salary differential between ranks
- Special skill pay
- Longevity
- Shift differential
- Overtime
- Holiday pay
- Compensatory time
- Travel costs
- Reimbursement for costs
- Other (describe)
554. Does the fire department have policies defining and prohibiting sexual, racial, disability and other harassment of employees?
555. Has a systematic, comprehensive and thorough analysis of entry level job requirements, including the formal and informal training needs, been carried out?
556. Is this job analysis obtained directly from the work situation (for example, through observation, and systematic record keeping)?
557. Does the job analysis provide for a sufficient and representative sample of observations?
558. Does the job analysis describe in specific terms?
559. Each of the various kinds of duties performed by incumbents?
560. The required level of performance for each of the kinds of duties?
561. Which of the duties are critical (that is, duties where competent performance is essential?
562. Has the job analysis been carefully documented, including a description of the methods used, the date and the results?
563. Has there been an identification of knowledge, skills, abilities and other worker characteristics (KSAs) necessary for successful performance of the job?
564. Are these clearly related to each of the critical duties identified in the job analysis?
565. Are the KSAs focused on characteristics required upon entry to the job, and on potential for career advancement, to the extent appropriate?
566. Is there a documented description of the procedures for identifying the KSAs?
567. Does the procedure provide for sufficient objectivity?
568. Does the selection process include appraisal of each critical KSA?
569. Does the selection process exclude appraisal of any characteristic not identified as a critical
570. KSA?
571. Has each appraisal method been established as valid by a method of validation appropriate to the circumstances?
572. Is each method of appraisal sufficiently reliable?
573. Is each appraisal method sufficiently objective?
574. Does the final rating of each applicant reflect relative standing on all critical KSAs?
575. Are scores or ratings form the various appraisal methods combined with appropriate relative weights?
576. Is each aspect of the appraisal process carefully described and documented?
577. In undertaking job analysis, identifying necessary applicant characteristics, and developing and applying methods for appraising candidates, is there close coordination between the personnel fire department and the police or firefighter fire department?

578. Are the respective roles of the personnel fire department and the appointment fire department explicit and clear?
579. Does the process provide for appointment from among those ranking highest on overall suitability as determined by the applicant appraisal process?
580. Are the judgements made during the appointment process independent of those made during the applicant appraisal process preceding appointment? (Officials responsible for appointment decisions should not

ordinarily have a part in making judgements on individuals during the applicant appraisal process.)

581. Are testing processes used for selection and promotions job related?
582. Do the initial entry and in-service training programs teach or reinforce skills and abilities described in job descriptions?
583. Do the pre-employment tests and evaluations reflect job-related factors consistent with job performances?
584. Is there a career development process in place within the organization?
585. Are indoctrination or graining sessions conducted to familiarize new members with their duties?
586. Do newly recruited and/or appointed personnel meet the stated qualifications of the position?
587. Is there a probationary period in place for entry-level promotional positions?
588. Is there a probationary period in place for promotional positions?
589. Are probationary personnel required to pass monthly and final examinations on training received before receiving a permanent appointment?
590. Are promotion examinations for all positions designed to satisfy job descriptions?
591. Are candidates informed as to the subject areas in which they must complete or qualify?
592. Are educational and technical experience qualifications established for all supervisor and staff jobs?
593. If there is an outside fire department handling personnel matters, are fire department management staff consulted regarding job qualifications prior to appointments?
594. Are chief officer and administrative positions open to qualified persons from other jurisdictions?
595. Is graduation from high school (or a GED equivalent) required for appointment to the fire department?
596. Is credit toward promotion given for completion of college-level work?
597. Are members required to have suppression experience before promotion to company officer ranks?
598. Are indoctrination or training sessions conducted to familiarize new officers with their duties?
599. Is there a written grievance procedure that provides for initiation of a grievance or complaint from employee/members?
600. Is there a disciplinary system in place that provide guidelines on the positive and punitive uses of discipline?
601. Does it specify the role and authority of fire department members in the process and provide for full documentation, disposition and records retention on disciplinary matters?
602. Is there a well-organized, effective and functioning administrative practice for reaching mutual understanding between management and labour on matters of wages, benefits and working conditions?
603. Is there a well-defined, organized and functioning safety program in place?
604. Has the fire department designated an active safety officer(s), with appropriate authority and powers?
605. Is there an active risk management program that seeks to minimize risks to employees?
606. Does the program identify and mitigate safety and health hazards in job requirements, facilities work, fining, rest and recreation areas, and where going to, from or at training, emergency and service calls or other work actions?
607. Are individuals prohibited from performing potentially hazardous tasks until certified by the fire department as having the knowledge, skills and abilities to accomplish these tasks?
608. Is there an effective command and staff development process in place?
609. Does the fire department have a team-building and team-maintenance process in place?
610. Is there a well-defined, organized and effective employee/member support and assistance program in place for those with personal, drug or other related problems?
611. Do employees and members have an understanding of their potential advancement and specialization potential, and can they identify what assistance is available from the fire department to achieve these goals?
612. Is there a clear, equitable, and effective appraisal program in place?
613. Does the program define each employees/members goals, individual strengths and areas for additional effort, job performance evaluations based on job tasks and requirements?
614. Does the program identify what support and assistance may be expected from the fire department?
615. Are all employees/members provided basic (entry) (orientation) level training as soon as practical upon joining the fire department, unless they have previously achieved an acceptable level of training and skill (for firefighters, must be fully documented and compatible with minimum fire department standards)?
616. Is the fire department aware of the knowledge, skills and abilities of each employee/member, and does it make the best use of these talents?
617. Is there an established program for employee/member input, and such suggestions are evaluated and adopted as appropriate?
618. Is there a program to prepare employees/members for additional skills, specialties, and promotions?
619. Does the organization have an employee recognition program that recognizes:
- Contributions to mission accomplishment
- Heroism
- Community service
- Longevity
- Other achievements (specify)

620. Are opportunities for training equitable, and are employees/members aware of this program and how to participate?
621. For limited opportunities, when it is not possible for all who might wish to participate to do so, is there a clear policy that determines how selections are made?
622. Are the physical fitness standards to be maintained and provisions for non-compliance by employees/members written and understood by supervisors, and those to whom the standard apply?
623. Does the fire department have a policy that defines the accommodation that will be made for employees/members that are enrolled in general or technical education courses?
624. Does the fire department have a policy concerning reimbursements for services rendered by members (mileage costs for volunteer officers, expenses of association meetings, etc.)?
625. Are the fire department benefits program and benefits from other sources written in policy documents and are all members aware of these provisions?
626. Does the information include provisions for vacation, sick leave, retirement, disability and death benefits, liability protection, health care, educational benefits and personnel support services?
627. Does the fire department have an organized safety program with assigned representatives from the various bureaus and divisions?
628. Are accidents and injuries to all personnel carefully investigated with a view toward prevention?
629. Are fire department operations and evolutions studied periodically to incorporate safety into training procedures?
630. Is an annual safety report issued to all members showing causes of accidents, time lost and results of preventive measures?
631. For each of the following indicate the appropriate percentages:
   - Full time applicants who are female = _____
   - Full time applicants who are of ethnic origin = _____
   - Full time recruits employed who are female = _____
   - Full time recruits employed who are of minority ethnic origin = _____
   - Reserve/volunteer applicants who are female = _____
   - Reserve/volunteer recruits employed who are female = _____
   - Full time recruits who failed to complete initial training = _____
   - Full time recruits who failed to complete their probation = _____
   - Retained applicants who were recruited = _____
   - Reserve/volunteer recruits who failed to complete initial training = _____
   - Reserve/volunteer recruits who failed to complete their probation = _____
   - Full time personnel who left the service = _____
   - Reserve/volunteer personnel who left the service = _____

   Can the organization provide data on the utilization of its human resources? Indicate percentages for the following:
   - Time at fire emergencies = _____
   - Time at EMS emergencies = _____
   - Time at all other emergencies = _____
   - Time spent training = _____
   - Time performing code enforcement = _____
   - Time public education = _____
   - Time apparatus/equipment maintenance = _____
   - Time building/grounds maintenance = _____
   - Time special projects = _____
   - Time ready/standby time = _____
631. Does the fire chief have primary planning responsibilities for risk management?
632. Has the organization evaluated the completeness and quality or the risk management plan?
633. Has the organization evaluated the adequacy of the organization's implementation of risk-reduction techniques?
634. Has the organization evaluated the organizational methods of removing hazardous situations and creating policies and procedures to minimize risk to fire department employees?
635. Has the organization evaluated the quality of the information gathering system and the trends and patterns generated by job-related accidents and injuries?
636. Has the organization evaluated the quality of the communications systems among employees, occupational safety and health committees, and the fire department?
637. Has the organization evaluated the level of compliance in the work groups with safe work practices?
638. Is a risk management program in place?
639. Has a responsible party been identified within the fire department to conduct a risk management program?
640. Is there a functional Health and Safety Committee?

641. Is there a method for reviewing workplace accidents and injuries?
642. Is there sufficient support, both financial and staff, to conduct the program?
643. Are safety and health posters displayed in prominent station locations?
644. Are Material Safety Data sheets (MSDS) available to personnel?
645. Do employees have access to their medical and exposure records?
646. Are all occupational injury/illness recorded and maintained according to applicable laws (federal/provincial, etc.)?
647. Are employees inoculated for communicable diseases as defined by the medical authority?
648. Has the fire department followed Occupational Health and Safety or other related standards?
649. Can the fire Department's management information system provide data on the following items:
   ▪ Total number of firefighter injuries over the last five years?
   ▪ Number of injuries by 100 fires fought (Total, and by Company)?
   ▪ Number of injuries by type of location or activity on emergencies?
   ▪ Number of particular types of bodily injuries?
   ▪ Number of types of causes?
   ▪ Most frequent injury scenarios?
   ▪ Has the level of needed resources been identified to produce the desired level of service for all programs?
650. Do the following items SOP's, Safety Policies, Preplans exist for:
   • Fire Suppression
   • EMS
   • Hazardous Materials
   • Heavy Rescue
   • Disaster Management
651. Does the information system provide data on the ability to analyze on-scene effectiveness, As a resource system:
   • Fire Suppression
   • Fire Prevention
   • Fire Investigation
   • Public Education
   • EMS
   • Hazardous Materials
   • Heavy Rescue
   • Disaster Manager

Physical Resources
4G Fixed Facilities
652. Does the fire department have a master or strategic plan that describes how the facilities, apparatus and equipment are to be provided and maintained?
653. What are the addresses or locations of current facilities?
654. Are the existing fixed facilities designed and maintained in a manner that meets the fire Department's goals and objectives?
655. Is there a history for each fire department facility, including the date it was built or first used as a fire facility, the initial staffing and vehicles, and any significant changes in the purposes, service area, staff, or vehicles of the facility?
   ▪ Location of facility (street address)
   ▪ Station number
   ▪ Name of person completing survey
   ▪ Telephone
   ▪ What year was the building constructed? _____
   ▪ What year were any remodels made? _____
   ▪ Type of construction of building (masonry, frame, metal)? _____
   ▪ Physical condition of structure (check one):
      ❑ good (sound condition)
      ❑ fair (needs minor structural repair)
      ❑ poor (needs major structural repair, is hazardous to personnel, equipment or operations)
656. What is the primary current use of facility (administrative, training, repair/maintenance, operations, other)?
657. What special design considerations, if any, are there for this site or facility (odd parcel size, limited space, other)?
658. What plans are there for expansion or additional construction at this facility?
659. Are there any plans to relocate the facility?
660. Are all fire halls located so as to have ready and unobstructed access to principal highways in their area?

661. Does the facility have rear ingress for vehicles?
662. Are traffic lights and other traffic controls provided to permit quick egress of apparatus unimpeded by traffic jams or lights near the station? Note: The assessment of existing locations should include an evaluation of the suitability of existing station sites for effective response of emergency vehicles. This assessment should focus on the presence of location characteristics which affect the access of vehicles to the surrounding response area.
663. Do all fire halls have wide front ramps permitting good view of oncoming traffic before beginning response into traffic?
664. Is the location of the fire facility:
   - On a collector street leading to a major artery?
   - On a congested street?
   - At the near side of the traffic light?
   - On a one-way street?
   - In an area with high internal vehicular congestion?
   - Near a railroad track, limited access highway, river, or bridge canal?
665. Has the department considered the following facility characteristics in determining adequacy of physical facilities:
   - Dimensions of site (width x depth)
   - Square footage
   - Number of stores
   - Dimensions of facility (width x depth x height)
   - Usable square footage
   - Number of vehicle stalls (specify if tandem stalls)
666. Are there ample apparatus bays so that first line units can respond without moving other apparatus?
667. Is there adequate available storage area for reserve vehicles:
   - indoors
   - outdoors
668. How many spaces are available for off-street parking?
669. Do stations have ample parking space for assigned personnel, designated handicapped parking and visitor parking areas?
670. Are training and parking areas properly surfaced?
671. Is there adequate indoor space available for training purposes?
   - M^2 _____

   Amount of yard space available for drills (M^2): _____
672. Does the station have ample floor space for working around apparatus?
   - M^2 _____
673. Are offices and separate rooms provided for all officers?
674. Are hose drying facilities provided?
675. Is a well-equipped classroom or study area provided apart from the recreation area or kitchen?
676. Are fire halls visited and inspected by chief officers on a regular basis?
677. Are deficiencies noted and corrected?
678. Is there one officer designated in charge overall of each fire hall?

679. Is fire hall distribution such as to provide normal initial attendance at all structural fires within the adopted standards of coverage after apparatus is dispatched?
680. What types of built-in fire protection systems are provided to the facility (check all applicable)?
   - ❑ Smoke detectors
   - ❑ Sprinklers (partial/fully)
   - ❑ Alarm equipment
   - ❑ Station security
681. For each vehicle stationed at a specific facility, indicate the following:
   - ☐ Station number
   - ☐ Designation (E10, M13, etc)
   - ☐ Type of vehicle (pumper, tanker, ladder, pickup, other)
   - ☐ Capacity of vehicle (GPM, gals, ladder length)
   - ☐ Age of vehicle (manufacture date)
   - ☐ Current mileage
   - ☐ Miles traveled last year
   - ☐ Equipped with 2-way radios? (y/n)
   - ☐ Frontline or Reserve
   - ☐ Type of fuel used (gasoline, diesel, alternative fuels)
682. Has the organization considered the workload statistics of the Fire Company located in the facility?

683. Indicate the number of alarms answered from the facility in the last year:
- ☐ Structure fires
- ☐ Vehicle fires
- ☐ Other fires (grass, trash, etc)
- ☐ Mutual/automatic aid
- ☐ Accidental alarm
- ☐ False alarm
- ☐ Good intent
- ☐ Rescue/resuscitation
- ☐ Public service
- ☐ Total alarms

684. In the current year, for responses to actual fires, how many first alarm responses from this facility were: (travel time only)
- ❑ Under 1 minute?
- ❑ 1 - 11/2 minutes?
- ❑ 11/2 - 2 minutes?
- ❑ 2 - 3 minutes?
- ❑ 3 - 4 minutes?
- ❑ over 4 minutes?

685. What was the average response time per call to actual fires in the current year for the first responses by the engine company assigned to this station?

686. What was the average response time per call to actual fires in the current year for first responses by the ladder company assigned to this station?

687. For responses to actual fires, how many one-way trips in current year were:
- ❑ under 1/2 mile?
- ❑ 1/2 - 1 mile?
- ❑ 1 - 11/2 mile?
- ❑ 11/2 - 2 miles?
- ❑ 2 - 3 miles?
- ❑ 3 - 5 miles?
- ❑ over 5 miles?

688. What are the boundaries of the primary response area of engine companies of this facility?

689. What are the boundaries of the primary response area of ladder companies?

690. What were the actual expenditures of this facility and units located at this facility for the last fiscal year?

691. What is the maximum fire flow in the first due service area of this facility?

692. With which other fire department(s) have mutual aid agreements been established?

693. Under what conditions does this facility respond to calls outside its primary service area?

694. Discuss any particular problems this facility may have in providing fire protection services?

695. Are there any other deficiencies that may restrict delivery of services?

696. Is there a long-term equipment replacement program in place?

697. Is there an inventory control system in place?

698. Are fire halls and facilities kept well painted and in good repair (this may be done by a building facilities department)?

699. Is adequate maintenance service provided at headquarters and other fire department facilities including the communications office?

700. Do fire personnel have assigned responsibilities for the cleanliness of quarters?

701. Is the lighting of facilities adequate for safe and efficient operations?

702. Are the grounds around fire halls planted and maintained in an attractive condition?

703. Are convenient facilities provided for fuelling fire department vehicles outdoors and in accordance with fire department regulations?

704. When needed, is snow-removal equipment assigned to keep fire hall access drives free of snow and ice?

705. Do facilities have air-handling and exhaust removal systems capable of removing exhaust gasses from apparatus and other machinery in the station?

706. What provisions have been made for safety, access, security, and energy conservation in fixed facilities?

707. Are the space allocations in all halls adequate for the fire Department's functions?

708. Are the buildings and grounds of all halls maintained in good repair?

709. Is there a long-term maintenance plan for upkeep and maintenance of facilities?

710. Are facilities in compliance with nationally recognized health and safety standards?

711. Are facilities in compliance with local, provincial laws, including those that apply to workplaces (OH & S)?

4H through 4L
712. Is apparatus designed to meet the fire Department's mission goals and objectives?

713. Are all apparatus and equipment procured under properly drawn specifications, including applicable provisions for performance requirements, national standards, and federal and provincial regulations?
714. Does the fire department have a systematic apparatus replacement program with replacement of all major apparatus predicated on planned service life and cost effectiveness?
715. Is there a process used to collect input from the staff officers and departmental members in the preparation of specifications?
716. Are written apparatus specifications developed through a user committee process?
717. Are the recommendations of staff or committees used in the preparation of final specifications?
718. Is apparatus designed to meet a nationally recognized standard?
719. Is all reserve apparatus in good operating condition and proven to be in satisfactory condition through annual service tests?
720. Have any first-line apparatus been completely rebuilt and updated?
721. Are staff vehicles and command cars on a regular replacement schedule as well as emergency operations vehicles?
722. Do all new pumpers have an Underwriters Laboratories of Canada Certificate or similar certification?
723. Are all road performance tests conducted in accordance with a nationally recognized standard on all new apparatus prior to acceptance?
724. Are aerial ladders, elevating platforms and water towers tested periodically in accordance with a nationally recognized standard?
725. Is there a method used to procure apparatus and equipment identified in the organization's policies and procedures?
726. What is the age and condition of all in-service apparatus?
727. What is the age and condition all reserve apparatus?
728. Does the department have documentation of all annual service tests? Note: The department should be able to provide a history of pump test records, not just one year.
729. Are the performance tests conducted in accordance with a recognized national standard, on acceptance and during annual testing?
730. Are appropriate records in place for ground and aerial ladder tests?
731. Are pumps tested annually and after repairs?
732. Are records kept of all other pump tests, repairs and maintenance?
733. Does the fire department have a specific officer or individual in charge of apparatus and equipment maintenance?
734. Does the fire department have a formal preventative maintenance program for all apparatus?
735. Is there a system in place for emergency repair of all fire apparatus and equipment?
736. Is there a vehicle maintenance and support service entity that can ensure timely and appropriate repairs?

737. Does the fire department have access to a shop for the repair and servicing of apparatus?
Note: A separate section of a municipal shop or a contract with a private vendor may also be an appropriate resource.
738. Does the fire department have 24-hour, 365 day-per-year emergency maintenance service?
739. Are the mechanics and maintenance personnel who work on fire apparatus specially trained and certified to deal with specialized fire equipment (including pumps, hydraulic hoists, etc.)?
740. Are maintenance personnel assigned to respond to major fires and emergencies to assist with the effective operation of apparatus?
741. Does each piece of apparatus undergo complete servicing and inspection at least semi-annually?
742. Are maintenance records, including costs of servicing and repair, maintained for each piece of apparatus?
743. Are assigned apparatus operators required to complete daily and weekly in-station checks and to submit those reports to the maintenance officer/chief?
744. Are apparatus checks submitted to the person responsible for apparatus maintenance?
745. Does the maintenance officer/chief submit an annual report of all work done, including the nature and cost of repairs?
746. Do all pumpers in first line service have a water tank capacity capable of supplying initial attack criteria according to the Department's performance goal?
747. Does the tank-to-pumper piping supply the minimum fire flow for the capability of pre-connected lines?
748. Is supply hose used for connecting pumps to hydrants adequate to assure they can achieve capacity?
749. Are 2-1/2 inch gated or clappered inlets provided to supply the full rated pump capacity?
750. Are suggested operating pressures for various streams posted at apparatus operator's position?
751. Do pumps have foam or wetting agent proportioners?
752. Is there a written policy or procedure for taking units out-of-service?
753. Is there a policy and/or a written agreement for the towing of disabled departmental vehicles with a vendor?
754. Does the fire department or city carry liability insurance protecting both the city and the apparatus operators in case of accidents?

755. Is every vehicle accident, no matter how slight, completely investigated with photographs supplementing the detailing report?
756. Do all fire department vehicles undergo semi-annual vehicle safety inspections, testing brakes, lights, warning devices, windshield wipers, etc?
757. Do off-duty personnel have assignments to staff reserve apparatus when needed?
758. Is reserve apparatus available for use by off-shift (or call) firefighters?
759. Is reserve apparatus equipped with basic equipment ready for use?
760. Is responsibility for maintaining reserve apparatus assigned to companies in stations where housed?
761. Does reserve apparatus have regular testing and servicing?
762. When ladder trucks are part of the Department's apparatus inventory, does the fire department maintain reserve trucks for off-shift use?
763. Does the information management system provide for analysis of repairs and common problems occurring with apparatus?
764. Is there a current inventory of all equipment, tools, etc., located on each apparatus?
765. Is there a station tool and equipment inventory?
766. Is there a maintenance program for all equipment and tools and an identification system for tracking inventory (numbered or colour-coded)?
767. Is there a written policy for vehicle refueling at stations and at the scene of emergencies (vehicles and station supply)?
768. Is hose purchased under detailed performance specifications rather than by brand?
769. Does each length of new hose have a certificate of compliance with specifications after tests by a fire testing laboratory?
770. What is the minimum amount of 1-2/3 inch or larger hose carried per pumper or engine company?
771. Number of apparatus experiencing mechanical failure while attending an incident (indicate out of how many responses) =_____
772. Average number of hours each apparatus was out of service due to mechanical defects during the year =
773. Average number of hours each apparatus was out of service for routine maintenance during the year =
774. Cost of routine maintenance per year for each apparatus (labour and material) = _____
775. Are vehicle maintenance guidelines printed for:
    - ❑ After each alarm?
    - ❑ Daily?
    - ❑ Weekly?
    - ❑ Monthly?
    - ❑ Semi-annually?
    - ❑ Annually?
776. Is there an assigned and scheduled repair process:
    - ❑ Level 1 - In station/fire engineer (pumper/operator) level
    - ❑ Level 2 - Fire department shop/city repair facility
    - ❑ Level 3 - Local service to manage specialties
    - ❑ Level 4 - Major overhaul (motor, pumps)
777. Is hose tested in compliance with the manufacturer's recommended pressures and frequency?
778. Are hose bodies divided and loaded to lay two lines simultaneously?
779. Is large diameter hose (greater than 2-1/2 inch) carried on pumper or engine company?
780. Does the fire department use hose larger than 3 inch for large volume lines?
781. How much 1-1/2 or 1-3/4 inch hose is carried on each initial attack pumper?
782. Are there hose packs on pumpers for standpipe use when high rise or apartment operations are called for in the area?
783. Are necessary wrenches, gated, wye, etc, kept with this pack for use when needed?
784. Is the hose carried on apparatus sufficient to move 70 percent of rated pumper capacity 700 feet?
785. Is supply of extra hose sufficient to permit thorough drying of primary hose after use, as needed?
786. Have obsolete and defective nozzles been replaced by modern types?
787. What kinds of nozzles are carried on 1-1/2 (or 1-3/4) inch hose (hand lines)?
788. Are nozzles of constant flow type with selected volume discharge?
789. Is at least one 2-1/2 inch adjustable spray or fog type nozzle carried on each pumper or engine company?
790. Do 2-1/2 inch spray nozzles used for hand lines discharge at least 250 gpm at 100 psi when set for maximum flow?
791. Do 2-1/2 inch nozzles and play pipes have 1-1/2 inch thread for attaching tips and for extending 1/2 inch hose (may substitute 1-3/4 inch, depending on the Department's standard for hand lines)?
792. Are nozzles or play pipes with 1-1/8 inch or 1-1/4 inch tips carried on all pumpers or engine companies?
793. Are shut off valves provided on all 2-1/2 inch hand line nozzles (other than foam nozzles)?
794. Are records kept of nozzle tips operated at fires and the information used for estimating water application?
795. Does at least one apparatus carry a monitor, deck gun or turret nozzle?

796. Is an adjustable fog nozzle of at least 500 gpm capacity carried for use with each monitor nozzle?
797. Is the correct size of solid stream tip carried to utilize the water capacity of the usual hose lay to the monitor?
798. Will the smallest tip carried for monitor nozzles discharge at least 500 gpm at 80 psi?
799. Are monitor/deck gun nozzles gated so that they can be shut down at the appliance?
800. Are master stream evolutions regularly practiced?
801. Are aerial ladder, elevating platform and water tower pipe tips carried adequate to deliver anticipated fire flows?
802. Is 3 inch or larger diameter hose used to supply elevated or master streams?
803. Is there a policy that pumpers or engine companies be placed within 300 feet of supply pressure to master or elevated streams?
804. Is suitable provision made for draining elevated streams after use?
805. Can elevated streams be controlled from ground level as well as at the nozzles?
806. Is there a written policy on the use of self-contained breathing apparatus (SCBA)?
807. Are there sufficient numbers of SCBA devices for each member on the fire ground who may be expected to operate within the hazardous area?
808. Is there a procedure for the filling and testing of air cylinders?
809. Is there a procedure to test breathing air for purity?
810. Is there a procedure for operation of Personnel Alert Safety System (PASS) devices?
811. Are fire department ground ladders carried on engine or pumper apparatus?
812. Are all of these ladders (ground and aerial) tested annually and after repairs in accordance with a recognized standard?
813. Are all in-service ladders properly maintained?
814. In areas where buildings are present that are more than 20 feet high, are 35 foot ladders carried on responding apparatus?
815. Are folding ladders carried on responding apparatus to each structural alarm?
816. Are ladders with folding roof hooks carried with lengths consistent to the roofs in the area?
817. Are appropriate records kept for personal safety equipment? Where are these records kept?
818. Is maintenance of personal safety equipment conducted by qualified personnel?

819. Are SCBAs/breathing apparatus mounted on the apparatus in a manner that permits them to be donned quickly?
820. Is disciplinary action taken against members who are injured when not wearing breathing apparatus?
821. Is full protective clothing (coats, pants, helmets, gloves, boots, and balaclava) issued to every member expected to work at fires and emergencies?
822. Is there a set of written specifications for all protective clothing issued to individual firefighters?
823. Is protective clothing inspected regularly and repaired or replaced as needed?
824. Is breathing apparatus thoroughly inspected after each use, or at least monthly, and serviced as needed?
825. Are members working in breathing apparatus under the immediate supervision of officers charged with their safety?
826. Are spare air cylinders made quickly available at fires when needed?
827. Do officers enforce a policy of requiring members to wear full protective clothing at fires unless otherwise directed?
828. Have all members had complete training on the use and care of breathing apparatus, including experience under smoke house conditions?

Training and Competency

5A through 5D
829. Is there an established ongoing training program?
830. Does the training division have a definite budget?
831. Is the training staff adequate to serve the organization?
832. Does the fire department have a designated training officer?
833. What status (rank) does the training officer have?
834. Does the chief instructor have one or more assistants qualified to instruct in the operation of all apparatus and equipment?
835. How many personnel?
836. Is the training staff sufficiently trained to meet the needs of the employees?
837. Do all full-time and part-time instructors have certificates indicating completion of instructor training courses?
838. Do company officers have roles and responsibilities in the training of their units? Where can these requirements be identified?
839. Do chief officers have roles and responsibilities in the training of their units? Where can these

requirements be identified?

840. Are outside lectures and specialists used in the training program (such as hazardous materials, EMS, water system and utility specialists)?
841. Are training classes or drill sessions scheduled for each tour of duty?
842. Where can attendance and testing or evaluation information be located?
843. What is the average number of hours per day devoted to training?
844. Are the specific subjects to be covered outlined by the staff or departmental training officer?
845. Do daily training reports go to the training officer?
846. Does the department produce a monthly training report?
847. Does the department produce an annual training report?
848. Do duty chiefs required to see that the training program is carried out?
849. Are training records maintained for each member and unit? Where are these records kept? Who maintains these records?
850. Are indoctrination courses given to personnel when they are promoted?
851. Does the department have an in-service officer training program?
852. How many days per officer is allocated for this training?
853. Does the fire department have a dedicated training area?
854. Where is it located?
855. How large is it, in hectares?
     Width _____ x Length _____
856. Does the training area have a drill tower?
857. What is the construction type of the facility?
     ▪ Fire Resistive
     ▪ Joint Masonry
     ▪ Other
858. How tall is the drill tower in relation to the highest structures being protected by the fire department?
859. Does the fire department have access to a burn building?
860. Does the fire department have access to a smoke building?
861. Does the fire department have a self-contained breathing apparatus (SCBA) training facility?
862. Does the inventory of training props and equipment relate to the types of structures, risks and problems identified in the planning and risk assessment category?
863. Does the fire department have access to facilities for practicing live structural, flammable liquid, and flammable gas fire control?
864. Does the training area have a classroom?
865. How many personnel will it seat at a time for instruction?
866. Does a formal recruit/probationary member training academy exist?
867. Are all new members required to complete a minimum number of hours of instruction before going into service?
868. What is the minimum number of hours?
869. Is any standard applied to the fire department for recruit training? What is the standard?
870. Does a recognized firefighter certification process exist?
871. Does a recognized driver/operator training process or certification exist?
872. Do apparatus operators undergo a detailed training program before being allowed to drive and operate apparatus under emergency conditions?
873. How many hours of instruction is required to become qualified?
874. Are apparatus drivers and operators certified under specific rules or regulations governing truck drivers?
875. Are apparatus drivers and operators given complete training and indoctrination on new apparatus before it is placed in service?
876. Does the department have available cutaways of key equipment such as pumps and hydrants?
877. Must both the training chief and the maintenance chief certify that apparatus operators and drivers are properly qualified?
878. Does a recognized fire officer training/certification exist?
879. Does a recognized fire instructor training/certification program exist?
880. Does a recognized fire inspector training/certification program exist?
881. Does a recognized fire department safety officer training/certification program exist?
882. Does a recognized fire department educator training/certification program exist?
883. Does training exist or is it provided for specialized operations (i.e., EMS, Hazmat, aircraft, heavy rescue, etc.)?
884. Does the organization train personnel to engage in pre-fire planning inspections?
885. Do representatives of allied professions assist, as necessary, to provide appropriate training to the fire department?
886. Have standard training evolutions been developed for the fire department?
887. Is each company or unit required to demonstrate its proficiency in all standard evolutions periodically?

888. What is the frequency of these evaluations?
889. Are examinations held for all members on instruction received during the year?
890. Does the training division have a training manual covering all phases of fire department work?
891. Is the training manual: (check one)
   - Customized for the organization?
   - Adopted by reference?
892. Does the training division have a resource library covering the difference phases of fire department activity?
893. Does the training division have a film and video library (slides and motion pictures) and suitable projection equipment?
894. Is there a system in place for the selection and evaluation of specific training materials, including:
   - ❑ Video
   - ❑ 16 mm
   - ❑ 35 mm slides
   - ❑ Overhead projector(s)
   - ❑ Satellite receiver(s)
   - ❑ Computer-based training
   - ❑ Self-paced instructional materials
   - ❑ Fire station library
   - ❑ Training props
   - ❑ Simulator(s)
895. Are the learning resources readily available and used frequently by officers and employees?
896. Is there some satisfactory evaluation program and/or relevant certification process to substantiate employee training?
897. Is maximum advantage being taken of training and educational opportunities available through provincial (or state) fire service organizations?
898. Do training staff have funds for attendance at municipal, provincial and national fire training conferences?
899. Do staff officers, training staff and employees participate in the selection and evaluation of materials, establishment of policies, and determination of the resources needed for off-site offerings?
900. Are training officers members of professional organizations concerned with fire service training?
901. Can the management information system provide data on the following performance indicators for training?
902. Number of hours dedicated to raining, per individual, per year (average):
   - Hours for classroom/lecture = _____
   - Hours for videos = _____
   - Hours for simulators = _____
   - Hours for outside dry drills   = _____
   - Hours for outside wet drills   = _____
   - Hours for Multi-company drills = _____
   - Hours training with Mutual/Automatic Aid Companies = _____
   - Hours for live fire burns = _____
   - Number per year = _____
   - Attendance at regional/provincial fire training/activities = _____
         - Total number attended = _____
         - Total attendance hours = _____
   - Have any members of the fire department attended Provincial courses?
         - Total number attended = _____
         - Total attendance hours = _____
903. Which course(s) were attended?

Essential Resources

6A Water Supply
904. Does the fire department have a water supply officer assigned to respond to multiple alarm fires?
905. Who provides the staff for this position?
   - fire department
   - water department
   - public utilities department
906. Are pumpers routinely connected to hydrants at all structural fires?
907. In areas of limited water supply are all available auxiliary water sources catalogued and accessible?
908. Are procedures for using supplementary water supply regularly practiced?
909. Are portable fire pumps carried on responding apparatus?
910. Can tanker shuttle operations sustain 100 gpm per unit employed at one mile distance from water source?
911. Is response of additional tankers preplanned to sustain needed fire flow?
912. Are fire department officers and pump operators thoroughly schooled in the efficient use of the water supply

system?
913. Are at least 1,500 gallons of water available for initial attack operations at all structural fires?
914. Does initial attack apparatus for structural fire incidents have a water tank of at least 800 gallons capacity?
915. Does responding apparatus carry 2,000 feet or more of water supply hose of 3 2 inch or larger diameter?
916. Are relief valves available on pumpers and used when operating in relay?
917. Are hydrants mapped and readily available for use by fire department pumpers?
918. Do all hydrants have large pumper outlets?
919. Does the fire department inspect all hydrants on a regular basis and report defects to the water authority?
920. Does the fire department see that hydrants are free of ice, snow or other obstructions after storms and other environmental activity periods?
921. Does the fire department possess up-to-date data on flow from individual hydrants?
922. Is this flow data readily available to fire companies during emergencies?
923. Is the data used in training of pump operators?
924. Are hydrants identified regarding available flows or size of mains?
925. Is there a policy that when pumpers connect to hydrants they use large diameter supply hose?
926. Are hydrants painted with highly visible or luminescent paints to make them easy to spot at night?
927. Are reflective street markers used to help locate hydrant?
928. Are hydrants marked with a unique identification in areas where hydrants can be covered over during snow conditions?
929. Are up-to-date water resource maps carried and used?
930. Can the Department's management information system provide data on the following elements?
    - Number of fire hydrants = _____
    - Number of public hydrants   = _____
    - Number of private hydrants = _____
    - Number of hydrants flowed last year = _____
    - Percent of hydrants flowing
         less than 500 gpm = _____
         between 500 gpm/1000 gpm = _____
         between 1000 gpm/2000 gpm = _____
         between 2000 gpm/3000 gpm = _____
         above 3000 gpm = _____
    - Number of hydrants serviced/inspected by suppression crews = _____
    - Number of hydrants referred for maintenance = _____
    - Average time from notification to repair completion = _____ days
    - Are hydrant records current?
    - Number of new hydrants installed in last (12) months = _____
931. Are hydrant installed per recognized standard?
932. Is there an inventory of spare hydrant parts?
933. Are current water main maps available to the fire department?
934. Does the fire department determine the location of fire hydrants and test them prior to being placed in service?
935. Is there a procedure to notify fire departments when individual hydrants are out of service and returned to service?
    - Minimum water volume available = _____ gpm
    - Minimum water flow available = _____ gpm

6B Communications
936. Are all apparatus and command cars equipped with radios on a legally established fire department frequency?
937. Are portable radios available for individual officers at the scene of every emergency?
938. Have standardized radio procedures been adopted and enforced?
939. Are training exercises conducted using radio procedures?
940. Are receivers or pagers provided for off-shift and call firefighters assigned to respond to alarms?
941. Are selective radio receivers (or command frequencies) provided for staff officers and special units?
942. Does the fire alarm office maintain complete inventories of all needed equipment, personnel and cooperating agencies?
943. Are certain incoming phone lines reserved for fire calls?
944. Are specific outgoing phone lines available for coordinating activities?
945. Are alarm boxes maintained as part of the notification system?
946. Is data on individual properties on file and broadcast by dispatchers to responding units?
947. Is emergency power provided for uninterrupted operation of communications centers?
948. Is adequate staffing provided to handle communications for major fires and peak loads?
949. Is the communications center protected against intrusion, civil disturbances, high water, fire and storms?

950. Can the management information system provide data on the following elements of the communications operations:
- Number of fire stations being serviced = _____
- Number of staffed fire apparatus (front line) = _____
- Number of volunteer/reserve apparatus (front line) = _____
- Number of BLS units = _____
- Number of ALS units = _____

951. Annual number of calls received at communications center:
- Daily = _____
- Monthly = _____
- Annually = _____
- Annual number of calls that are law-enforcement related = _____
- Annual number of calls fire related = _____
- Annual number of calls EMS related = _____
- Annual number of fire department emergency calls not fire/EMS related = _____

951. Is the primary emergency telephone number for the centre 7 digit Identify number(s) _____

952. If the system is 911, identify type:
- ☐ Basic
- ❏ Enhanced

953. Is the PSAP under the same jurisdiction as the fire department?

954. Identify Supervisor of PSAP:

955. Number of law enforcement agencies in system = _____

956. Number of fire departments in system = _____

957. Does the business number for the fire department come into the center or into the business offices?

958. Do emergency calls every cycle over the business lines?

959. Average number of call takers/dispatchers on duty:

960. Day shift = _____ / _____ % of the time

961. Evening shift = _____ / _____ % of the time

962. Night shift = _____ / _____ % of the time

963. Is EMS dispatch service provided?

964. Can the fire department provide information on the following average times:
- Alarm processing
  - Number of alarms = _____
  - Average processing time = _____ (min.sec) / _____ % of the time
- Turnout time
  - Number of alarms = _____
  - Average turnout time = _____ (min.sec) / _____ % of the time
- Travel time
  - Number of alarms = _____
  - Average turnout time = _____ (min.sec) / _____ % of the time

965. Is standby power available at:
- The communications center? Manual starting - Automatic starting
- All Fire Facilities? Manual starting - Automatic starting

966. What is the Testing Cycle?
- Weekly
- Monthly
- Quarterly
- Annually

967. Is a full load test conducted at least once a month?

968. Is there an alternate dispatch facility? What is its location?

969. Can the fire department provide and maintain information on the following response data:
- Number of streets on file = _____
- Number of street cross references = _____
- Number of spelling conversions = _____
- Number of locations on file = _____
- Number of businesses on file = _____
- Number of business cross references = _____
- Number of run cards on file = _____
- Number of grids on file = _____
- Number of hydrants on file = _____
- Number of street alarm boxes

or telephones served   = _____

970.   What is the total number of emergency telephone lines coming into Communication Center?
971.   Is the fire department listed in white, blue and yellow pages of local telephone directories?
972.   Does the fire department receive automatic alarms direct from the community?
973.   Does the fire department retransmit emergency calls to other entities?
974.   Are there written procedures in place for this process?
975.   Does the fire department have a tape recording logging system in place?
976.   Does the fire department have written communications SOPs in place?
977.   Does the communications center have a management information system to keep track of responses, incidents and activities?

6D through 6E

978.   Has the fire department identified through some type of long-term planning process those outside agencies that will impact the Department's mission, operations or cost effectiveness?
979.   Has the fire department identified departments they can get assistance from when needed on a mutual aid/fire protection agreement basis?
980.   Has the fire department identified departments they can assist when needed on a mutual aid/fire protection agreement basis?
981.   Is mutual aid or automatic aid response preplanned and shown on maps and in response assignments?
982.   Is mutual aid or automatic aid response automatic to borderline locations?
983.   Is the fire department a member of a regional mutual aid/fire protection agreement system?
984.   Has the department identified and developed specific agreements for automatic aid where available?
985.   Have such agreements been officially adopted by the governing fire department?
986.   Is there a system in place for interfire department policy development?
987.   Have the roles and responsibilities of mutual or automatic system members and their relationship to the operating agencies been identified?
988.   Are the operational aspects of all agreements monitored and continually evaluated?
989.   Has the fire department explored other alternatives in regard to service level enhancement and cost effectiveness?
990.   Has there ever been planning to functionally consolidate such services as communication, fire prevention, maintenance, purchasing, apparatus and equipment exchange?
991.   Is there a coordination center in the area to keep track of all mutual and automatic aid operations?
992.   Does the fire Department's information management system identify these same operations in a summary report at the end of the year?
993.   Is the mutual and automatic aid communications system adequate?
994.   Are inter-fire department arrangements adequate with regard to mapping systems?
995.   Is water supply data furnished to assigned mutual aid units?
996.   Has the incident management system been adopted by all interactive agencies?
997.   Is the system any different than the system used by the fire department on a day-to-day basis?
998.   Have apparatus and equipment inventories made available through mutual aid been kept up to date?
999.   Is the local response plus mutual and/or automatic aid response adequate to deliver the required fire flow in all parts of the area served while still maintaining jurisdictional coverage?
1000. Have plans been made to supply logistical support (such as food and fuel) to responding mutual aid units?
1001. Have legal responsibilities been considered in case of accident or liability?
1002. Does the agreement call for a minimum number of personnel (including an officer) to respond with each mutual aid company?
1003. What is that number?
1004. What is the average amount of personnel responding in from other agencies on mutual aid requests?
1005. Do all hydrant outlets and hose couplings in the mutual aid/fire protection agreement response area have standard fire hose coupling screw threads or adapters?
1006. Is there a written operations plan for use of mutual aid/fire protection agreement for the entire year?

Finances
6F through 6G

1007. Are the financial resources adequate to support the fire Department's mission, goals and objectives?
1008. Is the fire Department's budget under the control of another entity operating the fire department?
1009. Has the fire department gone over budget in the last five years?
1010. Are budget development and control procedures in place?
1011. Does the fire Department's management staff prepare and submit the budget to the governing body?
1012. Is the budget on-going, showing current expenditures and balances against specific item authorization?
1013. Are income and expenditure trend studies conducted from both a historical and a current perspective?

1014.   Are alternative funding measures and resources identified?
1015.   Is the agency audited by a separate third party each year?
1016.   Is the audit report distributed?
1017.   Are monthly, quarterly and annual reports produced?
1018.   Are projected operational deficits identified?
1019.   Does the fire department have a current risk management policy in place?
1020.   Are programs and expenditures supported by current revenue?
1021.   Does the fire department operate with funds that are raised from sources other than taxes or fees and permits (fund raising activities)?
1022.   Does the fire department have a foundation or other non-profit organization that operates in concert with the fire service operations?
1023.   Are the financial policies of the fire department consistent with its practices?
1024.   Does the fire department use future revenue sources to fund current operations?
1025.   Do the fire departments (fire prevention, communications, maintenance, etc) operate under definite budget allocations?
1026.   Are written recommendations for upcoming budgets submitted by the fire department?
1027.   Is the fire chief required to obtain authorization from the municipal manager for use of unexpended funds or specific budget allocations?
1028.   Does the fire chief have a professional fiscal officer or accountant on his staff (full-time or part-time)?
1029.   Has a pay classification plan been established for each rank and grade with step-rate increases (including longevity) indicated?
1030.   Has the agency calculated its performance indexes relative to financial effort by the agency?
   ▪   Taxable property value =
   ▪   Non-taxable property value =
   ▪   Expenditure per $1,000 market value =
1031.   What is the average area (in sq. Miles served by each fire station?
1032.   What is the population density per square mile?
1033.   What is the cost of service per square mile covered?
1034.   What is the per capita fire loss in the area covered by this evaluation?
   ▪   (Fire Loss) /population =
1035.   What is the per capita cost of fire protection in the area covered by this evaluation?
   •   (Operating + capital budget) / population =
   •   Expenditures per capita for capital budget =
   •   Expenditures per capita for the operating budget =
1036.   What is the fire index cost in the area covered by this evaluation?
1037.   (Operation + capital budget + fire loss) / population =
1038.   Expenditures per $1,000 market value =
1039.   Operating expenditures per $100,000 property protected =
1040.   Capital expenditures per $100,000 property protected =
1041.   What is the total capital/operating expenditures committed to suppression activities?
1042.   What is the total capital/operating expenditures committed to non-suppression activities?
1043.   Do any documents utilized address the following:
   ▪   Long range projections of operational needs;
   ▪   Administration, staff and labour compensation;
   ▪   Provincial, federal and local grants and funding sources;
   ▪   Benefits granted to members;
   ▪   Equipment acquisition and replacement; and
   ▪   Facility maintenance?
1044.   Is there a reserve or insurance fund to cover contingencies?

Planning

7A through 7D
1045.   Is there a process for setting goals and objectives in place?
1046.   Have short and long-term goals been set for the fire department?
1047.   Are goals and objectives integrated into the budget process?
1048.   Do the adopted objectives to support the fire departments goals incorporate the following?
1049.   Do they have clarity, precision, and are they measurable?
1050.   Are they substantiated by supporting data?
1051.   Are they understood and accepted by the municipal authority and the members of the fire department?
1052.   Are they published?
1053.   Do they specify intended results?

1054. Do they result in establishment of action plans?
1055. Is there wide spread participation in the formulation of fire department goals and objectives?
1056. Does a system exist to assess overall annual goal and objective achievement?
1057. Is there periodic reporting of results?
1058. Have those goals been communicated to each employee?

1059. Is the fire department staff and municipal authority aware of and committed to the agency's goals and objectives?
1060. Is fire department planning and resource allocation directed towards accomplishing specific objectives?
1061. Has a needs analysis been conducted to determine if adjustments in goals or objectives required to interact with other fire service agencies in the area?
1062. Have there been any specific changes made in the fire departments goals and objectives over a period of the last 3 to 5 years?

LIST OF TYPICAL EXHIBITS/DOCUMENTS TO SUPPORT RESPONSE

Accident Investigation Reports	Adopted Fire Codes and Bylaws	Adopting Bylaw
Agency Authority	Aerial Apparatus Test Records	AHJ Record or Form # _____
Analysis of Dispatch Time Elements	Annual Budget	Annual Financial Reports or Audits
Annual Reports	Apparatus Information Sheets	Apparatus Replacement Schedule
Apparatus Specifications	Audit reports, Financial	
Blood-borne Pathogen Exposure Records	Building Code	Building Located at _____
Bylaws		Career Development Plan
Certificates of Certification	Certificates of Compliance	Certification Records
Charters or Incorporation papers	Budgets	Class Attendance Records
Committee Lists	Committee Meting Agendas	Communications (Dispatch Records)
Complain Files	Computer Printout	Contact Person (Name) at (Area Code-Telephone Number)
Correspondence	Contract(s)	Contracts with Vendors
Curriculum Materials	Course Catalogues	Course Outlines
Daily Reports	Customer Survey or Feedback Form	Daily Drill Records
Disaster Plan, Adopted	Daily Staffing Records	Directives
Emergency Operations Plan	Disciplinary Records	Dispatch Tape Recordings
	Energy Conservation Plans	Ethics Policy
Financial Statements	Fee Schedules	File Located at _____
Fire Flow Calculation forms	Fire Agency Annex, Disaster Plan	Fire Code
	Fire Flow Studies	Fire Prevention Records
Certificate of Financial Excellence	General Operating Guidelines	General Orders
Governing Body Policy	Goal Statements	Goals and Objectives Documents
Hydrant Records	Dangerous Goods Response Plans	Dangerous Goods Exposure Records
Individual Property Risk Classifications	Hose Records	Hydrant Maps
Insurance Policy	Inspection Records	Incident Records
Inventory of Tools and Equipment	Inventory of Apparatus Fleet	Instructor Resumes

Invoices	Investigation of Citizen Complaints	Inventory of Audio-Visual Resources
Job Descriptions		Investigation Records
Lesson Plans	Job Flyers	Job Applications
Licenses and Permits required	List of Fire Hall Addresses	Joint Powers Authority
List of Water Storage Locations and Capacities	Locations of Posted Mission Statements	Library Inventory
Map, Jurisdictional	Maintenance Records	List of Meeting Dates
Maps, Mutual Aid Boundaries	Map, Response District	Logbooks
Meeting Packets, Formats or Sample Documents	Master Plan for Fire Agency	Malpractice Insurance Policy
Memorandums of Understanding	Membership Certificates	Maps, Automatic Aid Boundaries
Minutes of Board Action by AHJ	Minimum Requirements for Appointment	Meeting Announcements
Mission Statement	Minutes of Interdepartmental Meetings	Memorandums
Monthly Report, Financial	Monthly Report, Departmental	Minute Actions
Monthly Report, Incident Records	Monthly Report, Maintenance Program	Minutes of Previous Meetings
Monthly Report, Training Program	Monthly Reports	Monthly Report, Emergency Medical Services Program
	Name of Legal Counsel	Monthly Report, Fire Prevention Program
Newsletters	Notices to Comply	Monthly, Report, Public Education Program
Occupancy Records	Organizational Chart	Mutual Aid Agreements
Organizational Membership List	Performance Appraisal Forms	News Articles, Clipping Files
Pay Classification Plan	Personnel Manual	Organizational Chart - AHJ
Personnel Files	Posted Bulletins	Patient Care Records
Post Fire Analysis Records	Promotional Flyers	Personal Exposure Documentation Form
Pre-Emergency Plans	Repair Records	Position Classification System
Purchase Orders	Risk Assessment Studies	Posted Test Results
Documentation	Rules and Regulations	Pump Test Records
Records Retention Timetable	Schematic of Training area	Quality Assurance Program
Response Records	Special Orders	Ratified Contracts (Mutual or Automatic Aid)
Roster of Agency Personnel	Staff Reports (Topical)	Requisitions
	Standing Orders, EMS	Road Maps
Sexual, Racial or Gender Harassment Policy	Station Security Plans	Run Cards (dispatch Cards)
Staff Meeting Agendas and Minutes	Training Records	Schematics and Drawings
Standard Operations Manual	Union Contracts	Specialized Reports Title ____
Station Location Analysis Reports	Water Department Records	Standard of Coverage Declaration
Strategic Plan for Agency	Written Directives or Policy	Station Inventory
Training Manual	Written Service Level Objectives	Strategic Plan
Video Tapes	Telephone Directories	Training Schedules
Written Correspondence	Values Statement	Water Distribution Map
Written Performance Goals	Written Job Analysis	Written Specifications

Self Evaluation Check List

Instructions
The Checklist is set up to allow those conducting the evaluation to accept the current activity within a criteria as existing and "acceptable" (check mark in column), or allow for additional research to be done or to make notes for required changes, implementation or improvement.

Criteria	Title/Section	Accept	Address
	Organization And Administration		
	Municipal Authority		
1A.1		✔	
1A.2			14, 16, 17, - estab. job duties for FC
1A.3		✔	
1A.4		✔	
1A.5			obtain handbooks from OFC
1A.6		✔	
1A.7		✔	
1A.8			FC to attend all council meetings
1A.9		✔	

As can be seen in the example above, certain criteria have been deemed as in place and acceptable (check mark in column). Those criteria requiring additional work to make them acceptable have a notation.

14, 16, 17, - estab. job duties for FC
refers to questions 14, 16, and 17 from the Research and Information Collection Guide

obtain handbooks from OFC
a simple notation identifying what needs to be done to achieve and acceptable level for the criteria

Persons conducting the evaluation are encouraged to be objective and identify where criteria must be implemented, improved or discontinued.

Criteria	Title/Section	Accept	Address
	Organization And Administration		
	Municipal Authority		
1A.1			
1A.2			
1A.3			
1A.4			
1A.5			
1A.6			
1A.7			
1A.8			
1A.9			
	Fire Department Administrative Structure		
	Fire Department Administration		
1B.1			
1B.2			
1B.3			
1B.4			
	Administrative Support Services		
1C.1			
1C.2			
1C.3			
1C.4			
	Office Systems		
1D.1			
1D.2			
1D.3			
1D.4			
	Risk Assessment		
	Area Characteristics		
2A.1			
2A.2			
2A.3			
2A.4			
2A.5			
2A.6			
2A.7			
2A.8			
	Fire Risk Assessment and Response Strategies		
2B.1			
2B.2			
2B.3			
	Non-Fire Risk Assessment and Response Strategies		
2C.1			
2C.2			
2C.3			
2C.4			

Criteria	Title/Section	Accept	Address
	Strategic or Long Term Master Plan		
2D.1			
2D.2			
	Fire Department Programs and Services		
	Fire Suppression		
3A.1			
3A.2			
3A.3			
3A.4			
3A.5			
3A.6			
3A.7			
3A.8			
	Fire Prevention Program		
3B.1			
3B.2			
3B.3			
3B.4			
3B.5			
3B.6			
3B.7			
3B.8			
	Public Education		
3C.1			
3C.2			
3C.3			
3C.4			
3C.5			
3C.6			
	Fire Investigation Program		
3D.1			
3D.2			
3D.3			
3D.4			
3D.5			
3D.6			
3D.7			
3D.8			
	Technical Rescue		
3E.1			
3E.2			
3E.3			
3E.4			
3E.5			
3E.6			
3E.7			

Criteria	Title/Section	Accept	Address
	Dangerous Goods		
3F.1			
3F.2			
3F.3			
3F.4			
3F.5			
3F.6			
3F.7			
3F.8			
	Emergency Medical Services		
3G.1			
3G.2			
3G.3			
3G.4			
3G.5			
3G.6			
3G.7			
3G.8			
3G.9			
3G.10			
	Emergency/Disaster Management		
3H.1			
3H.2			
3H.3			
3H.4			
3H.5			
3H.6			
	Other Programs		
	Resources		
	Personnel Administration		
4A.1			
4A.2			
4A.3			
4A.4			

Criteria	Title/Section	Accept	Address
	Recruitment, Selection, Retention and Promotion		
4B.1			
4B.2			
4B.3			
4B.4			
4B.5			
4B.6			
4B.7			
4B.8			
4B.9			
4B.10			
4B.11			
4B.12			
	Personnel Policies and Procedures		
4C.1			
4C.2			
4C.3			
4C.4			
4C.5			
4C.6			
4C.7			
4C.8			
	Use of Human Resources		
4D.1			
4D.2			
4D.3			
4D.4			
4D.5			
4D.6			
	Personnel Compensation		
4E.1			
4E.2			
	Risk Management and Personnel Safety		
4F.1			
4F.2			
4F.3			
4F.4			
4F.5			
4F.6			
4F.7			
	Physical Resources		
	Fixed Facilities		
4G.1			
4G.2			
4G.3			
4G.4			

Criteria	Title/Section	Accept	Address
	Apparatus and Vehicles		
4H.1			
4H.2			
4H.3			
4H.4			
	Apparatus Maintenance		
4I.1			
4I.2			
4I.3			
4I.4			
4I.5			
4I.6			
4I.7			
	Tools and Small Equipment		
4J.1			
4J.2			
4J.3			
4J.4			
	Safety Equipment		
4K.1			
4K.2			
4K.3			
4K.4			
4K.5			
	Physical Resources Plan		
4L.1			
4L.2			
	Training and Competency		
	Training and Education Program Requirements		
5A.1			
5A.2			
5A.3			
5A.4			
5A.5			
	Training and Education Program Performance		
5B.1			
5B.2			
5B.3			
5B.4			
5B.5			
5B.6			

Criteria	Title/Section	Accept	Address
	Training and Education Resources		
5C.1			
5C.2			
5C.3			
5C.4			
5C.5			
	Selection of Training Materials		
5D.1			
5D.2			
	Essential Resources		
	Water Supply		
6A.1			
6A.2			
6A.3			
6A.4			
6A.5			
6A.6			
6A.7			
6A.8			
6A.9			
6A.10			
	Communications System		
6B.1			
6B.2			
6B.3			
6B.4			
	Communications System (continued)		
6B.5			
6B.6			
6B.7			
6B.8			
6B.9			
	External Fire Department Relationships		
6C.1			
6C.2			
6C.3			
6C.4			
	Fire Protection and Mutual Aid Agreements		
6D.1			
6D.2			
	Other Agreements		
6E.1			
6E.2			

Criteria	Title/Section	Accept	Address
	Financial Planning		
6F.1			
6F.2			
6F.3			
6F.4			
6F.5			
6F.6			
6F.7			
	Financial Practices		
6G.1			
6G.2			
6G.3			
6G.4			
6G.5			
6G.6			
6G.7			
6G.8			
	Resource Allocation		
6H.1			
6H.2			
6H.3			
6H.4			
6H.5			
	Planning		
	Goals And Objectives		
7A.1			
7A.2			
	Implementation Goals and Objectives		
7B.1			
7B.2			
7B.3			
	Fire Department/Community Specificity		
7C.1			
7C.2			
7C.3			
	Measurement of Organizational Success		
7D.1			
7D.2			