

Commission on Fire Accreditation International

Accreditation Report

**Temple Terrace Fire Department
124 Bullard Parkway
Temple Terrace, Florida 33617
United States of America**

**This report was prepared on January 23, 2006
by the
Commission on Fire Accreditation International, Inc.
for the
Temple Terrace Fire Department**

**This report represents the findings
of the peer assessment team that visited the
Temple Terrace Fire Department
on January 8, 2006**

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PREFACE – BACKGROUND ON CFAI

The Commission on Fire Accreditation International is dedicated to assisting fire and emergency service agencies throughout the world in achieving excellence through self assessment and accreditation in order to provide continuous quality improvement and the enhancement of service delivery to their communities.

The idea for fire service accreditation originated in the mid-1980s with a Memorandum of Understanding between the International Association of Fire Chiefs (IAFC) and the International City/County Management Association (ICMA). This MOU led the way for the creation of the National Fire Service Accreditation Program, the predecessor of the CFAI.

In December 1996, the Agreement and Declaration of Trust for the CFAI was signed by the Board of Trustees and the new organization was created. The five member Board of Trustees has financial oversight of the organization.

The CFAI Board of Directors are:

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The CFAI is made up of 11 representatives. The commission is responsible for the general governance of the organization and the decisions regarding agency accreditation, the self-assessment process and any other CFAI activities.

The Commission Members are:

Chief William F. Jenaway, King of Prussia Volunteer Fire Company, Pennsylvania
IAFC Fire Agency Head Representative for a population of up to 24,999

Chief Robert L. Ridgeway, West Palm Beach Fire Rescue, Florida
IAFC Fire Agency Head Representative for a population of 25,000 to 99,999

Assistant Chief Paul D. Brooks, Greensboro Fire Department, Greensboro, North Carolina
IAFC Fire Agency Head Representative for a population of 100,000 to 249,999

Chief Robin Paulsgrove, Arlington Fire Department, Arlington, Texas
IAFC Fire Agency Head Representative for a population of 250,000 and above

Chief Ernst Piercy, USAFA Fire Department, USAF Academy, Colorado
Federal Fire Service Representative

Mr. Ralph Dorio, Insurance Services Office, Jersey City, New Jersey
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Mr. Frank Florence, National Fire Protection Association, Boston, Massachusetts
Consensus Standards Representative

Mr. Max Baker, County Administrator, County of Los Alamos, New Mexico
ICMA County Representative

Mr. Jeff Pomeranz, City Manager, City of West Des Moines, Iowa
ICMA City Representative

Barry McKinnon, Officer of the Fire Marshal, Ontario, Canada
International Fire Service Representative

Dr. Lori L. Moore, Assistant to the General President, Washington, D.C.
IAFF, Labor Representative

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INTRODUCTION

The Temple Terrace Fire Department recently received accreditation candidate status. In August of 2005, the agency asked the CFAI for a site visit to determine if they could be recommended for accreditation and the CFAI appointed a Peer Assessment Team. The Peer Assessment Team conducted an on site visit of the Temple Terrace Fire Department between January 8 and 11, 2006.

In preparation for the on site visit, each team member received the Temple Terrace Fire Department's Self-Assessment Manual, Strategic Plan and Standards of Cover. These documents produced by the Temple Terrace Fire Department represent a significant effort by the staff of the agency.

The City of Temple Terrace was incorporated on May 28, 1925. The city has grown to an estimated population of 23,000. The Fire Chief was first appointed in 1928 and the Department was formally established as a City agency in 1958. The fire department provides a full range of service including Fire Protection and ALS transport Emergency Medical Services (EMS).

Composition

The city is primarily a residential community made up of both single and multi family occupancies. There is some retail shopping, hotels and high-tech commercial occupancies. The average population per household is 2.9 persons.

There are 7 square miles within the city limits. The Hillsborough River divides the city which presents some challenges to responses in the northeast corner of the city.

Government

Mayor/Council/ Manager

The Mayor and 5 City Council members are elected at large.

Fire Department

2 Fire Stations
46 uniform and civilian personnel
3 Engines (1 reserve)
1 Quint – 75 foot
4 ALS/Rescue Units (1 reserve)
1 Brush Truck
2 Inspection vehicles
2 Station/utility vehicles
4 Chiefs vehicles

EXECUTIVE SUMMARY

The Commission on Fire Accreditation International (CFAI) has completed a comprehensive review and appraisal of the Temple Terrace Fire Department based upon the 6th Edition of the Fire and Emergency Services Self Assessment Manual. The Commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The assessment team's objectives were to validate the agency's self study accreditation manual, identify and make recommendations for improvement, issue a report of findings and conclude if the agency is eligible for an award of accreditation.

The Temple Terrace Fire Department is to be commended for its participation in this very comprehensive and detailed accreditation process. All members of the agency and city staff were very open, responsive, and candid. This approach greatly aided the team in its limited site visit. The agency's accreditation team did an exemplary job of preparing their exhibits and references for the site assessment team. The benefits obtained will improve the quality of the fire service delivery system and the community's emergency services.

The Temple Terrace Fire Department is a very dynamic and progressive agency. The members of the agency and the citizens of the city are very proud of the level and quality of services delivered. Their emergency service area has expanded through annexations in recent years, future annexations are planned and additional growth is anticipated. The agency has managed to keep pace with the growth and at the same time add resources that serve the growth area and provide improved emergency resources to the existing community.

The Temple Terrace Fire Department's accreditation self study reflected a genuine appraisal of current performance and improvement needs. This study represents a very time consuming detailed analysis of the agency and their personnel are to be commended for their efforts.

The summaries of findings by the Peer Assessment Team are as follows:

Governance and Administration

The department met all core competencies.

The agency has been legally established according to Florida State law and there is effective and frequent communication between the agency and the city. There are effective administrative policies and structures in place to ensure that Agency operations are consistent with their mission and stated goals and objectives. The Agency is compliant with legal requirements and allocates resources appropriately. The department has established levels of service to the community in practice and through budget processes, however these levels should be formally identified and mandated by the authority having jurisdiction.

Personnel roles, functions, responsibilities and relationships are clearly defined and identified. The Fire Chief is selected on the basis of qualifications and credentials and policies are in place to preclude conflicts of interest.

Assessment and Planning

The department met all core competencies.

The geographical area is clearly defined and divided into planning zones. Analysis for fire and non-fire risks in each zone has been completed and key hazards noted. Given the findings of the analysis, a standard of response strategy has been developed for each zone. The authority having jurisdiction has accepted the current response levels and future goals for improvement, however the Standards of Cover documents phrase the future goals as standards. The agency is continuing to accumulate data and refine this response strategy as the demographics and occupancies change with growth and annexation.

Demographics, economic indicators, response data, water supplies and protection systems are all considered as part of the planning process. Applicable codes, statutes and regulations are consistently applied.

The agency is the first department within Temple Terrace to have completed a strategic planning process and it has been accepted by the City Council. Strategic goals from the Fire Department are harmonized with the City Strategic Plan.

Goals and Objectives

The department met all core competencies.

There are well-defined goals and objectives in the Strategic Plan for directing the priorities of the organization at all levels. Fiscal goals are clearly defined by the budget process. Personal goals are managed through the performance appraisal system. Goals at all levels are very clearly defined and effectively and regularly reviewed.

Financial Resources

The agency met all core competencies.

The City of Temple Terrace has received a “Certificate of Achievement for Excellence in Financial Reporting” from the Government Finance Officers Association for the past twenty-seven years. The Agency’s budget and finance documents are well planned, organized and adhere to generally accepted accounting practices. There is a good system for budgeting and administering funds. The city has a strong administrative system, including internal accounting to manage the financial practices within the city and department.

Programs

The agency met all core competencies.

The fire prevention, public education and fire investigation programs are well developed. The fire prevention program is generally meeting the departmental objectives. A significant portion of the public education program is managed and delivered by shift personnel.

The hazardous materials program is operating at a basic responder level within the agency. Temple Terrace relies mainly on Hillsborough County Regional Hazardous Materials Team for responses. All Temple Terrace responders' are trained to operations level.

The Temple Terrace Fire Department has a very comprehensive Disaster Management Program. The Department participates in the County and State-wide Comprehensive Emergency Management Plan. The Fire Chief is the Chair of the Local Emergency Planning Committee and the Emergency Management Coordinator for the City. The department is very proactive in disaster management.

Temple Terrace has agreements with Hillsborough County and Tampa Fire for Weapons of Mass Destruction response. Both mutual aid agencies are very well stocked and trained to deal with a Weapons of Mass Destruction incident. The department is trained and capable at the basic response level and has monitoring and protective equipment for personnel including Mark 1 kits.

The fire fighting and emergency medical systems in the Temple Terrace Fire Department are well developed. The department provides advanced life support from ALS capable Engines and Rescue Units from either of the two Stations.

The department provides limited Technical Rescue services and utilizes a regional approach for incidents that exceed their initial response capabilities.

The department does not provide Aviation or Marine fire fighting services.

Physical Resources

The department met all core competencies.

All facilities are well maintained either by station personnel, city maintenance or outside contractors. There is an active apparatus replacement and maintenance program. All apparatus are in excellent condition and well equipped. Vehicles are maintained at the city garage by qualified and certified mechanics.

The current Fire Station locations are adequate to maintain Standards of Cover, but future annexations and growth will likely require a third station in the southeast area of the city. A tentative site is being considered and plans will be further developed as growth continues. The operational requirements of the Agency have outgrown the space available in Station #1.

All safety equipment is provided to personnel and maintained with an effective replacement program.

Human Resources

The department met all core competencies.

All legal mandates are being met and state law is being followed. There are documented personnel policies and procedures guiding both administration and personnel behavior.

Human Resource activities are consistent with the mission and goals of the organization. All employees are annually evaluated and the hiring and promotional practices are effective.

Training and Competency

The department met all core competencies.

The training program is very comprehensive and emphasis is placed on state mandates. Safety is a high priority and nationally recognized training materials and standards are used.

The training program is operating effectively with an emphasis placed on structured well-developed training sessions. All appropriate training provides continuing education credit for re-certification.

Essential Resources

The department met all core competencies.

The water supply system appears to be adequate with some significant reconstruction projects underway that will be greatly beneficial to the Agency. There is an excellent working relationship with the Public Works Department ensuring coordination of needs and activities.

The emergency communications center provides adequate services from a facility located in City Hall. The facility is a combination police/fire center administered by the Police Department.

The administrative support and office systems function well, however they exist under severe space limitations. There is an effective information management system that allows the Agency to manage its data and processes.

External System Relationships

The department met all core competencies.

The working relationships within the city organization and with outside fire and emergency services agencies are strongly developed and functioning very well. Mutual aid agreements are in place for emergency services with the neighboring city and county.

The agency is the lead component for the city's emergency management program. The agency's Comprehensive Emergency Management Plan establishes the framework for defining operations roles, responsibilities and contingency plans for maintaining essential services.

CONCLUSIONS

The self-study manual and related documents produced by the Temple Terrace Fire Department were of exceptionally high quality. The documentation represented a significant effort by the staff of the agency to produce and present quality information.

- The Temple Terrace Fire Department has demonstrated that all core competencies have been met and received a credible rating.
- The Temple Terrace Fire Department has demonstrated that all applicable criteria have been met and received a credible rating.
- The Peer Assessment Team recommends Accredited Agency Status for the Temple Terrace Fire Department from the Commission on Fire Accreditation International.

RECOMMENDATIONS

The Peer Assessment Team conducted an exit interview with the agency consisting of the City Manager, the Fire Chief and most all the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The agency was given an opportunity to respond to any errors in findings of fact.

Strategic Recommendations

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

1. The team recommends that the levels of service to the community established in practice and through budget processes, be formally identified and mandated by the authority having jurisdiction.
2. The team recommends that the department conduct a detailed analysis of the staffing levels and workload of the Administration, Administrative Support, Risk Reduction and Personnel Development sections. The volume and scope of task required has grown in many areas and an analysis may show the need for additional staff and/or a re-structuring of the organization.
3. The team recommends that the department develop a computerized process of one-time data-capture for fire inspections. The current method of documenting the inspection on a paper format and then entering it into the computer at the station is resulting in a backlog.
4. The agency is equipped and trained to initiate operations and establish the command framework for incidents that rely on mutual aid. While recognizing that general practices are in place, the Team recommends the agency investigate the establishment of formally documented countywide procedures for dispatch and operations for any responses that may have mutual aid requirements.

5. The department should re-phrase the Standards of Cover documents to show the current minimum level of response capabilities and future goals for improvement in response capabilities as separate items.
6. The agency relies upon mutual aid resources to meet the SOC for structure fires, technical rescue, hazardous materials and other responses. The Team recommends that the agency consider instituting regularly scheduled multi-company training with mutual aid partners.
7. The agency is managing their goals and objectives in a timely and effective manner; however the Team recommends that each goal or objective have a clear time line incorporated into the goal statement to facilitate the ongoing management of the goals.
8. The Team recommends that the agency ensure that all SOPs are updated on a regularly scheduled basis.
9. The team recommends that Command procedures be established on every incident according to existing documented procedures.
10. The team recommends that an inventory system be established for all supplies, spares and stocked items.
11. While the Agency follows a consistent procedure for budget development, the procedure is not fully documented. The Team recommends that the agency develop and distribute a formal written procedure for budget development.
12. The Agency should consider enhancing road access between the Northeast section of the city served by Station #2 and the remainder of the City. This would improve response times and provide an improved Standard of Cover.

Specific Recommendations

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

Category V Programs

Criterion 5C: Public Education Program

Performance Indicators

5C.2 The agency has staffing to accomplish the program's mission, goals, and objectives.

The Public Education functions are currently managed by three (3) separate personnel as additional duties. The department should explore the possibility of an administrative position dedicated to public education to enhance the continuity of these programs.

5C.3 There are adequate equipment and supplies allocated to the public education program

The Agency should consider an all-hazards type of education program for the elementary schools such as the National Fire Protection Association's Risk Watch program.

Criterion 5F: Hazardous Materials

Performance Indicator

5F.4- There are adequate supplies and materials to meet the stated level of response.

Consider upgrading cache of supplies and equipment to enhance first responder capabilities until a mutual aid Haz-Mat team arrives.

Category VI Physical Resources

Criterion 6A: Fixed Facilities

Performance Indicators

6A.1- Space allocations are adequate for agency functions such as operations, fire prevention, training, support services, and administration.

Space allocations at Station # 1 are marginal. The Team strongly supports the renovation of Station #1, and also supports the concept of a Public Safety Center. Considerations should be given to include similar amenities and protection devices that were implemented at Station #2. These include but are not limited to a full sprinkler system, diesel exhaust removal, generator upgrade, range hood suppression system, fire alarm, and low maintenance building materials and furnishings. The Agency should also consider moving the crew quarters to the first floor in order enhance safety during turnouts and improve response times.

6A.2- Building and grounds are clean and in good repair. Maintenance is conducted in a systematic and planned fashion.

In the interim prior to the renovation of Station #1 cosmetic issues are a consideration. The interior of Station #1 has not been painted for nine years and is beginning to show wear. These small upgrades to the Station will improve living conditions and assist in maintaining a sense of pride in the station.

Criterion 6C: Apparatus Maintenance

Performance Indicators

6C.2- The maintenance and repair facility is provided with sufficient space and equipped with appropriate tools.

The constant changing technology creates a need for constant updating of tools and equipment. The agency should consider inclusion of funding for these types of purchases into the annual operating budget.

6C.4- There are an adequate number of trained and certified maintenance personnel available to meet the objectives of the established program.

The maintenance garage has a vacant staff position; this position should be replaced as soon as possible to maintain full staff.

Category VII Human Resources

Criterion 7B: Recruitment, Selection, Retention and Promotion

Performance Indicator

7B.11 Exit interviews or periodic surveys are conducted to acquire feedback and to assist in improving agency policies and procedures.

The Agency should consider conducting employee surveys at regular intervals to determine the general climate of the organization and specific issues that may be affecting performance.

Criterion 7C: Personnel Policies and Procedures

Performance Indicator

7C.5 There is a personnel appraisal program in place.

There is an effective personnel appraisal system in place. However, the system places the employee in one of two categories, satisfactory or unsatisfactory. The Agency should consider developing a system that rewards above average and superior performance.

Criterion 7D: Use of Human Resources

Performance Indicator

7D.6 The department has a health/physical fitness program and provisions for non-compliance by employees/members are written and understood.

A total Firefighter Fitness and Wellness Program should be implemented.

There are currently no formal physical training requirements, nor any ongoing medical evaluations of all department members. Consideration should be given to adopting the IAFF/IAFC Firefighter Wellness Program as a model for the department.

Criterion 7F: Risk Management and Personnel Safety

Performance Indicator

7F.2 There is a system for identifying and evaluating workplace hazards.

The City has a general risk management plan but the Agency should consider developing and implementing its own plan to identify and evaluate specific hazards related to fire and rescue operations. In addition, consideration should be given to completion and utilization of the National Fire Protection Association 1500 worksheet to assist in this process.

Category VIII Training and Competency

Criterion 8A: Training and Education Program Requirements

Performance Indicator

8A.4 - The department has identified minimum levels of training required for all positions in the organization.

In addition to individual requirements the agency should consider developing and implementing specific proficiencies and performance-based requirements at the Company level. These would include time benchmarked operational evolutions.

Criterion 8C: Training and Education Resource

Performance Indicator

8C.4- Apparatus and equipment utilized for training is properly maintained in accordance with the agency's operational procedures, and is readily accessible to trainers and employees.

The use of the Tampa Fire Rescue training tower creates a logistical issue for manpower and restricts the number of personnel that can attend training at this facility. Consideration should be given to including space and funding for a training facility and tower in future renovations or new construction.

Category IX Essential Resources

Criterion 9A: Water Supply

Performance Indicator

9A.4 There is regular contact with the managers of public and private water systems to keep the fire agency informed about all sources of water available for fighting fires.

The City of Tampa is responsible for a portion of the water supply in the Agency's response area. If a hydrant is out of service in this area, there is not a process to ensure timely notification to the Agency. Procedures should be developed to ensure constant awareness of hydrant status.

Criterion 9B: Communication Systems

Performance Indicators

9B.3 The agency's communication center is adequately equipped and designed.

In the event of a required evacuation, the plan for relocating the communication center is to utilize the training room at Fire Station 1, which has been set up with a minimal amount of equipment. This is also the designated location for the City Emergency Operations Center (EOC). In the event of relocation in conjunction with EOC activation, operations could be difficult given the demands of both functions. The Team recommends that the Agency explore an alternate location for either the back up communications center or the EOC.

9B.8 There is adequate supervision and management of the communications center.

Consideration should be given to the establishment of written performance objectives for call processing time and ongoing monitoring. These objectives should be consistent with national standards and routinely measured and published for Agency review and comment. Current call processing time data is obtained manually and through a small percentage of actual calls for service. This process should be automated through the Computer Aided Dispatch system and include all calls for service.

Criterion 9D: Office Systems

Performance Indicator

9D.1 General office resources are adequate to support departmental needs.

There is a severe office space limitation that exists for administrative personnel. Individual work and storage space does not appear to be adequate. Several personnel in the Risk Reduction Division are located in a separate facility across the street.

The Agency should identify minimum office space requirements and explore alternatives to providing administrative personnel additional work and storage space.

Category X External Systems Relationships

Criterion 10A: External Systems Relationships

Performance Indicator

10A.4 A conflict resolution policy exists between the organization and external agencies which it has a defined relationship.

Although an informal process exists, the agency should consider developing a written policy for conflict resolution.

OBSERVATIONS AND RATINGS

Category I — Governance and Administration

The department met all core competencies in this category.

The Temple Terrace Fire Department was legally established in 1928 and has produced exhibits that demonstrate their ability to effectively deliver services to the community. They are governed by an elected Mayor and Council and report directly to a City Manager. The Fire Chief is selected through a process that clearly identifies qualifications, abilities and credentials.

The Agency avoids potential conflicts of interest through established policies governing proper conduct and ethical behavior. The City Manager and City Council approve the administrative structure of the Agency and deal with any changes through the annual budget process.

The Agency maintains effective communication with the Authority Having Jurisdiction through written communication, regular meetings and extraordinary meetings as required. There is an adequate administrative structure and sufficient resource allocation to allow for effective operations consistent with the Agency's stated mission and vision.

The team concurs with the Governance and Administration Category report of the self-study, its appraisal and action plan.

The overall performance rating for the Governance and Administration Category is Credible.

Category II — Assessment and Planning

The department met all core competencies in this category.

The Agency has clearly identified geographical planning zones. Fire and non-fire risks are identified and analyzed and standards of response coverage have been identified for each zone. Appropriate data including demographics, economic indicators, emergency response data, water supplies and fire protection systems are considered as part of the analysis and planning process.

The Fire Department is the first department of the city to have completed strategic planning. There is a strong potential for additional annexations and development within the city so significant planning is underway with the active involvement of the Fire Department to deal with the growth.

The team concurs with the Assessment and Planning Category report of the self-study, its appraisal and action plan.

The overall performance rating for the Assessment and Planning Category is Credible

Category III — Goals and Objectives

The agency met all core competencies in this category.

Goals and objectives have been developed for all levels of the Agency. All goals and objectives are consistent with the City and Agency mission. They are actively managed using the Balanced Scorecard process or the Performance Appraisal process.

The Agency has demonstrated that goals and objectives are used effectively to advance the mission and vision of the organization.

The team concurs with the Goals and Objectives Category report of the self-study, its appraisal and action plan.

The overall performance rating for the Goal and Objective Category is Credible.

Category IV — Financial Resources

The Agency met all core competencies in this category.

The City and Agency budgets are well planned and organized documents. The City has a current “Certificate of Achievement for Excellence in Financial Reporting” and has received this award for the past twenty-seven years. The budget involves input from all levels of the Agency and is published and distributed.

Major goals are identified in the budget and tracked on a regular basis by the Command Staff.

The team concurs with the Financial Resources Category report of the self-study, its appraisal and action plan.

The overall performance rating for the Financial Resource Category is Credible.

Category V – Programs

Criterion 5A -- Fire Suppression

The department met all core competencies in this criterion.

The Temple Terrace Fire Department delivers fire suppression response services from two (2) fire stations, twenty-four hours daily, seven days a week. Staffing and equipment meet the needs of the agency.

Initial response to structure fires of moderate risk include 3 engines, 1 ladder, 1 rescue and a chief officer with tiered response levels for other types of calls including response to fire alarms, protected occupancies and occupancies of significant risk.

The department has current Standard Operating Procedures with comprehensive policies for the use of Incident Command System and safety using common standards and terminology with its mutual aid partners.

The agency maintains an adequate level of spare equipment and supplies, and maintains a reserve engine. The agency lacks an inventory control method or listing of spare supplies and equipment and plans to develop in the future.

The agency's information management system allows for a complete analysis of response times and patterns that is analyzed weekly, quarterly and annually with that information being shared with City Council in a comprehensive and professionally published annual report document.

The team concurs with the Fire Suppression criterion report of self-study, its appraisal and action plan.

The overall performance rating for the Fire Suppression Criterion is Credible.

Criterion 5B -- Fire Prevention / Life Safety Program

The department met all core competencies in this criterion.

The Fire Prevention / Life Safety program has been established and is functioning in accordance with the exhibits and descriptions contained in the self-assessment document.

There are over 1200 commercial occupancies requiring a bi-annual inspection and the compliance rate is currently at 76%, versus a departmental set goal of 95%. This task is assigned to the Division Chief of Risk Reduction who performs this function in addition to a multitude of other duties.

The Agency is developing a noteworthy Residential Rental Housing Inspection program designed to increase safety and awareness in all rental property. Plans Review are conducted within three working days and a very functional work sheet has been developed to assist with this process. The City has adopted an aggressive sprinkler ordinance requiring a sprinkler system in any commercial or multi-family residential occupancy greater than two stories or 6,000 square feet. In addition, there is a community Knox box program that provides a limited number of boxes annually for residential occupancies through an application process.

The information system is adequate, but could be significantly enhanced with a computer based inspection process to eliminate the need to re-enter the data after completing the inspection.

The team concurs with the Fire Prevention / Life Safety program criterion report of the self- study, its appraisal and action plan.

The overall performance rating for the Fire Prevention / Life Safety Program Criterion is Credible.

Criterion 5C -- Public Education Program

The department met all core competencies in this criterion.

The public education program is comprehensive and provides an array of avenues for public education to the citizens of Temple Terrace. The goals and objectives of the program are being achieved. It is noteworthy that 98% of all elementary school children are reached each year through this program. Implementing an all hazards approach such as the National Fire Protection Association's Risk Watch program could enhance the elementary school program.

Assigning the coordination of all public education programs to a single staff member dedicated to this function could enhance the continuity of the program. Currently, three separate individuals are responsible for various components of this program as additional duties.

The team concurs with the Public Education Program criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Public Education Program Criterion is Credible.

Criterion 5D -- Fire Investigation Program

The department met all core competencies in this criterion.

The fire investigation program is established and well developed. All personnel at the captain level are trained in basic fire investigations and can perform this function at smaller incidents. Appropriate standard operating procedures have been developed that establish the criteria to request additional resources.

The Agency utilizes a well-developed tool, the Fire Investigation Fire Fighter Observation Form, to document the conditions encountered and activities performed by suppression personnel at the scene of a fire.

The team concurs with the Fire Investigation Program criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Fire Investigation Program Criterion is Credible.

Criterion 5E – Technical Rescue

The department met all core competencies in this criterion.

The agency relies upon mutual aid and the Tampa Bay Regional USAR Team as their primary provider for Technical Rescue. Established dispatch protocols dictate the appropriate mutual aid resources to be automatically requested for the type of rescue event.

The agency is trained and equipped to perform basic vehicle extrication. For other technical rescue events, the agency responds and performs incident size-up, establishes command and safe zones, and attempts to access and stabilize the patient based on their levels of awareness and operations training. The agency trains for routine hazards encountered and plans to develop operations policies for rescue specific responses in the future.

The team concurs with the Technical Rescue criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Technical Rescue Criterion is Credible.

Criterion 5F -- Hazardous Materials

The department met all core competencies in this criterion.

The Temple Terrace Fire Department operates as a first responder in the event of a hazardous materials incident. All responders are trained to an operations level. The department carries minimal equipment that includes absorbent pads and reference materials.

The Temple Terrace Fire Department utilizes the Hillsborough County Regional Hazardous Materials Response Unit for larger scale incidents where specific expertise and equipment is necessary. The department also utilizes Tampa Fire Rescue Haz-Mat for response if Hillsborough County is not available. Both agencies have a good working relationship with Temple Terrace Fire Department.

The team concurs with the Hazardous Materials criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Hazardous Materials Criterion is Credible.

Criterion 5G --Emergency Medical Services

The department met all core competencies in this criterion.

The agency provides a comprehensive advanced life (ALS) support program through a combination of two ALS transport vehicles and an ALS engine at Station One depending on daily staffing levels and an ALS transport vehicle or ALS engine from Station 2, the Adaptive Response Team (ART). The agency has 27 firefighter/paramedics and 13 firefighter/EMTs. The ART concept is an innovation method of providing ALS care while striving to meet stand of cover response time goals.

The 911 Dispatch Center utilizes the ProQA Emergency Medical Dispatch Software to prioritize medical calls and provide basic pre-arrival instructions.

The agency utilizes aggressive and comprehensive medical and regional trauma protocols. The agency has extensive standing medical orders/protocols with on-line contact for medical control guidance as needed through the use of cellular phones to contact the Division Chief of Personnel, the Medical Director, or local hospital with radio communication with the local hospital as a back-up.

The agency utilizes a tiered approach of peer and supervisory review and QA of medical care along with review by the Medical Director as needed and periodic regional trauma council reviews of trauma specific patients. The 911 Center utilizes a monthly QA process for EMD calls in the City with County oversight and QA for 5% of the total EMD call volume. The agency uses a citizen comment card process to receive feedback and track customer satisfaction on service delivery.

The team concurs with the Emergency Medical Services criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Emergency Medical Services Criterion is Credible.

Criterion 5H -- Emergency/Disaster Management

The department met all core competencies in this criterion.

The Temple Terrace Fire Department is a very active participant in Emergency/Disaster Management with the Fire Chief being the Chair of the Local Emergency Planning Committee and the Coordinator of the Comprehensive Emergency Management Plan (CEMP). The Fire Chief was the author of the CEMP and actively participates in updating the plan.

The department is very prepared for disasters within its jurisdiction, these mainly being hurricanes. During storms of the past the department has been very active in all phases of the operation including preparation through restoration.

The Temple Terrace Fire Department has trained 100% of the city employees including all of City Council in the operation of the National Incident Management System (NIMS). The minimum training for employees has been the 700 series training with some employees being trained to the command staff level. All new employees receive training concerning NIMS as part of their employee orientation.

The disaster plan is tested annually; this functional test is completed prior to the beginning of hurricane season and has provided insight awareness for all agencies involved.

The department has taken precautions in preparation for these types of emergencies including outfitting the buildings with shatterproof glass in windows and doors at the fire stations and outfitting personnel with the necessities to operate for extended periods of time.

The team concurs with the Emergency/Disaster Management criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Emergency /Disaster Management Criterion is Credible.

Criterion 5I – Response to Weapons of Mass Destruction

The department met all core competencies in this criterion.

The Department meets its Standard of Response Coverage for the Weapons of Mass Destruction program. The Temple Terrace Fire Department takes a first responder roll during a WMD event. The department provides employees with Mark 1 injectors and basic protective equipment for their own protection.

The Hillsborough County Special Operations Unit is utilized for all Weapons of Mass Destruction incidents and is very well trained and equipped to mitigate this type of an event. The cooperative effort between the two agencies is very successful.

The Temple Terrace Fire Department is capable of communicating with the Hillsborough County Special Operations Unit as well as Tampa Fire via an 800 MHz radio network.

The department maintains an information system to evaluate the effectiveness of response to Weapon of Mass Destruction events. Like many other departments this system has yet to be realistically tested, but the functionality via the Computer Aided Dispatch System is present for this type of evaluation.

The team concurs with the Response to Weapons of Mass Destruction criterion report of the self-study, its appraisal and action plan.

The overall performance rating for the Response to Weapons of Mass Destruction Criterion is Credible.

Category VI -- Physical Resources

The department met all the core competencies in this category.

The Temple Terrace Fire Department has recently completed renovations to Station #2 which includes fire protection devices including sprinklers, fire alarm, range hood suppression, diesel exhaust removal and other amenities that are low maintenance. Community Investment Tax is providing station #1 renovation funding. Station #2 renovations will serve as a model for Station #1 renovations with the same protection devices and low maintenance amenities and furnishings being implemented. These renovations are intended to resolve the issue of minimal space for personnel, staff and support services. Station 1 has not been painted in over nine years; a good coat of paint will improve the appearance of the station as well as maintain employee pride.

Both stations are located to provide the stated Standard of Coverage and service level objectives. Property has been identified for a potential third station that will improve response times in the Southeast area of the city. The current facilities are in compliance with federal, state and local regulations.

The Temple Terrace Fire Department has a very well equipped fleet of apparatus. The oldest of the front-line apparatus is a 1997 model. The apparatus is located to accomplish current standards of response coverage and service level objectives. All apparatus is of appropriate type for the function needed, with the apparatus at Station Two using an Adaptive Response System. This system utilizes type of apparatus that responds based on type of call.

The Temple Terrace Fire Department has a very proactive apparatus replacement schedule with apparatus wear and safety being the main focus. Apparatus specifications are written involving department staff, members and the supervisor of the maintenance garage. This system involves polling the members of the department of their needs and wish list for the new apparatus. Once this list is compiled the Asst. Chief and the maintenance supervisor complete the specifications. The Asst. Chief specifies the fire operation end of the apparatus and the maintenance supervisor specifies the mechanical side of the apparatus. This process works very well and keeps cost down and provides the department with the best possible apparatus.

The City of Temple Terrace has a staffed maintenance garage that repairs all fire apparatus. The Asst. Chief of Operations and the maintenance supervisor in the garage coordinate the program. The garage is well equipped and staffed with certified mechanics; these mechanics also are certified as Emergency Vehicle Technicians. Preventative maintenance is done on a scheduled basis and traced via the department's records management system. The facility is of adequate size and has the latest technology in tools and equipment. The mechanics maintain all certifications and are proactive in attending continuing education that is often done on off time.

The Temple Terrace Fire Department maintains the same tools and equipment on each piece of apparatus and also maintains the same location of tools and equipment across their fleet. The department strives to maintain the latest technology and also is proactive in the replacement of defective or excessively worn tools and equipment. Personnel in house have been trained to complete minor repair on tools and equipment including testing and repair self-contained breathing apparatus, other complex repairs are completed by an outside vendor. All equipment on the apparatus is inventoried daily as well as maintain in the departments record management system.

All members of the Temple Terrace Fire Department have been issued appropriate safety equipment. This equipment is maintained by qualified personnel and set up on a replacement schedule. As an example all bunker gear is replaced every five years for all line and staff personnel. Replacement of safety equipment is incorporated into the budget process and is a high priority item. All safety equipment is inventoried and maintained in the department's record management system.

The Temple Terrace Fire Departments physical resource plan is consistent with the agencies goals and strategic plan. Standard of Cover is a major portion of the plan and is considered in the planning of land purchases. The City Government is very active along with the department's administration and staff in the planning for physical resources. Many options are available for City government in the procurement of land for future development and these options are explored thoroughly.

The team concurs with the Physical Resource Category report of the self-study, its appraisal and action plan.

The overall performance rating for the Physical Resource Category is Credible.

Category VII -- Human Resources

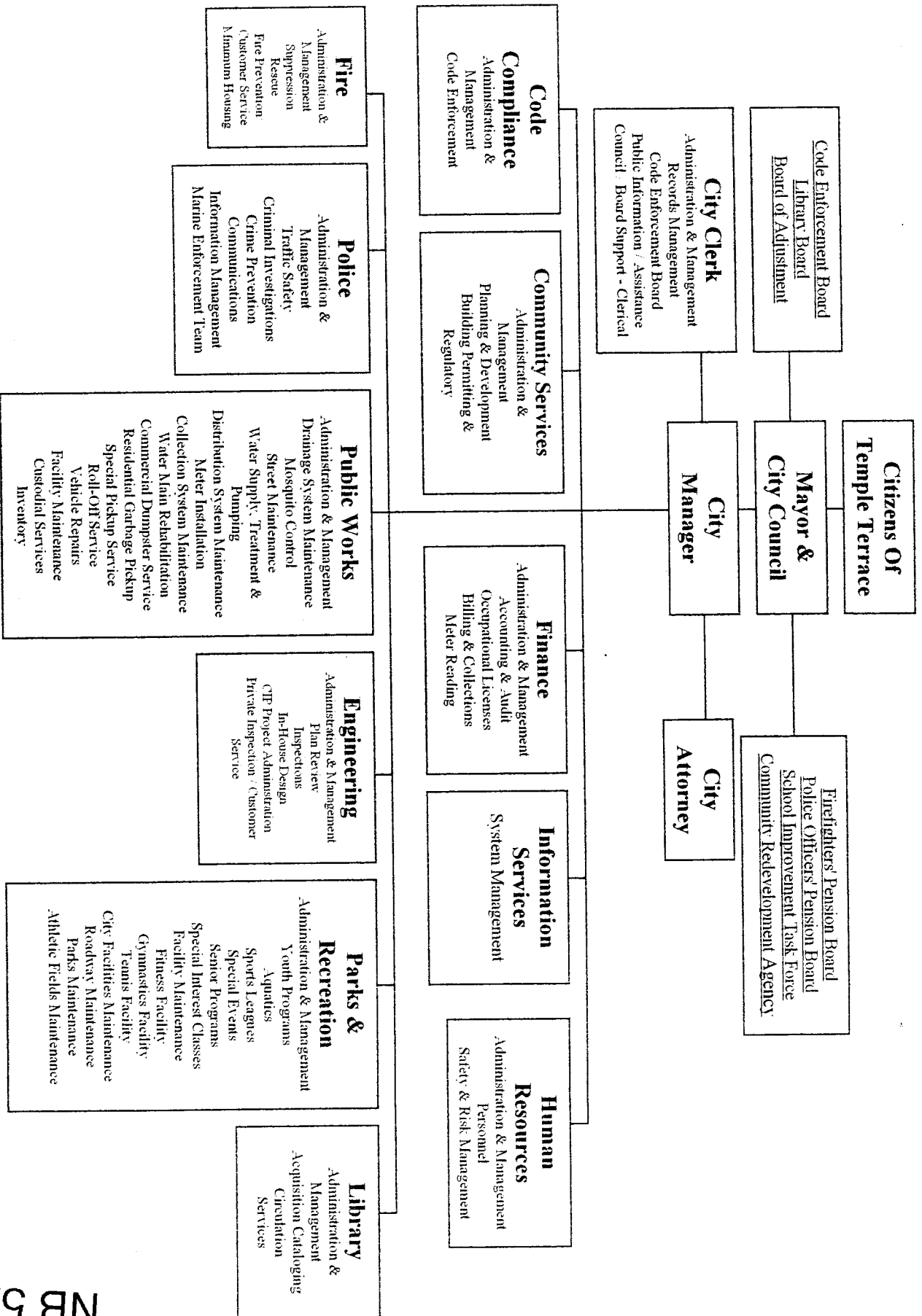
The department met all core competencies in this category.



The Agency works closely with the City's Human Resources Department to administer a successful human resource program in compliance with required laws and regulations.

The recruitment and selection of new employees is conducted in compliance with federal and state requirements. There is an initial assessment process that evaluates potential employees in a multitude of different areas. The new member orientation program is noteworthy, requiring recruit firefighters to complete a comprehensive task book within the probationary period ensuring adequate job performance. Promotional processes for subsequent ranks are conducted annually and contracted through a private company.

The job descriptions accurately reflect required knowledge, skills and abilities and outline duties and responsibilities. The performance appraisal process is adequate, however has no incentive for above average or superior performance.

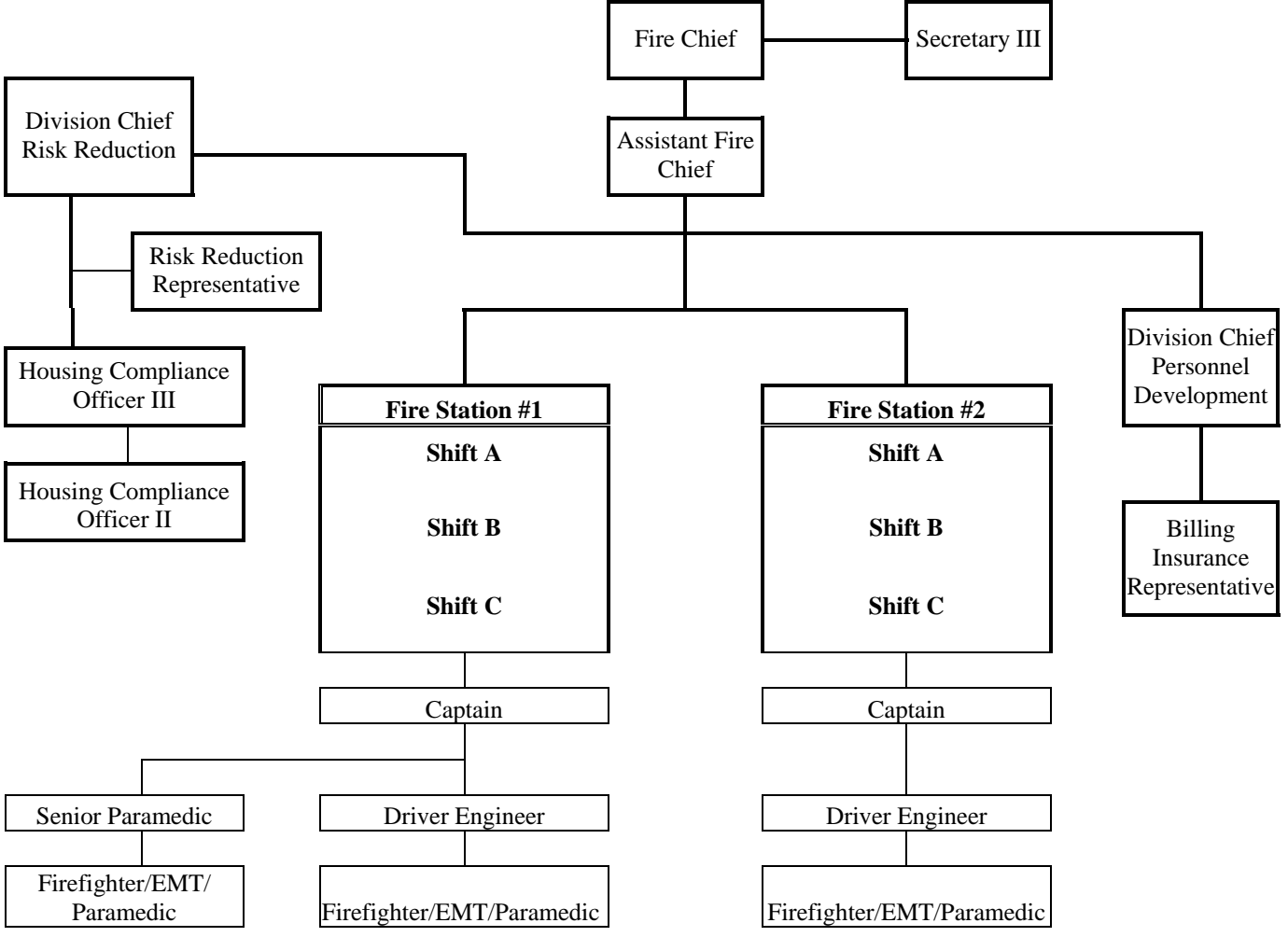
CITY OF TEMPLE TERRACE, FLORIDA – ORGANIZATIONAL CHART



	Document: Management and Administration	Approved by: Clyde E. Hiers Fire Chief	Initial Issue Date: January 23, 2004		
	Subject: A-1.1.2 Chain of Command		Last Revision Date: February 16, 2005		
	Accreditation Ref: 1B.1, 1B.2, 1B.4,		Standard Ref:		
	Special Notes:				Page: 1 of 1

I. **Purpose**

A. The fire department organizations



**CFAI Accreditation Summary Rating Report
(For Commission Use Only)**

Agency: Temple Terrace Fire Department

Date: January 23, 2006

<u>CAT</u>	<u>CR</u>	<u>PI</u>	<u>Subjects Rated</u>	<u>CC</u>	<u># Credible</u>	<u>CR</u>	<u># Credible</u>	<u>Rating</u>
1			Governance and Administration	4	4	2	2	3.6
2			Assessment and Planning	11	11	4	4	3.3
3			Goals and Objectives	6	6	4	4	3.9
4			Financial Resources	5	5	3	3	4
5	A	1	Fire Suppression - Deployment Objectives	1	1	--	--	3
	A	2	Fire Suppression - Staffing	1	1	--	--	3
	A	1-8	Fire Suppression - Overall	4	4	1	1	3.2
5	B	2-3	Fire Prevention - Compliance & Staffing	2	2	--	--	3
	B	1-8	Fire Prevention - Overall	4	4	1	1	3.25
5	C		Public Education Program	2	2	1	1	3
5	D		Fire Investigation Program	6	6	1	1	3.1
5	E		Technical Rescue	3	3	1	1	3
5	F		Hazardous Materials	2	2	1	1	3
5	G	1	EMS - Deployment	1	1	--	--	3
	G	2	EMS - Staffing	1	1	--	--	3
	G	1-10	EMS - Overall	2	2	1	1	3.3
5	H		Emergency/Disaster Management	2	2	1	1	4
5	I		Response to Weapons of Mass Destruction	4	4	1	1	3
5	J		Aviation Rescue and Fire Fighting Services	3	3	1	1	3
5	K		Marine and Shipboard Fire Fighting & Rescue	3	3	1	1	3
5	L		Other Programs	0	0	0	n/a	--
6			Physical Resources	8	8	6	6	3.9
7			Human Resources	16	16	6	6	3.45
8			Training and Competency	4	4	4	4	3.8
9	A		Essential Resources - Water Supply	4	4	1	1	3
	B		Essential Resources - Communications	4	4	1	1	3.8
	A-D		Essential Resources - Overall	2	2	2	2	3.2
10			External Systems Relations	3	3	2	2	3.7
<p align="center">▪ Credible Number of Core Competencies</p>				108	108	46	46	
Assessment Team: Downey, Bennett, O'Neal, Jackson, Childress (obs)					Overall Rating			3.31
CAT = Category		CR = Criterion		PI = Performance Indicator		CC = Core Competency		
# Credible = number of ratings 3.0 or above								
Ratings: 5.0/exemplary, 4.0/superior, 3.0/satisfactory, 2.0/minimal, 1.0/does not meet, O.O/NA								