Accreditation Report

Spartanburg Public Safety Department-Fire Division
151 S. Spring Street
Spartanburg, SC 29306
USA

This report was prepared on March 4, 2015
by the
Commission on Fire Accreditation International
for the
Spartanburg Public Safety Department-Fire Division

This report represents the findings
of the peer assessment team that visited the
Spartanburg Public Safety Department-Fire Division
on February 1-5, 2015
and revisited the department on
February 4, 2016

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EXECUTIVE REVIEW

PREFACE

The Spartanburg Public Safety Department-Fire Division recently received candidate status. On March 31, 2014 the department asked the Commission on Fire Accreditation International (CFAI) for a site visit to determine if it could be recommended for accreditation. On April 11, 2014, the CFAI appointed a peer assessment team. The peer team leader approved the department's documents for a site visit on January 2, 2015. The peer assessment team conducted an onsite visit of the Spartanburg Public Safety Department-Fire Division on February 1-5, 2015. The peer team recommended deferred agency status for the department and the Commission on Fire Accreditation International confirmed that decision on March 18, 2015.

Team Leader Dave Dauer conducted a secondary CFAI assessment of the Spartanburg Public Safety Department-Fire Division on February 4, 2016. The Spartanburg Public Safety Department-Fire Division previously submitted written updates and revisions of its self-assessment manual, strategic plan, community risk analysis, and standards of cover to CFAI and to the peer assessment team. All documentation was comprehensively reviewed in advance of the re-assessment visit. The documentation represented a significant improvement over the originally submitted documents. The department did not use a consultant to assist it with completing the documents required for accreditation.

SUMMARY

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

The peer assessment team leader followed CFAI processes confirmed during the secondary CFAI assessment through an examination of available data and interviews that the department has appropriately addressed the initial concerns that caused the team not to recommend that the department be accredited. The department has now satisfactorily addressed core competencies 2B.5 2B.8, 2C.5, 3A.1, 3B.1, 3C.1, 5A.4, 5A.7, 5B.3, 5B.8, 5C.4, 5C.5, 5C.7, 5D.6, 5E.7, 5F.7, 5G.7, 5G.10, 6E.3, and 10B.1, and the related criterion statements. The Spartanburg Public Safety Department-Fire Division has now demonstrated that its self-study accreditation manual, community risk analysis, standards of cover (SOC) and strategic plan met all core competencies and criteria. The peer assessment team recommends accredited agency status for the Spartanburg Public Safety Department-Fire Division from the Commission on Fire Accreditation International.

The department's success in meeting expectations is strongly tied to integrated processes for its standards of cover, strategic plan, and capital improvement plan. The SOC processes have evolved, and appropriate adjustments have been made through the implementation of necessary improvements, to match available resources to the fire and non-fire risks, and related expectations in the community. The SOC appropriately identifies that the majority of the city has a metro density population, with

pockets of suburban density, and limited rural areas at the outer fringes. There are appropriate benchmark goals and actual baseline performance statements in place that identify and measure all components of the total response time continuum.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that the alarm handling time, turnout time, and travel time for the first-due and effective response force components of the total response time continuum, as contained in the SOC, are in line with the industry best practices identified in the eighth edition of the *FESSAM* and do not constitute a gross deviation. It is clear the department is committed to taking steps to meet the expectations.

The peer assessment team identified opportunities for improvement that are captured in the recommendations section and in the observations and performance section of this report. These recommendations flowed from discussions, interviews, and a review of department supplied documentation to support its self-assessment conclusions. Based on positive feedback received during the process it is expected that there will be constructive actions taken by the department to implement these recommendations into the department within an appropriate and acceptable timeframe. The best example is the plan to aggressively pursue further reductions in its alarm handling and turnout times, and the data issues with the communication center. Additionally, hiring the consultant who will be managing the accreditation process, data analysis, and Firehouse RMS system.

The initial peer assessment team observed a weak commitment by the department to the CFAI accreditation process during the last few years. The current accreditation manager did not have sufficient transition from the prior accreditation manager. The incoming administration and fire chief certainly appear to have considerable dedication to the process. The peer assessment team observed the process alive and well during the site visit, and with a little time, the agency has every opportunity to be a model agency for the accreditation process.

The department has presented a renewed commitment to continuous improvement by ensuring personnel have been trained in the accreditation model to ensure no future lapse occurs. It was evident during the revisit that the accreditation manager has the full support of the department and that there is a renewed focus on succession moving forward. This will help ensure greater institutionalization of process over project in the future.

Composition

The town of Spartanburg was incorporated in 1831. By 1880, the town's population had doubled and town leaders proclaimed the municipality to be known as a city. Spartanburg is the county seat for Spartanburg County. The history of the fire service dates back to its roots as a volunteer fire department established in 1873. In 1905 the department had one fire station, housing one piece of equipment and 15 paid and volunteer firefighters.

In 1983 the fire and police services merged to form the Spartanburg Public Safety Department with cross-trained police officers supplementing fire staffing on the fire ground. In 2006, the cross-trained police officer program was terminated. In July 2013, the three shift assistant chiefs were moved to the day shift to help ensure the various administrative duties were completed. Effective in August 2013, the fire department was established as a separate city department and reports directly to the city manager. The official legal name of the department is the Spartanburg Public Safety Department-Fire Division (SFD). The department is in the process with city management to change its name back to its previous name, the Spartanburg Fire Department, or sometimes called the City of Spartanburg Fire Department.

The city of Spartanburg comprises 19.83 square miles. The 2010 census data indicates the city had a population of 37,013 and the county had a population of 288,745. The city's daytime population swells to approximately 56,600. The Spartanburg Public Safety Department-Fire Division has entered into automatic aid agreements to provide fire protection services to all nine adjoining communities.

The city of Spartanburg lost -7.35 percent population from 39,950 (2000) to 37,013 (2010). The department used CFAI's methodology of density analysis and found the composition of the city is considered urban. The department responded to a total of 2,257 emergencies in 2014 including: 308 fire calls (13.65 percent); 646 emergency medical service (EMS) calls (28.62 percent); and 1,303 miscellaneous calls (57.73 percent).

The fire department has managed to evolve with the growth of building stock and related population; it is now a career service staffed by a minimum of eighteen uniformed personnel on a daily basis working out of five fire stations. The department's minimum shift staffing level was changed from seventeen to eighteen personnel on July 5, 2013

In 2011, the Insurance Services Office (ISO) visited the city to rate its public protection classification. The outcome of the visit was a public protection classification of Class 2.

Government

Council-Manager form of government
Mayor and 6 Councilors
City Manager
Fire Chief

Fire Department

5 fire stations
77 uniform and 2 civilian personnel
3 shift system (24 hours on, 48 hours off, 52 hour work week)

Staffed Resources

4 engine companies
1 ladder company
1 squad or heavy rescue
1 battalion chief

Non-staffed Units

1 mobile command vehicle (joint with police)
1 engine (611)
1 brush truck
1 reserve engine (632)
2 rescue team trailers
1 mechanic service vehicle
1 safety house

Daily Minimum Staffing (All Stations): 18

CONCLUSIONS

The self-study manual produced by the Spartanburg Public Safety Department-Fire Division was of medium quality.

- The Spartanburg Public Safety Department-Fire Division demonstrated that all core competencies were met and received a credible rating.

- The Spartanburg Public Safety Department-Fire Division demonstrated that all applicable criteria were met and received a credible rating.

- The peer assessment team recommends accredited agency status for the Spartanburg Public Safety Department-Fire Division from the Commission on Fire Accreditation International.

RECOMMENDATIONS

Team leader Dave Dauer conducted exit interviews with the agency consisting of the two assistant chiefs and some of the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's initial findings and recommendations from the site visit on February 4, 2016. Validation of corrective actions was satisfactorily established. The department was given an opportunity to respond to any errors in findings of fact.

Strategic Recommendations

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

The following strategic recommendations that led to the initial deferral have been satisfactorily addressed as completed or are in progress. They include:

1. It is recommended that the department stringently monitor any improvements to response time objectives to identify positive outcomes and additional opportunities for further enhancements.

2. It is recommended that the department immediately take action on any additional options identified through this monitoring process that cause alarm handling, turnout or travel time to be reduced.

    - *The department has since implemented both short and long-term actions to address these issues. It was verified and validated during the revisit that the agency has now satisfactorily addressed this issue, and has shown it to be credible. The agency now generates monthly and quarterly reports to document performance to ensure their response programs are adequate for the community served. The agency started meeting quarterly with the director of the communication center and positive results have been realized.*

3. It is recommended that the department form a SOC compliance team and annually: analyze changes in the population density; identify any significant changes in the risk; consider any changes in response capability; and assess the impact on response time standards.

    - *The agency hired a technical analyst/urban planner to facilitate the SOC compliance team and to annually update the SOC. Monthly and quarterly reports are being generated to document performance.*

4. It is recommended that the department develop objectives that are specific, measurable, attainable, realistic, and time-bound (SMART) and do incorporate measurable elements of time, quantity, and quality.

5. It is recommended that the department follow through on the organizational assessment and a new strategic plan for the department, which are being facilitated by the consulting firm of Management Partners,

6. It is recommended that the department implement a process to implement and track goals and objectives.

7. It is recommended that the department develop methods that institutionalize goals and objectives throughout the department and further improve the existing method for distributing the goals and objectives.

8. It is recommended that the department strategic planning committee be formed and tasked to review and modify the department's goals and objectives at least annually.

   - *The agency has developed and updated its strategic plan and developed objectives that are specific, measurable, attainable, realistic, and time-bound (SMART) and do incorporate measurable elements of time, quantity, and quality.*

   - *Objectives are reviewed quarterly and reported on a monthly performance report.*

9. It is recommended that the department establish a policy and procedure to review and update the standard operating procedures to direct fire suppression activities. This recommendation also applies to the public education and fire investigations programs.

   - *The agency has reviewed all standard operating procedures as of August, 2015, and has instituted an annual review of these documents. Additionally, a new standard operating guideline (SOG) has been written that documents responsibility and that SOG's will be reviewed annually.*

10. It recommended that the department develop a systematic approach to conducting a periodic appraisal of the effectiveness of the fire suppression program. This recommendation also applies to the fire prevention, public education, technical rescue, hazardous materials, and emergency medical services (EMS) programs.

11. It is recommended that the department provide documented evidence that an appraisal is conducted at least annually during its annual compliance reports. This recommendation also applies to the fire prevention, public education, technical rescue, hazardous materials, and emergency medical services (EMS) programs.

    - *A template form was developed to appraise all of the agency programs. Appraisal of all programs was completed in 2015 and again in January of 2016. The agency has increased the frequency of data analysis to ensure their response programs are adequate for the community served.*

12. It is recommended that the department provide training and standardize qualifications for on-duty firefighters to conduct inspections of commercial occupancies.

    - *In April of 2015, the agency started a quarterly process to train line members to conduct commercial occupancy inspections. An updated inspection manual to assist line companies was distributed in January 2016.*

13. It is recommended that the department establish performance objectives to perform risk reduction in the community and review at least annually.

    - *Performance objectives were established in the appraisal process. Risks were identified and performance targets were set. Program appraisals and the SOC will be updated annually.*

14. It is recommended that the department target specific risks and risk audiences as identified through incident and program data analysis for their community.

    - *The agency identified and will target specific risks and risk audiences as identified during the program appraisal and while updating the SOC.*

15. It is recommended that the department appoint a Privacy Officer to comply with HIPAA requirements.

    - *The training officer is now designated as the HIPPA Privacy Officer.*

16. It is recommended that the department ensure that the mechanic has the required certification for servicing emergency vehicles and ensure that accurate records are recorded in one central location.

    - *The department mechanic has an associate degree in automotive mechanics, has experience working for and receiving training from Pierce, and has been a diesel mechanic with the city for 15 years. Additionally, the mechanic is pursuing Emergency Vehicle Training and additional regional training through Pierce.*

15. It is recommended that the department review and update older external agreements.

    - *It was verified and validated during the revisit that the agency has reviewed all agreements as of August, 2015, and has instituted an annual review of these documents. Additionally, a new standard operating guideline (SOG) has been written that documents responsibility and that agreements and SOG's will be reviewed annually.*

Category II – Assessment and Planning

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

Core Competencies

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

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

- It is recommended that the department stringently monitor any improvements to response time objectives to identify positive outcomes and additional opportunities for further enhancements.

- It is also recommended that the department immediately take action on any additional options identified through this monitoring process that cause alarm handling, turnout or travel time to be reduced.

- It is recommended that the department provide documented evidence of its realized performance improvements during its annual compliance reports.

Specific Recommendations

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

The following specific recommendations made during the initial site visit have been satisfactorily addressed as completed or are in progress. They include:

1. The strategic plan has evolved without updates or analysis. The department should investigate best practices in order to document, update, and monitor the advancement of the goals and objectives within the strategic plan.

    - *Since the initial visit, the agency has developed an updated strategic plan that covers the period of 2015-2020 and involved involving a mix of internal and external stakeholders. Objectives do incorporate measurable elements of time, quantity, and quality. A process is in place to review objectives quarterly and create a monthly performance report.*

2. It is recommended that the department establish more frequent intervals for the analysis of data in its records management system related to baseline performance so as to more immediately identify changes in levels of service and identify opportunities for improvement.

    - *The agency has increased the frequency of data analysis to ensure their response programs are adequate for the community served.*

3. .It is recommended that the department document and analyze the fire prevention program to ensure they are determining the effectiveness of the efforts.

    - *A template appraisal form was developed to document and analyze the fire prevention program. A comprehensive appraisal of the fire prevention program was completed in 2015 and again in January of 2016. The agency has increased the frequency of data analysis to ensure programs are adequate for the community served.*

4. It is recommended that the department institute a replacement schedule, budget, and implement an adequate plan to address tools and equipment.

    - *For FY 2015-2016 the department has budgeted $16,000 for tools and small equipment. New Truck 62 was delivered in the summer of 2015 with all new equipment. Thermal imagers, SCBA, and extrication equipment are replaced on a schedule through the equipment replacement fund.*

5. It is recommended that the department have all inventories and maintenance tracked in one location and to keep the information current.

   - *All equipment, including personal protective equipment are now tracked in the Firehouse database.*

6. It is recommended that the department identify and embrace a system to ensure that personnel appraisals are being conducted and maintained.

   - *The agency has identified the system to complete personnel appraisals. All evaluations are scanned to keep an electronic copy available. Improved tracking by battalion chiefs and other supervisors has been undertaken.*

7. It is recommended that the department evaluate and update outdated standard operating guidelines and other relevant documents.

   - *The agency has reviewed all standard operating guidelines as of August, 2015, and has instituted an annual review of these documents. Additionally, a new standard operating guideline (SOG) has been written that documents responsibility and that SOG's will be reviewed annually.*

Category III – Goals and Objectives

Criterion 3C: Measurement of Organizational Progress

Performance Indicator

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

It is recommended the department continue its efforts on developing outcome based performance measures.

Category V – Programs

Criterion 5D: Fire Investigation Program

Performance Indicator

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

It is recommended that the department establish a process to ensure that the origin and cause findings of the arson investigators are documented and available to company officers and the police department to ensure feedback and a common understanding of the fire problem in the community.

Criterion 5F: Hazardous Materials (Hazmat)

Performance Indicator

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

The department should consider expanding hazmat equipment and supplies to maintain proficiencies and better match capability with capacity.

Criterion 5G: Emergency Medical Services (EMS)

Performance Indicator

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

- It is recommended that fire crews responding and arriving first on medical calls, advise dispatch to time stamp the arrival of county EMS crews.
- It is recommended that fire crews obtain minimum patient information including name, address, and date of birth.

Category VI – Physical Resources

Criterion 6B: Fixed Facilities

Performance Indicators

6B.1 Each facility has adequate space for agency functions.

It is recommended that the department continue to work on the plans for construction of a new headquarters to address this need.

6B.2 Buildings and outbuildings are clean and in good repair and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.

It is recommended the department review its current practices in this area, as there is already evidence that the lack of routine maintenance is beginning to create potential problems with significant capital cost implications in the future.

Category VII – Human Resources

Criterion 7D: Use of Human Resources

Performance Indicator

7D.2 Current written job descriptions exist for all positions and incumbent personnel have input into revisions.

It is recommended that the department review all job descriptions and update with a current review or revision date.

Category IX – Essential Resources

Criterion 9B: Communication Systems

Performance Indicators

9B.4 The uninterrupted electrical power supply for the communications center is reliable and has automatic backup capability.

It is recommended that the center comply with NFPA 1221 in testing the back-up generator.

9B.7 An adequate maintenance program is in place with regularly scheduled system tests.

It is recommended that the center implement a regular scheduled maintenance program with weekly tests.

9B.9 A communications training program for emergency dispatchers is in place that ensures adequate, timely, and reliable fire agency emergency response.

It is recommended that the communications center complete and document regularly scheduled training for emergency dispatchers.

Criterion 10A: External Agency Relationships

Performance Indicator

10A.4 The agency develops and maintains outside relationships that support its mission, operations, or cost effectiveness.

It is recommended that the department work with its legal representatives to incorporate conflict resolution measures into all existing and future agreements.

OBSERVATIONS

Category I — Governance and Administration

The Spartanburg Public Safety Department-Fire Division (SFD) operates within a council-manager form of government. SFD was legally established and organized under Statute at Large 358 and by city ordinance 7-500. The fire chief serves as the department head and reports to the city manager. The fire chief meets with the city manager on a weekly basis to provide reports and discuss department issues. By city ordinance, the governing body is legally established to provide general policies to guide the department's programs, services, and financial resources. The administrative structure encourages an environment for the department to successfully fulfill its mission. The department was found to be in compliance with local, state, and federal regulations.

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources. The department operates under the powers granted to local municipalities by a state law that require the municipalities to have a written statement establishing the existence of a fire department. The department duly passed an ordinance, last updated in 1998, establishing the fire department's legal existence as the provider of fire prevention and fire protection.

The established administrative structure provides an environment for achievement of the agency's mission, purposes, goals, strategies, and objectives. The department has demonstrated compliance with local, state and federal regulations such as South Carolina Code of Laws, Title 5, Chapter 25, *Building Codes and Fire Prevention*. The city has been very sensitive to the requirements for personnel and human resource regulation such as OSHA-required personnel training. The governing body has adopted and/or approved policies that deal with regulated issues. For example, all personnel complete annual OSHA blood borne pathogens, respiratory protection training, as well as workplace hazardous materials communications training.

Category II — Assessment and Planning

The Spartanburg Public Safety Department-Fire Division (SFD) has embraced the use of the CFAI self-assessment process to logically and rationally define and align its self-assessment manual, community risk hazard analysis, standards of cover (SOC), and strategic plan. The department is in the process of using the services of the consulting firm of Management Partners to provide an organizational assessment and a strategic plan. The strategic plan does not involve an appropriate mix of internal and external stakeholders. The department must develop a practice to update its strategic plan on an annual basis and complete a total refresh of the document every three to five years. The city of Spartanburg has contracted with the consulting firm of Management Partners to provide an organizational assessment and a strategic plan for the department.

During the initial peer assessment visit, one criterion statement and three core competencies were not met: criterion statement 2B and core competencies 2B.5, 2B.8, and 2C.5. Additional detail related to the team's findings is located below in the observations related to criterion statement and core competency expectations. It was verified and validated during the revisit that the agency has now satisfactorily addressed these issues, and have shown them to be credible.

The agency collects and analyzes data specific to the distinct characteristics of the community served and applies the findings to organizational planning. The department collects and analyzes data specific to the distinct characteristics of the community served and applies the findings to organizational planning. The SOC appropriately identifies that the city has an "urban" density population. The department has completed a comprehensive analysis of the risks within the various population density areas. The results of the analysis and the associated identified needs are integrated into the SOC.

The department assesses the nature and magnitude of the hazards within its jurisdiction and develops appropriate response coverage strategies. Each significant fire and non-fire risk is categorized and listed to permit future analysis and study in determining standards of cover and related services. Special attention is paid to identify, analyze and develop strategies for non-fire or limited fire risks that gain importance due to cultural, economic, environmental, or historical value.

Criterion 2B was initially not credible. In recent years, the department had not evaluated their baseline data, which would analyze the gap between benchmark and baseline times. Previously, the department had little influence and did not work well with the communication agency. The department has since implemented both short and long-term actions to address these issues. It was verified and validated during the revisit that the agency has now satisfactorily addressed this issue, and has shown it to be credible. The agency now generates monthly and quarterly reports to document performance to ensure their response programs are adequate for the community served. The agency started meeting quarterly with the director of the communication center and positive results have been realized.

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

The department has developed proposals that are appropriate, acceptable, and affordable in relation to the identified needs of the community. The department's comprehensive evaluation and planning process provides very detailed information related to both the fire and non-fire risks in each of its 20 planning zones. This information was used by the SOC committee to identify appropriate responses capable of efficiently, effectively, and safely addressing the risks within the current capabilities of the department's delivery system.

The department's assessment and planning process, used to develop its SOC, has considered the overall fire risk it protects, its areas of responsibility, the demographics of the city, the economic indicators influencing its ability to deliver services, the historical fire loss data, the available water supply, and the use of automatic fire protection systems for certain occupancies. The department staff is responsible for continually assessing the changing fire risk within its area. Ultimately the department has used the results of its various processes to determine the appropriate deployment of resources to address the identified risks. This comprehensive approach has ensured the establishment of an appropriate and effective SOC strategy for fire risks.

In the development of the SOC, careful consideration was also given to the non-fire risks in the community. The non-fire risks include technical rescue, hazardous materials, emergency medical services, and aviation rescue and firefighting services.

The department has completed an analysis and evaluation of the related service demands for each of these risk types. Appropriate performance objectives are contained in the SOC relative to the response of adequate personnel within an appropriate time frame. The SOC identifies opportunities to further develop the department's capabilities through expanded use of neighboring resources via automatic aid agreements. In recent years, the purchase of Firehouse Software as the record management system and Vinelight Software has enhanced the department's ability to analyze incidents and response data.

The key to keeping the SOC strategy effective is the department's ongoing commitment to: continually measuring the gap between benchmark and baseline times; identifying contributing factors to those gaps; and developing remedies, through appropriate recommendations, to make continuous improvements. No formal evaluation had been conducted in the last five years. It was initially recommended that an SOC compliance team be formed and annually analyze changes in the population density, identify any significant changes in the risk, consider any changes in response capability, and assess the impact on response time standards. The agency hired a technical analyst/urban planner to facilitate the SOC compliance team and to annually update the SOC. During the revisit, it was verified and validated that the agency has updated its SOC and is reviewing data monthly to document performance.

The department must use data generated by its records management system and computer aided dispatch system to create reports that assist in assessing its past performance within these planning areas. The recently purchased Vinelight Software should enhance the department's ability to analyze incidents and response data. The results are used to update and revise the SOC document as needed. An example of the benefits of going through this process is the department's use of the results to allow it to develop appropriate remedies to progressively improve performance as the north-side projects continue to develop and the overall loss of population.

In recent years, the department has not evaluated their baseline data, which would analyze the gap between benchmark and baseline times. Previously, the department had little influence and did not work well with the communication agency. The department has implemented both short and long-term actions to address these issues.

The agency hired a technical analyst to generate reports and evaluate baseline data to document performance and to ensure their response programs are adequate for the community served. During the revisit, it was verified and validated that the agency has updated its SOC and is reviewing data monthly to document performance.

The agency started meeting quarterly with the director of the communication center and implemented both short and long-term actions to address issues. During the revisit, it was verified and validated that the agency has realized positive results.

Spartanburg County Communications /9-1-1 Department handles the call from beginning to end. Alarm handling time includes the call taker, transfer, and dispatch time. The department's practice is to document alarm handling as the time interval from the receipt of the alarm by the call taker until the end of the transmittal of the response information via voice or electronic means to emergency

response facilities or the emergency response units in the field. The department does not have direct control or influence of the communication agency. During the revisit, it was verified and validated that the agency is meeting quarterly with the director of the communication center. Positive results have been realized.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that the alarm handling time, turnout time, and travel time for the first-due and effective response force components of the total response time continuum, as identified in the standards of cover, are in line with the industry best practices identified in the eighth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM)* and do not constitute a gross deviation. It is clear the department is committed to taking steps to meet the *FESSAM* expectations.

There are no simple solutions to reducing the response time objectives; however, consistent with the continuous improvement principles inherent with CFAI, the department has implemented both short and long-term actions to address this issue. Those steps include such actions as:

- In October 2014, a consultant was hired who will be managing the accreditation process and Firehouse RMS system. The consultant attended CFAI workshops in November 2014. The consultant will be tasked with ensuring the department is doing what they say they are doing, prompting them to review policies, looking at improvements, prompting program evaluations, maintaining and gathering reference documents, guiding the department through writing the strategic plan, writing and refining the SOC, and writing and refining the FESSAM. The consultant will track the department's performance moving forward so that all documents are living, working documents that reflect the department at the present time.

- Quarterly meetings with communications director to discuss issues.

- Begin quarterly training sessions with communications to explain what the department expects, issues the department faces, and define basic concepts like what a ladder truck is, etc.

- Meetings were held with all three shifts November 2014. The issues of turnout time and dispatch times were introduced and feedback was requested on what suppression personnel were encountering and what could be done to make it better.

- A pre-incident alert will be given prior to tones dropping. Call takers will obtain basic information and send it to the dispatcher. The dispatcher will tone the call, giving a pre-incident alert first, dispatch the call, and then get the rest of the info from the call taker.

- Requested in the FY2015/16 budget year to install remote controls on all bay doors. This will eliminate approximately 8-10 seconds where the truck pulls out and has to wait on someone to manually press the close button and then walk to the truck.

- The department states that many times MDT's were not recording the time when buttons are pressed, lost connectivity, or were unable to connect at all. MDT's in vehicles are older, using Mifi air cards, using a VPN connection, and connecting directly to Spartanburg County Communications. By February 28, 2015 all apparatus will have installed new Samsung Galaxy NotePro with internal air cards running Citrix to a department server. The department server will run a fiber cable to CAD.

- CAD push to Firehouse.

- Install a “coat rack” at the two ladder trucks so personnel have a consistent place to store gear between calls. Based on the call location, ladder personnel have to bounce between the ladder and tower. Sometimes the gear gets left behind. They also have to lay it in the floor. A coat rack would help ensure gear is not left behind and gives personnel a consistent place to get their gear.

- Make a link on CAD internet interface so the department can access county unit times which will allow the department to track all effective response force (ERF) times more accurately (completed and implemented 11/14/2014).

- The department recognizes the need to implement the concept of exception reporting to address longer dispatch times associated with extraordinary situations that are beyond its control.

During the initial visit, it was recommended that the department stringently monitor any improvements to response time objectives to identify positive outcomes and additional opportunities for further enhancements. It was also recommended that the department immediately take action on any additional options identified through this monitoring process that caused alarm handling, turnout or travel time to be reduced. The department has since implemented the above short and long-term actions to address these issues. It was verified and validated during the revisit that the agency has now satisfactorily addressed this issue, and has shown it to be credible. The agency now generates monthly and quarterly reports to document performance to ensure their response programs are adequate for the community served. The agency started meeting quarterly with the director of the communication center and positive results have been realized.

Although these competencies are now credible, it is still recommended that the department stringently monitor any improvements to response time objectives to identify positive outcomes and additional opportunities for further enhancements. It is also recommended that the department immediately take action on any additional options identified through this monitoring process that causes alarm handling, turnout, or travel time to be reduced. It is recommended the department provide documented evidence of its realized performance improvements during its annual compliance reports.

A strategic plan for five years in the future is in place and, along with the budget, is guiding the activities of the agency. The plan is submitted to city manager. The plan has supported the department’s efforts to align with the mission and vision of the city and the needs of the community. The published plan was distributed electronically to all members of the department.

The department is now in the process of transitioning to a new strategic plan. The city of Spartanburg has contracted with the consulting firm Management Partners, to provide an organizational assessment and a strategic plan for the department. The peer assessment team reviewed the proposal and concluded that this change will result in the development of more deliverables and performance measures for the department. The change will also result in an even closer alignment of the department’s direction for the future with that of the city and it’s other departments.

The strategic plan was for 2013-2017, and did not involve an appropriate mix of internal and external stakeholders. The strategic plan had evolved over the past few years without updates or analysis. The department was encouraged to investigate best practices in other departments in order to document, update, and monitor the advancement of the goals and objectives within the strategic plan.

Since the initial visit, the agency has developed an updated strategic plan that covers the period of 2015-2020 involving a mix of internal and external stakeholders. Objectives incorporate measurable elements of time, quantity, and quality. A process is in place to review objectives quarterly and create a monthly performance report.

Category III — Goals and Objectives

The Spartanburg Public Safety Department-Fire Division (SFD) is guided by a vision statement, a mission statement, a set of core values, and established goals and objectives. The related performance measures are stated in the SOC and serve to establish the benchmarks of the department's goals and objectives.

During the initial peer assessment visit, three criterion statements and three core competencies were not met: criterion statements 3A, 3B, and 3C, and core competencies 3A.1, 3B.1, and 3C.1. Additional detail related to the team's findings is located below in its observations about the ability of the department to meet the criterion statement and core competency expectations. It was verified and validated during the revisit that the agency has now satisfactorily addressed these issues, and have shown them to be credible.

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

During the initial visit, the present objectives were not specific, measurable, attainable, realistic, and time-bound (SMART) and did not incorporate measurable elements of time, quantity, and quality to develop the department's goals and objectives. In some cases they were a continuation of the previous year and, in most cases, they were aligned with identified needs in the department's strategic plan and standards of cover. It was recommended that the department develop objectives that were specific, measurable, attainable, realistic and time-bound (SMART) and incorporated measurable elements of time, quantity, and quality. It was also recommended that the department strategic planning committee be formed and tasked to review and modify the department's goals and objectives at least annually. During the revisit, it was verified and validated that the agency has developed and updated its strategic plan and developed objectives that are specific, measurable, attainable, realistic, and time-bound (SMART) and do incorporate measurable elements of time, quantity, and quality.

The city of Spartanburg had contracted with the consulting firm of Management Partners to provide an organizational assessment and a strategic plan for the department. It was recommended that the department follow through on the organizational assessment and a new strategic plan for the department, which was being facilitated by the consulting firm of Management Partners.

The department's longer-term goals and objectives were contained in its five-year strategic plan for 2013-2017. The agency has since developed an updated strategic plan that covers the period of 2015-2020; and involves a mix of internal and external stakeholders.

The department had not been tracking progress towards implementing its goals and objectives. It was recommended that the department implement a process to implement and track goals and objectives. It was further recommended that the department develop methods that institutionalize goals and

objectives throughout the department and further improve the existing method for distributing the goals and objectives. During the revisit, it was verified and validated that the agency is reviewing objectives quarterly and generating a monthly performance report.

The department's performance measures are primarily based on outputs. It is recommended the department continue its efforts on developing outcome based performance measures.

Category IV — Financial Resources

The department bases its budget request on needs assessment and input from staff and line employees. The budgeting process is clearly identified and adhered to by the department. Adequate procedures are in place for reporting and controlling the department's finances.

Financial planning and resource allocation is based on agency planning involving broad staff participation. The department's annual budget preparation process has been clearly defined and strictly adhered to in accordance with the Spartanburg fiscal management policy, Spartanburg's budget preparation guidelines and schedule, and government accounting standards board procedures. The fire chief is given a copy of the budget preparation guidelines and schedule. The budget preparation guidelines and schedule define all procedures, policies, and guidelines to be followed during the preparation of the annual budget. Periodic meetings with the city manager and the budget analyst during the budget preparation process ensure that all procedures, policies, and guidelines are being followed. A budget preparation worksheet is used to produce the budget that is sent to city management for approval. The worksheet is used to complete the city's annual operating budget.

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting and auditing. The peer assessment team confirmed that city is in receipt of the most currently available Certificate of Achievement for Excellence in Financial Reporting (certificate) from the Government Finance Officers Association of the United States and Canada (GFOA) for its Comprehensive Annual Financial Report (CAFR). The department has submitted its most recent GFOA certificate and CAFR as prima facie compliance with this criterion.

Financial resources are appropriately allocated to support the established organizational mission, the stated long-term plan, goals and objectives, and maintain the quality of programs and services. Consistent with Spartanburg city code and state law, all department programs and activities are based on current and projected revenue. Adherence to state and local codes and laws pertaining to financial resources is the responsibility of the city manager.

Total revenues expenditures have been listed for ten years in the City of Spartanburg Comprehensive Annual Financial Report statistical section. This section included revenues from: taxes and licenses; permits and fees; intergovernmental funds; charges for services; fines and forfeitures; and includes general governmental expenditures by function.

Category V — Programs

Criterion 5A – Fire Suppression

The Spartanburg Public Safety Department-Fire Division is a full-service fire and rescue organization designed to provide essential public safety and emergency services to the city of Spartanburg. To meet the needs of its residents, the department currently staffs four engines, one ladder, and one

heavy rescue from five fire stations. The pump capacity of all engines and ladders is a minimum of 1,500 gallons per minute.

The department operates a 3-shift system and has established a minimum staffing benchmark of 18 firefighters per shift, per day. The department maintains a minimum of three firefighters per company on all front-line engine companies and the ladder company. The only exceptions to this are the two firefighters assigned to the heavy rescue squad.

The department relies upon external resources to make up its effective response force. The Spartanburg Public Safety Department-Fire Division has entered into automatic aid agreements to provide and receive fire protection services from all nine adjoining communities; Westview, Una, Hilltop, Whitney, Drayton, Converse, Glendale, Croft, and Roebuck. Una and Whitney do not receive automatic aid. The neighboring fire departments provide two engines with a minimum of four firefighters through a seamless, automatic aid system. The city of Spartanburg is part of a Spartanburg County mutual aid contract and a state-wide mutual aid contract for fire protection services to the city upon request. The resources of the state and county, such as aerials and tankers, are immediately available upon request. The peer assessment team verified and validated that the department(s) supplying these resources has/have the internal capacity to respond to other communities and that the alarm handling, firefighter turnout, and travel times of the incoming resources are in line with the industry best practices identified in the eighth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM).* The departments conduct joint training with the other communities.

The automatic and mutual aid participants work from one common set of standard operating procedures. Other factors that contribute to the effectiveness, efficiency, and safety of the system include the sharing of a regional training complex, and all participants in the system are dispatched from a common communications center. Also, the department has a history of involvement with surrounding departments; this ongoing participation has ensured that it is able to work effectively, efficiently, and safely during joint operations.

During the initial peer assessment visit, two core competencies were not met: core competencies 5A.4[1] and 5A.7[2]. Additional detail related to the team's findings is located below in its observations about the ability of the department to meet the criterion statement and core competency expectations. It was verified and validated during the revisit that the agency has now satisfactorily addressed these issues, and have shown them to be credible.

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

Section 102 of the department's standard operating procedure manual covers fire suppression and directs the development, scheduling, delivery, and evaluation of the fire suppression activities. During the initial visit, the standard operating procedures had not been updated by the department staff on a regular basis. It was recommended that the department establish a policy and procedure to review and update the standard operating procedures for the fire suppression activities. It was verified and validated during the revisit that the agency has reviewed all standard operating procedures as of

[1] Current standard operating procedures or general guidelines are in place to direct fire suppression activities.

[2] An appraisal is conducted, at least annually, to determine the effectiveness of the fire suppression program.

August, 2015, and has instituted an annual review of these documents. Additionally, a new standard operating guideline (SOG) has been written that documents responsibility and that SOG's will be reviewed annually.

The department has adopted an incident management system and routinely uses it during all emergency responses, regardless of the size or complexity of the incident. The department has adopted and follows the expectations of the National Incident Management System (NIMS).

During the initial visit, it was observed that the department had not been appraising the fire suppression program to determine its effectiveness, identify trends, or to implement best practices for mitigating significant incidents. Training and critiques can provide some insights of its fire suppression program effectiveness; however, program appraisals had not been done with any consistency or sense of purpose. Performance measures had not been analyzed to monitor performance in relation to the achievement of goals and targets. It was recommended that the department develop a systematic approach to conducting a periodic appraisal of the effectiveness of the fire suppression program. It was further recommended that the department provide documented evidence that an appraisal is conducted at least annually during its annual compliance reports. It was verified and validated during the revisit that a template form was developed to appraise all of the agency programs. Appraisal of all programs was completed in 2015 and again in January of 2016. The agency has increased the frequency of data analysis to ensure their response programs are adequate for the community served.

Initially it was recommended that the department administration establish more frequent intervals for the analysis of data in its records management system related to baseline performance so as to more immediately identify changes in levels of service and identify opportunities for improvement. It is noted that this recommendation also applied to several other program areas. It was verified and validated during the revisit that the agency has increased the frequency of data analysis to ensure their response programs are adequate for the community served.

The department's response and deployment standards are based upon the urban population density, and the fire demand of the community. Five fire stations provide citywide coverage; department staffing is based upon station location, incident type, and frequency. The department currently takes full advantage of available supplemental resources in the surrounding communities through automatic aid agreements. Two engines from surrounding communities are automatically dispatched on all structure fires.

The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The department's benchmark service level objectives are as follows:

> For 90 percent of all moderate and high risk structure fires, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be 6 minutes and 20 seconds. The first-due unit for all risk levels shall be capable of: providing 280 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing a back-up line and advancing an attack line, each flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

> For 90 percent of all moderate risk structure fires, the total response time for the arrival of the effective response force (ERF), staffed with 16 firefighters and officers, shall be 10 minutes and 20 seconds. For 90 percent of all high risk structure fires, the total response time for the arrival of the ERF, staffed with 18 firefighters and officers, shall be 10 minutes and 20 seconds in urban areas. The ERF for moderate risk shall be capable of: establishing command; appointing a site safety officer; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two-in and two-out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul. The ERF for high risk structure fires shall also be capable of placing elevated streams into service from aerial ladders. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

The department's baseline statements reflect actual performance during 2011 to 2015. The department relies on the use of automatic aid from neighboring fire departments to provide its effective response force complement of personnel. These resources are immediately available as part of a seamless response system. The department's actual baseline service level performance is as follows:

> For 90 percent of all moderate risk structure fires, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, is 9 minutes and 32 seconds. For 90 percent of all high-risk structure fires, the total response time for the arrival of the first-due unit, staffed with 3 firefighters, is: 8 minutes and 19 seconds. The first-due unit for all risk levels is capable of: providing 280 gallons of water and 1,500 gpm pumping capacity; initiating command; requesting additional resources; establishing a back-up line and advancing an attack line, each flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.
>
> For 90 percent of all moderate risk structure fires, the total response time for the arrival of the ERF, staffed with 16 firefighters and officers, is15 minutes and 06 seconds. For 90 percent of all high-risk structure fires, the total response time for the arrival of the ERF, staffed with 18 firefighters and officers, is 13 minutes and 10 seconds. The ERF for moderate risk is capable of: establishing command; appointing a site safety officer; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the OSHA requirements of two-in and two-out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul. The ERF for high-risk structure fires is also capable of placing elevated streams into service from aerial ladders. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.
>
> It was verified and validated by the peer assessment team that the Spartanburg Public Safety Department-Fire Division did not have sufficient fire suppression incidents, which required an effective response force to be assembled for 2011-2015, to provide reliable data.

Structure Fires – Moderate Risks (- 90th Percentile Times – Baseline Performance)		2011 – 2015	2015	2014	2013	2012	2011
Alarm Handling	Pick-up to Dispatch	3:01	2:09	3:16	3:20	3:13	3:05
Turnout Time	Turnout Time 1st Unit	2:27	2:20	2:30	2:07	2:26	2:50
Travel Time	Travel Time 1st Unit **Distribution**	4:51	4:55	4:39	5:13	4:40	4:48
	Travel Time ERF (16) **Concentration**	9:59	13:17	7:32	4:53	13:02	11:11
Total Response Time	Total Response Time 1st Unit On Scene **Distribution**	9:32	9:44	9:36	9:54	9:54	9:41
	Total Response Time ERF (16) **Concentration**	15:06	15:30	14:51	9:15	18:51	17:04
Number of Calls Analyzed for Distribution		749	138	150	145	142	174
Number of Calls Analyzed for Concentration		30	17	2	1	1	9

Structure Fires – High Risk (- 90th Percentile Times – Baseline Performance)		2011 - 2015	2015	2014	2013	2012	2011
Alarm Handling	Pick-up to Dispatch	3:02	1:59	2:50	3:24	3:47	3:11
Turnout Time	Turnout Time 1st Unit	2:14	1:59	2:15	2:09	1:58	2:27
Travel Time	Travel Time 1st Unit **Distribution**	3:58	3:14	4:07	4:10	4:06	4:12
	Travel Time ERF (18) **Concentration**	6:59	8:06	5:29	N/A	5:39	8:44
Total Response Time	Total Response Time 1st Unit On Scene **Distribution**	8:19	6:31	8:25	8:48	9:14	8:39
	Total Response Time ERF (18) **Concentration**	13:10	15:12	14:32	N/A	10:42	12:15
Number of Calls Analyzed for Distribution		199	40	48	39	31	40
Number of Calls Analyzed for Concentration		15	9	1	0	3	2

Criterion 5B – Fire Prevention / Life Safety Program

The Spartanburg Public Safety Department-Fire Division relies on its office of fire inspection to administer its fire prevention and life safety program. There are two uniformed fire inspectors and one fire marshal assigned to the department. Support is received from fire suppression crews that conduct annual fire safety inspections.

During the initial peer assessment visit, two core competencies were not met: core competencies 5B.3[3] and 5B.8[4]. Additional detail related to the team's findings is located below in its observations about the ability of the department to meet the criterion statement and core competency expectations. It was verified and validated during the revisit that the agency has now satisfactorily addressed these issues, and have shown them to be credible.

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

The department operates under the *2012 International Fire Code* (IFC) with local amendments. The current fire prevention code was adopted in July 2013. The IFC code is used with provisions of the code of the City of Spartanburg, Chapter 7, Article II: *Fire Prevention Code*.

Enabled by these legislative powers, the office of fire prevention provides fire prevention programs to the community. To ensure compliance with all applicable fire protection laws and department objectives, the fire prevention division utilizes line personnel and the office of fire prevention to conduct inspections. Each commercial occupancy is inspected every two years in accordance with the established frequency of inspection schedules, as identified in the standard operating guideline for the program.

During the initial visit, the department did not provide the office of fire prevention with the specific expertise to meet the program goals and objectives. At that time, the on-duty firefighters were used to conduct inspections of all commercial occupancies within their respective service areas, but did not have the qualifications and training to be conducting this type of activity. It was recommended that the department provide training and standardize qualifications for on-duty firefighters to conduct inspections of commercial occupancies. It was verified and validated during the revisit that the agency that in April of 2015, the agency started a quarterly process to train line members to conduct commercial occupancy inspections. An updated inspection manual to assist line companies was distributed in January 2016.

It was also observed initially that the department did not conduct appraisals to identify anomalies for risk assessment to ensure effective fire suppression capabilities. It was recommended that the department establish performance objectives to perform risk reduction in the community and review at least annually. It was also recommended that an appraisal be conducted at least annually, to determine the effectiveness of the fire prevention program and identify anomalies for risk assessment to ensure effective fire suppression capabilities. It was verified and validated during the revisit that

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

[4] An appraisal is conducted, at least annually, to determine the effectiveness of the fire prevention program and its efforts in risk reduction.

performance objectives were established in the appraisal process. Risks were identified and performance targets were set. Program appraisals and the SOC will be updated annually. A template form was developed to appraise all of the agency programs. Appraisal of all programs was completed in 2015 and again in January of 2016. The agency has increased the frequency of data analysis to ensure their response programs are adequate for the community served.

During the initial visit, fire prevention activities were not being analyzed. The office of fire prevention recognized that a regular review and evaluation of its fire prevention program was necessary and was establishing a process to complete these reviews on an annual basis. It was recommended that the department document and analyze the fire prevention program to ensure they were determining the effectiveness of the efforts. It was verified and validated that objectives are being reviewed quarterly and reported on a monthly performance report.

Criterion 5C – Public Education Program

The Spartanburg Public Safety Department-Fire Division delivers a comprehensive public education program through its office of fire prevention that is mandated to provide relevant fire and life safety educational programming to the community. The programming is aimed at changing unsafe behaviors, ultimately resulting in the reduction of deaths, injuries, and property loss related mainly to fire. The public education responsibilities are shared with line personnel and three fire prevention staff.

During the initial peer assessment visit, three core competencies were not met: core competencies 5C.4[5], 5C.5[6], and 5C.7[7]. Additional detail related to the team's findings is located below in its observations about the ability of the department to meet the criterion statement and core competency expectations. It was verified and validated during the revisit that the agency has now satisfactorily addressed these issues, and have shown them to be credible.

A public education program is in place and directed toward identifying and reducing specific risks in a manner consistent with the agency's mission. The team observed during the initial site visit that the department did not target priority audiences in their community based on program analysis through incidents, demographics, and program data analysis. The public education section does identify the need to maintain realized decreases in child-caused fires, specifically through the Juvenile Fire Setter Program, Youth Fire Quest Program, and established community partnerships.

The department also did not utilize incident and program data analysis to target the specific risks and risk audiences based on calls for service. It was recommended that the department target specific risks and risk audiences as identified through incident and program data analysis for their community. It was verified and validated during the revisit that the agency has identified and will target specific risks and risk audiences as identified during the program appraisal and while updating the SOC.

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

[6] Current standard operating procedures or general guidelines are in place to direct the public education program.

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

The department's public education policy directs the development, scheduling, delivery, and evaluation of the public education program. During the initial visit, it was observed that the standard operating guidelines had not been updated by department staff on a regular basis. It was recommended that the department establish a policy and procedure to review and update the standard operating procedures for the fire prevention program. It was verified and validated during the revisit that the agency has reviewed all standard operating procedures as of August, 2015, and has instituted an annual review of these documents. Additionally, a new standard operating guideline (SOG) has been written that documents responsibility and that SOG's will be reviewed annually.

A full appraisal had not been conducted since 2012 to determine the effectiveness of the public education program in reducing the human behavior risks identified within the city. Department staff had not been able to identify trends related to emergency responses and discuss program effectiveness and program requirements within the community. It was suggested that criteria examined should include identification of: the specific behaviors causing structure fires; who is demonstrating these behaviors; the locations of the typical and significant incidents; and demographic data.

It was recommended that an appraisal be conducted at least annually, to determine the effectiveness of the public education program and its effect on reducing identified risk. It was verified and validated during the revisit that a template form was developed to appraise all of the agency programs. Appraisal of all programs was completed in 2015 and again in January of 2016. The agency has increased the frequency of data analysis to ensure their response programs are adequate for the community served.

The department has an excellent program in place that enables improved fire protection and injury prevention through the provision of smoke alarms for low-income families.

Criterion 5D – Fire Investigation Program

The Spartanburg Public Safety Department-Fire Division has a dedicated fire investigation branch to conduct investigations of all reported fires within the city. The office of fire prevention has one fire marshal of fire investigations and two senior fire marshals. The fire marshals work closely with the city's police department to complete thorough investigations and to process criminal charges, where appropriate.

During the initial peer assessment visit, one core competency was not met: core competency 5D.6[8]. Additional detail related to the team's findings is located below in its observations about the ability of the department to meet the criterion statement and core competency expectations. It was verified and validated during the revisit that the agency has now satisfactorily addressed these issues, and have shown them to be credible.

The agency operates an adequate, effective and efficient program directed toward origin and cause investigation and determination for fires, explosions, and other emergency situations that endanger life or property. The International Fire Code Section 104.10 authorizes the department's fire investigation program. The code establishes the authority to investigate the cause, origin, and circumstances of any fire or explosion. The department's establishing and regulating by-law has

[8] Current standard operating procedures or general guidelines are in place to direct the fire cause and investigation program.

described and defined the fire investigation branch as having the statutory responsibility to investigate fires and determine fire origin and cause. The department investigates fire deaths and injuries. Department staff members have full police powers and are integrated into the city's criminal justice system.

Mandated investigations are scientifically conducted by the fire investigators using National Fire Protection Association (NFPA) 921: *Guide for Fire and Explosion Investigations, 2011 edition*. Company officers are provided with mandated overview training on the content of the standard and standard operating guidelines to ensure that they are familiar with the overall expectations of an investigation.

The current staffing level allows the department to adequately meet its mandate of conducting fire cause determination and fire injury investigations. All fire investigators are qualified to the NFPA 1033: *Standard for Professional Qualifications for Fire Investigator.* The assistance of the police department has proven very valuable in completing the criminal portion of the investigations. Common training is provided to both the fire and police investigators to ensure a mutual understanding of the respective roles of each organization in fire investigations.

During the initial visit, it was observed that the office of fire prevention did not complete a review of all its standard operating guidelines on a regular annual basis. The department was encouraged to consult with its immediate partner in the investigation process, the city's police department, during a review process. It was recommended that the office of fire prevention conduct a regularly scheduled review of all its standard operating guidelines in conjunction with the city's police department. It was verified and validated during the revisit that the agency has reviewed all standard operating procedures as of August, 2015, and has instituted an annual review of these documents. Additionally, a new standard operating guideline (SOG) has been written that documents responsibility and that SOG's will be reviewed annually.

A full appraisal is conducted annually to determine the effectiveness of the department's fire investigation program. Department staff conducts meetings to determine trends and patterns; by following this process staff is also able to provide specific data on arrests, case updates, trends, and case clearance rates. The department also collaborates with the police department during this appraisal process. Resources are typically realigned annually, based on recommendations flowing from the meetings.

The department does not currently take full advantage of the available information in its records management system to analyze the effectiveness of its fire investigation program or to familiarize suppression staff with the community fire problem. It is recommended that the department establish a process to ensure that the origin and cause findings of the arson investigators are documented and available to company officers and the police department to ensure feedback and a common understanding of the fire problem in the community.

Criterion 5E – Technical Rescue

The Spartanburg Public Safety Department-Fire Division provides a wide range of technical rescue capabilities to its residents including, but not limited to: vehicle entrapment, low and high angle, swiftwater, confined space, and trench collapse. Technical rescue teams staff a squad vehicle, one engine, and one ladder company to form a minimum effective response force of six personnel. All operations personnel are certified in NFPA Firefighter II, Rope and Confined Space Rescue, Auto

Extrication, and Hazardous Materials Operations. Twelve members are certified to the technician level in one or more rescue disciplines. The department maintains an extensive vehicle and equipment cache to support the program and the Spartanburg Advanced Rescue Team (SART).

During the initial peer assessment visit, one core competency was not met: core competency 5E.7[9]. Additional detail related to the team's findings is located below in its observations about the ability of the department to meet the criterion statement and core competency expectations. It was verified and validated during the revisit that the agency has now satisfactorily addressed these issues, and have shown them to be credible.

The agency operates an adequate, effective, and efficient program directed toward rescuing trapped or endangered persons from any life-endangering cause, e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire, etc.

The department describes what is expected of its members during technical rescue incidents through the use of standard operating guidelines (SOGs). The SOGs for the program are current and include the use of NIMS protocols. The department's SOG's are developed and stored in electronic format on the local server. These SOG's are accessible to all personnel at all times.

During the initial site visit, the team observed that the department had not been appraising the program to determine its effectiveness. Training and critiques could provide some insights of its technical rescue program effectiveness; however, program appraisals had not been done with any consistency or sense of purpose. It was recommended that the department develop a systematic approach to conducting a periodic appraisal of the technical rescue program. It was verified and validated during the revisit that

Personnel are well trained and committed to the technical rescue program. Personnel are aware and advise administration of equipment needs and requirements. The program enjoys a wide array of equipment to support the program. Efforts to enhance the SART are underway and commendable.

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

> For 90 percent of all technical rescue incidents, the benchmark total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters shall be 6 minutes and 20 seconds. The first-due unit shall be capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel.
>
> For 90 percent of all technical rescue incidents, the benchmark total response time for the arrival of the effective response force (ERF), staffed with 6 firefighters and officers including the technical response team, shall be 10 minutes and 20 seconds. The ERF shall be capable of:

[9] An appraisal is conducted, at least annually, to determine the effectiveness of the technical rescue program.

appointing a site safety officer; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing first responder medical support.

The department's baseline statements reflect actual performance during 2011 to 2015. The department does not rely on the use of automatic aid and mutual aid from neighboring fire departments to provide its effective response force complement of personnel and minimize citywide resource drawdown. The department's actual baseline service level performance is as follows:

For 90 percent of all technical rescue incidents, the total baseline response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters is 8 minutes and 20 seconds. The first-due unit is capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel.

For 90 percent of all technical rescue incidents, the total baseline response time for the arrival of the ERF, staffed with 6 firefighters and officers including the technical response team is 14 minutes and 37 seconds. The ERF is capable of appointing a site safety officer; establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing first responder medical support.

Technical Rescue - 90th Percentile Times – Baseline Performance		**2011 - 2015**	**2015**	**2014**	**2013**	**2012**	**2011**
Alarm Handling	Pick-up to Dispatch	3:25	2:56	2:51	4:07	3:07	4:03
Turnout Time	Turnout Time 1st Unit	2:05	2:13	1:47	2:21	1:49	2:17
Travel Time	Travel Time 1st Unit **Distribution**	4:02	4:24	3:27	4:18	3:59	4:04
	Travel Time ERF **Concentration**	7:34	5:13	8:32	8:10	7:01	8:54
Total Response Time	Total Response Time 1st Unit On Scene **Distribution**	8:20	7:14	8:43	8:57	8:28	8:17
	Total Response Time ERF **Concentration**	14:37	8:53	14:37	16:25	18:03	15:06

Criterion 5F – Hazardous Materials (Hazmat)

The Spartanburg Public Safety Department-Fire Division has a comprehensive approach to hazardous materials (Hazmat) emergencies wherein all first-due companies are trained to the operations level, and a hazardous materials response team from Spartanburg County provides support at the technician

and specialist level. As the lead hazardous materials emergency response agency in the community, the fire department is responsible for handling all hazardous materials emergencies.

The department equips all front-line engines, ladders, and rescues with a small equipment cache including buckets, shovels, sand, gas meter, binoculars, emergency response guide, and radioactive detectors. The Spartanburg County Hazardous Materials Team handles more complex hazardous materials responses. Each member of the department must be trained to operations level within one year of employment.

During the initial peer assessment visit, one core competency was not met: core competency 5F.7[10]. Additional detail related to the team's findings is located below in its observations about the ability of the department to meet the criterion statement and core competency expectations. It was verified and validated during the revisit that the agency has now satisfactorily addressed these issues, and have shown them to be credible.

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

The department has developed standard operating guidelines (SOGs) to provide a central core of directives from which personnel can effectively, efficiently, and safely meet the level of response for hazmat events. During the initial visit, it was observed that the department had updated the SOG's related to hazardous materials response twice since 2002, but had no policy that required a review of SOGs with any regularity or consistency. It was verified and validated during the revisit that the agency has reviewed all standard operating procedures as of August, 2015, and has instituted an annual review of these documents. Additionally, a new standard operating guideline (SOG) has been written that documents responsibility and that SOG's will be reviewed annually.

The department provides quarterly hazmat training to all operations personnel. In addition, personnel are encouraged to join the County Haz Mat Team. Technician level members attend the quarterly training. However, during the initial visit, there was no evidence to suggest a formal appraisal was conducted annually to determine effectiveness of the program. It was recommended that the department develop a systematic approach to conducting a periodic appraisal of the hazardous materials program. It was verified and validated during the revisit that a template form was developed to appraise all of the agency programs. Appraisal of all programs was completed in 2015 and again in January of 2016. The agency has increased the frequency of data analysis to ensure their response programs are adequate for the community served.

The recent move of the county Hazmat vehicle containing a vast array of equipment and supplies for the Hazmat team has left a significant deficit in the response capability of the department. Given the number of operations and technician level personnel, equipment to support that level of capability is not readily available for training or response. The department should consider expanding hazmat equipment and supplies to maintain proficiencies and better match capability with capacity.

The department's response and deployment standards are based upon the urban population density, and the hazardous materials response demands of the community. Citywide coverage is provided

[10] An appraisal is conducted, at least annually, to determine the effectiveness of the hazardous materials program.

from specific stations strategically staffed and located. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The department's benchmark service level objectives are as follows:

> For 90 percent of all hazardous materials response incidents, the benchmark total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters, shall be 6 minutes and 20 seconds. The first-due unit shall be capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.
>
> For 90 percent of all hazardous materials response incidents, the total benchmark response time for the arrival of the effective response force (ERF) including the hazardous materials response team, staffed with 6 firefighters and officers, shall be 10 minutes and 20 seconds. The ERF shall be capable of supporting the investigation of a hazardous materials release and mitigating the incident in accordance with department SOG's.

The department's baseline statements reflect actual performance during 2011 to 2015. The department does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The department's actual baseline service level performance is as follows:

> For 90 percent of all hazardous materials response incidents, the baseline total response time for the arrival of the first-due unit, staffed with 2 firefighters, is 10 minutes and 54 seconds. The first-due unit is capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone.
>
> For 90 percent of all hazardous materials response incidents, the baseline total response time for the arrival of the ERF, staffed with 6 firefighter and officers including the hazardous materials response team, is 13 minutes and 57 seconds. The ERF is capable of: appointing a site safety officer; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

Hazardous Materials - 90th Percentile Times – Baseline Performance		**2011 – 2015**	**2015**	**2014**	**2013**	**2012**	**2011**
Alarm Handling	Pick-up to Dispatch	3:21	2:15	3:57	3:41	3:00	3:55
Turnout Time	Turnout Time 1st Unit	2:36	2:30	2:35	2:37	2:45	2:31
Travel Time	Travel Time 1st Unit **Distribution**	6:55	5:56	8:04	7:12	6:26	6:59
	Travel Time	7:41	6:29		8:52		

Hazardous Materials - 90th Percentile Times – Baseline Performance		2011 – 2015	2015	2014	2013	2012	2011
	ERF **Concentration**						
Total Response Time	Total Response Time 1st Unit On Scene **Distribution**	10:54	9:15	12:04	11:42	10:36	10:54
	Total Response Time ERF **Concentration**	13:57	9:15		18:39		

Criterion 5G – Emergency Medical Services

The Spartanburg Public Safety Department Fire Division (Spartanburg Fire) responds to emergency medical services (EMS) situations to provide first responder emergency medical response support to Spartanburg County Emergency Medical Services, a third-party advanced life support and transport agency. The department deploys one engine or ladder company, or the squad unit staffed with a minimum of two personnel to medical events. The department is capable of providing first responder emergency medical response support with automatic external defibrillation (AED) until the third-party service arrives.

All fire department personnel are trained, at a minimum, to first responder level capability. The department does not routinely respond to emergency medical calls. Department personnel primarily provide support to the Spartanburg County EMS by providing assistance for patient lifts and auto extrication, walk-ins, and when specific requests for assistance are received. Each front-line apparatus is equipped with adequate equipment, including AED and portable oxygen, to support requirements for EMS incidents.

During the initial peer assessment visit, two core competencies were not met: core competencies 5G.7[11] and 5G.10[12]. Additional detail related to the team's findings is located below in its observations about the ability of the department to meet the criterion statement and core competency expectations. It was verified and validated during the revisit that the agency has now satisfactorily addressed these issues, and have shown them to be credible.

The agency operates an EMS program that provides the community with a designated level of out-of-hospital emergency medical care. The department's stated level of EMS response is first responder only. The department has developed standard operating guidelines (SOGs) so that responding personnel can effectively, efficiently, and safely support the Spartanburg County EMS when requested. The department is not recognized by the state as an EMS provider. The department provides first responder level care when necessary. Any SOG revisions and updates are reviewed and approved by senior management in the fire department.

[11] The agency has a HIPAA compliance program in place for the EMS program that meets with federal guidelines and all personnel have been properly trained in HIPAA regulations and procedures.

[12] An appraisal is conducted, at least annually, to determine the effectiveness of the EMS program.

A patient care record is created in FireHouse RMS software as part of the incident report. These reports are maintained for each patient where first responder care is rendered prior to the arrival of the Spartanburg County EMS system. These records contain little to no information. The software recognizes this report as protected information.

The department has a Health Insurance Portability and Accountability Act (HIPAA) compliance SOG in place. All personnel are expected to review this information annually. Members of the department are responsible for maintaining privacy and confidentiality of an individual's personal information in accordance to local, state, and federal protocols. At the time of the initial visit, the department did not have an appointed privacy officer. It was recommended that the department appoint a privacy officer to comply with HIPAA requirements. It was verified and validated during the revisit that the agency has now appointed the training officer as the HIPPA Privacy Officer to comply with HIPAA requirements.

Also during the initial visit, the department did not conduct formal appraisals to determine the effectiveness of the EMS program. The training staff evaluated EMS level skills during quarterly in-service training and exercises but the department did not appraise the effectiveness of the program. It was recommended that the department develop a systematic approach to conducting a periodic appraisal of the EMS program. It was verified and validated during the revisit that a template form was developed to appraise all of the agency programs. Appraisal of all programs was completed in 2015 and again in January of 2016. The agency has increased the frequency of data analysis to ensure their response programs are adequate for the community served.

The fire department's firehouse records management system could provide valuable information that could be used to support the annual analysis of department activities. It is recommended that fire crews responding and arriving first on medical calls, advise dispatch to time stamp the arrival of County EMS crews. It is also recommended that fire crews obtain minimum patient information including name, address, and date of birth. This would allow the records management system to contain the valuable information to support the analysis.

The department's response and deployment standards are based upon the urban population density, and the medical support demands of the community. Spartanburg County EMS provides citywide coverage. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the city council. The department's benchmark service level objectives are as follows:

> For 90 percent of all EMS responses, the benchmark total response time for the arrival of the first-due unit and effective response force (ERF), staffed with 2 firefighters, shall be 6 minutes. The first-due unit shall be capable of: assessing scene safety and establishing command; sizing-up the situation; conducting an initial patient assessment; obtaining vitals and patient's medical history; initiating mitigation efforts within one minute of arrival; providing first responder medical aid including automatic external defibrillation (AED); and assisting transport personnel with packaging the patient.
>
> The effective response force (ERF) component of the EMS program is complete when Spartanburg Fire arrives on scene. The initial arriving fire department company shall have the capabilities of providing first responder medical aid including AED, until the third-party

provider arrives on scene. If the third-party provider unit arrives on scene first, its personnel shall initiate care and the staff from the initial fire department company provides support as needed.

The department's baseline statements reflect actual performance during 2011 to 2015. The department does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The department's actual baseline service level performance is as follows:

For 90 percent of all EMS response incidents, the baseline total response time for the arrival of the first due and effective response force (ERF), staffed with 2 firefighters is: 8 minutes and 40 seconds in urban areas. Because the department does not operate an ambulance, the 1st due is the ERF.

The initial arriving fire department company has the capabilities of providing first responder medical aid including AED, until the third-party provider arrives on scene. If the third-party provider unit arrives on scene first, its personnel initiate care and the staff from the initial fire department company provide support as needed.

EMS - 90th Percentile Times – Baseline Performance		**2011 - 2015**	**2015**	**2014**	**2013**	**2012**	**2011**
Alarm Handling	Pick-up to Dispatch	3:05	1:58	3:26	3:35	3:15	3:11
Turnout Time	Turnout Time 1st Unit	2:21	2:37	2:19	2:18	2:20	2:09
Travel Time	Travel Time 1st Unit **Distribution**	4:44	4:29	5:10	4:54	4:38	4:30
	Travel Time ERF **Concentration**						
Total Response Time	Total Response Time 1st Unit On Scene **Distribution**	8:40	7:44	9:12	9:19	8:35	8:29
	Total Response Time ERF **Concentration**						

Criterion 5H – Domestic Preparedness Planning and Response

The Spartanburg County Emergency Management Office is responsible for the development of the multi-jurisdictional emergency operations plan (EOP) used by the Spartanburg Public Safety Department-Fire Division. The EOP serves as an all-hazards plan for the county and the cities, special districts, and towns within the county. The city of Spartanburg also has an emergency response and recovery plan to augment the county EOP.

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

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

The fire department utilizes the county emergency operations plan. The department also utilizes the City of Spartanburg Emergency Response and Recovery Plan that dovetails onto the county EOP. The documents cover all emergency support functions and all phases of emergency operations. The purpose of these planning documents is to provide guidance and specific procedures for responding to a broad spectrum of hazards, emergencies, or disasters. The all-hazards plan conforms to the standards reflected in the National Response Framework.

The documents have not been reviewed annually and updated as necessary and are out of date. In a major emergency, the county manager assumes the role of county CEO and provides support and resources to the incident commanders and senior representatives of the local emergency response agencies affected by the particular emergency.

The county has overall responsibility for the review and maintenance of the standard operating guidelines that direct the department's domestic preparedness planning and response activities; however, there is extensive involvement of the participants in the system to ensure local needs and adaptations are recognized and addressed.

There is a well-equipped emergency operations center (EOC) that has been activated a minimum of two times each year. To facilitate interoperability with the other nine county jurisdictions, the EOC operates under NIMS. The county EOC is able to communicate on multiple frequencies as necessary. A mobile communications recreational vehicle (RV) is outfitted to provide alternate communications if needed.

Criterion 5I – Aviation Rescue and Fire Fighting Services

The Spartanburg Public Safety Department-Fire Division (SFD) has responsibility for providing fire protection to the Spartanburg Downtown Memorial Airport. The airport is owned by the city of Spartanburg and is a non- Federal Aviation Administration (FAA) indexed general aviation airport. The airport serves over 100 local aircraft, all of which are small.

The department has a limited program directed toward an aviation accident or incident occurring at the Spartanburg Downtown Memorial Airport. Since 2008, there has only been one standby incident with no actual emergency. The department's risk assessments and available resources dictate response capabilities. The department would respond with three engines, one ladder, heavy squad, and a battalion chief. The department has a mutual aid contract with the Greenville-Spartanburg (GSP) International Airport Fire Department for the response of a crash truck to an aircraft incident within the city of Spartanburg. The GSP crash truck is 20 miles from the city.

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

The department has a current SOP for aircraft emergencies and it exists in both hard and electronic form and kept up-to-date.

No appraisal is required at this time. The department does conduct annual aviation firefighting and rescue training, through airport tours, and classroom sessions that cover aircraft familiarization, airport familiarization, and review of SOP 103.09, *Aircraft Emergencies*.

> For 90 percent of all aviation rescue and firefighting response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be 6 minutes and 20 seconds. The first-due unit shall be capable of: initiating command; assessing the situation; requesting additional resource; controlling the hazards; and if possible, beginning basic life support of victims and hazard mitigation.
>
> For 90 percent of all aviation rescue and fire fighting response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 16 firefighters and officers shall be 10 minutes and 20 seconds. The ERF shall be capable of: providing incident command; appointing a site safety officer; and conducting rescue operations and fire suppression in accordance with department policies and directives.

It was verified and validated by the peer assessment team that the Spartanburg Public Safety Department-Fire Division Department did not have any incidents, which required a first-due response or an effective response force to be assembled for 2011-2015, to provide data. There are therefore no baseline service level performance statements provided for the first-due unit or the effective response force in this report.

Category VI — Physical Resources

The Spartanburg Public Safety Department-Fire Division maintains five fire stations that are distributed across the city to meet the service level objectives. The department is seeking funding approval for a new station to consolidate and upgrade headquarters station and Station 3. To meet the department's standards of cover and service level objectives, it operates a response fleet of 22 apparatus, support vehicles, and trailers appropriate for the functions served.

During the initial peer assessment visit, one core competency was not met: core competency 6E.3[13]. Additional detail related to the team's findings is located below in its observations about the ability of the department to meet the criterion statement and core competency expectations. It was verified and validated during the revisit that the agency has now satisfactorily addressed these issues, and have shown them to be credible.

Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place. All appropriate parties, including the governing body, administration, and staff are involved in the development of the major plans and proposals. The department meets monthly with the city manager and department heads to discuss long-range planning for physical facilities.

[13] Equipment maintenance, testing, and inspections are conducted by qualified personnel and appropriate records are kept.

Fixed facility resources are designed, maintained, managed, and adequate to meet the agency's goals and objectives. The department's baseline performance data demonstrates that currently it is able to adequately meet its service level objectives for travel time and is making strides towards achieving its benchmark goals for the delivery of emergency response services with its current 5-station configuration.

The peer assessment team observed a strong commitment by the department of ensuring that all facilities meet and exceed, at a minimum, all applicable codes and regulations. The peer team noted that the department is making every attempt to ensure that all facilities are kept in good working order.

The headquarters facility lacks adequate space for administrative functions. It is recommended that the department continue to work on the plans for construction of a new headquarters to address this need.

The department facilities are not well-maintained, despite efforts by the department to request repairs and maintenance. It is recommended the department review its current practices in this area, as there is already evidence that the lack of routine maintenance is beginning to create potential problems with significant capital cost implications in the future.

Apparatus resources are designed and purchased to be adequate to meet the agency's goals and objectives. The department pays close attention to maintaining the appropriate distribution and concentration of the apparatus so as to ensure a continuous capability to meet its standards of cover objectives. The department's baseline travel time performance data demonstrates that the current strategic deployment of apparatus allows it to presently meet its existing goals for the delivery of emergency response services.

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability needs. The department has its own internal apparatus maintenance program. The vehicle maintenance division is managed with clean work areas and a records management system capable of tracking every vehicle in the fleet. There is direct communication to and from the maintenance division and the operations division to schedule service work, based upon preventive maintenance schedules. There is a well-stocked parts supply area that ensures minimum downtime due to delays in obtaining the necessary parts. All manufacturers' recommendations are being followed and all legislation requirements are being met.

The shared expectations of both the operations and maintenance division are well established in standard operating guidelines. They are reviewed to ensure continuity of operations and a consistent approach to keeping the fleet well maintained.

Equipment resources are adequate and designed and maintained to meet the agency's goals and objectives. The maintenance division tests and inspects the tools and small equipment for all stations and divisions in the department. Department personnel perform routine maintenance. There is an adequate records management system for the program, but currently there are not complete records in the system and not all documents are being recorded electronically. During the initial visit, it was noted that the current mechanic was not certified for the work performed. It was recommended that the department ensure that the mechanic had the required certification for servicing emergency vehicles and ensure that accurate records were recorded in one central location. It was verified and

validated during the revisit that the department mechanic has an associate degree in automotive mechanics, has experience working for and receiving training from Pierce, and has been a diesel mechanic with the city for 15 years. Additionally, the mechanic is pursuing Emergency Vehicle Training and additional regional training through Pierce. All records are recorded in the Firehouse records management system.

During the initial visit, it was observed that the department did not schedule or budget for replacement of tools and equipment. It was recommended that the department institute a replacement schedule, budget and implement an adequate plan to address. It was verified and validated during the revisit that for FY 2015-2016 the department has budgeted $16,000 for tools and small equipment. New Truck 62 was delivered in the summer of 2015 with all new equipment. Thermal imagers, SCBA, extrication equipment are now replaced on a schedule through the equipment placement fund

Safety equipment is adequate and designed to meet the agency goals and objectives. The department has a comprehensive safety program that appropriately identifies and distributes a high quality supply of safety equipment for its employees. Personal protective equipment, including ear protection and eye protection is provided as personal issue. Other safety equipment is provided for particular tasks on an as needed basis. Company officers are charged with the regular inspection of the safety equipment. There are certified protective gear personnel within the training section; this provides a cost effective way to extend the service life of protective gear as internal cleaning and repair facilities are typically used. The department uses a certified third party to maintain self-contained breathing apparatus. The department conducts the annual fit testing with certified individuals from the training division.

Currently, the department is unable to locate records for maintenance and testing of all equipment. It is recommended that the department have all inventory and maintenance tracked in one location keep the information current. It was verified and validated during the revisit that all equipment, including personal protective equipment are now tracked in the Firehouse database.

Category VII — Human Resources

The department utilizes the city's human resources department for policy and guidance concerning HR matters. The HR department consists of three well-qualified personnel that include the HR director, worker's compensation manager, a HR benefits specialist, and a HR resources assistant. The HR personnel specialize in several areas such as policy development, records management, position evaluation, pay classification, employee benefits, affirmative action programs, training, employee relations, and organizational development.

General human resources administration practices are in place and are consistent with local, state, and federal statutory and regulatory requirements. The Spartanburg Code of Ordinance No. 2-117 page 71 in Section 2, establishes that the city manager shall have the power to appoint, prescribe the duties of, supervise, and remove all administrative employees of the city, except the city attorney and the city recorder. The city manager appoints the position of human resources director, who directs the activities of the department. On personnel matters, the fire chief consults with the human resources department to ensure all local, state, and federal regulations are followed before administering any action.

The Human Resources Certification Institute certifies the human resources director as a senior professional in human resources. The human resources director has provided excellent leadership for the administration on personnel policies and is well respected by the fire chief.

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state, and federal statutory requirements. The Spartanburg Employee Handbook, Article IV, Section 2, *Recruitment and Employment*, clearly addresses its policy to foster, maintain, and promote equal employment opportunity. The department selects employees based on qualifications for the job.

The department's selection and promotional processes are outlined in the Spartanburg Public Safety Department General Order 410.1A4, *Selection of Public Safety Personnel*, and General Order 430.1A2, *Promotion of Police/Fire Personnel*. The department uses a written test (Nelson Denny Reading Test), physical agility test, essay, and interview to test potential candidates for entry-level firefighter positions. The written test is based on vocabulary and reading comprehension. Each section of the physical agility test is directly related to basic firefighting skills. The physical agility skills can be demonstrated and taught, if necessary, in a short period of time. The essay is based on one question dealing with ethics, and the interview covers communication skills, reasoning, and integrity issues.

For promotional processes, candidates for relief driver and sergeant (non-supervisory positions) take a written test and move forward in the process only after passing the exam with a graded score of 70 percent or higher. Candidates participate in a job-related practical skills assessment. Lieutenant, captain, headquarters captain, and assistant chief (supervisory position) candidates participate in a job-related assessment center. The candidate's most recent annual performance evaluation is also considered in the promotional process.

Newly employed firefighters serve a twelve-month introductory period and their supervisor evaluates them every quarter as stated in the Spartanburg Public Safety Department Policy Manual, General Order 445.1A1, *Public Safety Introductory Periods*. Supervisors are required to make an employment status recommendation with each appraisal.

Promoted employees serve a twelve-month introductory review period and policy dictates that supervisors evaluate their performance on a quarterly basis. The department was not able to produce evidence of compliance with said policy. The agency has identified the system to complete personnel appraisals. All evaluations are scanned to keep an electronic copy available. Improved tracking by battalion chiefs and other supervisors has been undertaken.

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior. Spartanburg has mandatory employee orientation classes scheduled throughout the year for all new employees. The text for the class is the City of Spartanburg Employee Handbook. This manual is issued to new fire personnel on the first day of hire. The Spartanburg Public Safety Policy Manual is available to all personnel. Current hard copies are located in each station, and in the offices of the battalion chief, the assistant chief, and the fire chief, which can be loaned to any department personnel. Revised policies are reviewed with all personnel before updating individual manuals.

The department has a policy that can be located in the City of Spartanburg Employee Handbook, Article I, General Provisions, Section 2, *Equal Employment Opportunity*. The policy states, "The

City does not condone nor will it tolerate harassment or discrimination based on a person's age, sex (including pregnancy), race, color, religion, national origin, handicap, or disability status." In addition, Article I, Section 4, *Harassment*, covers the definition of sexual harassment, responsibility, and compliant procedures. The harassment policy is communicated to all new employees during orientation. All city employees are assigned a City of Spartanburg Employee Handbook at the time of employment. All department employees are required to review this policy in employee orientation training within six months of hire. The human resources department regularly conducts harassment training to review this policy.

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives. The Human Resources Department is responsible for conducting audits on job descriptions for all positions. The last citywide audit was conducted in 2000 and appears outdated, therefore it is recommended that the department review all job descriptions and update with a current review or revision date. The request for job audits or reclassification studies may be initiated several different ways. The department head may require an internal study or request a position reclassification study or the human resource director may request it.

The department currently has a policy in place that identifies when and how employee appraisals are to be completed. During the initial visit, it appeared that employee appraisals were not being conducted or maintained per department policy. It was recommended that the department embrace a system of ensuring the completion and record keeping for employee appraisals. It was verified and validated during the revisit that the agency has identified the system to complete personnel appraisals. All evaluations are scanned to keep an electronic copy available. Improved tracking by battalion chiefs and other supervisors has been undertaken.

A system and practices for providing employee/member compensation are in place. The human resources department publishes all job classifications with grade and pays rates one time each year or anytime there is a change in pay. The publication includes exempt and non-exempt employees. Once published, the document is distributed to employees.

Occupational health and safety and risk management programs are established and designed to protect the organization and personnel from unnecessary injuries or losses from accidents or liability. Spartanburg Safety and Workers' Compensation Manager and Safety Committee are responsible for implementing the Employee Health and Safety Program for the department. The department identifies safety responsibilities through standard operating procedures.

The department's employee health and safety program as well as the standard operating procedures are in place and have met all objectives set by state and federal laws. Standards for respiratory protection, infection control/bloodborne pathogens, and respiratory clearance, among others, are in place.

It is standard practice for the department to put into action a safety officer at any structural fire incident, special operations rescue, confined space rescue, and hazardous materials incidents. In addition, a safety officer is implemented at any incident of special hazard presenting an unusual risk to firefighters and/or the general public.

The agency has a wellness/fitness program for recruit and incumbent personnel and provisions for non-compliance by employees/members are written and communicated. New employees must successfully complete the NFPA 1582, *Standard on Comprehensive Occupational Medical Program*

for Fire Departments, physical as a condition of employment. All sworn firefighters are required to undergo annual physical examinations at the city's expense per department Policy 330.7A1, *Health and Fitness*. Spartanburg Regional Occupational Health conducts employee rehabilitative medical evaluations as per the workman's compensation policy in the city's employee health and safety program. Spartanburg Occupational Health provides fitness evaluations in conjunction with the annual physical. Employees are provided with a personalized booklet entitled "A Healthy Adventure".

The department operates the wellness/fitness plan under the Spartanburg Public Safety Department Policy Manual, Policy 330.7A1, *Health and Fitness*. The policy mandates annual physicals, provides for a nurse practitioner at no fee, and provides guidance on the wellness/fitness program.

Category VIII — Training and Competency

The Spartanburg Public Safety Department-Fire Division operates a progressive training program to best serve the needs of the organization. Training facilities contain all of the resources and structures expected to be found in modern training facilities. A captain serves as the training officer assigned to administer the day-to-day operations of the training program. Three line members are designated training coordinators.

A training and education program is established to support the agency's needs. Program areas and required training needs are identified based upon federal, state, and local laws, as well as administrative requirements. The department training program has identified its major areas of training that include incident command, firefighting skills, emergency medical services, special operations, and recruit firefighter training. The training office utilizes course outlines developed by the South Carolina Fire Academy, International Fire Service Training Association, and National Fire Protection Agency. The process ensures the training program delivers: programs that the department is legally mandated to offer; programs that meet state requirements for maintenance of existing certifications held by department personnel; and training needed to acquaint personnel with new equipment acquisitions or technologies.

Training and education programs are provided to support the agency's needs. The training program is well organized and meets the needs of the department and its members; it also meets the state certification requirements. New employees with no firefighting experience participate in an eight-week recruit school at the South Carolina Fire Academy or the Spartanburg Emergency Services Academy. All members of the department meet the Firefighter Level II requirements of the National Fire Protection Association (NFPA) 1001*: Standard for Fire Fighter Professional Qualifications* prior to the end of initial recruit training.

Meeting the training requirements of 16 hours per member per month (for maximum credit) of the Insurance Services Office (ISO) is important to the department. The training officer utilizes International Fire Service Training Association (IFSTA) Essentials of Fire Fighting, 6th Edition and sends out a 192-hour firefighting training outline that all members must meet.

The fire chief is a strong advocate of education. The department encourages and supports staff to attend courses offered through the South Carolina Fire Academy and the National Fire Academy. Senior officers are encouraged to complete the Chief Fire Officer Designation program through the Commission on Professional Credentialing operated by the Center for Public Safety Excellence. The

department has a well-trained and educated staff of instructors and support personnel to conduct, review, track, and appraise the department's training program.

Performance-based training is accomplished using the requirements from the South Carolina Fire Academy for the type of drill being conducted. The department utilizes performance-based evaluations to ensure the members and companies are competent and confident to perform the job in individual, company, crew, and multi-company situations. The department incorporates written and skill-based testing into the development and delivery of its training programs and emergency response exercises. Lessons learned from the evaluations are used to update the training programs.

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, diversity, and are current. The department utilizes Station One and Spartanburg County Emergency Services Academy for training. Weekly in-service training occurs at Station One, where either the training room is utilized, apparatus bay, or a 5-story training tower. The Spartanburg County Emergency Services Academy has a two-story smoke building, a two-story class-A live fire building, and a five-story drill tower. Resources include training grounds that are sufficient for all varieties of firefighter and technical rescue training. The training center boasts ample dedicated classrooms, video production, and presentation areas, with sufficient facility and staff resources.

Nationally recognized training materials are being used. The training captain has developed a good program for tracking, auditing, managing training records, and providing supporting documentation. A committee comprised of training division staff continuously evaluates the existing training materials to make sure they reflect current practices and needs. The training staff also regularly receives recommendations from administrative and operational personnel for new training materials that go through the same evaluation process prior to being added to the department's training resources.

Category IX — Essential Resources

Criterion 9A – Water Supply

The Spartanburg Public Safety Department-Fire Division primarily relies on the Spartanburg's Water Works to ensure the provision of a well-maintained, reliable, and adequate water system. A solid working relationship exists between the two entities and includes the regular exchange of information to identify areas where the water supply system can be improved.

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements for emergencies.

The fire department has assigned a member to serve as liaison to the city's water works for coordination purposes to review and approve the required fire flow for all significant new construction developments. This ensures the department will be able to conduct effective fire suppression efforts. The fire department is consulted on alternate methods proposed by the developer where the fire flow requirements are not being met.

Virtually all built up areas of the city are adequately served by the domestic water supply with over 1489 hydrants. The distribution system and hydrant distances are meeting best practices.

The hydrant locations and alternate water sources are maintained in both hard-copy and electronic format. Responding crews have on-board mobile data computers to access the information through the department's records management system. There is an appropriate system in place for the sharing of information between the fire department and the water department related to any problems that develop with the pressurized water system.

Should the domestic water supply be rendered inoperable, the fire department is prepared to draft from numerous sources of water that include, but are not limited to the rivers and streams in the region. The fire department has agreements with surrounding departments that have tankers if there is a failure in the water system.

Since the department has implemented the hydrant inspection and maintenance program in 2008, the reliability and numbers of hydrants being checked has dramatically increased.

Criterion 9B – Communication Systems

The Spartanburg Public Safety Department-Fire Division receives its communication services from the Spartanburg County Communications/911 Department. The center provides dispatch services for police, fire, and emergency medical services (EMS). The department does not have direct control or influence of the communication agency. The fire chief does, however have membership in the Spartanburg County Fire Chief's Association, which maintains a communication committee that interacts with the Spartanburg County Communications/911 Department to address issues and concerns.

Until three months ago, the communications cycle was creating extended call handling times; the department has begun to work with the communications center to address this issue. The department is currently implementing a pre-alert system whereby a more immediate notification of the need for its services is provided to the fire department. The department has experienced a reduction in the alarm handling time through the introduction of this process.

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

The radio system is based on UHF technology. Mobile data computers are installed on all fire apparatus. The department assigns two portable radios to every riding position on first-line apparatus, all command staff personnel, and other specialty assignments. The county and city currently utilize two different radio systems, UHF and VHF, this is why there are two mobiles in each apparatus and each riding position has two portables. The fire station alerting uses outdated technology and has had issues with narrow banding and getting tones to all stations.

The communications center has adequate provisions for meeting the incoming call volume associated with emergencies. All staff in the center is cross-trained and is required to assume call taker and dispatch functions. The on-duty supervisor can be pressed into similar service, if necessary, but it is recognized that this should be avoided, if at all possible, to ensure appropriate supervision capability continues to be in place at all times. There have been issues over the past seven years with no director in place. A new director was appointed in January of 2014 and is working on addressing improvements.

The center operates under comprehensive standard operating guidelines (SOGs) that provide a central core of directives from which personnel can effectively, efficiently, and safely meet the expected levels of service for all emergency events. All SOGs are presently reviewed as needed; a yearly schedule is being implemented. Selected personnel from Spartanburg Public Safety Department-Fire Division work with the supervisory staff to conduct quarterly meetings to review current operations; working together they make updates to the standard operating guidelines.

The uninterrupted electrical power supply system for the communications center is currently not being tested weekly under load. It is recommended that the center comply with NFPA 1221 in testing the back-up generator.

An adequate maintenance program is not currently in place with regularly scheduled system tests. It is recommended that the center implement a regular scheduled maintenance program with weekly tests.

A communications training program for emergency dispatchers is currently not in place that ensures adequate, timely, and reliable fire agency emergency response. It is recommended that the communications center complete and document training for emergency dispatchers.

Criterion 9C – Administrative Support Services and Office Systems

Several of the department's documents have not been reviewed in several years; otherwise, administrative service components are adequate, effective and efficient in providing appropriate functions. The department is organized along functional lines that provide for planning and research, supply and purchasing, apparatus, building and equipment maintenance, technical support, human resource management, and risk management. Many of the functions listed are provided or supported through other city of Spartanburg departments. This is accomplished by meetings with department staff heads and by using work teams consisting of a cross section of employees from throughout the public safety department and the city.

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

The fire chief, who reports directly to the city manager, leads the department's administration. The department has five major areas managed by the fire chief. The five areas are as follows: administrative office; training; apparatus maintenance; fire prevention and inspection; and fire suppression and emergency response shifts.

There are established administrative processes for all functions of the organization, many that relate to the overall city government. Where there are circumstances unique to the department, administrative processes and procedures are established internally.

Policies and procedures are developed department-wide and approved by the fire chief. Department officers monitor management of these policies and their achievement. During the initial visit, it was recommended that the department evaluate and update outdated standard operating guidelines and other relevant documents. It was verified and validated during the revisit that the agency has reviewed all standard operating procedures as of August, 2015, and has instituted an annual review of

these documents. Additionally, a new standard operating guideline (SOG) has been written that documents responsibility and that SOG's will be reviewed annually.

The general administrative process appears adequate for the department. The administrative staff was recently increased from three to six to provide better functionality. While the administrative support functions represent a small percent of the workforce it consistently meets established objectives.

Category X — External Systems Relationships

The Spartanburg Public Safety Department-Fire Division has numerous written mutual aid agreements including nine automatic aid agreements related to shared border areas. The department works closely with several outside agencies to facilitate a high level of service delivery. The department is currently finalizing an all-encompassing mutual aid agreement with signatures of 18 agencies. The department works closely with the county on dispatching, emergency management services, and EMS.

During the initial peer assessment visit, one core competency was not met: core competency 10B.1[14]. Additional detail related to the team's findings is located below in its observations about the ability of the department to meet the criterion statement and core competency expectations. It was verified and validated during the revisit that the agency has now satisfactorily addressed these issues, and have shown them to be credible.

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence the agency's mission, operations, or cost effectiveness. The department understands and supports the need to integrate resources across jurisdictional boundaries and provides response capabilities for other jurisdictions in the area. The city is geographically located in the center of the county with nine jurisdictions touching its border.

By developing and maintaining the various agreements the department has ensured an advanced state of preparedness to immediately respond should a major emergency take place that exceeds its internal capabilities. However, there is a need to enhance the dispatch protocols to more clearly depict unit and station capabilities to assure that the closest available and appropriate units are dispatched to all calls, without regard to political jurisdiction.

Several of the departments' agreements lack a conflict resolution process. It is recommended that the department work with its legal representatives to incorporate these important measures into all existing and future agreements.

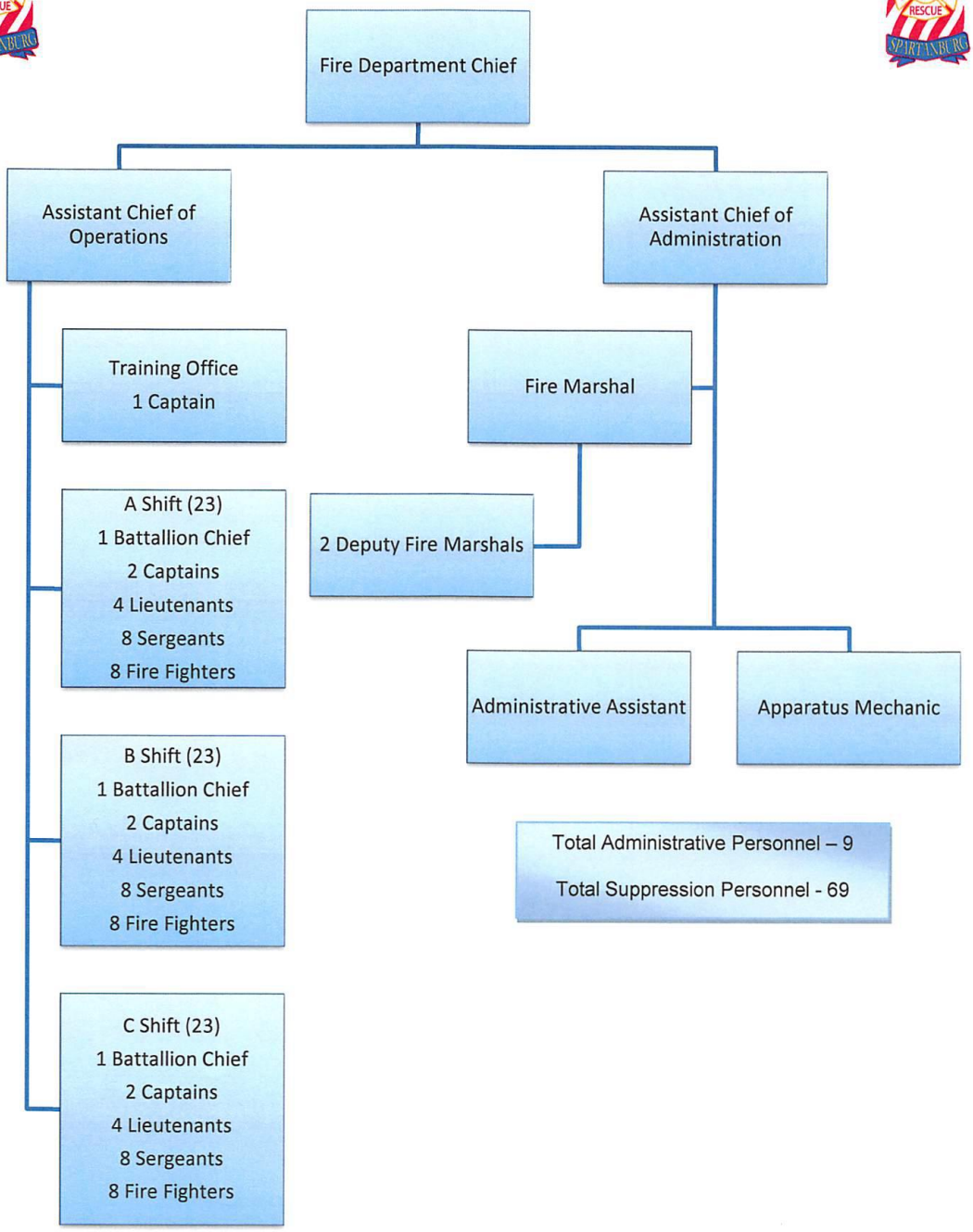
The fire service agency has well-developed and functioning external agency agreements. The system is synergistic and is taking advantage of all operational and cost effective benefits that may be derived from external agency agreements.

During the initial visit, it was observed that the department's automatic aid agreements were relatively new and reviewed and approved by its legal branch. Other agreements tended to be older, some over 10 years. The department was not doing comprehensive annual reviews. It was recommended that the department review and update the older agreements. It was verified and

[14] External agency agreements are current and support organizational objectives.

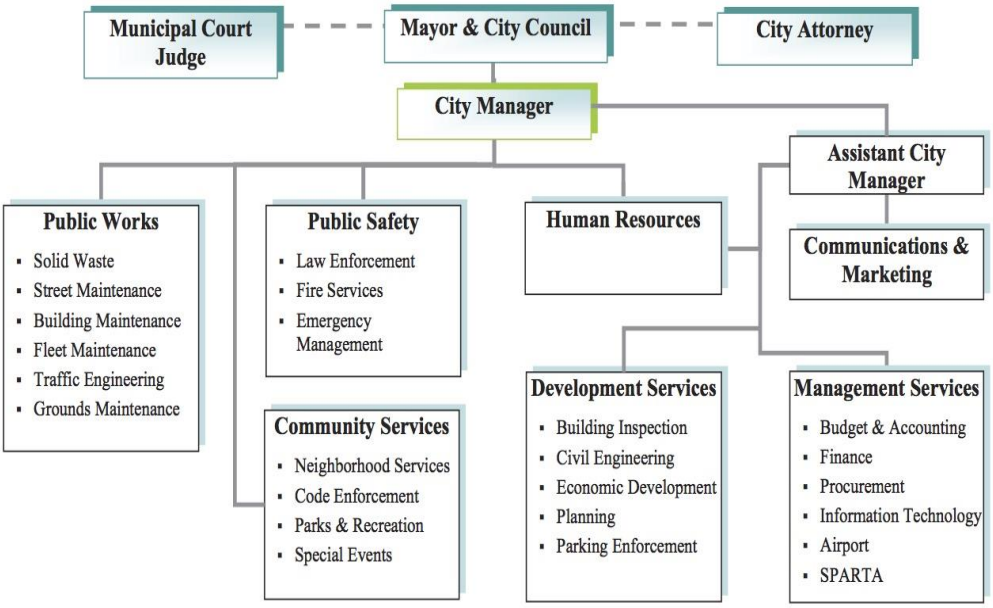
validated during the revisit that the agency has reviewed all agreements as of August, 2015, and has instituted an annual review of these documents. Additionally, a new standard operating guideline (SOG) has been written that documents responsibility and that agreements and SOG's will be reviewed annually.

Spartanburg Fire Department Organization Chart



Updated 12/2/2014

City of Spartanburg
Organizational Chart



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