



Accreditation Report

**Cosumnes Fire Department
10573 E. Stockton Blvd.
Elk Grove, California 95624
United States of America**

**This report was prepared on July 9, 2025
by the
Commission on Fire Accreditation International**

**This report represents the findings
of the peer assessment team that visited the
Cosumnes Fire Department
on May 27-30, 2025**

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PREFACE

To the citizens and the governing body of the agency: This report represents a thorough review of the organization to verify and validate how this agency is executing its stated mission in accordance with universally accepted practices for a contemporary fire and emergency services organization. Quality improvement can only be initiated and realized by those agencies that challenge themselves through a comprehensive self-assessment. This report documents that this agency is seeking organizational improvements and discovering elements of excellence. Please note that the recommendations by the peer assessment team are opportunities for improvement provided by professionals in the fire and emergency service industry. The Center for Public Safety Excellence (CPSE), the Commission on Fire Accreditation International (CFAI), its agents, or representatives, assume no responsibility for determining complete and total compliance of the agency based on the information contained in this report.

To the agency: This report describes the outputs and outcomes of your dedication and commitment to quality improvement. Your self-assessment, community risk assessment/ standards of cover, and strategic plan amount to years of work to understand your community, establish accountable goals, institute transparency, and factually comprehend what you did not know about your organization. The verification and validation of your agency by a team of peers represents a major accomplishment. The recommendations in this report are opportunities to become better and stronger in your community. Finally, take this report and communicate to your community the areas you identified during your self-assessment that were outstanding and those that represent improvement opportunities.

EXECUTIVE SUMMARY

The Cosumnes Fire Department is a career organization with 183 uniformed personnel, staffing nine engines, one ladder company, eight medic units, and two squad units at ten fire stations. All fire suppression vehicles are advanced life support (ALS)-equipped and are staffed with three firefighters, except the ladder which has four firefighters. Medic units are also ALS-equipped, can transport patients, and are staffed with two cross-trained, certified paramedic/firefighters. Squad units are staffed with two firefighters. The agency operates 24 hours a day, 7 days a week with a minimum of 53 personnel. The number of personnel dedicated to community risk reduction/public fire education is twelve full-time and one part-time. Five full-time people are dedicated to fire training.

The district encompasses the cities of Elk Grove and Galt and surrounding unincorporated areas, representing 157 square miles. The agency's coverage area is located 4 miles south of Sacramento, 92 miles east of San Francisco, and is in South Sacramento County in California's Central Valley. The Cosumnes Community Services District is home to approximately 6,000 businesses in the incorporated cities of Elk Grove and Galt. The 2020 census indicated a population of 207,958, with a split of 84 percent in Elk Grove and 13 percent in the City of Galt.

The Commission on Fire Accreditation International (CFAI) has completed a comprehensive review and appraisal of the Cosumnes Fire Department based upon the tenth edition of the accreditation model. 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 agency's self-assessment study, identify and make recommendations for improvement, issue a report of findings, and conclude if the agency is eligible for an award of accreditation.

The peer assessment team followed CFAI processes, and the Cosumnes Fire Department demonstrated that its self-assessment manual, community risk assessment/standards of cover (CRA/SOC), and strategic plan met all core competencies and criteria. The peer assessment team recommends accredited agency status for the Cosumnes Fire Department from the Commission on Fire Accreditation International.

The peer assessment team observed a strong commitment by the fire chief and the agency leadership team to the CFAI accreditation process. It was clear that agency processes have been revised to encourage continuous program evaluation as well as to connect individual performance evaluations with program outcomes over time.

The peer assessment team had meetings with the board president and vice president, and the vice president of the firefighters' association. Individually and collectively, they expressed enthusiastic interest in the process and how it will help the agency going forward. There is clearly a commitment to continue to follow and support the implementation of identified opportunities for improvement.

The peer assessment team identified opportunities for improvement that are provided below. These recommendations flowed from discussions, interviews, and a review of supplied documentation to support its self-assessment conclusions.

The following represents a synopsis of the recommendations that were made by the peer assessment team during the on-site visit. Additional details for each of these recommendations can be found in the Observations Section of this report. For each of the recommendations, the performance indicator from the model is provided, including notating if it is a core competency (CC).

Recommendations

Recommendations were developed from the evaluation of criterion, core competencies, and performance indicators.

1. It is recommended that the agency incorporate the presence of fire protection and detection systems in the next update of its CRA/SOC. [\(2B.5\)](#)
2. It is recommended that the agency collaborate with the 911 center and its governance counterparts to develop an achievable objective for all-hazards alarm handling times. [\(CC 2C.5\)](#)
3. It is recommended that the agency work with the regional dispatch center to obtain response times for mutual aid companies for more accurate performance reporting. [\(2D.4\)](#)
4. It is recommended that the agency follow through on its scheduled plan to complete all operational permits and rotational inspections. [\(5A.5\)](#)
5. It is recommended that the agency establish an equitable and realistic schedule to ensure consistent on-call coverage for investigators. [\(5C.3\)](#)

6. It is recommended that the Cosumnes Fire Department work with the Cosumnes Community Service District to schedule training for personnel on the continuity of operations plan. [\(5D.6\)](#)
7. It is recommended that the Cosumnes Fire Department conduct a needs assessment to ensure that the management needs of the fleet and radio system programs can be adequately addressed. [\(6D.3\)](#)
8. It is recommended that the agency evaluate and explore additional ways to encourage female recruitment into its firefighter ranks. [\(7B.4\)](#)
9. It is recommended that the agency explore ways to encourage credentialing for all its eligible members. [\(7D.5\)](#)
10. It is recommended that the Cosumnes Fire Department develop a performance-based evaluation plan to formally measure both personal and company performance. [\(CC 8B.3\)](#)
11. It is recommended that the agency post out-of-service hydrants to its mobile command software in addition to using its email notification process. [\(9A.4\)](#)
12. It is recommended that CFD work with its three water utilities to ensure that hydrants are inspected and tested according to national standards. [\(9A.6\)](#)
13. It is recommended that the Cosumnes Fire Department collaborate with the Sacramento Regional Fire and Emergency Communications Center to explore recruitment and retention opportunities for public safety telecommunicators. [\(9B.5\)](#)
14. It is recommended that the agency explore opportunities to dedicate more resources to robust online community outreach and engagement. [\(9C.2\)](#)
15. It is recommended that the ice units be removed from the apparatus bays and/or relocated to an area with no contamination. [\(11A.3\)](#)
16. It is recommended that the agency work with its crews to ensure the exhaust capture hoses are connected when the apparatuses are in quarters. [\(11A.3\)](#)

The agency demonstrated its acute desire to immediately implement plans to address opportunities for improvement. The best example is the agency's commitment to improving alarm handling times and capturing mutual aid response times. Additionally, the agency intends to work more aggressively with its water suppliers to improve the inspection and testing frequency of district hydrants.

The agency responded to a total of 24,609 emergencies in 2024 including: 631 fire calls (3 percent); 17,746 emergency medical service (EMS) calls (72 percent); and 6,232 miscellaneous calls (25 percent). Servicing these calls in 2024 resulted in a total of 43,730 unit movements, including 12,393 EMS transports.

In 2023, the Insurance Services Office (ISO) visited the district to rate its public protection classification. The outcome of the visit was a rating of the public protection classification to 2/2Y.

OBSERVATIONS

Category 1 — Governance and Administration

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 Cosumnes Fire Department (CFD) is one of two departments under the governance of the Cosumnes Community Services District (CCSD). The fire chief and the parks and recreation director report to a general manager, who is the chief executive of the district. The district was legally established in 2006 when the Elk Grove Community Services District merged with the Galt Fire Protection District. As a special services district, CCSD has the legal authority to levy a property tax to fund the parks and recreation, and fire departments for its coverage area. Fire, hazmat, and emergency medical services are provided by the fire department in accordance with state law and local resolution.

The peer assessment team observed that the district has positive working relationships with many of its legislative and governing counterparts. It is also active as a special district in advocacy at the state and federal levels through its board members as well as through the fire chief, who participates in regional and state fire organizations for fire-related issues. A conflict-of-interest policy ensures that members of the district, including the board, comply with state and local law when such issues arise. The biennial budget provides the ongoing funding for the CFD's programs and services, and annually, the agency provides progress reports to the general manager and the board for review and discussion. More frequent performance reporting is shared with the general manager.

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies and objectives. The fire chief serves as the primary administrative officer of the agency, while two deputy fire chiefs are responsible for managing the agency's administration and operations, respectively. Emergency medical services (EMS) and operations are grouped under the operations branch, and support services, training, and fire prevention function under the administrative branch. Except for the operations branch, which has two battalion chiefs per shift, all other divisions are led by an assistant chief. The deputy chief of administration has four direct reports: support services, fleet, training, and fire prevention. With the recent adoption of a second battalion per shift, the deputy chief of operations now has seven direct reports, including the assistant chief of EMS. Despite the increased oversight in operations, the peer assessment team observed that CFD is organized appropriately to accomplish its community risk reduction and response goals.

Category 2 — Assessment and Planning

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development. Cosumnes Fire Department's (CFD) district boundaries include 157 square miles of urban and rural areas in South Sacramento County. The cities of Elk Grove and Galt both lie within its borders and represent the bulk of the region's population and businesses. The agency provides all-hazards response and community risk reduction services primarily to its district but also provides response services countywide through a boundaryless mutual aid system. CFD is also part of the state's fire assistance agreement coordinated by the California State Office of Emergency Services.

The department's planning zones are organized by first-due response districts with a mixture of urban and rural service designations. Population density functions as the primary determinant for zone

designations, with rural areas of the district primed for future growth. Data and losses for the agency are tracked and compiled for annual reporting to the district board and community. The agency's planning zone methodology enables it to account for both natural and human-made features in each zone effectively. Additionally, CFD considers critical infrastructure as well as socioeconomic and demographic vulnerabilities in its community risk assessment/standard of cover (CRA/SOC). Safety and remediation programs are also documented in the CRA/SOC.

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact consider factors such as cultural, economic, historical and environmental values, as well as operational characteristics. Data on hazards, risks, and demand were analyzed and incorporated into the CRA/SOC for the five years preceding the peer assessment site visit. Service outputs and outcomes are tracked for all CFD responses, and the agency utilizes a three-axis model that includes probability, consequence, and impact in its risk assessment. Special target hazards are incorporated into its risk analysis, including key public and private facilities within the district. Though the risk assessment model is thorough, and the community falls under California building code requirements for residential sprinklers, the peer assessment team observed that the agency does not use the presence of fire protection and detection systems in its community risk assessment. [It is recommended that the agency incorporate the presence of fire protection and detection systems in the next update of its CRA/SOC.](#)

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the agency's deployment practices are consistent with jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency and outcomes throughout all service areas. The agency develops procedures, practices and programs to appropriately guide its resource deployment.

The agency has established service-level response goals, including a total response time target of 6 minutes and 30 seconds for 90 percent of all urban emergent incidents and 12 minutes and 30 seconds for rural emergent incidents. Additionally, it strives to achieve an effective response force time of 10 minutes 30 seconds for 90 percent of all urban emergent incidents and 16 minutes 30 seconds for all rural emergent incidents. Performance is monitored monthly, quarterly, and annually and includes unit hour utilization of patient transport units. Pre-plans and response strategies are factored into emergency response and are available on mobile terminals in each response unit.

Critical task analyses have been prepared for all risk categories and classifications and there is a process in place within the agency and regionally to monitor their effectiveness. Response time components and targets have been developed, and the Cosumnes Fire Department regularly monitors each component. Outcomes for programs and associated strategic plan objectives are tracked in software designed for that purpose and for communicating progress to agency leadership.

The peer assessment team observed that the agency has struggled with consistently high alarm handling times (three minutes or longer for all hazards) despite a target of one minute for the past three years. It was noted that the regional fire dispatch center must address the needs of all fire departments in the county, which could cause challenges to service consistency if consensus is lacking. However, though CFD is a minority participant in the center's governance, it does influence center operations. Consequently, the agency can help set achievable performance targets for alarm handling and work to obtain consensus among its governance counterparts on these targets. [It is](#)

[recommended that the agency collaborate with the 911 center and its governance counterparts to develop an achievable objective for all-hazards alarm handling times.](#)

The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency and safety of its operations, notwithstanding any external influences beyond its control. The agency has identified the impacts of these external influences and communicates them to the authority having jurisdiction.

The Cosumnes Fire Department tracks response time components by planning zone and has identified some specific areas for improvement, which were verified by the peer assessment team. Performance is regularly shared with the district manager and with the district board for all hazards. Annual reports also provide the agency with an opportunity to share with the community its progress in emergency response and community risk reduction. The agency's CRA/SOC identified service gaps and incorporated plans to address those gaps for both the short- and long-term, which were formally adopted by the district board. An annual review of agency performance is presented to the board by the fire chief as well. In its most recent strategic planning process, the CFD also elicited feedback from the public on its services and intends to continue that process with the next plan update.

As an example of how the agency has used its performance analysis in deployment decisions, the peer assessment team noted how it worked to address travel times. Travel time has been a consistent challenge for the agency, especially as the district continues to grow. CFD addressed this issue most recently with the addition of an engine, two squads and another battalion chief. Still, the geographic shape and distribution of risk complicate travel for response units. For instance, the fastest access from the closest northern station in Elk Grove to Galt is via State Highway 99, which can take more than 10 minutes or longer due to traffic. Recognizing this, the agency has maintained two multi-company stations in Galt and has longer-term plans to add an additional firefighter to all engines to improve effective response force muster times even in lower-demand areas of the district.

The peer assessment team observed that the agency does not incorporate mutual aid response times into its data set. Though the mutual aid agreement does not require assisting agencies to respond, response numbers from outside assistance are not insignificant. In at least one recent monthly report, for instance, the agency reported receiving out-of-district responders for eight percent of calls. This represents a substantial opportunity to improve its response time analysis. [It is recommended that the agency work with the regional dispatch center to obtain response times for mutual aid companies for more accurate performance reporting.](#)

Category 3 — Goals and Objectives

The mission, vision and values of the agency are incorporated into a strategic plan. Once a strategic plan is in place and resources are available, the strategic plan provides direction, determines initiatives, and guides the goals and objectives of the agency. The Cosumnes Fire Department has developed and implemented a 2022-2027 strategic plan that includes general goals and specific objectives for directing the agency's priorities in planning, operations, and budgeting. Developed with input from internal and external stakeholders, the strategic plan was approved by the Board of Directors of the Cosumnes Community Services District on January 19, 2022. The strategic plan comprises 6 strategies, 23 goals, and 121 objectives related to effective emergency response,

community risk reduction and preparedness, health and wellness, infrastructure resources and process efficiency, personnel development and education, and communication.

The agency's strategic plan aligns with the district's strategic plan goals and objectives. In addition, the agency's strategic plan integrates other board-adopted plans such as the district's Capital Improvement Plan, Climate Action and Sustainability Plan, and Strategic Communications Plan.

The strategic plan defines the agency's general goals and S.M.A.R.T. objectives, directs its activities in a manner consistent with its mission and is appropriate for the community it serves. The Cosumnes Fire Department's strategic plan's goals and objectives are all specific, measurable, attainable, realistic, and time bound. During the development of the strategic plan, strategies, goals, and objectives were established through a community-driven strategic planning process. This process included a departmental analysis to identify strategies, goals, and objectives that align with the district's mission, vision, and values. Each of the 23 goals includes assigned personnel, specific objectives, and a timeframe for completion of the goals and objectives.

The agency uses a management process to implement its goals and objectives. The Cosumnes Fire Department has developed collaborative processes to assist with the implementation of the goals and objectives within the strategic plan. Assigned personnel coordinate work teams that are comprised of various ranks within the agency. The Strategic Plan Workgroup meets semi-annually to ensure the agency is on course, and to address any issues that may impact on the goals and objectives of the plan. The peer assessment team observed the progress made on the goals and objectives is well documented in the agency's tracking software. The peer assessment team also noted that work on the objectives identified in the strategic plan are communicated to all fire agency personnel through a progress report regarding the status of the goals.

Processes are in place to measure and evaluate progress toward completion of goals and objectives and overall plan performance. The goals and objectives are re-examined and modified periodically. The Cosumnes Fire Department utilizes software to track and measure the progress made on all goals and objectives outlined in the strategic plan. The use of this software is an effective and efficient method of monitoring progress. Information gathered from this software is used to create an annual update for the board of directors, which includes modifications to goals and objectives based on available resources or shifts in priorities. Information regarding the progress of goals and objectives is made available to the community via the district website. The peer assessment team observed that the agency is very active in documenting and completing its goals and objectives. The progress the agency has made in the short time since the plan was adopted demonstrated to the peer assessment team a strong commitment to organizational improvement.

Category 4 — Financial Resources

Agency planning involves broad staff and community participation in financial planning and resource allocation. The agency's financial planning and budget process reflects sound strategic planning and a commitment to its stated goals and objectives. The agency prepares a balanced budget, which adequately maintains level of service and personnel resources. The Cosumnes Fire Department prepares a biennial budget every odd-numbered year, though the district may make midway adjustments. The budget is prepared in cooperation with all district departments, with each division responsible for developing its initial budget based on anticipated needs for maintaining service levels and personnel resources necessary to meet the stated goals and objectives outlined in the Cosumnes

Community Services District Strategic Plan. The initial budgets are reviewed to verify that they comply with district policies. The budget is then submitted to the general manager, who makes any necessary changes before presenting it to the board of directors.

During a budget workshop, the proposed budget is presented to the board of directors. The budget workshop is an opportunity for the district to receive input from both the community and the board of directors. Before adoption, a public notice is issued to solicit further input from the community before the board of directors enacts the budget on or before June 30th.

To ensure financial sustainability, the district maintains multi-year forecasts and estimates future financial performance for appropriated funds. These forecasts are analyzed on an annual basis and more frequently throughout the budget development process, allowing the early implementation of budget strategies to minimize future budget risks. The agency's proposed budget is posted online and is made available to the public. The process is transparent, and the budget follows district policies.

Agency financial management demonstrates sound budgeting and control, proper recording, reporting and auditing. The peer assessment team confirmed that the Cosumnes Community Services District is in receipt of the most currently available Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting (certificates) from the Government Finance Officers Association (GFOA) of the United States and Canada for its Budget and their Annual Comprehensive Financial Report (ACFR). The agency has submitted its most recent GFOA certificates as prima facie compliance with this criterion.

Appropriately allocated financial resources support the organizational mission, stated long-term plan, goals and objectives and also maintain the quality of programs and services. Financial resources are appropriately allocated to support the established organizational mission, the stated long-term plan, goals, and objectives, and to maintain the quality of programs and services. Historically, the board of directors has generally been supportive of the agency's mission and has provided the projected fiscal resources identified in the budget as necessary to fund the programs required to continue delivering quality services adequately. The district's budgeting philosophy prioritizes financial sustainability, ensuring the continued provision of essential services in the short term without jeopardizing the capacity to meet future needs.

The Capital Improvement Plan (CIP) is a five-year plan for the physical development of district sites, which include, but are not limited to, parks, facilities, and fire stations. The CIP encompasses projects throughout the entire district and serves as an essential planning tool for future sites and the renovation of existing ones. Fire department personnel collaborate with the facility and development departments to identify projects for the annually updated CIP.

Category 5 — Community Risk Reduction Program

Criterion 5A – Prevention Program

The agency operates an adequate, effective and efficient program as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting and control of fire and non-fire risks.

The Cosumnes Fire Department operates an adequate, effective, and efficient community risk reduction program. However, the site visit enabled the peer assessment team to observe some of the challenges the inspection program faces, including a growing community, sprawling development, and aggressive residential code requirements. Conducting plan reviews and inspecting sprinkler systems in residential properties is a significant part of the workload. The agency focuses its annual inspection efforts on state-mandated and target hazard inspections. It deems “rotational” any annual inspections of occupancies considered less hazardous. The peer assessment team observed that, given the current workload, the division is unable to perform all operational and rotational inspections on its desired schedule. However, a plan was drafted in its most recent program appraisal to address rotational inspections. [It is recommended that the agency follow through on its scheduled plan to complete all operational permits and rotational inspections.](#)

Criterion 5B – Public Education Program

A public education program is in place and directed toward reducing community risks in a manner consistent with the agency’s mission and as identified within the community risk assessment and standards of cover. The Cosumnes Fire Department (CFD) has a public education program aimed at reducing community risks, consistent with its mission, as identified in the community risk assessment and standards of cover. There is high demand for the agency’s public education programs. The site visit enabled the peer assessment team to observe the improvements the agency has made in this criterion over the last two years, while adhering to standard quality practices. These improvements have been made with the hiring of a Public Education Specialist. The peer assessment team additionally observed that the prevention division also utilizes Community Emergency Response Team (CERT) members for first aid and educational opportunities. This is a robust program with full CFD support. CERT members are even used in voluntary first-aid and other roles at different annual events to help supplement emergency responder participation.

Criterion 5C – Fire Investigation, Origin and Cause Program

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property to drive community risk reduction activities. The peer assessment team was able to verify that the fire marshal’s office and law enforcement partners follow state and local codes and ordinances for investigations and use a systematic approach to fire investigations. The agency has successfully placed youth fire setters into the county-wide program, while also convicting arsonists with a high clearance rate. The peer assessment team observed a gap in on-call coverage for the agency, though, with limited available staff after hours. [It is recommended that the agency establish an equitable and realistic schedule to ensure consistent on-call coverage for investigators.](#)

Criterion 5D – Domestic Preparedness Program

The agency operates an all-hazards preparedness program that includes a coordinated multiagency response plan designed to provide the community preparedness and resiliency in response to terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area. As part of the comprehensive all-hazards preparedness program, the Cosumnes Fire Department (CFD) operates under the coordinated plans of the City of Elk Grove Emergency Operations Plan, the City of Galt Emergency Operations Plan, and the Cosumnes Community Services District’s (CCSD) Continuity of Operations Plan (COOP). The agency is part of the Sacramento County Mutual Aid Agreement, which comprises ten agencies operating under the Joint Powers Authority for the

Sacramento Regional Fire and Emergency Communications Center (SRFECC). The county operation chiefs meet monthly and update response deployment procedures as needed. This partnership, along with the Community Emergency Response Team, enhances the CFD's ability to handle small and large-scale emergencies.

The agency operates under the *National Incident Management System* and incorporates the incident command system into daily operations. This practice allows the agency to operate efficiently during all levels of emergencies. A review of the agency's incident command system has resulted in an update to the policy on after-action reports. Effective use of this policy will enable the CFD to better prepare for, respond to, and mitigate future disasters. Several members of the agency serve on federal, state, and county incident management teams.

Annual program appraisals help command staff develop specific, targeted, and achievable hazard risk reduction strategies for the agency. The agency conducts a yearly vulnerability assessment to identify any needs for protecting critical infrastructure and outlines the specific roles required to perform operational functions as usual. The CFD operates under the CCSD COOP, which is reviewed and updated every five years. Although the COOP has been updated, the CCSD has not conducted training associated with the plan. [It is recommended that the Cosumnes Fire Department work with the Cosumnes Community Service District to schedule training for personnel on the continuity of operations plan.](#)

Criterion 5E – Fire Suppression Program

The agency operates an adequate, effective, efficient and safe fire suppression program directed toward controlling and/or extinguishing fires to protect the community from injury or death, and reduce property loss. The Cosumnes Fire Department operates within a "boundaryless" system in Sacramento County, collaborating with surrounding departments. Many of the response guidelines are county-wide based procedures. Under these circumstances, the dispatch center automatically pages the closest departments and recommends emergency response facilities when calls for service are near agency borders. The agency recently implemented a squad response to its model to extend its coverage in specific areas.

Performance Gap Analysis

The following tables represent the agency's actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2022-2024 Moderate Risk Fire Suppression Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	10:47	6:30	04:17
		n=691		
1st Due	Rural	15:09	12:30	02:39
		n=91		
ERF	Urban	18:15	10:30	07:45
		n=188		
ERF	Rural	28:59	16:30	12:29
		n=22		

2022-2024 High Risk Fire Suppression Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	9:06	6:30	02:36
		n=235		
1st Due	Rural	17:50	12:30	05:20
		n=28		

2022-2024 Maximum Risk Fire Suppression Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	9:12	6:30	02:42
		n=164		
1st Due	Rural	12:50	12:30	00:20
		n=9		

Criterion 5F – Emergency Medical Services (EMS) Program

The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that protects the community from injury or death. With a deployment of nine fire engines, eight ambulances, two squads, and a cross-staffed truck/rescue, the agency ensures that each first-out unit is staffed with at least one advanced life support (ALS) paramedic. This staffing model allows the agency to deliver rapid and effective pre-hospital medical care while integrating emergency medical services (EMS) response with fire suppression activities. Given the increasing demand for EMS services, the agency regularly analyzes response data to assess the need for resource expansion and to implement new strategies for mitigating risks. Nearly 76 percent of the agency’s 25,000 annual emergency incidents are EMS-related.

The Cosumnes Fire Department (CFD) follows state and local medical protocols established by the California Emergency Medical Services Authority (EMSA) and the Sacramento County Local Emergency Medical Services Agency (SCLEMSA). Medical control is facilitated through direct physician contact at designated base hospitals or through standing orders outlined in SCLEMSA guidelines. All patient interactions are documented in electronic patient care reports in the agency’s record management system, ensuring compliance with Health Insurance Portability and

Accountability Act requirements while enabling continuous quality improvement through case reviews and data exchange with receiving facilities.

The agency has implemented a quality improvement/quality assurance (QI/QA) process to ensure that all reporting fields of the patient care report (PCR) have been completed and that protocols are followed. Administrative processes are in place to address deviations from established orders and protocols.

CFD has established itself as a regional leader in out-of-hospital cardiac arrest response, consistently exceeding national survival rate averages. The Cosumnes Fire Department's high-performance cardiopulmonary resuscitation (CPR) training for personnel and bystander-focused programs has led to significant improvements in emergency response effectiveness. Community hands-only CPR training sessions have consistently received strong participation, fostering a well-prepared public capable of quick action. The strategic placement of automated external defibrillators (AEDs) in high-traffic areas, combined with the integration of the PulsePoint AED app, has improved public access to life-saving equipment and provided real-time guidance for cardiac emergencies.

To evaluate effectiveness, the agency carries out an annual program appraisal, examining performance outcomes and refining strategies to ensure alignment with its primary objective of protecting the community from injury or fatality. These appraisals are a valuable tool for both strategic and budgetary planning.

Performance Gap Analysis

The following tables represent the agency's actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2022-2024 Moderate Risk EMS Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	9:31	6:30	03:01
		n=24,359		
1st Due	Rural	14:42	12:30	02:12
		n=943		
ERF	Urban	9:47	10:30	00:43
		n=23,113		
ERF	Rural	14:48	16:30	01:42
		n=881		

2022-024 High Risk EMS Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	9:25	6:30	02:55
		n=27,148		
1st Due	Rural	14:30	12:30	02:00
		n=965		
ERF	Urban	24:27	10:30	13:57
		n=14		
ERF	Rural	26:22	16:30	09:52
		n=7		

Criterion 5G – Technical Rescue Program

The agency operates an adequate, effective, efficient and safe technical rescue program directed toward rescuing the community from any life-endangering causes (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse). The Cosumnes Fire Department (CFD) has a well-established technical rescue program for its responses and mutual aid needs. The CFD provides technical rescue services for the Cosumnes Community Service District, and 20 members serve as part of the California Task Force 7 Urban Search and Rescue (USAR) team. Agency instructors provide training in technical rescue, which is needed for personnel to request assignments to rescue stations.

The connection between the community risk assessment and the agency's response capability was validated during the peer assessment team's site visit. A risk analysis identified and addressed technical rescue risks in the community. This information assists with budgetary needs and planning for upcoming resources and training. The agency determined that flooding has a significant impact on the community. This data has enabled the agency to strategically place resources, ensuring they are deployed efficiently during emergencies. This information is also noted in the annual formal appraisal, which includes the program's impacts and outcomes. The peer assessment team confirmed that the agency conducts regular, scheduled training and has developed training aids, thereby setting the standard for regional training.

Performance Gap Analysis

The following table represents the agency's actual performance (baseline) versus the goal (benchmark). The gaps are provided in red (representing improvement opportunities), and green (when actual performance exceeds the goal).

2022-2024 Moderate Risk Tech Rescue Response Times				
1st/ERF	Urban/Rural	Baseline	Benchmark	Gap
1st Due	Urban	11:48	6:30	05:18
		n=135		

It was verified and validated by the peer assessment team that the Cosumnes Fire Department had a statistically insignificant number of moderate and high risk technical rescue incidents requiring an

effective response force (ERF) for 2022 - 2024, to provide a sufficient data set to study. Therefore, no performance gap analysis for the ERF is provided in this report.

Criterion 5H – Hazardous Materials Program

The agency operates an adequate, effective, efficient and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials. The Cosumnes Fire Department (CFD) is equipped to respond to level one hazardous materials incidents under the regional response plan. Agency responders can perform basic hazardous materials response actions at the operations level, but if an incident requires more advanced responders, the agency relies on the regional hazardous materials team. Risk categories for hazardous materials correspond to the three levels of the hazmat area plan for low, moderate, and high risk. Annual refresher training to the operations level is provided to CFD firefighters, and a formal and documented appraisal is conducted annually.

Performance Gap Analysis

It was verified and validated by the peer assessment team that the Cosumnes Fire Department had a statistically insignificant number of hazardous materials incidents for 2022 - 2024, to provide a sufficient data set to study. Therefore, no performance gap analysis is provided in this report.

Category 6 — Physical Resources

Development and use of physical resources are consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place. The Cosumnes Fire Department (CFD) operates nine fire stations within its response area. The agency uses a systematic and planned approach to developing and constructing current and future facilities. The current distribution of stations provides adequate housing and response for apparatus, a training and maintenance facility, and various comfort areas for firefighters. The agency works diligently with all staff and personnel, as well as other divisions within the Cosumnes Community Service District, during the planning, funding, resource procurement, and building phases of each project. Most recently, CFD demonstrated this with the construction of Fire Station 77, which provided a station that better meets the community's needs while offering personnel a state-of-the-art workspace that enhances efficiency and safety. The agency has plans to construct a new station to distribute resources more effectively and fulfill the needs of the Cosumnes Community Service District. To provide more adequate facilities for its personnel, the CFD is also planning to rebuild Fire Station 71.

The agency designs, maintains and manages fixed facility resources that meet the agency's goals and objectives. All stations provide adequate accommodation for apparatus and personnel and offer sufficient storage. However, CFD is aware of the growing need for expansion and has conducted a needs assessment, incorporating it into its community risk assessment/standard of cover (CRA/SOC) and its strategic plan. CFD also operates and maintains a fire training center, an emergency medical services/logistics building, headquarters, and an administration building. CFD's technical rescue equipment is housed in Fire Stations 72 and 74. The fire chief and the agency's administrative team's offices are in the district's administrative building, along with the rest of the senior district staff and board. The peer assessment team verified that all facilities are clean and well maintained.

All facilities follow federal, state, and local codes and regulations. It was observed during the site visit that all stations have backup power solutions capable of maintaining operations for extended periods, as well as onsite fueling stations. The Cosumnes Fire Department also has measures in place to help reduce cancer. Gear extractors and gear dryers, as well as laundry machines for bedding and clothes, are located at all stations.

Apparatus resources are designed, purchased and maintained to adequately meet the agency's goals and objectives. CFD operates nine Type 1 engines, six Type 3 engines, two Type 5 engines, one aerial, one rescue, eight ambulances, and two battalion chief vehicles. The agency also operates several service vehicles and numerous marine apparatus. CFD has a reserve fleet consisting of four Type 1 engines, three Type 3 engines, one aerial, and five ambulances. This ensures the agency can effectively respond to emergencies, including fires, medical calls, and rescue operations. CFD has an apparatus specifications team consisting of members from various ranks within the agency, the fleet maintenance coordinator, and the support services chief, who oversees the operation. This involvement fosters a sense of ownership and accountability amongst the staff. The agency bases all decisions on standards such as National Fire Protection Agency 1901: *Standard for Automotive Fire Apparatus*.

Furthermore, the agency has implemented a replacement schedule to ensure that all apparatus and vehicles remain in peak condition. This schedule is developed based on best practices and industry standards, with clear guidelines for each vehicle's lifespan and maintenance cycles. The increased time spent in apparatus production set back the current replacement cycle. However, the specifications team has worked diligently to re-establish the replacement schedule. This proactive approach enhances operational efficiency and aligns with budgetary planning, reducing unexpected costs and downtime.

The inspection, testing, preventive maintenance, replacement schedule and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs. The Cosumnes Fire Department has a great apparatus maintenance program. The program is coordinated by the fleet manager and overseen by the chief of support services. The fleet maintenance shop operates with four mechanics, each with different levels of certification as emergency vehicle technicians. Mechanics are scheduled to attend classes provided by California State Fire, Pierce Fire Apparatus, and Waterous Pumps, enabling them to serve the agency's needs better. The program operates according to a schedule set up with input from the fleet manager in *Vector Solutions*. Information is analyzed through fleet maintenance software to provide daily tracking of mileage and dates for annual, bi-annual, and mileage interval services. The fleet maintenance shop has all the necessary equipment and personnel to maintain the agency's apparatus.

The peer assessment team observed, though, that the fleet manager's workload and program assignments may not be sustainable. As a working fleet supervisor of fire agency mechanics, the fleet manager has also been tasked with performing many collateral duties, such as radio system service, which challenges their ability to focus on fleet program management. [It is recommended that the Cosumnes Fire Department conduct a needs assessment to ensure that the management needs of the fleet and radio system programs can be adequately addressed.](#)

Equipment and supplies are adequate and designed to meet the agency's goals and objectives. The Cosumnes Fire Department operates with a large cache of equipment on hand. Daily, monthly, and annual operational checks are conducted to ensure that all equipment is in ready condition. Logistics is appropriately staffed and equipped with reserve equipment in case anything becomes missing or

inoperable. Maintenance is performed by trained and certified technicians as required by the manufacturer. All equipment is placed in service in accordance with national industry standards.

All testing and maintenance records are available, reviewable, and actionable. Most importantly, the data allows decisions to be made for equipment replacement based on repair costs and life expectancies. All equipment is entered into the *Vector Solutions* for purchase, repair, work orders, and when destroyed or placed out of service.

Safety equipment is adequate and designed to meet agency goals and objectives. The Cosumnes Fire Department issues safety equipment to all personnel to safely mitigate risk. The agency has a well-organized logistics division that can issue replacement equipment without delay. Trained technicians are available to inspect and maintain safety equipment, including self-contained breathing apparatus. Personnel maintain two sets of personal protective equipment for firefighting. In the event personnel need replacement safety equipment outside of regular operating hours, shift battalion chiefs can issue replacement equipment. The agency has a comprehensive plan in place to provide two sets of turnout gear for the fire suppression personnel, enhancing safety while on duty. All safety equipment is entered into the *Vector Solutions* system for purchase, repair, work orders, and when destroyed or placed out of service. Routine inspection timelines are set in *Vector Solutions* system for all safety equipment inspections and maintenance to prompt personnel for items required and log their completion.

Category 7 — Human Resources

General human resources administration practices are in place and are consistent with local, state/provincial and federal statutory and regulatory requirements. The peer assessment team verified that the Cosumnes Fire Department (CFD) has a centralized human resources function with an adequate staff responsible for overseeing and developing employee recruitment and selection, employee and labor relations, compensation and benefits, and workers' compensation for all district departments. Human resources (HR) is provided by the district's HR department, which is led by an HR director and supported by additional staff to manage HR functions for the fire department.

Systems are established to attract, select, retain and promote qualified personnel in accordance with applicable local, state/provincial and federal statutory requirements. CFD has systems in place to attract, select, retain, and promote qualified personnel, following applicable local, state, and federal statutory requirements. The district's human resources division, in partnership with the agency, oversees the processes for all new hires, lateral hires, and promotional opportunities for the agency. The agency has implemented a best practice process in partnership with human resources to serve as subject matter experts when developing qualified applicant lists. Systems are in place guiding the recognition and announcement of open positions within the agency. The agency actively participates in multi-faceted recruitment and retention activities. CFD's screening and qualifying devices are job-related and meet federal, state, and local requirements. The recruitment plan is developed by agency members and reviewed by the HR department before implementation. CFD provides community outreach and pathway opportunities through various school programs or agency-sponsored events. Personnel attend high school and collegiate career fairs, visit local Emergency Medical Technician/Paramedic programs, host teen/girl's camps, instruct at the local Fire Explorer program, provide fire agency internships through the local community college, offer face-to-face connections at fire station table talks, and offer entry-level orientation sessions.

The agency is generally reflective of its community and has established goals to continue recruiting a diverse workforce. The peer assessment team noted, however, that despite its recruitment efforts, CFD continues to see few prospective female candidates for the firefighter rank. [It is recommended that the agency evaluate and explore additional ways to encourage female recruitment into its firefighter ranks.](#)

Documented personnel policies and procedures are in place to guide both administrative and personnel behavior. The agency has both district-wide and agency-specific personnel policies that serve as essential guides for administrative procedures and personnel behavior. The human resources department has established fair and uniform procedures to administer CFD's employment-related policies and programs.

Through a structured process of periodic review and revision, adjustments are made as necessary to reflect evolving organizational needs, changes in the law, and industry best practices. The peer assessment team observed that policy updates are communicated through multiple channels, including email notifications and the use of platforms such as *Vector Solution* and *Lexipol*. These platforms also serve as the agency's central hub for storing policies, managing records, and for tracking.

Human resources development and utilization is consistent with the agency's established mission, goals and objectives. The district's HR department provides several programs and services to support the Cosumnes Fire Department, including assistance for adherence to the district's personnel guidelines and contract agreements. The district also provides opportunities for career development and progressive career growth, based on job-specific professional development planning and feedback through ongoing evaluations. The peer assessment team observed that the agency offers various programs to encourage professional development and has several contractual incentives in place to promote professional growth. However, the peer assessment team noted that none of the agency's members are currently credentialed, though there was a desire by the management team to explore that as a professional development tool. [It is recommended that the agency explore ways to encourage credentialing for all its eligible members.](#)

A system and practices for providing employee/member compensation are in place. The employee compensation system is managed by the HR department, adhering to all applicable local, state, and federal regulations. The district offers a comprehensive range of benefits to eligible full-time and part-time employees, including medical, dental, and vision coverage, basic life insurance, an employee assistance program, and optional long-term care insurance. Additionally, employees have access to health Flexible Spending Accounts, dependent care Flexible Spending Accounts, and an optional deferred compensation plan, providing flexible and valuable financial planning options.

Category 8 — Training and Competency

A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs. The Cosumnes Fire Department (CFD) provides a comprehensive training program that exceeds the agency's needs and fulfills all training requirements established by the State of California. The assistant chief of training directs the training division. CFD has three training captains, and the emergency medical services (EMS) division has three captains and a civilian paramedic who coordinates daily activities. Thirty instructors are certified through the State of California. Training objectives are identified through the *California Office of State Fire Marshal*

Firefighter Training Standards, the Insurance Services Office annual training requirements, applicable National Fire Protection Association (NFPA) standards, and the California Emergency Medical Services Authority. The program is compliant with all applicable state and federal training requirements. Not only does the training facility serve the Cosumnes Fire Department, but it also partners with the community college to provide training opportunities.

The agency has identified minimum training requirements based on the national professional qualification certifications. CFD hosts a fire academy for new hires. These individuals are certified in *Firefighter I and II*, *Hazardous Materials Awareness and Operations*, technical rescue classes, and *Driver Operator* certification. Upon successful completion of the academy, these firefighters meet the applicable NFPA standards administered by the State of California. The CFD completes an annual program appraisal of the training program. Additionally, the training chief and training officers collaborate with other divisions to develop the annual training calendar and requirements for the upcoming year. This information is disseminated as an assignment through *Vector Solutions* to all personnel.

Training and education programs are provided to support the agency's needs. The agency provides both monthly and annual training schedules along with an annual training plan. Monthly training is presented to each shift and is made available to members through *Vector Solutions*. This platform is also used to maintain training records, certifications, and job performance requirements electronically, enabling personnel to review their certifications and track their career progress. All training records are backed up to prevent damage or destruction. Task books have been developed for acting positions, whereby personnel preparing to advance to each position are aware of the demands of each position before advancement.

Shifts and companies are also encouraged to train above the required training schedule to fulfill the shift needs. Through *Vector Solutions*, the agency has produced in-house training videos that enable companies to train specifically on CFD operations and procedures. Multi-company and single-company drills are conducted monthly and quarterly to evaluate personnel skills and determine the needs of different companies. The agency has set standards for individual and company performance, though individual and company performance are not formally evaluated. [It is recommended that the Cosumnes Fire Department develop a performance-based evaluation plan to formally measure both personal and company performance.](#)

Printed and nonprinted training and education resources, library materials, media equipment, facilities and staff are available in adequate quantity, relevancy and diversity, and are current. Printed materials are available in the training library at the training building and at each station. Educational materials are also available in electronic format for agency members. The training and educational materials are evaluated annually and on an ongoing basis by the training division. The training division maintains an inventory of training equipment and resources for both fire and EMS training.

The training facility is located behind the administration building. It consists of a five-story fire training tower, also used for technical rescue training, a portable mobile technical rescue tower, an EMS lab, a confined space training site, structural collapse props, a vehicle extrication site, a trench rescue site, ventilation props, and vehicle fire props. The equipment used at the training ground is the same equipment stored on the apparatus and used during everyday operations. The classroom space is equipped to provide students with a learning environment with state-of-the-art audio/visual equipment.

Category 9 — Essential Resources

Criterion 9A – Water Supply

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria. The Cosumnes Fire Department (CFD) collaborates with the Sacramento County Water Agency, Elk Grove Water District, and the City of Galt to secure its water supply. The district has over 8,000 hydrants that meet fire flow needs, according to the California Fire Code, with maps available to crews on mobile terminals. In rural areas, where hydrants are sparse, CFD uses water tenders and mutual aid tenders. Hydrant maps are updated periodically, so new hydrant locations are current on mobile terminals. It was reported to the peer assessment team, however, that the agency uses its email system to notify crews in the field about out-of-service hydrants. It is then left to the field crews to catalog those hydrants, although the agency has capable mobile command software suitable for logging them into. [It is recommended that the agency post out-of-service hydrants to its mobile command software in addition to using its email notification process.](#)

The peer assessment team noted that the three utilities haven't been inspecting and testing hydrants as often as national standards require, a concern also highlighted in the latest ISO evaluation. Despite recent challenges with one utility, CFD leadership is confident that collaboration will improve inspections and testing. [It is recommended that CFD work with its three water utilities to ensure that hydrants are inspected and tested according to national standards.](#)

Criterion 9B – Communication Systems

The public and the agency have an adequate, effective and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies. The Sacramento Regional Fire and Emergency Communications Center (SRFEC) is a secondary public safety answering point that oversees emergency communications dispatch services for the Cosumnes Fire Department. Policy direction for the communications center is provided by a board comprised of prominent fire department members who SRFEC serves. Voting authority is proportionate to the size of the 911 workload imposed on the center, and CFD is the third-largest member of the group. CFD, along with its governance partners, participates in board meetings and in regional operations meetings, where 911 operations are regularly assessed.

Agency maintenance of radio equipment is overseen by the fleet maintenance manager, who ensures that all radio equipment adequately meets the agency's needs and contributes to its overall mission. An 800 megahertz trunk radio system is utilized for the agency's emergency communications and associated talk groups. The communications equipment used is compliant with Project 25. The system ensures seamless communication with portable, mobile, and fixed communication systems in the field. The communication center can also receive automatic and/or early warning emergency signals and is equipped and designed to receive calls and dispatch emergencies. These systems are backed up with emergency, uninterrupted power supply, and generator systems.

SRFEC maintains a minimum staffing of nine public safety telecommunicators per shift during the day and seven per shift at night, with three personnel working on swing shift during peak hours.

Seven supervisors and thirty-eight telecommunicators comprise the total staff of the center. The peer assessment team observed, however, that current staffing levels are three telecommunicators short of SRFEC's minimum staffing standards. Recruitment was identified as one of the center's significant staffing challenges. [It is recommended that the Cosumnes Fire Department collaborate with the Sacramento Regional Fire and Emergency Communications Center to explore recruitment and retention opportunities for public safety telecommunicators.](#)

During times of emergency or disaster, the center has telecommunicator call-back procedures in place for the recall of off-duty staff. Maintenance systems and programs are in place for facilities and emergency communications equipment. SRFEC maintains a robust communications training program for public safety telecommunicators to ensure adequate, timely, and reliable emergency responses. New dispatchers begin their training with a six-week classroom academy, followed by a hands-on field training period under the supervision of a field training officer, during which they receive their *Emergency Medical Dispatch* certification.

During a tour of the facility, the peer assessment team observed the workspace, which was adequate for the communication center's needs and well laid out to provide a productive work area. The facility features three quiet rooms on-site to provide telecommunicators with a space to decompress after stressful incidents. Additionally, SRFEC has trained members in support and currently has measures in place to address the mental well-being of its employees. The center uses emergency medical dispatch protocols and Pro-QA.

The Cosumnes Fire Department and Sacramento Regional Fire and Emergency Communications Center have established processes to ensure interoperability with other public safety agencies in the field, including portable, mobile, and fixed communications systems, tools, and equipment. The center has a plan to transfer operations to the Sacramento Metro Fire Department in the event of total loss of service. CFD conducts an annual formal program appraisal to assess current practices and develop strategies for performance improvement within the center.

Criterion 9C – Administrative Support Services and Office Systems

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions such as organizational planning and assessment, resource coordination, record keeping, reporting, business communications, public interaction and purchasing. The Cosumnes Fire Department administrative staff is composed of fifteen full-time and two part-time administrative support staff and are strategically assigned to divisions such as the office of the fire chief, emergency medical services (EMS), and administration and support services to ensure effective organizational planning, resource coordination, record-keeping, business communications, and public interaction. Additional support is provided through inter-departmental collaboration with district departments.

Public communication and customer service needs are addressed through various platforms, including the district website, social media, and physical offices. Social media accounts are managed collaboratively by agency staff and the district communications team. However, the peer assessment team observed that, although the agency has maintained a good social media presence with timely postings, it struggles to engage online with its followers effectively. Most online outreach for the agency is limited to informational purposes, primarily because outreach is assigned as a secondary

duty to select agency personnel. [It is recommended that the agency explore opportunities to dedicate more resources to robust online community outreach and engagement.](#)

Criterion 9D – Information Technology

Information technology resources are in place with adequate staff to efficiently and effectively conduct and manage the agency's information technology functions, such as hardware and software implementation and maintenance and data analysis. The Cosumnes Fire Department's (CFD) Information Technology (IT) Division is organized into four units: geographic information systems (GIS), business systems, business applications, and operations. The IT division manages key technology system servers, GIS tools, financial software, and online platforms, and coordinates with external providers for specialized systems, including PulsePoint, *Telestaff*, and *ArcGIS Enterprise*. IT services are managed through a ticketing system, with bi-weekly meetings between IT and CFD personnel to address issues and implement projects. The IT division is responsible for reviewing software purchases to ensure compliance and prevent unauthorized installations. The IT Division plays a critical role in cybersecurity, managing phishing simulations, antivirus protection, device monitoring, mobile device management, and email security. In 2024, the district received a cybersecurity grant through the California State and Local Cybersecurity Grant Program to address vulnerabilities. This grant should allow the district to close security gaps and strengthen network resilience. As observed by the peer assessment team, the IT division is adequate and responsive to the needs of the CFD.

Category 10 — External Systems Relationships

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations and/or cost effectiveness. The Cosumnes Fire Department maintains a variety of external relationships. Through a Joint Power Authority (JPA) for the Sacramento Regional Fire/EMS Communications Center, it jointly manages 911 communications with other regional fire agencies. It also participates in a county mutual aid agreement for emergency response, as well as with the state for statewide mutual aid requests. The regional approach to dispatch services has strengthened regional collaboration for response and helped facilitate a boundaryless response system throughout the county.

Strong relationships exist between the district board, the county, and the two cities served by the district. In its most recent strategic plan, the agency identified a need to formalize relationships with other organizations, such as school districts and assisted living facilities, and is working to achieve that goal.

The agency maintains current agreements with those external agencies which support the identified programs. The peer assessment team confirmed that the agency operates under two main agreements: the JPA and the countywide mutual aid agreement. These agreements have been regularly reviewed and evaluated by all agencies affected. The statewide mutual aid agreement is reviewed and approved by the district if appropriate and updated by the state. It is expected that any future contracts the agency formalizes will include dispute resolution procedures and a process for periodic review and evaluation.

Category 11 — Health and Safety

The agency's occupational health, safety and risk management programs protect the organization and personnel from unnecessary injuries, loss, and liability. The Cosumnes Fire Department's health, safety, and risk management programs protect the organization and personnel from unnecessary injuries, loss, and liability. The peer assessment team verified that the agency is currently undergoing an organizational restructuring and assignment in this area, and the district has recently hired a risk manager. During station visits, the peer assessment team observed ice machines operating on the apparatus floor in at least two fire stations. This exposes the ice to products of combustion from apparatus and gas-powered equipment. [It is recommended that the ice units be removed from the apparatus bays and/or relocated to an area with no contamination.](#)

The agency utilizes Plymovent systems for vehicle exhaust extraction. The system uses negative air pressure to hold the extraction line to each vehicle's exhaust. The peer assessment team observed, though, that three of the stations visited did not have the hoses connected to the apparatus in the bays, though the system was available. Agency procedures require the use of the system when apparatuses are parked in the bay. [It is recommended that the agency work with its crews to ensure the Plymovent exhaust hoses are connected when the apparatuses are in quarters.](#)

The agency has a wellness/fitness program for personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program. The Cosumnes Fire Department (CFD) offers a range of mandatory and voluntary wellness and fitness programs for its staff. The peer assessment team was able to observe physical fitness areas in every station visited, which are available both on and off duty. The agency also offers other physical fitness options to its staff. CFD has a peer team and employee assistance programs to support individuals in mental health situations, and the agency routinely coordinates training that the district conducts for employee physical and psychological well-being.