

Mapping the Path for the Memphis Fire Department to Meet the Insurance Service Office Item

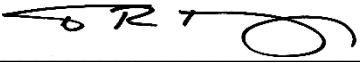
580 A. Facilities and Use (T1)

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CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

Signed:  _____

Thomas R. Beasley

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Abstract

The problem was the Memphis Fire Department received less than one-quarter of the possible points for facilities and used under the ISO FSRS in the 2014 review. The purpose of this research was to identify the training criteria to maximize the available points specific to the ISO Category Section 580 A (T1). Descriptive methodology was used to guide the following research questions: (a) What have other departments done to maximize the available points in Section 580 A Training Facilities and Use? (b) What would the Memphis Fire Department need to do to meet the requirements of ISO Section 580 A Training, Facilities, and Use? (c) What benefits are there for the Memphis Fire Department by maximizing the points of ISO Section 580 A Training, Facilities and Use? (d) What are the associated costs for the Memphis Fire Department to meet the ISO Section 580 A Facilities and Use? Surveys were distributed to chief officers of fire departments with varying sizes and interviews were conducted both within the Memphis Fire Department and outside the organization. The results indicated that the Memphis Fire Department had marginally adequate facilities to host training to meet rookie class in incumbent firefighter training and training documentation was an issue. It is recommended that MFD invest the time and money to build out the training facility to meet the needs of both the department and the Insurance Services Office. The facility would allow for the required 18-hours of training. Additionally, it would be advisable to invest in a records management system to best document the training completed.

Mapping the Path for the Memphis Fire Department to Meet the Insurance Service

Office Item 580-A. Facilities and Use (T1)

Fire departments across the nation respond to fires and emergencies on a daily basis. The Insurance Service Office (ISO) (Verisk, n.d.) through the Public Protection Classification (PPC) and Verisk Analytics, have developed a standardized method to rate a fire department's ability to respond to these emergencies effectively. The tool utilized for this evaluation is the Fire Service Rating Schedule (FSRS) (Verisk, n.d.). This schedule rates the department's score on a scale ranging from 1-10, with an ISO class one being the most effective and superior rating while a class ten would be the least capable and inferior rating. These classifications can be used by insurance companies to determine fire insurance rates for citizens and businesses.

The Memphis Fire Department (MFD) has an ISO class two rating based on the most recent evaluation completed in 2014 (Insurance Services Office Inc. [ISO], 2014) (Appendix A). The MFD failed to earn maximum points in several areas in the rating due to the lack of documentation and failure to meet the minimum requirements under the FSRS, preventing a possible superior rating of class one Section 581 A (ISO, 2014) (Appendix A). Training Facilities and Use (T1) (ISO 581) is one specific area the department received a low score due to poor documentation and lack of compliance with the ISO requirements. (ISO, 2014) (Appendix A). The problem was the Memphis Fire Department received less than one-quarter of the possible points for facilities and used under the ISO FSRS in the 2014 review. The purpose of this research was to identify the training criteria to maximize the available points specific to the ISO Category Section 580 A (T1). Descriptive methodology was used to guide the following research questions: (a) What have other departments done to maximize the available points in Section 580 A Training Facilities and Use? (b) What would the Memphis Fire

Department need to do to meet the requirements of ISO Section 580 A Training, Facilities, and Use? (c) What benefits are there for the Memphis Fire Department by maximizing the points of ISO Section 580 A Training, Facilities and Use? (d) What are the associated costs for the Memphis Fire Department to meet the ISO Section 580 A Facilities and Use.

Background and Significance

The MFD is the largest fire department in the state of Tennessee employing more than 1,750 personnel including (a) fire suppression, (b) emergency medical services, (c) specialized rescue, (d) air rescue, (e) fire prevention, (f) dispatch, (g) fire administration, and (h) support services. Under the leadership of Director Gina Y. Sweat, the department operates 58 fire stations with (a) 58 engine companies, (b) 21 truck companies, and (c) three heavy rescues along with (d) 36 Advanced Life Support (ALS) transport ambulances, (e) six fast response ALS squads. These comprise 11 battalions within two fire suppression divisions. There is a command staff in place with a (a) director (fire chief), (b) deputy director (assistant chief), (c) four deputy chiefs and (e) one division chief. There are eight separate bureaus with one of the four deputy chiefs oversee with a division chief or bureau manager facilitating day-to-day operations (City of Memphis, n.d., p. 1). The department responded to more than 170,000 calls in 2017 with 130,000 of those calls classified as emergency medical calls (Capps, 2017, para. 3). The MFD has been evaluated twice by ISO in the last eight years, 2011 and 2014. The most recent review resulted in a class two rating. Under the section for the review of the fire department training, Item 581 Credit for Training, the MFD scored a 4.53 of a possible nine points (Appendix A). The report (Insurance Office, Inc. [ISO], 2014) revealed that MFD was credited 8.14 of a possible 35 points for facilities and use. The evaluation for the specific section asked, does the department possess the required training structures, including a minimum

amount of acreage needed? It also asked, does the department utilize the training grounds to host a minimum number of hours of training that meets the National Fire Protection Agencies? (Insurance Office, Inc. [ISO], 2014). During the ISO review, the MFD was awarded maximum points for (a) facilities, (b) meeting the required two acres, and (c) minimum requirements for the structures (Insurance Service Office [ISO], 2014, p. 17) (Appendix A). However, there were no points awarded for use due to the absence of documented training at the department's Chester Anderson Training Center (CATC).

In the fall of 2017, Director Sweat commissioned an ISO taskforce to study the opportunities for the MFD to obtain a class one rating. Their report was completed in December of 2017. On April 30, 2018, she convened a meeting of the various bureau heads to review this report and to determine what actions should be taken to move in the right direction and verify the opportunity exists. Each bureau reported on their standings. The chief of training, Division Chief Thomas Beasley (personal communication, April 30, 2018) (Appendix H) reported his findings, best practices, and recommendations for maximizing the points under the 580 and 581 sections of the Fire Service Rating Schedule FSRS. Assistant Fire Marshal, Donald Pannell (personal communication, April 30, 2018) (Appendix B), ISO task force leader reported the shortcomings of the MFD during the previous evaluation and the opportunities for improvement. Pannell assured Director Sweat with proper resources committed and support the class one rating was achievable. He also offered assistance to the leaders of each bureau.

This research is linked to the following three United States Fire Administration's (USFA) strategic goals (United States Fire Administration [USFA], 2014):

Goal 1: Reduce Fire and Life Safety Risk Through Preparedness, Prevention and Mitigation. The USFA programs and services contribute to significant reductions

in fatalities, injuries and property loss in America. We work to reduce risk and increase resiliency through programs and training in preparedness, prevention, and mitigation.

Goal 2: Promote Response, Local Planning, and Preparedness for All Hazards.

Every disaster response begins with a local event. To the extent that a well-prepared and trained local force responds, it remains a local event. In larger disasters, overall success depends upon the quick and seamless integration of larger state and federal support agencies. The USFA programs and training improve the effectiveness of local response and provide guidance on the integration of outside agencies.

Goal 3: Enhance the Fire and Emergency Services' Capability for Response to and Recovery from All Hazards. As a federal partner for disaster response and recovery efforts, USFA collaborates and coordinates with fire and emergency services and stakeholders to enhance capabilities, interoperability and deployment strategies. (p. 9)

The research links the subject of the Insurance Service Office's evaluation of a fire department's ability to respond to and mitigate emergency situations. The third-year Executive Fire Officer course, Executive Analysis of Fire Service Operations in Emergency Management (EAFSOEM) (Federal Emergency Management Agency [FEMA], 2016) goal is to prepare communities for large-scale disasters (p. vii)

Literature Review

The purpose of the literature review was to identify written resources which would guide the research project and would direct the planning and strategy for the MFD to meet ISO standards

for section 580-A (T1) (Insurance Service Office [ISO], 2012). The initial literature review was conducted to understand ISO, who they are and why the ISO review was relevant to local governments, fire departments, insurance companies, and home and business owners. Additional resources such as NFPA Standards provided the information on requirements for fire training facilities and the training which would meet the ISO evaluation criteria. Recommendations for designing a training program to meet ISO and NFPA standards were also reviewed.

According to their website, Verisk (n.d.) is the parent company of ISO and “provides data analytic insights to customers in insurance, energy and specialized markets, and financial services to help them make better, faster, and more focused decisions that minimize risk and maximize value” (Verisk, n.d., p. 1). ISO is the branch of Verisk which facilitates the evaluation of the municipal fire departments using the FSRS, which in turn provides the PPC rating. The PPC is a numerical classification of 1-10, class one being the more desirable and more efficient rating, while class ten is the lesser efficient rating thus less desirable (p. 1). The PPC is a system of rating that provides a nationwide standard for evaluation. The documentation from the report allows fire departments the ability to: (a) plan for budgets, (b) training facilities, (c) develop training plans, (d) locating fire stations and equipment, (e) building stronger water supply systems, (f) strengthening communications systems, and (g) rewarding agencies for community risk reduction efforts. According to Verisk and ISO, there are more than 47,000 rated fire departments in the nation (Weber, n.d., para. 1).

The ISO evaluation process is based on the FSRS, which is completed by a field agent either upon request of the department or ISO may determine the need for an evaluation based on the date or non-existence of a previous review. ISO requests information from departments biannually through a Community Outreach Questionnaire ("Scheduling the Visit," n.d.). The

FSRS (date) evaluates four critical areas of the department, (a) the emergency communications systems (b) the fire department (c) the water supply (d) community risk reduction (para 2). Emergency communications account for 10 points of the review. The agent evaluates the communication system including facilities and how the fire department is dispatched to structure fires. The fire department evaluation consists of the review of the suppression capabilities within the first alarm assignment. ISO is concerned with how quickly a fire department can provide suppression resources on the scene, thereby reducing property loss. The agent also conducts a review of the department's equipment including: (a) pumper companies, (b) trucks companies, (c) service companies and (d) the loose hand tools and equipment on the fire equipment. The training facility and the use of the facility are rated in this section, as well as company personnel. The fire department evaluation accounts for 50 points. The review of the water supply accounts for 40 points which are based on the jurisdiction's ability to provide water for suppression activities. The ability to dispatch, provide fire services, and having adequate water supply amounts to 100 points. Community risk reduction provides a possible 5.5 points that could be considered extra credit for fire prevention measures such as: (a) fire prevention code adoption, (b) fire safety programs, and fire cause determination ("The PPC Evaluation Process," n.d.).

According to ISO, the investment a community makes in emergency mitigation affects the insurance rates the citizens pay. They also consider their evaluation process a reliable predictor of future fire loss (ISO, 2014). Thus, lower prices for fire insurance may be correlated to better PPC ratings (ISO, 2014). Most notable is the class nine and ten ratings which may lead to a homeowner having difficulty obtaining homeowner's insurance. The class nine rating often reveals the jurisdiction has adequate dispatch and fire suppression capabilities

but lacks adequate water supplies. A class 10 rating shows the department generally does not meet the ISO standard to any level. It is not uncommon for an insurance company to refuse any level of homeowners' insurance to individuals living within an area with an ISO class ten rating (Mikolasek, 2013).

The FSRS is the manual used for evaluating a fire department and awarding the PPC. The criteria for *Training and Facilities and Use* are found in Section 580 Training (T). Documentation of training is the first subject discussed. ISO states, "training records should be kept per general criteria of NFPA 1401, Recommended Practice for Fire Service Training Reports and Records" (National Fire Protection Association [NFPA], 2017,1401-04). Secondly, the construction of the training facilities is identified as an evaluation point, which must meet the general criteria of NFPA 1402, *Guide for Building Fire Service Training Centers*. The last subject in the introduction necessitates all firefighter within an evaluated fire protection area must attend 18-hours of training on training facilities meeting the NFPA 1001 Standards (ISO, 2012)

According to the NFPA, all fire service training records should be documented in a systematic approach which provides essential information for training because the "records are an important function in the administration of fire service organization" (NFPA, 2017, p. 1401-04) and "can be used as evidence in public liability suits brought against the organization's fire ground activities" (NFPA, 2017, p. 1401-08). Additionally, NFPA 1401 recommends that records be documented both as company level and per individual in section 1.3.1. The FSRS Section 581 is only concerned with the individual training records. NFPA recognizes that when records are properly documented and are readily available for management, effective strategic planning can be employed for decision making regarding to budgets and programming.

Recommendations are also made for retaining both hard copies of training records, and using electronic formats to conserve the use of paper (NFPA, 2017).

NFPA 1402 Guide to Building Fire Service Training Centers makes recommendations for “design and construction of facilities for fire service training” (National Fire Protection Agency [NFPA], 2012, pp. 1402-5) and needs analysis is recommended to understand better what the specific department may require based on the municipalities’ infrastructure. According to the NFPA standard on training centers, consideration should be given to planning for administrative areas such as (a) offices, (b) conference rooms, (c) libraries, (d) dorms, (e) recreation areas, (f) restrooms/locker rooms, (g) record storage, (h) video production areas, (i) and internet connections (p.1402-06). The instructional areas should have (a) classrooms, (b) auditorium areas, (c) physical fitness area, (d) technical rescue training areas, (e) training labs for simulators, (f) pumps, (g) fire detection systems, and (h) arson laboratories. (p.1402-06). The outside facilities should include: (a) drill towers, (b) drafting pits, (c) live fire training areas, (d) emergency vehicle operations course for driver training, (e) flammable liquid fire props, (f) outside classrooms areas, (g) outside rehabilitation areas, (h) technical rescue training props, and (i) mock cities (p.1402-06). NFPA also recommends there be an adequate water supply for fire suppression training with hydrants and drafting ponds. The entire area should be capable of being secured during training evolutions to enhance safety (National Fire Protection Agency [NFPA], 2012, pp. 1402-9).

The drill towers should have the potential of housing residential, commercial, and high-rise fires, as well as rope rescue, elevator rescue, and sprinkler training. The drill grounds should be capable of conducting training according to the training needs. Insurance Service’s Office and the Fire Service Rating Schedule mandates a three-story training tower and a minimum of two

acres of surfaced driving range or drill field all meeting the requirements of NFPA 1402 (NFPA, 2012, pp. 1402-07).

The Memphis Fire Department requested an evaluation from ISO in 2014 and it was subsequently determined the department was an ISO class two. According to the report; the class two was marginal and was very close to a reduction to a class three rating. The MFD only received 8.14 points of a possible 35 under item 581 Facilities and Use (Insurance Service Office [ISO], 2014, p. 17) (Appendix A). The comments listed for this section states: “for maximum credit, each firefighter should receive 18- hours a year in structure fire related subjects as outlined in NFPA 1001” (p. 17). There is no mention of the points awarded for the facilities (ISO, 2014) (Appendix A).

Insurance rates can be based on several factors such as home size, number of residents and even the homeowner’s occupation. The ISO rating may affect the rates if the insurance company chooses to consider the ISO rating (“How an ISO rating affects home insurance, (2014, p. 2). The insurance companies recognize ISO for their expertise of their processes, and they understand how better communication systems, greater fire protection coverage, and quality water resources reduce response times for fire suppression activities. They also understand that better-trained firefighters reduce the length of times that homes burn with the knowledge that longer burn times equate to higher dollar loss for the company (Mikolasek, 2013)

“Firefighters must be masters of their craft to save lives” (Clark, 2017, para. 1). Building an annual training program for a department is crucial to the success of the operations. Training for each firefighter should meet the criteria outlined in NFPA 1001, Standard for Firefighter Professional Qualifications (ISO, 2012). The training should build upon existing standards and should be progressive. However, the best source to plan for training comes from a needs

analysis. Surveys issued to the line fire officers and firefighters link the training needs to the operational activities.

Consideration for mandatory training should include hazardous materials training and defensive driving. Insurance Service Office ("The PPC Evaluation Process," n.d.) recommends the facilitation of eight half-day drills, four half-day company level drills, and two half-day night evolutions (para 3). ISO also has requirements for officer and driver specific training included in the annual refresher training totaling 12 hours each (Maness, 2013). Understanding regulations for the required training are essential in knowing the regulatory compliance actions for the department. The baseline required training, initial certifications, and what certifications must be maintained through refresher training must be identified.

The Tennessee Fire Commission (2015) awards an annual educational incentive pay based on a 40- hour annual in-service training program. To meet the program needs, specific training must be maintained annually, with other training rotating over a three-year period. The subjects include a minimum of four hours of (a) firefighter safety, (b) post-traumatic stress disorder, (c) domestic violence. Also required are two hours of defensive driving, and a minimum of eight hours of hazardous materials annually (p.1).

The research in this section produced information on who ISO was and what their relevancy was in the fire service and insurance industry. The NFPA standards referenced in the PPC revealed the requirements the MFD would be measured against in a review of the training activities facility, actual training, and required documentation.

Procedures

This section outlines the methods used to gather data to answer the research questions. The first procedure was to develop a survey using SurveyMonkey (www.surveymonkey.com) of which 85 respondents commented. The survey (Appendix C) was distributed by the use of the International Association of Fire Chief's forum board, Knowledgenet (Beasley, 2018). The surveys were distributed to determine: (a) department size (b) the participant's position within the department (c) their department's current ISO rating (d) their most recent ISO review (e) what actions were taken to maximize points for Section 580 (f) who determines the training curriculum for their department (g) did the outcomes from the training justify the cost of the training (h) was there adequate evaluation of the training evolutions (i) did the training transfer to improved fire suppression operations and what has the department done to maximize the points available to meet the ISO PPC review.

Interviews were conducted with MFD Lieutenant Major McNeil (M. McNeal, personal communication, July 9, 2018) (Appendix G), Municipal Technical Advisory Service consultant, Dennis Wolf, (personal communication, January 4, 2018) (Appendix C), MFD Building Planner Mike Williams (personal communication, May 15, 2018) (Appendix F), Harris Henbest of Broward County Florida Fire Department (personal communication, May 22, 2018)(Appendix D), Robert McAllister (personal communication, May 22, 2018) (Appendix E), San Diego Fire Department, and MFD Assistant Fire Marshal Donald Pannell (personal communication, April 30, 2018) (Appendix B).

The survey (Appendix H) outside the department focused on what actions their respective fire departments employed to maximize the points in Section 581 of the ISO PPC evaluation and what the MFD should do to maximize the points in Section 581. The internal interviews were

conducted to determine the costs associated with the improvements to the training center to achieve the goal of a class one fire department and what benefits would the MFD realize by meeting the requirements of the ISO Section 581 (ISO, 2012).

The first interview was with Municipal Technical Advisory Service consultant, Dennis Wolf (personal communication, January 4, 2018) (Appendix C) Wolf visited the researcher's office to discuss the entire training curriculum of the ISO evaluation, but there was a concentration on the requirements of facilities and what qualified as adequate training buildings and what standards MFD should reference when planning on-site training. This interview lasted 90 minutes and was conducted at MFD Training (Dennis Wolf, personal communication, January 4, 2018) (Appendix C).

Harris Henbest (personal communication, May 22, 2018) (Appendix D) and Robert McAllister (personal communication, May 22, 2018) (Appendix E) were interviewed by telephone. They were contacted as representatives of metropolitan departments that use Target Solutions training software to deliver multiple levels of training. The purpose was to determine if online training would increase the opportunities to deliver hands-on practical training while reducing the cost of fuel and reducing time out of service and out of quarters for the MFD fire suppression companies. Both interviews were less than 30 minutes.

Mike Williams (personal communication, May 15, 2018) (Appendix F) serves as the MFD building design and planning manager. Mr. Williams was chosen to be interviewed to build a plan for training facilities and develop a cost analysis of construction over a three-year time span.

Donald Pannell (personal communication, April 30, 2018) (Appendix B) is the MFD ISO Taskforce Leader. He was interviewed to seek direction on the project and to determine what

outcomes were expected from the planning and implementation of a redesign of fire suppression training. Assistant Fire Marshall Pannell was interviewed within his office at the MFD Fire Prevention office for approximately 20 minutes.

The last interview was with Lt. Major McNeal (personal communication, July 9, 2018) (Appendix G) The interview with Lt. McNeal was conducted at his office at Fire Headquarters and lasted approximately 15 minutes. He was interviewed as the ISO project manager for the evaluations in 2014.

There were several limitations to the study. The surveys were submitted to members of the IAFC which can represent a multitude of sizes of departments, from combination paid/volunteer to metropolitan departments with more than 500 career firefighters. Additionally, it was difficult to accurately determine what benefits the MFD would gain by improving the credit awarded within the ISO, Section 581 evaluation. It was unclear exactly what the MFD would gain by reaching a class one rating. There were no monetary gains with the question of will there be any political traction from being awarded such a rating.

Results

Interviews and surveys were used to collect data to answer four research questions. The first question asked: (a) What have other departments done to maximize the available points of ISO Section 580-A Facilities and Use was offered in the surveys on IAFC forum board (Appendix C). An open dialogue box was used to get more detailed answers from the survey. Of the 85 persons accessing the survey only 43 chose to reply to this question. A review and categorization of the answers revealed five solutions. The leading answer was an improvement in training records. The second most common solution offered was for the subject department to enter into an agreement with other departments or organizations within the area, region, or state

to either use their training facilities either on loan or under a paid agreement. The next most common solution was to construct a new training site or improve the department's current training site. There were multiple departments reviewing the best solution for their situation. Others said they currently maximize points in this category and multiple responses that the department did not maximize the points in the section and did not value ISO (Appendix C).

The second research question asked: (b) What would the Memphis Fire Department need to do to meet the requirements of the ISO section 580-A Facilities and Use? This was primarily researched by interviews of Chief Dennis Wolf (personal communication, January 4, 2018) (Appendix C). Chief Wolf is the retired Fire Chief of Germantown Tennessee, which has a class one rating. He now serves as the West Tennessee Consulting Representative for MTAS. Chief Wolf was familiar with the MFD training facilities and confirmed it would meet the physical requirements required under the ISO PPC evaluation. However, Chief Wolf stated that the MFD would need to host 18-hours of hands-on training on the site. He commended and confirmed the use of electronic training resources would lessen the time required for companies to be out of service which would allow more time for a metropolitan sized department to facilitate hands-on training. He stated the training must meet the NFPA Standards for fire suppression evolutions and job performance requirements. Additionally, he offered a copy of his notes from multiple training session hosted by ISO on the PPC evaluation.

Lt Major McNeal was interviewed to pinpoint what areas of evaluation were lacking in the previous review from ISO. This interview assisted further answering question (b). He stated there were no issues with the facilities at CATC and the MFD had, maximized those points, however, there were no hands-on training sessions held at CATC in training records reviewed. The MFD had hosted 40-hours of training at the site to meet the needs of the Tennessee Training

Educational Incentive Program, but, all of the training hours were classroom hours, which did not meet the criteria of the evaluation. He indicated that there may be an opportunity to gain partial points by having some training on site (Major McNeal, personal communication, July 9, 2018) (Appendix G).

The third research question asked: (c) What benefits are there for the Memphis Fire Department by maximizing the points of ISO Section 580-A Facilities and Use. During interviews with Donald Pannell (personal communication, April 30, 2018) (Appendix B), Harris Henbest (personal communication, May 22, 2018) (Appendix D), and Robert McAllister (personal communication, May 22, 2018) (Appendix E) Pannell finds no monetary gain for the MFD in the PPC. These benefits are directly related to the insurance ratings. The primary benefit to the MFD is a matter departmental pride and quality of service to the citizens of Memphis. According to Pannell the MFD was ranked the number one fire department in the nation in the early 1970's but only held a class two rating at the time. Class two was the highest score assessed band only two departments could claim the rating-Los Angeles and Memphis. He also stated that the fire director offered to revisit an older uniform patch which reflected the unofficial rating of the "number one" fire department in the nation with the hopes of creating an Esprit de Corps. He also felt the city itself could see an improved positive economic impact from lower insurance rates which could be a marketing tool for corporate recruiting methods. This economic growth could result numerous positive consequences such as pay raises and improved budgets. This would be changed if the MFD was able to achieve a class one rating. Pannell also stated the MFD should become a more efficient fire department if 18-hours of quality hands-on-training was delivered to all fire suppression personnel annually. Undoubtedly this would be a benefit

though it may not be quantifiable (Donald Pannell, personal communication, April 30, 2018) (Appendix B).

Henbest (personal communication, May 22, 2018) (Appendix D) and McAllister (personal communication, May 22, 2018) (Appendix E) were from metropolitan fire departments that were responsible for many square miles which created difficulty for their fire companies to be on site at the training center for 18 hours. Both commented that using an online learning management system allowed their departments to host the training on site. The intangible benefits of the training were a stronger fire ground fire department. Question eight of the survey asked, “are there adequate evaluations of training evolutions and does the training transfer to improvements in fire suppression operations? There were 85 responses to the question with over 65% commenting yes, while 34% felt there was no correlation between training to operations (Appendix A).

Mike Williams (personal communication, May 15, 2018) (Appendix F) was interviewed to address the cost of any upgrades to the training center that may be needed; question (d) What is the associated cost for the Memphis Fire Department to meet the requirements of ISO Section 580-A Facilities and Use? Mr. Williams had a three-year plan to build a new series of new training props to offer more options for training. He acknowledged the current training center was not optimally designed and did not meet the needs of the department for continual training. The site did meet the criteria of the facilities for the evaluation, but during times when the department is hosting a rookie class, as much as six months of every year, there was little room for any fire company hands-on training. His projection for the first year’s project was \$15,000. The entire plan could result in a training site renovation costing up to \$65,000.

Information from the survey revealed that 68% of the 85 respondents felt the funds allotted for training to meet the ISO standard were justified (Appendix A). Other information discovered in the survey reflected departmental sizes, ISO ratings, the position of the responder, the most recent ISO evaluation, and how many departments maximized the points in Section 580 (70%). There were more than 65% of the departments represented in the survey that employed less than 100 firefighters, 27% employed more than 100 but less than 500, zero departments represented that had more than 500 firefighters but less than 1,000, and less than 10% employed more than 1,000. Of those represented, 29% held a class three rating and only 13% held a class one rating (Appendix A).

Discussion

The purpose of this research paper was to map a path for the Memphis Fire Department to maximize points for facilities and use in the Fire Service Rating Schedule. ISO requires 18-of hours training on site of a facility which meets NFPA requirements for a training center (Insurance Service Office [ISO], 2012).

Dennis Wolf confirmed that Chester Anderson Training Center, owned by the MFD met the general requirements of the NFPA and ISO by possessing more than 2 acres of surface area which would hold fire equipment, was three stories in height and has a burn room. However, he commented that there must be 18 hours of training on the site. Without that the department would fail to gain these valuable points (D. Wolf, personal communication, January 4, 2018) (Appendix C). Lt Major McNeal who was the ISO task force leader for the 2104 evaluation in 2014 stated the MFD did not receive any points for use (M. McNeal, personal communication, July 9, 2018) (Appendix G).

To better meet the training needs of the MFD and the ISO evaluation there was a need to plan, construct, and use additional training props (Donald Pannell, personal communication, April 30, 2018) (Appendix B). Mike Williams (personal communication, May 15, 2018) (Appendix F) confirmed the need. He realized the conflict for training space between recruit training evolutions and incumbent fire personnel and recommended facility improvements. The improvements must meet the requirements of NFPA 1402 (National Fire Protection Agency [NFPA], 2012).

Documentation is a critical part of the training, and ISO field evaluators will be looking for forms of documentation that meet NFPA 1401 (National Fire Protection Association [NFPA], 2017) ("The PPC Evaluation Process," n.d.).

Online training solutions may be used for this documentation. Harris Henbest and Robert McCallister both commented on the use of very effective specific learning management systems in their interviews (H, Henbest, personal communication, May 22, 2018) (Appendix D) (R. McAllister, personal communication, May 22, 2018) (Appendix E).

The survey distributed was helpful to identify best practices in achieving the 18 hours of hands-on training (Appendix I). Chief Wolf's comments were similar by outlining what constituted a facility and how the MFD could better utilize their property (personal communication, January 4, 2018).

In summary, the literature review and the interviews produced similar information. There was a clear description of what was to be evaluated in the FSRS. Those interviewed reflected the same ideas around how to achieve the most amount of credit in the *Facilities and Use* section of the FSRS. The organizational implications for the department are, there will need to be adjustments to the in-service training making plans for the 18-hours of hands-on training for each

firefighter. Additionally, the department will need to invest money in a learning management system of records management system based on recommendations from those interviewed and there will need to be an investment in improving the training facilities to accommodate the essential training from outlined in the FSRS.

Recommendations

The Memphis Fire Department is not unlike any metropolitan fire department that covers hundreds of square miles. This coverage area makes it difficult for the training division to host hands-on training while fire companies are out of service at the training facility. However, there are several items which may assist in the quest for a class one fire department through the ISO Section 580 Facilities and Use Section ("The PPC Evaluation Process," n.d.).

The first recommendation is to invest in an online learning management system. As a valued benefit, the State of Tennessee Fire Commission will allow up to half of the hours required for the educational incentive program to be completed online. This will free up the time to host two quality training sessions at Chester Anderson Training Campus which will meet the needs of Section 580. The online program must also contain a records management system that allows trainers and members the ability to enter training hours as well provide for the ISO evaluation team review. This investment should: (a) reduce time out of service, (b) reduce fuel cost for traveling to training, and (c) provide quality fire suppression training which meets NFPA standards.

The second recommendation was that there should be a plan for the implementation of a multi-year construction project for upgraded training props. Because space at CATC is a premium and the only way to meet the needs of rookie training and incumbent firefighters is to

have multiple training props at the drill grounds. The new training props should meet the criteria specified in NFPA 1402 (NFPA, 2012).

For future readers, seeking out a member of the Insurance Service Office review team would be recommended. This person should identify specific ISO grading criteria and may make recommendations as to best practices to achieve full credit for any given section. For any department embarking on this process the ISO task force concept is advisable. Each division of the organization should have a representative responsible for overseeing their respective area of the evaluation.

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Appendix A

Memphis Fire Department Public Protection 2014 Summary

**Public Protection Classification
Summary Report**

Memphis

TENNESSEE

Prepared by

**Insurance Services Office, Inc.
4B Eves Drive, Suite 200
P.O. Box 961
Marlton, New Jersey 08053-3112
(856) 985-5600**

June 2014

Item 581 – Credit for Training (9 points)

Training	Earned Credit	Credit Available
<p>A. Facilities, and Use For maximum credit, each firefighter should receive 18 hours per month in structure fire related subjects as outlined in NFPA 1001.</p>	8.14	35
<p>B. Company Training For maximum credit, each firefighter should receive 16 hours per month in structure fire related subjects as outlined in NFPA 1001.</p>	15.06	25
<p>C. Classes for Officers For maximum credit, each officer should be certified in accordance with the general criteria of NFPA 1021. Additionally, each officer should receive 12 hours of continuing education on or off site.</p>	3.22	12
<p>D. New Driver and Operator Training For maximum credit, each new driver and operator should receive 60 hours of driver/operator training per year in accordance with NFPA 1002 and NFPA 1451.</p>	3.33	5
<p>E. Existing Driver and Operator Training For maximum credit, each existing driver and operator should receive 12 hours of driver/operator training per year in accordance with NFPA 1002 and NFPA 1451.</p>	0.83	5
<p>F. Training on Hazardous Materials For maximum credit, each firefighter should receive 6 hours of training for incidents involving hazardous materials in accordance with NFPA 472.</p>	1.00	1
<p>G. Recruit Training For maximum credit, each firefighter should receive 240 hours of structure fire related training in accordance with NFPA 1001 within the first year of employment or tenure.</p>	5.00	5
<p>H. Pre-Fire Planning Inspections For maximum credit, pre-fire planning inspections of each commercial, industrial, institutional, and other similar type building (all buildings except 1-4 family dwellings) should be made annually by company members. Records of inspections should include up-to date notes and sketches.</p>	7.74	12

Item 580 “Credit for Training (CT)” = 4.53 points

Appendix B

Interview

Assistant Fire Marshall, Donald Pannell

Memphis Fire Department

April 30, 2018

What is your role in the ISO reporting team? task force leader

What are the goals to the task force? We are currently an ISO Class and Director Sweat wants the department to move to a class one.

What has the task 34force done to make these moves? We have met on several occasions to study the previous reports and make plans to improve on our short comings. Each bureau that is being evaluated has at least one representative on the committee.

Can you tell me about the ISO review for Fire Training, specifically to the Facilities and Use category?

Yes, from what I understand and from what research I have done the MFD received full credit for the training center as a facility but due to either poor records or no training on site being conducted the MFD appears to not be awarded any credits for “use”.

What are the recommendations for improvements in that area? The MFD should host 18-hours of hands on training at the training center to meet the needs of ISO. The training should also meet the

needs of the Tennessee Fire Commission Educational Incentive Program to eliminate scheduling issues.

Does the department have facilities for training required? Yes and no. The buildings on site are limited in their use. If there is a rookie class there will be a struggle for space.

Is it possible for the MFD to achieve its ISO rating goals? Yes, scheduling training and proper documentation is the main piece we missed in the last review.

What issues are you aware of that may prevent onsite training at the MFD training grounds? ISO requires that the training be on MFD training property for this training. There are times when there are struggles for space at the training center. Multiple large recruit classes in the spring and fall consume the training towers that meet the ISO standards for incumbent firefighters.

What are the benefits of the MFD obtaining a class one rating? Truly there are no real benefits other than pride of the troops and some credit from the mayor's office. The true benefits are with those that pay insurance fees in the city, if their insurance company accepts the PPC rating as a demonstration of abilities for the MFD to respond to fire emergencies.

Appendix C

Interview

Dennis Wolf, Chief, Retired

MTAS

January 4, 2018

What is your expertise in the ISO evaluation subject? I am the retired Chief of the Germantown Fire Department, which has an ISO Class One rating as well as serving with MTAS. MTAS assists fire departments in multiple areas and ISO evaluations is just one area.

What is needed for the MFD to meet the ISO evaluation in Section 580 for Facilities and Use?

I do know by site that the training grounds obviously meet the minimum requirements but other than that I am unaware of the previous evaluation.

What is required for the ISO use section. There must be 18 hours of fire training meeting NFPA 1001 at a site owned by the Memphis Fire Department.

Can we use apartments or commercial buildings set for demolition that are owned by the City of Memphis? The building must be owned by the Memphis Fire Department or designated as a training site for the MFD.

Do you have any knowledge of the use of training with electronic resources for training to meet the Tennessee Educational Incentive Program and what are your recommendations? The

Tennessee Fire Commission will allow up to half of the training to be online but you still must be here on site to meet the needs of ISO. That training can be used for the state pay money.

I understand the need for the MFD to use the online platform. It is difficult for the MFD to get this number of hours completed on the drill field.

Appendix D

Interview

Target Solutions Interview with Harris Henbest

Broward County, Florida

May 22, 2018

What is the size of your department? 730 members

What is your ISO rating? Class one, previously a class four

Do you use Target Solutions, if so how long have you used it? Yes, not sure.

Please tell me what you use Target Solutions for. EMS uses it for CEUs and accreditation,

Can you do more training at your training site after purchasing Target Solutions? Yes, large city and miles of travel limit training, company level training and officer and driver trainings.

Does your department maximize the number of hours required for facility training according to ISO? No, got 15 of the 18 hours for training on site. Documentation of training hours was the downfall of the department's previous evaluation. TS allows us to complete the training as well as the appropriate training.

Is your department better today for using Target Solutions? Yes.

Appendix E

Interview

Target Solutions Interview with Robert McAlister

May 22, 2018

What is the size of your department? 1,800 members

What is your ISO rating? Unaware

Do you use Target Solutions, if so how long have you used it? Yes, 2008

Please tell me what you use Target Solutions for. San Diego uses the program extensively for certifications, profiles, assignments, tracking credentials, refreshers for fire suppression, EMS, and tech rescue.

Can you do more training at your training site after purchasing Target Solutions? Yes, large city and miles of travel limit training.

Does your department maximize the number of hours required for facility training according to ISO? Unaware

Is your department better today for using Target Solutions? Yes, the system allows the department to use the system to track reports and push needed training. The system allows for more practical training hours resulting in a sounder department operationally.

Appendix F

Interview

Mike Williams, Construction and Planning Manager

Memphis Fire Department

May 15, 2018

What is your role with the Memphis Fire Department? Planning for capital improvement projects including station design and construction

You are aware I am working on improving the training grounds by constructing an inner modal training facility. Can we do that in a multi-year project that will allow to build a facility when funds are available? Yes, the training structures should be built as to have additions made as funds are made available. We can make it useable during construction to allowing training on an ongoing basis.

The real issue is the tower meets some needs for training but was poorly designed and does not relate to training for those firefighters not in rookie school.

Do you suggest as a plan to make this work? First will be a review of the site and site preparation. Secondly the entire project should be drawn out in a one, two, three, and four-year construction project. This will all be based on the training plans for the area and what needs to be accomplished.

What do you estimate the cost will be? That is unlimited but, site preparation for year one will be about \$4,500 for gravel, \$2,500 for footings to be poured, and two inner modals will be just short of \$5,000 delivered. That should get you through year one. Each container added on will cost \$2,000 and each concrete footing will be the same as previous years. The only factor I do not have data on will be the fabrication of windows and doors for the cans.

Have you done this before? No, but I have seen other departments build similar facilities and spend as much as \$65,000.

Appendix G**Interview****Lieutenant Major McNeal**

Memphis Fire Department

July 9, 2018

What was your position in the most recent Insurance Service Office evaluation? I served as the taskforce leader. I provided the staff is ISO all the pertinent data for the review. We spend a lot of time driving from facility to facility

What was the score awarded for the evaluation? We scored an 80.02, marginally a class two. Do you recall the evaluation for the Training sections, specifically the section on Facilities and Use? Yes, I do. We have necessary facilities but lack the use portions. We were evaluated on the previous three years of training records which was 2012, 2013, and 2014. The Memphis Fire Department did not have any hands-on training at Chester Anderson Fire Campus. We might have received more credit if we could have included any of the training on site. We had 40 hours each of training in those years but they were all classroom training. We received little or no credit for “use”.

What do you recommend we do to maximize this section? Oh, that’s easy, schedule training that meets the requirements.

Appendix H**Memo to Insurance Service Office**

Thomas Beasley

**City of
Memphis**
TENNESSEE

Jim Strickland - Mayor

DIVISION OF FIRE SERVICES
Gina Y. Sweat – Director

"Teamwork with Commitment to Excellence, Compassion, and Immediate Community Protection"

To: ISO Committee

From: Thomas Beasley, Chief of Training

Date: April 30, 2018

Re: ISO Recommendations



The Insurance Service Office (ISO) recognizes eight categories for fire service training. The previous review by the ISO for the Memphis Fire Department (MFD) identified shortcomings in several specific categories deducting points for the use of training facilities, concentrated training or designated ranks, documentation of training, and certifications. The MFD maximized the point system in several other categories. The leadership of Fire Training is currently working on formulating plans for improving the areas of weakness by seeking best practices of training and better documentation. This plan will meet the Mayor's goal of being "brilliant at the basics" as well as meeting the Fire Director's goals of 1.) Becoming a data-driven entity, 2.) Meeting national emergency response performance standards 80% of the time by FY18 year-end, 3.) Enhance recruitment and retention initiatives, 4.) Reduce cost and increase value of services through innovative service delivery, 5) Ensure operational excellence in fire services

580 A. Training Facilities and Use (T1) 8.14 35**Findings**

Under section 580 A. Training Facilities and Use (T1) points were lost because the Chester Anderson Training Center was not utilized for 18 hours of training by the general criteria of NFPA 1403, Standard on Live Fire Training Evolutions and NFPA 1410, Standard on Training for Initial Emergency Scene Operations per member.

Best Practices

Beginning in 2018, In-Service training will include of a minimum of 18 hours of hands-on scenario-based training. A needs assessment will be conducted to identify areas of improvement for fire suppression personnel.

Recommendations

To maintain a safe and productive hands-on training scenario, there should be a minimum of a one to ten instructor to student ratio. Based on a 40-student class there would need to be four instructors assigned to each module.

The current fire training towers offer limited training scenarios. To better serve the MFD additional training facilities should be considered. We are recommending the construction of an intermodal training structure that will provide greater flexibility in training with various building designs. The building

will be capable of being configured to multiple building types ranging from single-family homes, multiple occupancy types and commercial structures.

During recruit classes both the instructor cadre and training facilities are taxed requiring an increased number of instructors and alternative training sites; detailed adjunct instructors and the intermodal structure will meet those need

580 B. Company Training Program (T2) 15.06 25

Findings

Under section 580 B. Company Training Program (T2) 16 hours of company training at fire stations per member must be documented monthly. The policy is already in place that company training should take place daily. Points were lost for no accountability relative to company level documentation. Uniformity in documentation is important.

Best Practices

Each company should follow the MFD practice of conducting two hours of fire suppression training daily, meeting the NFPA 1001 standard. Each daily training session should be documented in the selected data tracking software.

Recommendations

We recommend the building of a standardized schedule of company level training or use of a training package, which would identify the minimum requirements of training to meet NFPA 1001. Learning management systems will provide training videos and lesson plans to give pre-scripted training to company officers.

580 C. Officer Training/Certification Program (T3) 3.22 12

Findings

Under section 580 C. Officer Training and Certification Program (T3) 12 hours of officer level training for all officer level members must be completed and documented annually. The training should be correlated with and be by the general criteria of NFPA 1021, Standard for Fire Officer Professional Qualifications; NFPA 1521, Standard for Fire Department Safety Officer; and

NFPA 1561, Standard on Emergency Services Incident Management System. All officer level members must also be certified in accordance the general criteria of NFPA 1021, Standard for Fire Officer Professional Qualifications. The certificate can be from an organization such as the State's Commission on Firefighting, Personnel Standards, and Education or through an in-house certification based on the criteria of that standard. Requiring the completion of the current MFD Professional Development Program for all new and existing officer level members should accomplish this section's requirement. Minor revisions to the program may be required to directly correlate to the knowledge, skills, and abilities addressed in the standard. Significant credits can be gained in this section.

Best Practice

Each fire officer shall receive a certificate of promotion. This documentation of promotional process meets job performance requirements of NFPA standards for each officer rank under NFPA 1021.

Recommendation

Fire training will award an MFD Fire Officer certificate retroactive to promotion for each officer that has fire suppression responsibility. The certificate criteria will be based on training and promotional standards. Each officer has demonstrated leadership, decision-making, and knowledge of emergency response including fire suppression per national standards thus meeting NFPA 1021 with.

New Driver/Operator Training Program (T4) 3.33 5

Findings

Under section 580 D. New Driver/Operator Training Program (T4) 60 hours of driver level training (or certification) for all new drivers must be completed and documented. The training should be correlated with and be by the general criteria of NFPA 1002, Standard for Fire Apparatus Driver/Operator Professional Qualifications. The existing equipment qualification program should be modified to meet the requirements of this section. Instead of being "qualified," participants should be "certified" upon completion of the process.

Appendix I

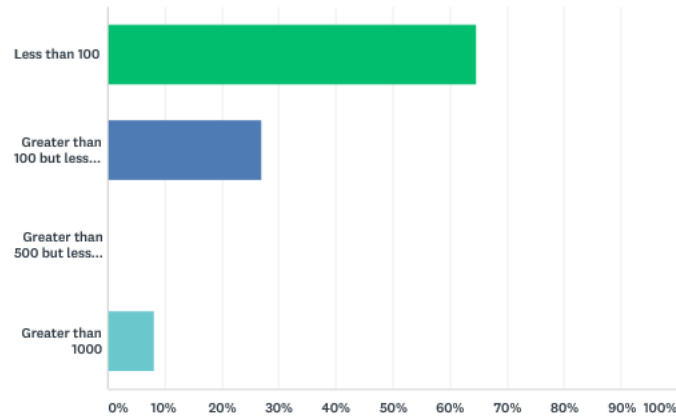
Survey

ISO 580 Facilities and Use

SurveyMonkey

Q1 What is the size of your department?

Answered: 85 Skipped: 0



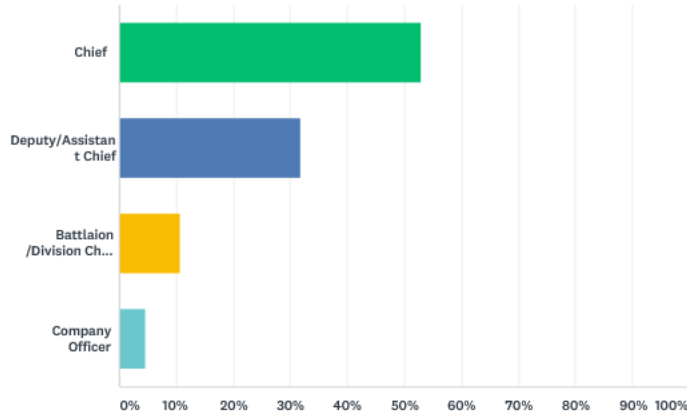
ANSWER CHOICES	RESPONSES	
Less than 100	64.71%	55
Greater than 100 but less than 500	27.06%	23
Greater than 500 but less than 1000	0.00%	0
Greater than 1000	8.24%	7
TOTAL		85

ISO 580 Facilities and Use

SurveyMonkey

Q2 What is your position within your department

Answered: 85 Skipped: 0



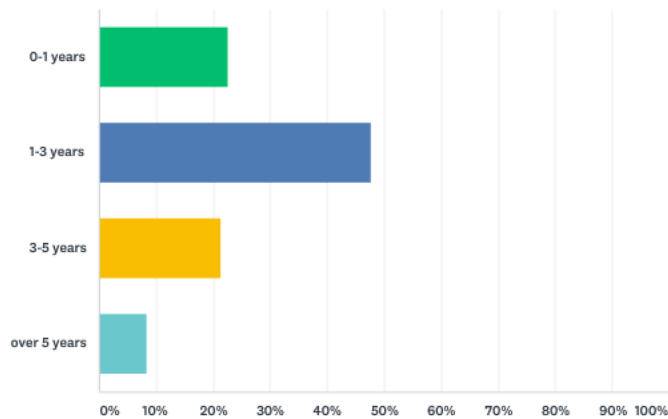
ANSWER CHOICES	RESPONSES
Chief	52.94% 45
Deputy/Assistant Chief	31.76% 27
Battalion /Division Chief	10.59% 9
Company Officer	4.71% 4
TOTAL	85

ISO 580 Facilities and Use

SurveyMonkey

Q3 When was the last time your department received an ISO review?

Answered: 84 Skipped: 1



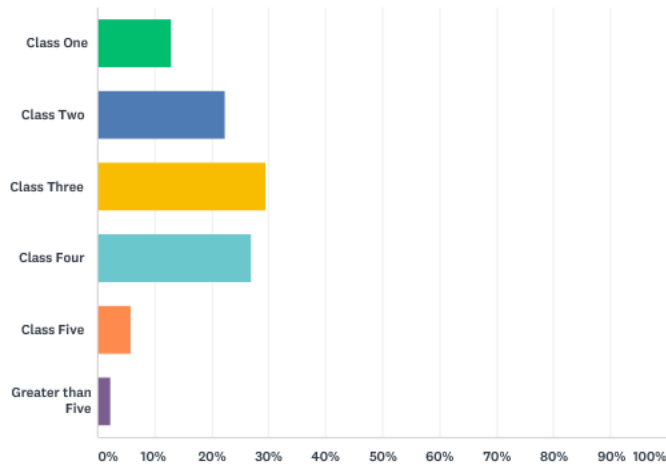
ANSWER CHOICES	RESPONSES
0-1 years	22.62% 19
1-3 years	47.62% 40
3-5 years	21.43% 18
over 5 years	8.33% 7
TOTAL	84

ISO 580 Facilities and Use

SurveyMonkey

Q4 What is your department's current ISO rating?

Answered: 85 Skipped: 0



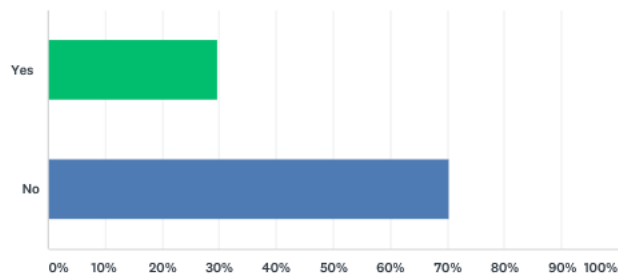
ANSWER CHOICES	RESPONSES	
Class One	12.94%	11
Class Two	22.35%	19
Class Three	29.41%	25
Class Four	27.06%	23
Class Five	5.88%	5
Greater than Five	2.35%	2
TOTAL		85

ISO 580 Facilities and Use

SurveyMonkey

Q5 Does your department maximize the points available in Section 580-A (T1) Facilities and Use?

Answered: 84 Skipped: 1



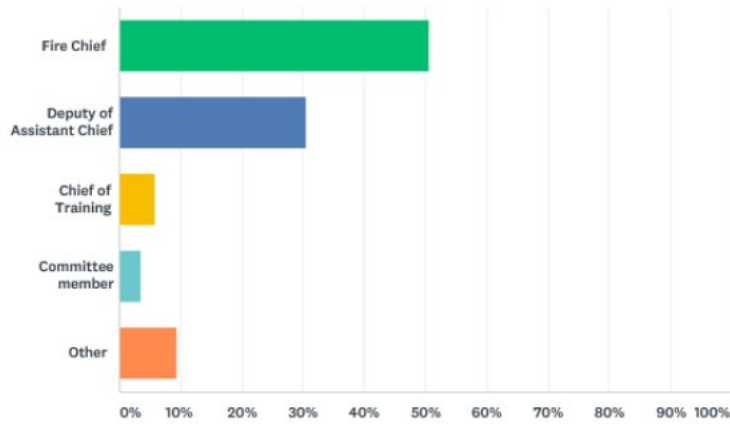
ANSWER CHOICES	RESPONSES	
Yes	29.76%	25
No	70.24%	59
TOTAL		84

ISO 580 Facilities and Use

SurveyMonkey

Q6 Who is responsible for the management of the compliance of the ISO process?

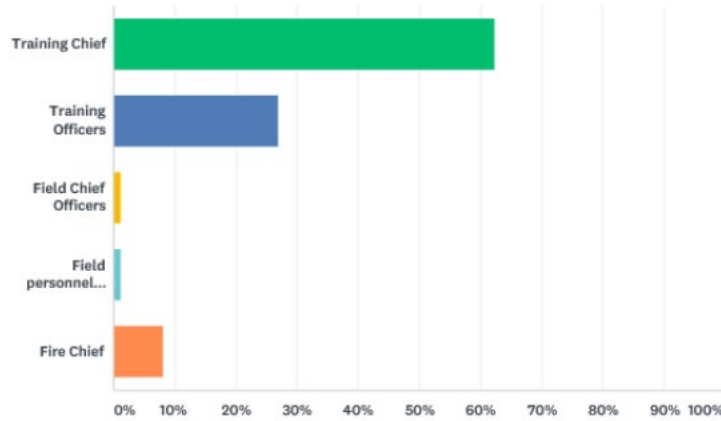
Answered: 85 Skipped: 0



ANSWER CHOICES	RESPONSES	
Fire Chief	50.59%	43
Deputy of Assistant Chief	30.59%	26
Chief of Training	5.88%	5
Committee member	3.53%	3
Other	9.41%	8
TOTAL		85

Q7 Who determines the training subjects for the annual eighteen hours of training required to maximize the "use" section in the Fire Service rating schedule?

Answered: 85 Skipped: 0



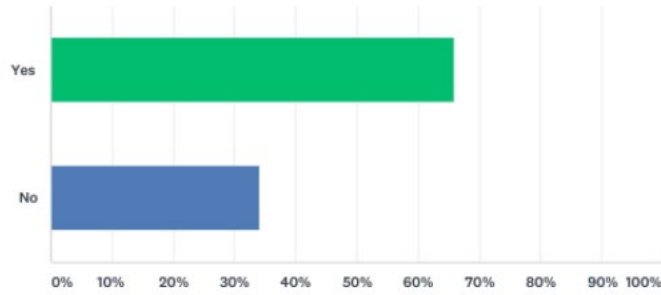
ANSWER CHOICES	RESPONSES	
Training Chief	62.35%	53
Training Officers	27.06%	23
Field Chief Officers	1.18%	1
Field personnel (firefighters)	1.18%	1
Fire Chief	8.24%	7
TOTAL		85

ISO 580 Facilities and Use

SurveyMonkey

Q8 Is there adequate evaluations of training evolutions and does it transfer to improvements in fire suppression operations?

Answered: 85 Skipped: 0



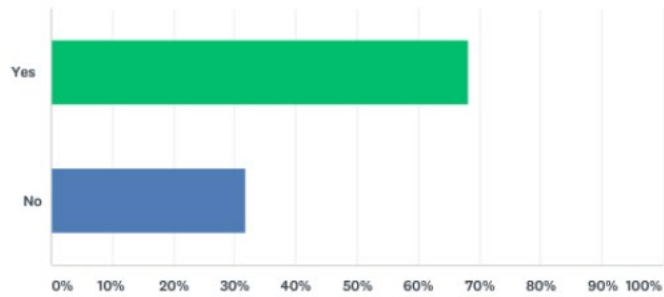
ANSWER CHOICES	RESPONSES	
Yes	65.88%	56
No	34.12%	29
TOTAL		85

ISO 580 Facilities and Use

SurveyMonkey

Q9 Is the training cost associated with maximizing the points justifiable?

Answered: 85 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	68.24%	58
No	31.76%	27
TOTAL		85

Q10 What has your department done to maximize the points in ISO Section 580 (T) for facilities and use?

Answered: 43 Skipped: 43

#	RESPONSES	DATE
1	revaluated how training is recorded. We have also developed a MOU with an adjacent department to utilize their training facility to receive maximum points.	6/8/2018 12:29 PM
2	Submit our training hours to our municipal insurance company for credit.	6/7/2018 2:26 PM
3	Rented burn building time, mutual aid training evolutions, night drills	6/7/2018 2:12 PM
4	We have a mobile training facility, relationship with surrounding auto-aid partners with fixed training facilities, and we have a rigid compliance and reporting system tied to meeting the individual training hours associated. HOWEVER, for us, this is not just an ISO necessity. Firefighting is a low frequency activity, but when it happens, our community commonly has very large Type VB unprotected residential structures we have to deal with and only 3 engines, a rescue truck and a battalion on duty (career) and functional auto aid relationships are essential on the fireground.	6/7/2018 11:19 AM
5	We have improved our training records program to better capture the training that was being completed. We have also created a training advisory committee consisting of members from each shift.	6/7/2018 11:08 AM
6	We built a training tower, but on our last inspection were told we would only get partial credit because we don't have a burn area. have to travel 1 hr to get to a burn facility which is in our county just not centrally located.	6/7/2018 10:32 AM
7	utilizing neighboring departments burn tower facility	6/6/2018 1:04 PM
8	We actually challenged the score and they made some adjustments to the section	6/6/2018 12:55 PM
9	Upgraded our reporting software. Instituted an standard outline, sign-in and evaluation form for each class.	6/6/2018 11:07 AM
10	We use our State training agency as they have all mobile trailers and will bring them to us. Our ISO rep said that counts. We also use the burn building and LP field from a nearby department for our facility training.	6/5/2018 5:48 PM
11	We have signed a contract to start having access to a facility in the coming years	6/5/2018 1:44 PM
12	Nothing	6/5/2018 12:06 PM
13	1) We have mandatory training at station level that is input by company officers (all officers are at least FI-1). 2) Station level training provides basics, supported by training division classes. 3) The training center was built with NFPA 1492 as a guide and is 5 stories tall. Each specialty team trains per month by their unit commanders. 4) Battalion chief's schedule pre-plan and walk through of commercial buildings in their battalion and track in the department training records. 5) Driver operators are retrained each summer and checked off with their skills list.	6/5/2018 11:44 AM
14	Going through a major review now to study what changes need to be made.	6/5/2018 11:19 AM
15	Procure training software to maximize the points in ISO section 580 (T) for facilities and use.	6/5/2018 11:16 AM
16	SOME was addressed in building a new drill facility with required size, flam pit, class rooms & live fire prop.	6/5/2018 11:08 AM
17	nothing that I am aware of	6/5/2018 8:05 AM
18	Our normal operations meet these requirements. We have had facilities for years, we continuously work to update them.	6/4/2018 1:17 PM
19	Since our last ISO evaluation we have built a burn prop on our training grounds. We also reached out to the ISO to discuss how to better our credit points.	6/4/2018 11:17 AM

ISO 580 Facilities and Use		SurveyMonkey
20	Ensure time is documented properly and that training is scheduled far enough ahead to be incorporated into the schedule.	6/4/2018 10:46 AM
21	Better documentation of the training conducted.	6/4/2018 10:44 AM
22	At my previous department, before I retired we received a perfect school of 9 for training. We were part of a 5 department Training Consortium with a training center consisting of 5 acres, 4 story tower with 2 burn rooms, 30,00 gallon water source and a 100 person capacity classroom. We had monthly mutual aid training at this facility. We paid a yearly fee of \$75.00 per firefighter. To maximize points I scheduled in-house and crew practical training at our station #1 that had 3 acres and a 4 story training tower, no burn room but a smoke room, we also had a local sprinkler contractor add a training FDC and sprinkler system. We also performed NFPA 1410 drills twice a year. Between the 2 locations we maxed out on points for facilities. Also, we used FireHouse reporting, so training drills were added with default hours and description. The hard part was getting officers to enter the trainings. Since then, the consortium has grown to 9 departments, Good luck.	6/4/2018 10:39 AM
23	Mostly volunteer department. We take a hit because we can't get all the volunteers to show for multiple live fire drills.	6/4/2018 10:33 AM
24	Re-vamped our reporting process for training to be more in line with the ISO classifications	6/4/2018 10:19 AM
25	Our agency has traditionally lacked in the number of hours per firefighter simply due to the fact that the training time has not been accurately categorized. We have attempted several methods to rectify this situation and finally settled on using a 3rd-party training application which tracks all hours and will produce a report specific to ISO requirements.	6/4/2018 9:35 AM
26	Nothing	6/4/2018 9:01 AM
27	We began utilizing the local community college training center once a year to train off duty firefighters. We would like to increase that to once a quarter to maximize points.	6/4/2018 8:34 AM
28	N/A	6/4/2018 8:29 AM
29	Nothing	6/4/2018 7:07 AM
30	Working toward better defined training categories and topics.	6/4/2018 6:56 AM
31	Just improved tracking	6/4/2018 6:31 AM
32	Regional Training Standard Training outlines Written Drill and Safety plan Establish minimum library for reference Record management system Long term written schedule with plan Coordination of training with day and night operation Conduct mutual aid training Provide availability of training on high risk activities	6/4/2018 2:24 AM
33	Plan, use, document, maintain records	6/3/2018 8:24 PM
34	Schedule the evolutions at the facilities and pay an instructor to facilitate the evolutions. A company officer or battalion chief cannot both facilitate the drill AND perform their fireground roll.	6/3/2018 8:19 PM
35	Upgrade facilities to include emergency generators, establish live in program, upgrade training library and training room,	6/3/2018 5:38 PM
36	Conducted more live for training at donated facilities	6/3/2018 1:49 PM
37	Nothing. Our building is old and landlocked. Our apparatus are stacked three deep. Long term plan is to build a new facility.	6/3/2018 12:50 PM
38	Built a drill tower/burn building and paved training area	6/3/2018 12:33 PM
39	Biggest improvement in this area was focus on recording the training that took place	6/3/2018 11:53 AM
40	My name is Ken Reeves and I am a loser.	6/3/2018 11:44 AM
41	We train for competency and safety. ISO ratings are not our focus.	6/3/2018 11:09 AM
42	We constructed a training tower and associated facility. Increased our training staff and created a standard schedule for training over fire, EMS, and special operations each month.	6/2/2018 11:08 PM
43	Crews are rotated to the fire training facility each month and to the vehicle extraction facility in order to receive 18 hours of facility trainings. The crews are taken out of service during their training evolutions.	6/2/2018 8:46 PM