

**EVALUATING THE ISO GRADING SYSTEM AND THE FIRE AND EMERGENCY
SERVICES ACCREDITATION PROGRAM**

STRATEGIC MANAGEMENT OF CHANGE

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ABSTRACT

The problem identified for research was that no evaluation of the Insurance Services Organization (ISO) grading system or the Fire and Emergency Services Accreditation had been completed to determine which one or if both would be best for the department when measuring its performance, effectiveness, and efficiency.

The purpose of this applied research project was to review, compare, and evaluate both the ISO rating system and the Fire and Emergency Services Accreditation systems. This review included purpose, requirements, and benefits of each of these systems.

This study utilized an evaluative research method supported by descriptive research. The research questions to be answered were:

1. What is the purpose of the ISO rating system?
2. What are the requirements and benefits of participating in the ISO rating program?
3. What is the purpose of the Fire and Emergency Services Accreditation program?
4. What are the requirements and benefits of the Accreditation program?
5. How do other fire department agencies view each of these two programs?

The procedures used to conduct this research project included a literature review of all pertinent information regarding ISO and Accreditation. A survey was sent out to area fire departments asking questions about how these agencies viewed the ISO grading system and the Accreditation system. An informal survey was conducted with department

employees concerning their views and opinions on the department's involvement with ISO and Accreditation.

The research results indicated there exists a need for a method of measuring a fire department's performance. Two systems that are available are the ISO grading system and the Accreditation system. The research results determined that the ISO grading system was designed for the insurance industry as a means of measuring a fire department's capabilities in order to determine insurance premiums. The major benefit of the ISO system is this potential to reduce insurance costs for taxpayers. The Accreditation program was found to be a means to evaluate the complex services that are delivered by a fire department. Benefits of the Accreditation program was recognition and a means to evaluate an organization and make any changes that may be needed to improve their performance level.

The recommendations of the research project were that the City of Oviedo Fire/Rescue and Emergency Management continue with the current use of the ISO grading system to at least maintain the current Class 2 rating. The department should consider the effects on personnel and any associated costs prior to seeking a Class 1 rating. It was also recommended that the department establish a committee to further pursue the Accreditation program as a method of evaluating the organization's performance.

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INTRODUCTION

The City of Oviedo Fire/Rescue and Emergency Management is always trying to measure its performance and success in order to be the best department possible while providing the highest level of service to its customers. The City of Oviedo Fire/Rescue and Emergency Management aggressively participates in the Insurance Services Organization (ISO) rating system. The department is also considering seeking accreditation through the Commission on Fire Accreditation International utilizing the Fire and Emergency Services Self Assessment Manual. The problem chosen for research was that no evaluation of these two systems had been completed to determine which one or if both would be best for the department. The department's history shows an aggressive approach to maintaining the best possible ISO rating. The current rating is a Class 2. There have been no other recognized programs for measuring performance, effectiveness, and efficiency utilized by the department.

The purpose of this research paper was to review, compare, and evaluate both the ISO rating system and the Fire and Emergency Services Accreditation systems. This review included purpose, requirements, and benefits of each of these systems. There was also an evaluation of how other fire department agencies view both the ISO grading system and the Accreditation system.

This study utilized an evaluative research method supported by descriptive research. The research questions to be answered were:

1. What is the purpose of the ISO rating system?

2. What are the requirements and benefits of participating in the ISO rating program?
3. What is the purpose of the Fire and Emergency Services Accreditation program?
4. What are the requirements and benefits of the Accreditation program?
5. How do other fire department agencies view each of these two programs?

BACKGROUND AND SIGNIFICANCE

Measuring an organization's performance is far more important and much more difficult to measure and control in a nonprofit organization such as the public sector than in a business (Drucker, 1990). Measuring the department's performance has always been a priority of the City of Oviedo Fire/Rescue and Emergency Management. The department has always attempted to be one of the best fire departments in the area and one that could be looked upon by others as a leader in the business. Measuring this performance has not been easy in the past.

The City of Oviedo Fire/Rescue and Emergency Management is an agency made up of thirty-five personnel. There are thirty shift combat personnel and five staff personnel. The department functions out of two fire stations providing all aspects of fire, rescue, and medical services. These include structural firefighting, advanced life support, medical responses including patient transport, technical rescue, emergency management, and hazardous materials response. The department is also pro public relations and education providing classes to the public such as first aid, CPR, and fire safety. The City of Oviedo

currently has an approximate population of 22,000. The size of the city is about 18.6 square miles.

The department's rating as of 1992 was a Class 4. Since this time the city has grown rapidly becoming one of the fastest growing cities in the State of Florida. In 1993, a new Fire Chief was hired. One of his goals for the future of the organization was to improve the department's ISO rating. Since then, the department has obtained a rating of Class 2. The ISO classification detail sheet for the City of Oviedo can be reviewed in Appendix A. This was obtained as a result of the hard work and dedication of all department personnel. Additional equipment was requested, budgeted for, and purchased in order to achieve this rating. Training requirements were established based on ISO guidelines and requirements. Additional man-hours were required as a result of ISO required programs such as hydrant maintenance and conducting pre-emergency plans.

After the Fire and Emergency Services Accreditation program was completed, the City of Oviedo Fire/Rescue and Emergency Management began to consider this program as another method of measuring the organization's performance. After a brief review of this method of evaluating the department, it was determined that this would have to be an extended project that would require additional extensive man-hours and resources.

The extensive requirements and demands of each program alone justified a study from an organizational perspective. In order to achieve the best possible ISO rating of a Class 1 and to receive accreditation there would be a requirement of additional man-hours to meet the requirements of each. This would occur without any designated increase of

manpower for either program. This resulted in an additional demand on existing personnel.

Motivation of department personnel, both staff and combat, became a significant factor. If personnel are not supportive of these programs then success would become difficult to achieve. Support from city officials is also needed to achieve these goals. Additional financial expenditures would be needed to purchase any equipment that was required and not part of the present inventory. Revenue constraints for normal daily operations, not to mention new programs, were always a concern. The past and present occurrences in the organization had demonstrated that each of these are areas of concern. Maintaining the current ISO rating of Class 2 had demonstrated that each of these problem areas exists.

Obtaining overall city government and fire department support would be a benefit in attempting to measure the agency's performance. The intent of this research paper was to review the two recognized methods of measuring performance, effectiveness, and efficiency. The findings of the research may reveal which system, if any, is best and would benefit the organization as a whole. Better understanding through education may help to obtain overall city support of the system(s) that may be chosen. After the research was conducted, any recommendations would be passed on to the Fire Chief for further review and consideration.

The research problem relates to the subject matter covered in the Strategic Management of Change class presented at the National Fire Academy in the following way. To determine if the organization is successful, there must be a method of measuring

the organization. Being successful while strategically managing the areas of change that face the fire service was discussed at great lengths during the class.

LITERATURE REVIEW

Measuring Performance, Effectiveness, and Efficiency

Coleman stated: "Performance measurement, like internal management evaluation, is an ongoing, day-to-day management responsibility" (Coleman, 1988, p. 255). In order to keep up with the changing environment the fire service encounters, performance must be measured. Organizations must not only measure their performance, but must also measure their efficiency and effectiveness (Gaebler, Osborne, 1992). A department that wants to operate properly should conduct some sort of rating or evaluation on themselves. To learn where a department stands officials must evaluate the community's ability to protect itself against fire (Coleman, 1988).

Currently the fire service has only a minimal amount of methods to measure a department's performance, efficiency, and effectiveness based upon set standards. The rating system provided by the Insurance Services Organization is one of these methods. Another method is the Fire and Emergency Services Accreditation system. Some may consider the established NFPA standards as another. The NFPA standards such as NFPA 1500 provides a baseline or guideline with safety and health being a major concern (Teele, 1993). For the purpose of this research paper, the ISO rating system and the Fire and Emergency Services Accreditation systems were reviewed as the methods available

for measuring a fire department.

The Insurance Services Organization

The Insurance Services Organization (ISO) is a nationwide nonprofit service organization that provides services to the property and casualty insurance industries. The ISO has a broader scope than just the fire service. ISO also provides its services to various lines of insurance such as machinery, commercial automobiles, farm owners, automobiles, commercial inland marines, and nuclear energy. The ISO was formed over many years after several state and regional insurance rating organizations merged.

From the fire protection aspect, ISO was formed in the following manner. Numerous major fires and conflagrations occurred during the nineteenth century. These fires resulted in a large dollar loss amount. This was a result of most large cities being closely built together and buildings being constructed out of wood (Bachtler, Brennan, 1995). As a result of the large fire dollar losses, a resolution was passed by the insurance companies in order to do something about the situation. The resolution passed lead to the founding of the National Board of Fire Underwriters in 1866. The group promoted fire prevention and protection. In 1965, it merged with two other organizations to become the American Insurance Association. Later this organization changed its name to the Insurance Services Organization (ISO).

For over a century, the insurance industry in the United States has been evaluating the fire defenses of cities, towns, and villages. This evaluation process has become an important component in establishing fire insurance rates for individual properties (Hickey, 1993). The ISO has a nonprofit subsidiary corporation known as the Commercial Risk

Services (CRS). The function of the CRS is to perform specific property surveys and public protection surveys that were previously conducted by the ISO and its predecessors. The ISO/CRS is genuinely interested in helping cities improve their Public Protection classification (Hickey, 1993).

ISO Survey and Requirements

The original Municipal Fire Protection surveys were initiated in 1889 as a way to help cities and towns with their fire protection problems. As changes in society and technology occurred, so did fire protection and the grading system used to evaluate a department's service level. In 1971, ISO's main interest in public protection was to recognize the impact effective public protection had on individual property fire rates, given that public fire protection could affect the percentage of loss that would be expected in a fire situation (Bachtler, Brennan, 1995). The 1974 ISO grading schedule contained areas that reflected the changes needed to keep up with society and technology. It was in 1980 that further changes were made to the rating schedule. These changes resulted in the current rating system being used today.

In 1980, the Fire Suppression Rating Schedule (FSRS) was released. The classifications in the schedule are from Class 1 to Class 10. Class 1 areas receive the lowest insurance rates and Class 10 receives the highest rates or no recognition. Hickey stated: "The basic objective of the ISO/CRS rating schedule is to provide a tool for the insurance industry to measure quantitatively the major elements of a city's fire suppression

system” (Hickey, 1993, p. 1). The purpose of the ISO/CRS survey is to gather information needed to determine a fire insurance classification which may be used to develop property insurance calculations.

The Fire Protection Rating Schedule is divided into two separate sections. Section I is a public protection classification which indicates a department’s ability to handle fires in small to moderate size buildings. These are defined as buildings with a needed fire flow of 3,500 g.p.m. or less. Section II consists of individual public protection classification numbers for larger properties that have needed fire flows greater than 3,500 g.p.m. This section is applied individually to each building to develop a rating that reflects the available protection for that specific property.

There are three basic elements considered in the grading schedule. These three elements are receiving and handling fire alarms, the fire department, and water supply. Each of these three elements directly affect the measurement of fire suppression as far as their citywide effect is concerned (Bachtler, Brennen, 1995).

The fire alarm section examines how the public can report a fire and how the fire department receives that report. The fire department section considers apparatus, staffing, equipment, automatic and mutual aid, prefire planning and personnel training. The water system section considers the supply works, main capacity to deliver fire flow, distribution of hydrants, hydrant size and type, installation of hydrants, hydrant inspections, and alternative water supply.

The rating schedule now works on a credit basis rather than on a deficiency basis as it did in 1974. ISO in the past had been looked upon as taking points away from a city

that was not perfect and penalizing them for any deficiencies. This resulted in ISO being viewed as grading a fire department and setting standards for the fire protection which is a notion that ISO has attempted to dispel (Bachtler, Brennan, 1995).

The conditions found in a city are credited from the established minimum by ISO. The established minimum criteria must be met in order to apply for a grading to be completed. These minimum levels cover such areas as organizational design, membership, training standards, alarm notification guidelines, and apparatus requirements.

After a department is reviewed, they will be given a score based upon the evaluator's findings. Reasonable time periods are given in order to correct problems before the grading is complete and the public protection class is published.

Fire departments after the initial grading are graded approximately every ten to fifteen years. A department may request a regrading prior to this period if significant changes have been made as determined by the ISO such as changes in water supplies, service levels, or recent annexations.

Benefits and Advantages of ISO

The evaluation process of ISO is an important element in establishing fire insurance rates (Hickey, 1993). The quality of a city's fire protection has a direct impact on the local economy. Fire protection is the only municipal service where an improved capability can result in savings because of reduced insurance premiums. The highest reductions occur between Class 10, Class 9, and Class 8 and also the change from Class 4 to Class 3

(Hickey, 1993). These differences reflect a significant change in fire suppression capability. Generally, the better the city grades, the lower the insurance premiums are for both commercial and residential properties.

Although the ISO schedule was developed for insurance rating purposes and not for fire protection planning, it does provide one standard to judge a city's fire protection capabilities. Hickey stated: "The grading is the only quantitative measurement tool for computing the adequacy of city fire suppression components. However, it does not measure the efficiency of these systems" (Hickey, 1993, p.11). This creates a benefit for an organization since it can be used as a measurement tool.

Lower fire insurance rates could lead to an incentive plan to assist in the financial support and backing of the fire department (Hickey, 1993). An agency that can show a savings to property owners that is greater than the associated cost of improving the current rating could get additional funding. This funding could either come from the property owners or from government to increase the commercial tax base.

Disadvantages of ISO

While the reduction in classification can reduce the amount of insurance premiums paid by taxpayers, it could also increase the taxes in order to accomplish the lower rating (Bachtler, Brennan, 1995). Additional manpower and equipment may require an increase in expenditures over the existing revenue sources. Bachtler and Brennan stated: "All too often a fire chief, tempted with "bragging rights" which go along with lower classification, seeks to make improvements, citing a better rating as the reason, without comparing the

costs of improvements to the benefit to the taxpayer” (Bachtler, Brennan, 1995, p. 203).

Often the property owner can make his own fire protection changes such as extinguishers or fire sprinklers and reduce his insurance premiums the same amount as a change in classification would create. The rates in many states for homeowners do not change once the city reaches a Class 4 regardless of any further improvement to the rating (Bachtler, Brennan, 1995).

The ISO grading schedule is not designed to be used as a means of evaluating the quality of fire protection being provided (Bachtler, Brennan, 1995). It is also not intended to analyze all aspects of a comprehensive fire protection program (Hickey, 1993). The grading schedule does not directly address or measure such areas as fire prevention, education, codes, fire investigation, or fire department efficiency measurements. Bachtler and Brennan stated: “The current classification system is not intended to present a complete analysis of the public fire protection needs of a city and should not be used for such an evaluation” (Bachtler, Brennan, 1995, p. 180). A fire department that wishes to use the ISO Fire Suppression Rating Schedule to measure effectiveness, efficiency, and performance should remember that it is an insurance grading tool and not a tool for accrediting the fire defenses and services of a city.

Fire and Emergency Services Accreditation

The fire service has had a difficult time in quantifying its level of performance, an effort often hampered by the lack of nationally accepted criteria by which the quality and level of fire, EMS, and other services provided can be measured and evaluated

(Bruegman, Coleman, 1997). As a result of this desire for the fire service to elevate its level of professionalism, the process of accreditation began.

In the mid 1980s a task force was formed by the International Association of Fire Chiefs (IAFC). A memorandum of understanding was signed with the International City/County Management Association (ICMA). This memorandum of understanding between the two agencies provided for the development of a voluntary fire service accreditation system. The committee that developed the fire service self-assessment model were a group of chief fire officers, training officers, and other fire service or fire related personnel. The dream of this group was to provide a comprehensive method of effectively evaluating the complexities of the service delivered by fire organizations (Bruegman, Coleman, 1997).

In 1989 the task force began working on the accreditation program. After four years, a test site was chosen for program evaluation. The Tempe (AZ) Fire Department took the self-assessment model and applied it to their organization. From the lessons learned, the document was redrafted. The task force in June 1993 sought other test sites. Twelve fire departments were chosen for further application and review of the self assessment program. After further revisions, the Fire and Emergency Self Assessment Manual was completed.

Accreditation Requirements

The self assessment accreditation manual contains ten categories which departments must use to evaluate their performance. These categories are as follows:

1. Governance and Administration
2. Assessment and Planning
3. Goals and Objectives
4. Financial Resources
5. Programs
6. Physical Resources
7. Human Resources
8. Training and Competency
9. Essential Resources
10. External Systems Relationships

Included within each category are criteria that are a measure or an index on which a judgement or a decision can be based. These criteria define major areas within each category. Through the ten categories there are forty-five criteria. Within each criterion there are performance indicators which define the desired level of ability needed to demonstrate a particular task as specified in the process. There are over 234 performance indicators contained within the ten categories. Examples of these can be seen in Appendix B.

The components of the criteria are not absolute mandates in order to achieve accreditation. There are ninety base competencies that must be met for the organization to be accredited. These performance indicators are considered to be core competencies and are critical elements deemed necessary to receive accreditation. Once the

decision has been made to receive accreditation, there are several steps that need to be followed. A team should be formed to review the self assessment manual and work towards gathering records, data, and information. The self assessment should be finalized and sent to the Accrediting Commission. At this time, a request for an on-site peer review is made. The on-site review is conducted by a group of fire service peers. This group prepares a report on their findings after reviewing the agency. The report is submitted to the Accrediting Commission with the recommendation of the peer review group.

An agency that receives accreditation will be officially listed and recognized as such. Periodic reevaluations will need to be conducted approximately every five years on accredited agencies. This is done in order to verify that the agency has maintained the required level. If an agency does not receive accreditation, the organization may appeal and be given the opportunity to present additional evidence.

Benefits and Advantages of Accreditation

Through accreditation the fire service strives for professionalism and establishes peer recognition of peer performance, based upon acceptable and realistic performance criteria which was also developed by peers (Bachtler, Brennan, 1995). Accreditation also provides for a recognized means for an organization to evaluate itself, effect change, and to receive recognition. This also gives the fire service a method to review the overall performance of the department based upon these set criteria. Personnel loyalty, pride, and motivation may also increase since members of the department should be participating in the overall process.

Disadvantages of Accreditation

While an ISO classification provides a potential financial savings, the accreditation process does not. The idea of the ISO rating system may be sold to citizens as a way to save them money. The accreditation may be a hard sell if additional resources become needed which creates the need for funding.

There is also an increased work load involved with this process. Commitment and an extensive amount of time is needed in order to complete the self assessment process. This commitment is required of all involved parties. Another disadvantage is that accreditation is not guaranteed, but represents what the peer assessment indicates at that particular time.

Literature Review Summary

The literature review discovered several publications which described the purpose and intent of the ISO grading system. The purpose of the ISO grading system was shown to be that of an insurance tool for determining premiums. The ISO grading system benefits were mainly concerned with the potential financial savings to insurance customers as a result of the level of fire protection capabilities.

The literature review only discovered a minimal number of publications concerning the Accreditation process. This may be in part due to the fact that this program is fairly new. The purpose of the Accreditation system was determined to be a method to evaluate the organization's performance, efficiency, and effectiveness based upon an established set of criteria. This criteria is based upon the activities of the department as a whole.

The literature review reinforced the justification for the need of a fire department to review and evaluate its performance. It also demonstrated the lack of and the need for a system that evaluates the organization as a whole including all of the areas of service that they provide. Although the ISO grading system was not created to establish guidelines for fire departments, it may have become as such due to the lack of other methods of evaluation. The overall literature review supported the methods and direction currently being pursued by the City of Oviedo Fire/Rescue and Emergency Management.

PROCEDURES

After determining the problem chosen for research, a review of literature was conducted. This was done in order to obtain information about the ISO grading system and the Fire and Emergency Services Assessment and Accreditation system. Items reviewed included history, requirements, benefits, advantages, disadvantages, and findings of others on this topic. This literature was obtained from the Learning Resource Center at the National Fire Academy. Additional resources were gathered from the local library and other relevant books and magazines relating to the chosen topic for research.

A survey (Appendix C) was distributed to fire service agencies within the same state as the City of Oviedo. The departments were selected at random with an attempt made to get information from fire departments of different size and location throughout the State of Florida. These departments were chosen after checking the Florida Fire Chief's Association state listing of fire departments. Population of the areas served were obtained from available census information at the local library. This information was used to determine an estimate of department manpower based on population served in order to

obtain information from different size agencies. This information was confirmed through responses on the surveys about department size and population served. By selecting agencies with different populations served, number of personnel, and regions, an overall view of ISO and Accreditation interpretation, use, and understanding could be discovered.

A descriptive methodology was used in an effort to encourage the participants to speak freely about the ISO grading system and Accreditation. A total of thirty questionnaires were distributed, with nineteen being returned. The usefulness of this survey was to determine how other fire agencies utilized and interpreted the ISO grading system and the Accreditation process. The survey also attempted to determine if these agencies felt these systems were efficient, useful, or in need of change.

An informal oral survey was conducted with members of the City of Oviedo Fire/Rescue and Emergency Management. The purpose of this survey was to determine how the employees felt about the ISO grading system and the Accreditation system. Areas of concern on the informal employee survey were effects on morale due to rating, accreditation, and any increased work load or requirements. A total of ten employees were selected at random. Ten were chosen in order to get an opinion from approximately one third of the current population of the department.

The limitations of this survey were it only represented fire departments in the State of Florida. No insurance industry information from the local community was gathered due to current political situations including manpower and staffing needs within the city government. Both surveys did provide sufficient data from outside agencies in order to

evaluate interpretations and use of the ISO grading system and Accreditation process.

RESULTS

Outside Agency Survey

The following questions were asked on the survey concerning the ISO grading system and the Fire and Emergency Services Accreditation.

1) What is the population of your jurisdiction?

Out of the nineteen agencies who returned the survey, populations ranged from 10,000 to 200,000. Ten departments were under 40,000, four were over 40,000 but under 70,000, one was over 70,000 and under 100,000, and four were greater than 100,000 in population.

2) How many personnel are in your department?

Department personnel sizes ranged from 12 to 268. There were four departments who had less than 30 personnel, eight departments who had between 30 and 60 personnel, one department who had between 61 and 90 personnel, three who had between 91 and 120 employees, and three who had over 120 personnel.

3) Does your agency aggressively participate in the ISO rating process?

Fifteen agencies answered yes to this question while four answered no.

4) What is your current ISO rating?

Three agencies had a Class 2 rating, four had a Class 3 rating, nine had a rating of Class 4, one had a Class 5 rating, and two had a Class 6 rating.

5) When was your last rating conducted?

Nine agencies stated their last rating was between 1 and 3 years ago, six agencies said

between 4 and 7 years ago, three stated 8 to 10 years ago, and one was uncertain when the last rating was conducted.

6) Has your department ever used the ISO rating process as a budget negotiation tool for additional equipment or personnel?

Ten agencies answered yes while nine answered no. Of the ten who answered yes, seven felt this had been successful as a budget negotiation tool to obtain additional equipment and personnel.

7) Does your department have plans for another rating in the future?

Thirteen agencies responded yes while six agencies responded no. The majority of those agencies planning for another rating were expecting it within 1 to 3 years.

8) How do you feel about the overall ISO rating process?

No departments strongly agreed with it, ten agreed, seven disagreed, and two strongly disagreed with the process.

9) Do you feel the current ISO rating system needs to be changed?

Sixteen departments responded yes while three responded no. Some of the comments written on the surveys concerning why changes were needed are listed below.

1. ISO operates in the 1960's instead of the 1990's.
2. No credit is given for EMS.
3. ISO needs to be more performance based.
4. Standards need to be more current.
5. A training program is needed in order to understand ISO requirements.

6. Entire system is in need of overhaul and review.
7. No credit is given towards aggressive fire prevention.

A comment that was made by a respondent who answered no was that the ISO system was written and designed for the insurance industry and should not be changed.

10) Are you familiar with the Fire and Emergency Services Self Assessment and Accreditation process?

Thirteen agencies responded yes and six responded no.

11) Is your department participating or planning to participate in the accreditation process?

All of the agencies did not respond to this question. Those departments who were familiar with the Accreditation process answered this question as follows. Seven stated yes and ten stated no.

12) How do you feel about the overall criteria and methods used in the accreditation process?

Those departments who were familiar enough with the system answered the question in the following way. Four strongly agreed with the overall criteria and methods while nine agreed. No one answered that they disagreed or strongly disagreed with the criteria and methods.

13) Has your department ever used the accreditation process as a budget negotiation tool for obtaining equipment and personnel?

Of those who answered this question one said yes and twelve said no. The department that answered yes did state that they were successful in obtaining additional personnel and

equipment.

14) Do you feel the accreditation process needs to be changed?

Those who answered this question did so as follows. Two departments stated yes while eleven stated no. Some comments concerning the needed changes are listed below.

1. The requirements are expensive and require many man-hours.
2. The process is too long.

15) Have your department or government leaders chosen to pursue ISO over Accreditation or vice versa?

Seventeen agencies stated ISO was chosen, one agency stated Accreditation, and one stated that both had been chosen. Comments that were stated concerning these decisions are listed below.

1. ISO is more universal.
2. ISO is needed to provide the best community insurance rating.
3. Accreditation helps the department become more efficient.

1. The department is satisfied with a Class 2 rating, now we need to complete the Accreditation process.

16) Which form of measuring a fire department's performance do you feel is better for your organization?

Three agencies answered ISO, five answered Accreditation, eight answered both, and three were unsure. Comments that were made concerning this question are listed below.

1. Accreditation is a better for measuring performance.
2. Accreditation leads to department recognition.
3. Accreditation is more complete.
4. Different aspects are reviewed in accreditation.
5. Accreditation is not readily accepted.
6. Accreditation forces the department to look at overall service level which should cause the ISO rating to improve.

17) How have the ISO and/or Accreditation process affected your department's morale?

The answers given to the question were mixed. Some of the comments that were made are listed below.

1. Personnel were frustrated meeting the requirements of ISO.
2. Some enthusiasm was noted because of the changes that were required by accreditation.
3. A lot of work was completed preparing for ISO and results did not reflect this effort.
4. Morale improved with a better ISO rating. Field personnel enjoy excelling above other agencies.
5. Morale was decreased after buying the required ISO equipment over other equipment that was really needed.
6. Positive increase in morale and a sense of performance was noted.

Informal Employee Survey

The majority of the employees surveyed demonstrated pride with the current Class 2

rating held by the City of Oviedo. The majority also stated that the increased work load required to maintain this rating caused a decrease in morale. The decrease in morale was stated to be a result of not being properly compensated through pay for the increased amount of work and good insurance rating that was provided to the residents of Oviedo. The majority were also unaware of the Accreditation process and its requirements while being skeptical about more duties that it might require.

Results Summary

The research conducted during this project provided answers to each of the original research questions.

The first research question was to determine the purpose of the ISO rating system. The research showed that the purpose of the ISO rating system is to establish an evaluation process to review available public fire suppression facilities and capabilities in order to determine fire insurance rates for individual properties.

The second research question dealt with the requirements and benefits of participating in the ISO rating program. The research determined minimum requirements set by ISO to participate in or request a grading. These were organizational requirements, membership requirements, training standards, alarm notification guidelines, and apparatus requirements. After meeting these minimum requirements, a department would be given credit based upon the items listed in the rating schedule. ISO also requires that the department be graded again every ten to fifteen years. The greatest benefit of participating in the ISO rating program is the savings to taxpayers through reduced

property insurance premiums that can be obtained with a good ISO class rating.

The third research question was to determine the purpose of the Fire and Emergency Services Accreditation program. It was discovered through research that the purpose of the Accreditation program is to provide a means to evaluate the complex services that are delivered by fire departments.

The fourth research question asked what are the requirements and benefits of the Accreditation program. Unlike ISO, there were no minimum requirements found for an organization to be accredited. Once the decision is made to seek accreditation, the organization must complete a self assessment that consists of ten categories used to evaluate performance. After the self assessment is completed, the agency requests a review by the peer group to determine if accreditation should be granted. The only benefits of the Accreditation program discovered were recognition along with an established means for a fire service organization to evaluate itself and make changes as needed.

The fifth and final research question was to determine how other fire department agencies view each of these two programs. The results of the survey showed that all of the agencies were familiar with the ISO grading system and the majority were aggressively participating in the program. The majority were also familiar with the Accreditation process but less than half were willing to participate in the program or had reviewed its contents. All but three agencies stated that the ISO program required some changes be made. Some of the agencies had used with success the requirements of the ISO grading system as a budget negotiation tool. The majority of the agencies also felt that both systems were effective in measuring a fire department's performance.

DISCUSSION

The research results and the findings of others are similar to each other. There exists a need and a desire in the fire service for a means to measure the performance of an organization. The information given in the survey results reflects this need. The current use of the ISO grading system by the City of Oviedo and the consideration being given to the Accreditation program is consistent to what many of the departments surveyed are doing. Even though the ISO grading system was not designed to measure a department's performance, it can be used as an indicator of the service level provided. The Accreditation program was specifically designed to evaluate the complete services provided by a fire department.

The author's interpretation of the study results found that both the ISO grading system and the Accreditation system can be beneficial when evaluating a department's performance. The survey results indicated that some departments look at ISO as strictly a performance measuring tool. This results in dissatisfaction with the ISO grading system. It must be understood that both systems were designed for different reasons. With this in mind, the requirements of ISO can be understood and the system effectively utilized. Even though both systems may require changes be made, they are two available measuring tools that are recognized and accepted by the industry.

The author also noted in the survey results and findings that the departments who had a good ISO rating and aggressively participated in the program were willing to seek accreditation. Those who had a negative response to the ISO system also had a poor

rating and were not willing to pursue accreditation. This could justify the two systems being used as performance measuring tools. A department that meets the requirements of ISO and Accreditation should be in most cases an overall better performing department than those who do not.

Organizational implications as a result of the study were that the City of Oviedo Fire/Rescue and Emergency Management should continue with the ISO grading system while also seeking accreditation. The department has been effectively utilizing the ISO grading system as is indicated with the Class 2 rating. The Accreditation program will allow a further measure of the department's performance, effectiveness, and efficiency. The best measurable benefit from these two systems was the cost savings to the taxpayers through the ISO grading system. The only true benefit from the Accreditation system is recognition which some may consider to be minute. Still the Accreditation system offers a means to evaluate the overall services provided by an agency.

RECOMMENDATIONS

The research results of the literature review indicate that the City of Oviedo should continue to aggressively participate in the ISO grading system to at least maintain the current rating. The department has been properly utilizing this system. The taxpayers have been provided a good ISO rating of Class 2 which has resulted in a decrease in their insurance premiums. It is also recommended that the department review the costs associated with obtaining a Class 1 rating versus the savings to the taxpayers. Based on the literature review, it is also recommended that accreditation could benefit the department as a method to measure the department's performance as a whole which

would include many areas not used in the ISO system.

The findings from the surveys sent to other fire departments indicate that the City of Oviedo Fire/Rescue and Emergency Management is following what other departments are doing that are also seeking methods to measure their performance. The concerns of other departments are also similar to this department's in regards to ISO requirements and changes that should be made to bring some of the elements up to date.

The findings from the informal employee survey indicate that the department should consider employee concerns. It is recommended that further review may be needed to see if seeking a Class 1 rating or accreditation would truly benefit the department with consideration being given to the morale issues of the employees.

Based upon the overall findings of the research project, it is recommended that the City of Oviedo Fire/Rescue and Emergency Management continue with the current use of the ISO grading system with consideration being given to the areas previously mentioned. It is also recommended that the department establish a committee to further pursue the Accreditation program. By pursuing the Accreditation process, the department may identify any areas of weakness and make changes as needed. Both of these systems can be used as a means to measure the department's performance, effectiveness, and efficiency, thus benefitting the agency as a whole. This will help the City of Oviedo Fire/Rescue and Emergency Management continue to be the best department possible while providing the highest level of service to its customers.

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APPENDIX A

INSURANCE SERVICES OFFICE, INC.

CLASSIFICATION DETAILS

Municipality: Oviedo State: Florida Population: 18,200
Date Surveyed: 03-19-96 Total Credit: 81.11 Class: 2/9

SUMMARY OF CREDIT

<u>Feature</u>	<u>Assigned</u>	<u>Maximum Credit</u>
Receiving and Handling Fire Alarms ••	10.00%	10.0%
Fire Department ••••••••••••••••••••	36.51%	50.0%
Water Supply ••••••••••••••••••••	40.00%	40.0%
* Divergence ••••••••••••••••••••	<u>-5.40%</u>	<u> </u>

The Public Protection Class is based on the total percentage credit as follows:

<u>Class</u>	<u>%</u>
1	90.00 or more
2	80.00 to 89.99
3	70.00 to 79.99
4	60.00 to 69.99
5	50.00 to 59.99
6	40.00 to 49.99
7	30.00 to 39.99
8	20.00 to 29.99
9	10.00 to 19.99
10	0 to 9.99

*Divergence is a reduction in credit to reflect a difference in the relative credits for Fire Department and Water Supply.

The above classification has been developed for use in property insurance premium calculations only.

RECEIVING AND HANDLING FIRE ALARMS

This section of the Fire Suppression Rating Schedule reviews the facilities provided for the general public to report fires, and for the operator on duty at the communication center to dispatch fire department companies to the fires.

	<u>Credit</u>	
	<u>Actual</u>	<u>Maximum</u>
1. (Item 414) Credit for Telephone Service		
This item reviews the facilities provided for the public to report fires, including the listing of fire and business numbers in the telephone directory.	<u>2.00</u>	<u>2.00</u>
2. (Item 422) Credit for Operators		
This item reviews the number of operators <u>on-duty</u> at the communication center to handle fire calls.	<u>3.00</u>	<u>3.00</u>
3. (Item 432) Credit for Dispatch Circuits		
This item reviews the dispatch circuit facilities used to transmit alarms to fire department members.	<u>5.00</u>	<u>5.00</u>
4. (Item 440) Total Credit for Receiving and Handling Fire Alarms.	<u>10.00</u>	<u>10.00</u>

FIRE DEPARTMENT

This section of the Fire Suppression Rating Schedule reviews the engine and ladder-service companies, equipment carried, response to fires, training and available fire fighters.

		<u>Credit</u>	
		<u>Actual</u>	<u>Maximum</u>
1.	(Item 513) Credit for Engine Companies This item reviews the number of engine companies and the hose and equipment carried	<u>10.00</u>	<u>10.00</u>
2.	(Item 523) Credit for Reserve Pumpers This item reviews the number of reserve pumpers their pump capacity and the hose and equipment carried on each	<u>1.00</u>	<u>1.00</u>
3.	(Item 532) Credit for Pump Capacity This item reviews the total available pump capacity	<u>5.00</u>	<u>5.00</u>
4.	(Item 549) Credit for Ladder Service This item reviews the number of ladder and service companies and the equipment carried	<u>4.15</u>	<u>5.00</u>
5.	(Item 553) Credit for Reserve Ladder Service This item reviews the number of reserve ladder and service trucks, and the equipment carried	<u>0.54</u>	<u>1.00</u>
6.	(Item 561) Credit for Distribution This item reviews the percent of the built-upon area of the city which has an adequately-equipped, responding first-due engine company within 1 1/2 miles and an adequately-equipped, responding ladder-service company within 2 1/2 miles.	<u>2.22</u>	<u>4.00</u>
7.	(Item 571) Credit for Company Personnel This item reviews the average number of equivalent fire fighters and company officers on duty with existing companies.	<u>7.66</u>	<u>15.00⁺</u>
8.	(Item 581) Credit for Training This item reviews the training facilities and their use.	<u>5.94</u>	<u>9.00</u>
9.	(Item 590) Total Credit for Fire Department	<u>36.51</u>	<u>50.00⁺</u>

⁺ This indicates that credit for manning is open-ended, with no maximum credit for this item.

WATER SUPPLY

This section of the Fire Suppression Rating Schedule reviews the water supply system that is available for fire suppression in the city.

	<u>Credit</u>	
	<u>Actual</u>	<u>Maximum</u>
1. (Item 616) Credit for the Water System		
This item reviews the supply works, the main capacity and hydrant distribution	<u>35.00</u>	<u>35.00</u>
2. (Item 621) Credit for Hydrants		
This item reviews the type of hydrants, and method of installation	<u>2.00</u>	<u>2.00</u>
3. (Item 631) Credit for Inspection and Condition of Hydrants		
This item reviews the frequency of inspections of hydrants and their condition	<u>3.00</u>	<u>3.00</u>
4. (Item 640) Total Credit for Water Supply	<u>40.00</u>	<u>40.00</u>

FIRE INSURANCE CLASSIFICATION

IMPROVEMENT STATEMENTS
FOR
OVIEDO, FLORIDA

Prepared By

INSURANCE SERVICES OFFICE, INC.
9452 PHILLIPS HIGHWAY
SUITE 6
JACKSONVILLE, FLORIDA 32256-1332

AUGUST 14, 1996

The following statements are based upon the criteria contained in our Fire Suppression Rating Schedule and upon conditions in Oviedo on March 19, 1996.

They indicate the performance needed to receive full credit for the specific item in the Schedule, and the quantity, you have provided. Partial improvement will result in receiving a partial increase in the credit.

These statements relate only to the fire insurance classification of your city which may be used in the calculation of property insurance premiums. They are not for property loss prevention or life safety purposes and no life safety or property loss prevention recommendations are made.

RECEIVING AND HANDLING FIRE ALARMS

Credit For Telephone Service (Item 414).

No deficiencies.

Credit For Operators (Item 422).

No deficiencies.

Credit For Dispatch Circuits (Item 432).

No deficiencies.

FIRE DEPARTMENT

Credit For Engine Companies (Item 513).

No deficiencies.

Credit For Reserve Pumpers (Item 523).

No deficiencies.

Credit For Pump Capacity (Item 532).

No deficiencies.

Credit For Ladder Service (Item 549).

For maximum credit in the Schedule, 1 service company is needed in your city. This is calculated as follows:

1 service company due to the size of the area served.

You have 1 service company. This is calculated as follows:

83 percent for RS-1 because of insufficient equipment.

Credit For Reserve Ladder Service (Item 553).

For maximum credit in the Schedule, 1 full-equipped reserve service truck is needed. You have 1 reserve service truck. This is calculated as follows:

54 percent for S-1 because of insufficient equipment.

Credit For Distribution (Item 561).

For maximum credit in the Schedule, all sections of the city with hydrant protection should be within 1 1/2 miles of an adequately-equipped engine company and 2 1/2 miles of an adequately-equipped service company. The distance to be measured along all-weather roads.

Credit For Company Personnel (Item 571).

An increase in the on-duty company personnel by one person will increase the fire department credit by 1.0%.

Credit For Training (Item 581).

For maximum credit in the Schedule, the training program should be improved. You received 66 percent credit for the current training program and the use of facilities.

WATER SUPPLY

Credit For The Water System (Item 616).

No deficiencies.

Credit For Hydrants (Item 621).

No deficiencies.

Credit For Inspection and Condition of Hydrants (Items 631).

No deficiencies.

APPENDIX B

**SURVEY ON ISO
AND FIRE DEPARTMENT ACCREDITATION**

This survey is being conducted as part of an applied research project for the Executive Fire Officer Program administered at the National Fire Academy. The purpose of this survey is to compare and contrast methods used to measure or rate a fire department's performance. This survey will gather information concerning the ISO and Fire Service Accreditation processes. Please answer the following questions as completely as possible. Write your answer below each question in the space provided. Thank you in advance for your participation.

- 1) What is the population of your jurisdiction? _____

- 2) How many personnel are in your department?
NUMBER OF: Paid _____ Volunteer _____ **AND**
 Combat _____ Staff _____

- 3) Does your department aggressively participate in the ISO rating process? Yes ___ No ___

- 4) What is your current ISO rating? _____

- 5) When was your last rating conducted? _____

- 6) Has your department ever used the ISO rating process as a budget negotiation tool for additional equipment or personnel? Yes ___ No ___
If yes, has it been successful? Yes ___ No ___

- 7) Does your department have plans for another rating in the future? Yes ___ No ___
If so, when? _____

- 8) How do you feel about the overall ISO rating process?
Strongly agree ___ Agree ___ Disagree ___ Strongly disagree ___

- 9) Do you feel the current ISO rating system needs to be changed? Yes ___ No ___
Briefly explain how and why. _____

- 10) Are you familiar with the Fire and Emergency Service Self Assessment and Accreditation process? Yes ___ No ___
- 11) Is your department participating or planning to participate in the accreditation process? Yes ___ No ___
- 12) How do you feel about the overall criteria and methods used in the accreditation process? Strongly agree ___ Agree ___ Disagree ___ Strongly Disagree ___
- 13) Has your department ever used the accreditation process as a budget negotiation tool for obtaining equipment and personnel? Yes ___ No ___
If yes, has it been successful? Yes ___ No ___
- 14) Do you feel the accreditation process needs to be changed? Yes ___ No ___
Briefly explain why and how. _____

- 15) Have your department or government leaders chosen to pursue ISO over Accreditation or vice versa? Yes ___ No ___
If possible, explain further as to why this decision was made. _____

- 16) Which form of measuring a fire department's performance do you feel is better for your organization?
ISO ___ Accreditation ___ Both ___
Why? _____

- 17) How have the ISO and/or Accreditation processes affected your department's morale?

- 18) Other comments as needed: _____

OPTIONAL:

Department Name: _____

Name of Person Completing Survey: _____

APPENDIX C

Category V

PROGRAMS

This category is defined as the services, activities and responses provided by the agency for the community or facility that are designed, organized and operated in compliance with the agency's mission, goals and objectives.

The key elements of evaluating these organized services are determining the various levels of adequacy, deficiency, effectiveness, methods and results of programs. For purposes of accreditation, these terms are defined within the glossary.





The applicability of all the listed programs should be determined by the agency's mission, goals, and objectives. The agency should decide the applicability of each criterion in their self assessment report. For Criterion in Category 5 that are not applicable to the agency, the agency should briefly explain why they are not currently being provided.

(NOTE: The competency and proficiency by which personnel actually perform within these programs is to be appraised in Category 8 - Training and Competency.)

Criterion 5A: Fire Suppression

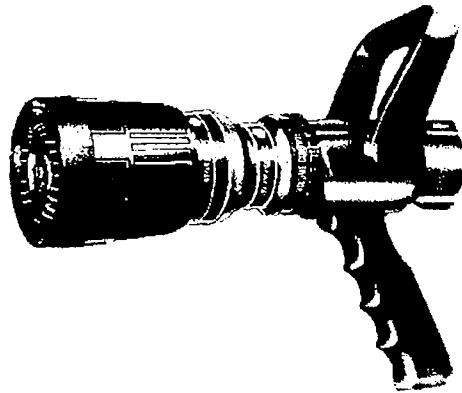
There is an adequate, effective and efficient fire suppression program, designed to control and/or extinguish fires for the purpose of protecting people from injury, death or property loss.

Performance Indicators

-  5A.1 Given the agency's "standard of response coverage" and emergency deployment objectives as described in Criterion 3A.2, the agency meets their response time, pumping capacity and apparatus and equipment deployment objectives.
-  5A.2 There is adequate staffing to meet the objectives established by the agency and described in Criterion 3A.2.
- 5A.3 There is appropriate and adequate equipment on fire apparatus.
- 5A.4 There are adequate supplies and materials (ex. foam, gasoline, diesel, batteries, light water, etc.) to achieve operational needs.
-  5A.5 A current standard operating policy and procedure manual/general operating guidelines manual, meeting the needs of the agency, is available and utilized by all personnel.
-  5A.6 The agency uses a standardized incident command/management system.

CC 5A.7 The agency's information system allows for analysis of its emergency response reporting capability.

CC 5A.8 There should be a periodic appraisal made of the emergency response program.



Criterion 5B: Fire Prevention/Life Safety Program

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

Note: Fire Cause and Arson Investigation are covered in Criterion 5D.

Performance Indicators

CC 5B.1 The authority having jurisdiction has an adopted fire prevention code.

CC 5B.2 The code enforcement program is designed to ensure compliance with applicable fire protection law and agency objectives.

CC 5B.3 There is adequate staffing to meet agency objectives.

CC 5B.4 There is a plan check system in place to insure buildings are built in accordance with adopted codes and ordinances.

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

CC 5B.6 There are standard operating procedures/general operating guidelines for the fire prevention/life safety program.



CC 5B.7 There is an information system in place to record activities and transactions and to determine the effectiveness of the fire prevention program and its efforts in risk reduction.

5B.8 There is a periodic appraisal made to determine if there is a balancing of the fire hazard risk against the fire suppression capabilities of the agency and/or system, and if not, what actions need to be taken to balance the relationship.

Criterion 5C: Public Education Program

There is a public education program directed toward the agency's mission.






Performance Indicators

- 5C.1 There is a public education program that includes individual, business and community participation.
- 5C.2 The agency has staffing to accomplish the program's mission, goals and objectives.
- 5C.3 There are adequate equipment and supplies allocated to the public education program.
-  5C.4 The public education programs are targeted toward specific audiences based on program analysis.
-  5C.5 The agency's information system allows for documentation and analysis of its public education program.
- 5C.6 There is a periodic appraisal made to determine the effectiveness of the public education program and its effect on eliminating unacceptable risks.

Criterion 5D: Fire Investigation Program

There is an adequate, effective and efficient program directed toward identification of the causes and origins of fire, explosions and other emergency situations that endanger life or property.

Performance Indicators

-  5D.1 There are methods and procedures in place to investigate the cause and origin of all reported fires.
-  5D.2 The agency has adequate staffing to accomplish its stated objectives.
-  5D.3 There are adequate equipment and supplies allocated to the fire cause and investigation program.
-  5D.4 There is agreement and support from other agencies to aid the agency in accomplishing its goals and objectives.
-  5D.5 There is an information system in place to document fire investigation activities and to provide data for analyzing program results.

CC 5D.6 There are standard operating procedures/general operating guidelines for the fire cause and investigation program.

5D.7 There is a periodic appraisal made on the effectiveness of the fire investigation program.

Criterion 5E: Technical Rescue

Note: This section may also be called "Heavy Rescue," "Extrication" and/or Urban Search and Rescue."

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

Performance Indicators

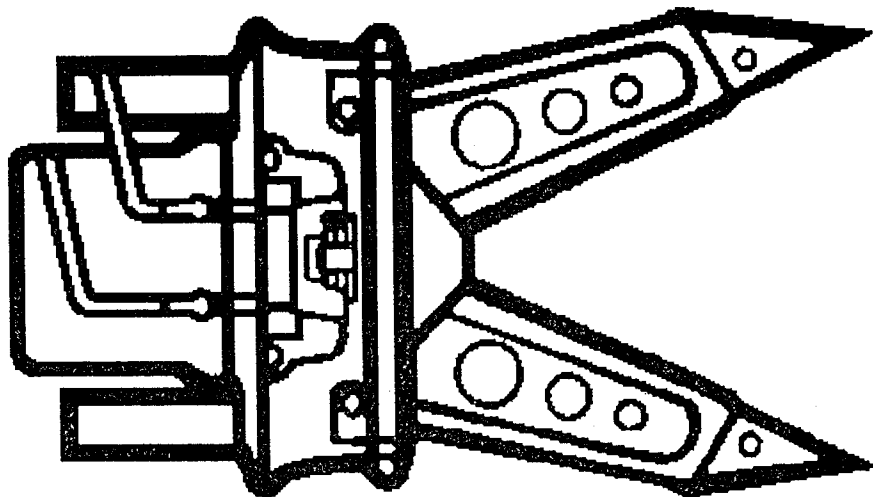
CC 5E.1 Given the agency's "standard of response coverage" and emergency deployment objectives as described in Criterion 3A.2, the agency meets their response time, apparatus and equipment objectives for each type and magnitude of technical rescue emergency deployment objective.

CC 5E.2 There is adequate staffing to meet agency objectives.

5E.3 There is equipment (in compliance with appropriate state and federal standards) available to accomplish stated level of response.

5E.4 There are adequate supplies and materials to meet operational needs.

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





- 5E.6 There is an information system in place by which to record and analyze the results of the technical rescue program.
- 5E.7 There is a periodic appraisal made of the technical rescue program.

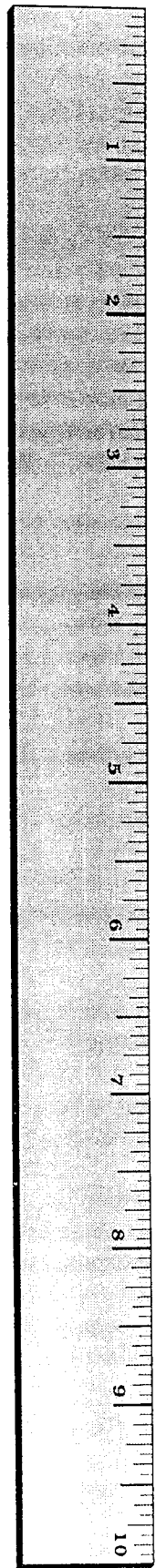
Criterion 5F: Hazardous Materials (Haz Mat)

There is a hazardous materials program designed to protect the community from the hazards associated with fires and uncontrolled releases of hazardous and toxic materials.

Hazardous material emergencies, spills, releases, or accidents have become a major function of fire service agency activity. Hazardous materials response is a complex undertaking, and considerable knowledge and resources are required to cope with these types of emergencies. Such incidents may require the integration or coordination of several agencies. The local fire agency has generally become the lead agency during the unstabilized emergency portion of the incident.

Performance Indicators

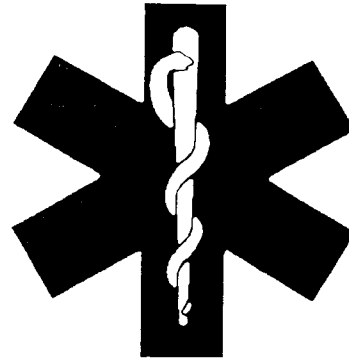
-  5F.1 Given the agency's "standard of response coverage" and emergency deployment objectives as described in Criterion 3A.2, the agency meets their response time, apparatus and equipment objectives for each type and magnitude of hazardous materials emergency deployment objective.
-  5F.2 There is adequate staffing to meet agency objectives.
- 5F.3 There is adequate apparatus and equipment to meet the stated level of response.
- 5F.4 There are adequate supplies and materials to meet the stated level of response.
- 5F.5 There are standard operating procedures and methods in place to meet the stated level of response.
- 5F.6 There is an information system in place by which to provide information to analyze the hazardous materials program.
- 5F.7 There is a periodic appraisal made of the hazardous materials program.



Criterion 5G: Emergency Medical Services (EMS)

There is an Emergency Medical Services program providing the community with a designated level of out-of-hospital emergency medical care.

EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. In order to be evaluated properly, EMS may become an integrated activity coupled with fire company activity. The first responder aspect of emergency medical services can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities.

**Performance Indicators**

- CC** 5G.1 Given the agency's "standard of response coverage" and emergency deployment objectives as described in Criterion 3A.2, the agency meets their response time, apparatus and equipment objectives for each type and magnitude of emergency medical deployment objective.
- CC** 5G.2 There is adequate staffing to meet agency objectives.
- 5G.3 There is adequate apparatus and equipment to meet state and national standards.
- 5G.4 There are adequate supplies and materials to meet the stated level of response.
- CC** 5G.5 There are standard operating procedures, standing orders, protocols and methods in place to meet the stated level of response.
- 5G.6 There is an information system in place to record and analyze the effectiveness of the EMS program.
- CC** 5G.7 There is a patient care record maintained for each patient contacted by the EMS System. This report should contain patient history, incident history, data by which treatment was determined, rendered and the patient disposition recorded. The report should be protected from public access and maintained as per local and state records retention requirements.
- 5G.8 There is an independent review of patient care records.
- 5G.9 On-line and off-line medical control is available to the agency.
- 5G.10 The agency has a quality assurance program in place.

Criterion 5H: Emergency/Disaster Management

There is a disaster management program designed to protect the community from both man made and natural catastrophes.

Performance Indicators

- 5H.1 There is a published disaster plan which defines roles and responsibilities of all participating departments and/or agencies.
- 5H.2 There is an appropriate organization structure identified and authorized to carry out the plan's pre-arranged functions and duties.
- 5H.3 The organization's operational methods should be based on a system that is integrated with other organizational units.
- 5H.4 There is an information system in place to record and provide data on needed resources, scope, nature of the event and deployment of field resources.
- 5H.5 The necessary outside agency support has been identified.
- 5H.6 The disaster plan is operationally tested and evaluated on a periodic basis.

Criterion 5I: Other Programs

There may be other agency programs designed to provide service to the community in accordance with the agency's stated mission, goals and objectives.

Performance Indicators

The agency should use the preceding Criterion and Performance Indicator format for describing other agency programs not listed throughout Category 5 but are a part of the agency's mission, goals and objectives. Each major program should be numbered and listed separately.

