

# TRAINING RECOMMENDATIONS

## **A-1 TRAINING STAFF: Priority A**

Modify the Training Division staff to consist of one Battalion Chief and three Captains. Add an Administrative Assistant to the training Division to assist with records management, scheduling, program policy writing, departmental-writing, etc.

- Chiefs Thomas and O'Donald are working with HR to write job descriptions for the Training Division positions as soon as possible.
- Chiefs Thomas, O'Donald and Finley are working with HR to revise the promotional procedures of the Charleston Fire Department (CFD). They are using policies from the Charleston Police Department, Mount Pleasant Fire Department, Montgomery County Fire Department, and the Shreveport Fire Department to help with the process. Anticipated completion is 3/1/08.
- Chiefs Thomas and O'Donald are working with HR to write the job description for the Administrative Assistant position. Once the Administrative Assistant position is filled that person could start auditing the training records of all fire department personnel. Mr. Bedard has already given approval for hiring this position. This position could be ready for hire by 2/1/08.

## **A-2 TRAINING CURRICULUM: Priority A**

Develop a multi-year training plan for the CFD. Prioritize training segments, plan implementation, identify internal and external instructors for each segment, implement the plan, evaluate its effectiveness, and change the plan as needed. The plan should periodically be reviewed and revised. Details for future training should be added as progress is achieved.

- The training committee had its first meeting November 26<sup>th</sup> and has developed a draft of the training plan. This plan includes courses to be taught by the South Carolina Fire Academy (SCFA), daily scheduled training, drivers training, new equipment purchases training, and annual refresher training requirements.
- This plan is a working document and can be changed as more training is scheduled and accomplished and more recommendations are made by the external review team.
- The training committee held a meeting with the Superintendent of the SCFA and members of his staff on 12/3/07 to discuss training recommendations of the CFD as outlined by members of the external review team.
- Training was scheduled for the CFD in Incident Command (IC) through the SCFA. Chief Officers completed the IC training 12/21/07. The rest of the department is scheduled to start IC training 1/7/08. There will be 20 members in class a day and the class will be taught Monday through Saturday. All members will receive certificates from the National Fire

Academy and the SCFA. Completion of the entire CFD, IC training is 2/2/08.

- The training division has identified certified department instructors and those needing refreshers will receive training through the SCFA. This instruction will be complete 1/3/08.
- The Training Committee, working with the Equipment Committee has identified members of the department to develop standard operating guidelines, and to conduct training for the Large Diameter Hose (LDH). This training should start by the middle of 1/08 and be coordinated through the Training Division around the IC training. This training will be ongoing.
- The Training Division will work with the SCOTT air-pak company to provide training to the entire CFD in the use of the new air-paks. This training will be scheduled around the IC, and LDH training. This training will start in early Jan. 08 and there will be an air-pak available in every station for the members to familiarize themselves with for at least a month until the new air-paks arrive.
- The Training Division has scheduled for the entire CFD to begin Rapid Intervention Team (RIT) and Rescue the Rescuer training on 2/5/08.
- The Training Division is continuing to ensure NIMS training is being completed.
- The Training Division is working with the SCFA to develop internal instructors to teach future recruits to the level of Firefighter II. These instructors should be in place by 3/15/08.
- The Training Division will review the training plan draft with the external review team the week of 1/7/08.

### **A-3 TRAINING POLICIES AND GUIDELINES: Priority A**

Develop safety policies and guidelines that detail the requirements for safety conducting practical (hands-on) training, including live fire training (NFPA Standard 1403), extreme temperature training and work-rest cycles and rehabilitation during training. Develop a policy and philosophy for instructors and students that promote a culture of training, for both recruit and incumbent firefighters. The culture should emphasize the importance of positive reinforcement and a continual emphasis on safety throughout all aspects of training. Establish structured procedures to conduct post-incident reviews in accordance with the recommendations of NFPA Standard 1500.

- Chief Kleskie has developed a training policy for the CFD that is in line with NFPA Standard 1403. One of Chief Kleskie's responsibilities as the Safety Chief is to work with the Training Division and constantly evaluate all aspects of training for safety. This policy is anticipated to be complete by 1/14/08.
- Chief Kleskie has been conducting post-incident critiques and is in the process of developing a standard procedure for the same. Anticipated completion is 3/1/08.

- Chiefs Thomas, Kleskie, and O'Donald are continuing to review NFPA Standard 1500 and attended a NFPA 1500 Committee meeting in November 07.

**A-4 TRAINING DELIVERY: Priority A**

Establish four designated training groups including companies from different areas of the city within each group. Identify up to three locations that are suitable for multi-company classroom training.

- The four training groups have been identified and established 11/1/07.
- The groups have been incorporated into a computer based calendar that is available in all stations.
- The training groups are being used for the IC training scheduled in Jan. 08
- Three sites have been identified to be used as classroom training sites when needed. 1. The training tower 2. Station 18 (Daniel Island) 3. Station 19 (Bees Ferry)

**A-5 MULTI-AGENCY TRAINING CONSORTIUM: Priority A**

Participate in the regional training officer consortium.

- The CFD has been participating in this consortium since 9/07. The 2008 schedule has been incorporated into our training calendar and includes the CFD hosting some of the training sessions.

**A-6 RECRUIT TRAINING: Priority A**

Immediately establish a contract with the South Carolina Fire Academy (SCFA) or an equivalent accredited institution to provide Firefighter II certification training for all members hired within the 2007 calendar year. Members who currently hold Firefighter II certification would not be required to repeat the recommended training. Upgrade the current recruit training program to a 14-week curriculum based on NFPA 1001 requirements to achieve Firefighter I and II IFSAC compliant certification program, including hazardous materials awareness and operations levels. Develop a “temporary” fast-track recruit training program for applicants who currently hold IFSAC Firefighter I & II certifications and hazardous materials awareness/operations level certifications. The certifications must be accepted and validated via the SCFA or an equivalent accredited institution.

- Chiefs Thomas, O'Donald and Finley are working with HR to establish a plan for the hiring of the recruit firefighters in 2008.
- All possible options are being considered to accomplish hiring and training new recruits in a timely manner including the possible use of a fast track program (hiring candidates already at Firefighter II and giving them a brief intro into the CFD).
- The Training Division is waiting direction based on the hiring process to know what means will be taken to train the new recruits to the Firefighter II level.

- All new recruits will be trained to Firefighter II including Haz-Mat Operations, Flammable liquids, Auto-extrication and First-Responder from the beginning of 2008 forward.

## **ADMINISTRATIVE RECOMMENDATIONS**

### **A-7 APPARATUS STAFFING: Priority A**

Operate all engine and ladder companies with a minimum of four crew members on-duty at all times. This level of staffing complies with NFPA Standard 1710, the national standard on staffing and deployment for career fire departments.

- The CFD has plans to create up to 12 new firefighter positions per year, over the next three years to enable the department to operate all engines and ladders with a minimum of four member's on-duty. While the current engines and ladders have four crew members assigned, when vacation and sick leave per shift are conducted, that drops the number of member's available on-duty. These new hires are anticipated to be trained and assigned to duty by 11/08.
- The CFD is using incentive time to ensure that a minimum of three crew members are on-duty per engine and ladder, per shift. The Assistant Chief on duty is responsible for maintaining staffing and uses the established incentive pay call list to maintain minimum staffing.

### **A-8 OVERTIME AND COMPENSATORY TIME: Priority A**

Review the City's pay plan, particularly the hourly rates for overtime and compensatory time. A change in the method of calculating overtime pay would mirror best practices and provide a greater incentive for members to work additional shifts when needed.

- Chiefs Thomas and O'Donald worked with the Finance and Legal Department to develop an incentive pay program. The program provides compensation to members that work extra shifts in order for the department to meet minimum manning requirements and training needs. The program was started 12/12/07.

### **A-9 ADMINISTRATIVE CULTURE AND LEADERSHIP: Priority A**

Fire department management should promote an empowering and inclusive leadership and management style throughout the organization. Standing and ad hoc advisory committees should be established to solicit input and encourage employee participation in decision making about job-related activities, equipment, policies, and procedures. The Fire Chief should open a bilateral dialogue, to an extent that is consistent with state law and public policy considerations, with the local organizations that represent the interests of firefighters.

- Mayor Riley and Chief Thomas met with all members of the CFD to discuss current and future plans of the fire department as a result of the Phase 1 Report on 10/16/07
- The CFD has established 4 committees (Apparatus and Equipment Committee, Health and Safety Committee, Training Committee, and Uniform and Protective Equipment Committee).

- Chief Thomas has established weekly staff meetings and monthly Chief meetings with more as needed.
- The PIO has been charged with creating a newsletter and a new website that will create better communications to and from the administration. They will be completed no later than 2/1/08.

#### **A-10 FIREFIGHTER SELECTION: Priority A**

Develop and utilize a multi-phase, validated firefighter recruitment and selection process for entry-level firefighters.

- Chiefs Thomas, O'Donald and Finley are working with HR to develop a new validated hiring process. This process should be in place by 3/1/08.
- A validated written entrance exam company has been identified for use in the hiring process. The CFD will contract with this company to provide entry level tests. The test will be sealed when received by HR. The HR Department will administer the test and send the test back to the provider company for grading.
- The CFD and HR are evaluating a physical agility test to be used in the hiring process. Consideration is being given to incorporate the Candidate Physical Ability Test (CPAT) in the future. Anticipated completion 3/1/08
- An Applicant Review Board will be used in the selection process. The board will be made up of different ranks and they will all be trained on evaluating candidates and given standard scenarios to evaluate on.
- All current and future applicants will be notified by a coordinated effort by HR and the CFD Admin. Asst. All applicants will be informed of the requirements of the selection process.

#### **A-11 DISPATCH AND COMMUNICATIONS: Priority A**

Continue to participate in discussions regarding regional public safety communications. Develop standard levels of response based on the severity of an incident, including multiple alarm level dispatches.

- Chief Thomas along with Chief Mullen and Mr. Lesesne continue to attend regional meetings on consolidated dispatching.
- Captain Hawkins is currently working on developing standard levels of response above the first alarm. The first alarm and standard response for types of incidents have already been established. Captain Hawkins is working on the level of response for multiple alarms. This is scheduled to be complete by 2/1/08.

#### **A-12 REGIONAL COOPERATION: Priority A**

Begin discussion with area departments surrounding Charleston regarding enhancements to the current system of mutual aid.

- Chief Thomas and PIO Ruppel have held meetings with St. Andrews and Mt. Pleasant to discuss enhanced mutual aid. An agreement has been made

with Mt. Pleasant to provided assistance when needed to Daniel Island and for Station 18 to provide the same to them. Meetings held 11/07

- Captain Hawkins has been working on the plan formalizing that Chief Thomas and St. Andrews agreed on. It is anticipated that an agreement will be fully implemented by end of 2/08.

#### **A-13 HEALTH AND SAFETY PROGRAM: Priority A**

Establish a Health and Safety Committee to begin development of a comprehensive Occupational Safety and Health Program, based on NFPA Standard 1500.

- Chief Kleskie and the Health and Safety Committee have had several meetings and successfully identified the new air-paks being purchased by the department.
- Chief Kleskie and the Health and Safety Committee have been reviewing and drafting many policies including a respiratory protection program, a risk management policy, a live burn policy, a formal critique program, and a fitness program.
- Chief Kleskie went to Montgomery County, Maryland and spent time with their safety officer to evaluate their safety programs.
- Chief Kleskie went to Worchester, Mass. to evaluate their safety programs.
- Chief Kleskie attended the national conference of fire department safety officers in Fla. where he received instruction and networked with other Safety Officers.

#### **A-14 RESPIRTORY PROTECTION PROGRAM: Priority A**

Immediately implement a change in the policy on Self Contained Breathing Apparatus (SCBA) cylinder pressure that increases the minimum storage pressure in a 2216 psi. Cylinder to 2000 psi. or greater. If the cylinder is below the specified level, the cylinder must be refilled. Purchase RIT kits for each Battalion unit and ladder company. Direct the Health and Safety Committee to develop recommendations, by the end of 2007, for changes and improvements to the type SCBA to be used by the Charleston firefighters.

- Chief Thomas sent out a memo immediately changing the minimum level psi to be kept to at least 2000 psi. Policy started 09/13/07.
- Chief Kleskie and the Health and Safety Committee attended a demonstration presented by the SCOTT Air-Pak Corporation.
- The Committee made a recommendation on the air-pak to be purchased for the CFD.
- Chief Thomas agreed with their recommendation and worked with procurement division to purchase the air-paks. The delivery time is expected to be by 3/1/08.
- The recommended air-pak is equipped with 45 minute capacity, integrated PASS, Dual EBSS, Pak tracker and voice amplifiers.
- In addition all members will receive an individual mask and mask bag.
- RIT kits were also ordered for each RIT cache.
- The air-paks were approved by council 12/18/07.
- The air-paks meet all new NFPA Standards.

#### **A-15 PERSONAL PROTECTIVE CLOTHING: Priority A**

Direct the Uniform Committee to develop specifications for new protective clothing ensembles by the end of 2007. The specifications should be based on current NFPA standards and incorporate advances in technology and functionality. Provide regular Personnel Protective Equipment (PPE) by the safety officer.

- Chief Classen and the Uniform and Protective Clothing Committee have been evaluating different types and styles of PPE.
- The PPE manufacturers have made presentations to the committee.
- Members of the committee have been wearing test sets of PPE on loan from the manufacturers.
- Two members of the committee went to a manufacturer's facilities in 11/07 to observe the way the garments are built. The visit allowed for committee members to see first hand the types of fabric used, the stitching used on the garments, and the opportunity to witness direct flame test on the garments.
- Chief Classen expects the committee to be ready to make a recommendation the first part of 1/08.
- Manufacturers have said that once the order is placed that we can expect about a 45 to 60 day delivery time.

#### **A-16 FIREFIGHTER UNIFORMS: Priority A**

Direct the Uniform and Protective Equipment Committee to make recommendations on the type and style of uniform to be purchased by the end of November 2007. Uniforms should comply with current NFPA 1975 requirements.

- Chief Classen and the Uniform and Protective Equipment Committee have met and evaluated uniforms and work boots and made recommendations to Chief Thomas.
- Chief Thomas met with the Uniform Committee to review their recommendations.
- The final recommendations were given to Chief Thomas and forwarded to the procurement division and the order was placed 12/13/07
- The new uniforms meet all NFPA 1975 Standards.
- The uniform company under contract with the city is processing the order and is expected to begin delivery during the end of 1/08.

## **RESOURCE AND LOGISTICS RECOMMENDATIONS**

#### **A- 17 FIRE APPARATUS: Priority A**

The Apparatus and Equipment Committee should make specific recommendations on hose size (4-inch or 5-inch), materials (plastic or woven jacket), couplings (Storz or threaded), required fittings and adapters, and how much LDH will be carried by each engine company. The Apparatus and Equipment Committee should also develop a plan for attack lines, including a recommendation the number and lengths of pre-connected lines, whether the 1-1/2 inch attack lines should be upgraded to 1-3/4 inch hose, and the types of nozzles to be used (fixed

gallage or automatic). Install jump lines (using 100 or 150 feet of 1-1/2 inch hose) on each existing engine company apparatus. Determine the ability to add the jump lines to front bumpers or other locations on the existing apparatus to facilitate easy deployment and repacking. Add larger unit identifiers on fire apparatus to allow the IC to determine the unit identification of staged apparatus or apparatus on the scene of an emergency. Work with regional fire departments to develop a standard numbering system for all fire department vehicles. Increase the visibility of Charleston fire apparatus to drivers approaching from the rear of the apparatus by adding retro reflective materials and directional arrow striping. Direct the Apparatus and Equipment Committee to review the specifications for apparatus currently on order and recommend changes to improve their effectiveness. Two pumpers are currently on order and changes should be made prior to their production. Suggested changes to the apparatus on order (and to future apparatus).

- Chief Roberts and the Apparatus and Equipment Committee have been identifying and studying the LDH needs of the CFD.
- The committee worked with area fire departments to evaluate LDH and the appliances needed to operate it. The evaluations were conducted in different areas of the peninsula, using hydrants and fire engines to support the hose and its flows.
- The committee had 1500 feet of 5 inch hose donated to the department and used this hose to determine the amount each different style of apparatus could carry.
- Department mechanics measured each fire engines hose bed and ordered the hose dividers needed to support the LDH.
- The committee worked with the department's mechanics to identify the amount of hose and the number of appliances needed to support the departments' fleet.
- The committee recommended to the Chief that the LDH be 5 inch in diameter and made of rubber with storz couplings. This recommendation was made 12/17/07.
- The committee recommended modifications to the two apparatus on order including air conditioning, rechargeable flashlights, piped deck guns, additional lighting and reflective striping, the addition of large unit identifier numbers, extra compartments inside the cab for monitoring devices and the thermal imagers, and the increase in the diameter of a discharge on the fire pump.
- The Chief worked with the department mechanics and the manufacturers of the current apparatus on order to make the recommended changes.
- City Council approved all the changes to the new fire engines on order 12/18/07.
- The Chief met with the committee Dec. 2007 and received the final list of hoses and appliances needed.
- The Chief also reviewed all recommendations that were approved and being made to the current fire engines on order.
- The Chief forwarded the committee recommendations on LDH and the needed appliances to the procurement division and is waiting approval of City Council so that the orders may be placed.

- The Apparatus Committee and the Training Committee have started to work together on developing SOG's on LDH and to start training the CFD members on LDH. This training is to be ongoing.
- Chief Roberts ordered enough appliances to outfit a reserve pumper along with the 1500 feet of donated LDH. This reserve pumper will be used to train members of the CFD on the use of LDH. Some of this equipment was delivered 12/22/08.
- The committee evaluated the effectiveness of increasing the diameter of current booster hoses for use on vehicle and trash fires. This modification from 1 inch to 1 ½ increased the fire flow from 40 gallons per minute to 95 GPM. Chief O'Donald and department mechanics also demonstrated this to members of the External Review Team. Larger hose for the reels was purchased 12/8/07.
- The changes to one of the new fire engines have been complete and it will be delivered in 1/08.

#### **A-18 TOOLS AND EQUIPMENT: Priority A**

Provide thermal imaging cameras for all engine and ladder companies. Provide training for all firefighters, company officers and, command officers in their use. Provide additional/upgraded extrication equipment for the ladder companies and additional combination tools for engine companies in areas with long response times for ladder company service. Provide positive pressure ventilation fans for the ladder companies. Purchase and supply lapel microphones and radio straps for each portable radio. These microphones facilitate communication and some models include channel selectors and mayday buttons, Provide command vest for each battalion. Purchase ANSI approved highway safety vest for each riding position on all engines, ladders and command vehicles.

- The Apparatus and Equipment Committee have been evaluating several types and models of Thermal Imaging Cameras (TIC).
- TIC manufacturers have made demonstrations to the committee that included using the TIC's in training fires. These demonstrations took place in 12/08.
- The committee will propose that the contract that procurement works out will include specific training be provided by the company providing the cameras. The committee is expected to give their recommendation in 1/08.
- The committee continues to evaluate the extrication equipment on the ladder companies. Chief Thomas has discussed with the committee adding combination extrication tools to Engine Companies 7 and 16.
- Chief Thomas discussed new positive pressure fans for the ladder companies.
- The committee recommended the purchase of new rotary saws for Ladders 1 and 5 and Chief Thomas advised them they were already purchased.
- Captain Hawkins already received the new lapel mics and Captain D. Jenkins received the radio straps on 12/14/07. Captain Hawkins is working on developing training for the new lapel mics before we issued them. This should be complete by 2/1/08.

- Chief's Kleskie and Classen are looking at both command vests and unit safety vests. They will be purchased by 2/1/08.

## **RECOMMENDATIONS COMMUNITY FIRE RISK REDUCTIONS**

### **A-19 FIRE AND BUILDING CODE ENFORCEMENT (THE CITY OF CHARLESTON): Priority A**

Take an active role in efforts to strengthen South Carolina State Building and Fire Codes as a means of reducing fire risks. Support and encourage efforts to require the installation of automatic sprinkler systems in all new residential construction, commercial construction, and existing occupancies with excessive fire risk. Support tax incentives encouraging the installation of fire sprinklers in existing occupancies. Urge the South Carolina Legislature to allow communities to adopt local amendments to the building and fire codes that are more stringent than the state base (minimum) code.

- Chief O'Donald and Ms. Borden, attorney with the City Legal Department, attended a meeting on 9/20/07 at the City of Columbia Fire Department headquarters with the South Carolina Fire Marshall and members of the S.C. fire service. The meeting focused on working together to strengthen South Carolina sprinkler laws.
- Chief O'Donald, Mr. Scholtens, the Chief Building Official, and Ms. Borden attended a conference in Columbia 11/27/07 and 11/28/07. The conference was attended by members of the S.C. fire service and focused on many aspects of fire sprinklers including, the success of sprinkler systems, statistics on sprinkler systems, cost of sprinkler systems and strategies for pursuing legislation.
- Mayor Riley, Chief O'Donald, Mr. Scholtens, and other staff members attend a City Council Public Safety Committee meeting on 12/3/07. Mayor Riley and staff members expressed their commitment to continue working on enhancing sprinkler laws.
- City Council members passed a resolution to support any efforts towards strengthening sprinkler codes on 12/07.
- Chief O'Donald, Mr. Scholtens, and Ms. Borden are scheduled to attend a Senate Banking and Insurance Committee meeting 1/9/08.

### **A-20 FIRE AND BUILDING CODE ENFORCEMENT (THE INSPECTION DIVISION): Priority A**

Begin cross-training all current city fire inspectors and building inspectors. Ensure that the City of Charleston code enforcement policies are in compliance with State Building and Fire Codes. Revise policies, procedures, and job descriptions, as well as develop a personnel evaluation system for current fire inspection staff.

- This recommendation is being addressed by Mr. Tom Scholtens, Chief Building Official.