

A Measure of Safety: Training and Accidents at the Norwich Township Fire Department

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A research project submitted to the Ohio Fire Executive Program

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CERTIFICATION STATEMENT

I hereby certify that the following statements are true:

1. This paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.
2. I have affirmed the use of proper spelling and grammar in this document by using the spell and grammar check functions of a word processing software program and correcting the errors as suggested by the program.

Signed: _____

Printed Name: _____

ABSTRACT

The problem addressed by this study was the increase in moving vehicle accidents at Norwich Township over the last five years.

The purpose was to research what could be done to help decrease the number of accidents that the Norwich Township Fire Department (NTFD) emergency vehicles have been involved in.

The descriptive research method was conducted to answer these four questions.

1. What standards and qualifications are required for a driver/operator in other departments?
2. How does Norwich Township's drivers' training compare to other departments' training standards?
3. What Policies or Procedures have other department implemented to help reduce vehicle accidents?
4. How have other department addressed the issue of driving duties and the amount of time needed to address the Standards for FF II Certification?

The procedures that were utilized came from papers written in the Executive Fire Officer (EFO). There were various Codes written by the State of Ohio, policies and procedures utilized by Norwich Township. This researcher also utilized a web based survey generator to answer the above questions.

The results did show that the NTFD should add drivers training to their policies and procedures that are already in place. The Firefighter Training and Orientation (FTO) program should have the addition of an Emergency Vehicle Operations Course (EVOC) for all probationary firefighters. If a driver training program is added there is no guarantee that accidents will decrease from the information gathered from the survey.

There has been a significant decrease in drivers training and an EVOC needs to be given to all members. Recommendations were that drivers training needs to be increased by all NTFD

personnel. An EVOC needs to be implemented into the FTO program, and the policies and procedures need to be updated with driver training added to the appropriate sections.

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INTRODUCTION

Statement of the Problem

Prior to 2003, Norwich Township had not been keeping records for accidents involving fire apparatus. However, during the years 2005-2007, there have were 11 moving vehicle accidents while during the years 2003-2004 there had been only one (NTFD Accident Records, 2007). During the months of November and December 2008 there had been three accidents involving Emergency Apparatus all were due to clearance issues (NTFD Accident Records, 2008).

The State of Ohio (2008) introduced the new criteria for renewing Firefighter (FF) II certifications. The FF II curriculum states a firefighter/driver must obtain at least 120 hours of firefighter training, and 16 hours of drivers' training in a three year period. The NTFD Training Record, (2007) documented a total of 649 hours regarding pump operations and drivers' training for all firefighters. This is an average of 10 hours of training per driver in a two year period.

During 2005-2007, there was a 12% increase in fire personnel and a 9% increase in total runs. The number of driving days available for each firefighter during the average 10-day work month at NTFD was three driving days per month. NTFD Training Records, (2007).

Purpose of the Study

The problem addressed by this study was the increase in moving vehicle accidents at Norwich Township over the last five years. This study did investigate the relationship between training and drivers' duties with the increase of accidents involving emergency vehicles at NTFD. This researcher has presented recommendations on how to reduce vehicle accidents.

Research Questions

The following questions have been addressed using the descriptive research method:

1. What standards and qualifications are required for a driver/operator in other departments?
2. How does Norwich Township's drivers' training compare to other departments' training standards?
3. What Policies or Procedures have other department implemented to help reduce vehicle accidents?
4. How have other department addressed the issue of driving duties and the amount of time needed to address the Standards for FF II Certification?

BACKGROUND AND SIGNIFICANCE

Norwich Township Fire Department has added 26 firefighters over the last five years. It is in the process of building a safety services building that will house the fire and police at one location in Hilliard, Ohio. The department has experienced a 30% increase of fire and Emergency Medical Service (EMS) runs over the past 5 years. This is nearly 4700 runs NTFD Response Summary (2007). Despite the increase in personnel and responses, there has also been a lack of documented training at driving and pump operations.

Complicating the problem, the fire department vehicles were involved in 11 accidents. Out of these accidents that have involved fire apparatus, five were due to clearance issues. Ladder 81 which is a tower ladder at a length of approximately 48 feet long was involved in three accidents and the other two accidents involved other fire department vehicles'. A different driver was involved in each accident.

In 2008, Norwich Township Employment Record's (2008) has 26 personnel per shift at three different stations. The three stations' combined equipment total is three medics, three engines, one battalion, and one ladder. Currently, each firefighter can have a turn to drive an emergency vehicle once every three shifts. A standard shift equals 24 hours. Driving and pump operations only account for 5 hours of training per year on average for the entire department.

The departments training records indicated that an EVOC which consists of an alley dock exercise, that tests the operator ability to park the fire apparatus in a small area. There is also an apparatus parking station which tests the operator's ability to back the apparatus into the fire station, or down an alley to reverse direction. The serpentine exercise measures the operator's ability steer the apparatus in close limits with-out stopping. The confined space turnarounds test the operator's ability to turn the apparatus around in a confined space.

The last test is the diminishing clearance exercise that tests the operator's ability to steer the apparatus in a straight line and judge the distance from the wheels to an object and they must stop at the finish line. These proficiencies were completed as indicated by NFPA code §1451 (2006a), which is required every 3 years. The department's EVOC course was conducted in 2006, but the records do not indicate that all fire department personnel were offered or received this training.

The department has hired seven new firefighters since 2006, but an EVOC has not been offered. The new firefighters have to meet the requirements set forth by the department in the Firefighters Training and Orientation manual (FTO). The firefighters received drivers training on the apparatus, but they did not have an EVOC. An EVOC is not required at this time in the FTO program. Probationary firefighters also must complete 1 year of full-time employment prior to becoming a driver of fire apparatus at NTFD.

The Ohio Revised Code (2005b) §4506.12 requires a commercial drivers endorsement for all drivers of vehicles with a gross weight of 26,001 pounds or more. However, the municipalities that operate fire departments do not have to comply with the code.

The ORC §4506.03 (2005a) states in Section B, Number 2 states that all driver of commercial equipment must have a commercial drivers endorsement "[f]ire equipment for a fire department, volunteer or non-volunteer fire company, fire district, or joint fire district need not comply with these codes".

The Ohio Revised Code §4765.11(2008) has also implemented new training standards for all people who have FF II certification. These new standards require continuing education of 120 hours of firefighter training that must comply with NFPA standard §1451 (NFPA, 2006a). Drivers of fire apparatus must complete a 16-hour vehicle operations course that meets the

requirement of NFPA §1451 and §1002 (NFPA, 2006b). This training must be completed prior to renewing the Ohio FFII certification.

The significance of this study was for this researcher to make recommendations on how to decrease accidents of emergency vehicles at the NTFD.

LITERATURE REVIEW

According to International Association of Fire Chiefs, since 1984, 20 to 25 % of firefighter fatalities have resulted from motor vehicle crashes. In addition to these fatalities, countless other firefighters and civilians are seriously injured in motor vehicle crashes involving fire apparatus, ambulances, and personal vehicles. Whereas, many fire departments participate in some type of driver training program, these programs often fail to properly address the issues of vehicle dynamics and large truck behavior. (IAFC)(2006)

National Fire Protection Agency (NFPA) (2006b) set the standards of a fire apparatus driver/operator including minimum training and ability to drive fire apparatus. These minimum standards are the ability to perform preventive maintenance, driving and operations of emergency vehicles. In NFPA (2006b) §4.3.3 states that all drivers should be trained on the effects of braking, and maneuvering emergency vehicles around obstacles.

National Fire Protection Agency (NFPA) (2006b) presented the minimum requirements and training to certify as a driver/operator. These requirements specify the ability to be able to inspect the vehicle that will be driven and the ability to get water from various sources such as the internal tank, pressurized source, and static sources.

Norwich Township System Manual (2007) set the policies that govern various public services, including fire protection. The policies addressed are for the firefighter in the driving position. These policies guide driving the vehicle daily. Unfortunately, Norwich Township's system manual for does not address any drivers' training that must be obtained prior to driving fire apparatus. This document only addresses maintenance on the fire apparatus. There are no guidelines for defensive drivers training.

Ohio Revised Code (2005b) §4506.12 has stipulated that all operators who are going to be driving vehicles that weigh over 26,001 pounds must obtain a commercial drivers' license. However, firefighters are exempt from this stipulation, if a municipality runs the fire department (2005b).

Ohio Revised Code §4506.03 (2005a) has stated the same as above except for it gives more examples of different branches of the government that do not need to obtain any further licensing to drive commercial vehicles.

Ohio Revised Code §2743.01 (2005d) has the limitations of liability for bodies corporate and politic responsible for governmental activities only in geographic areas smaller than that of the state to which the sovereign immunity of the state attaches.

Norwich Township's Firefighter Training and Orientation manual (FTO) (2007) has addressed the training needed to become a driver of emergency vehicles for the department. The FTO manual does not address the new state standards, which are stated in the ORC §4765.11-12 (2008) that all Fire department personnel must complete at least 16 hours of an emergency vehicle operation course, and 120 hours of continuing education in firefighter training.

Gress (1997) stated that the recommendation from this project should include the following: (a) incorporate risk management into driver/operator programs, (b) use NFPA standards as a foundation for driver/operator programs, and (c) use statistical verification of accident reduction or prevention with any driving program. Departments should consult studies by national agencies (e.g. National Fire Administration, National Transportation Safety Board) to identify successful driver/operator programs. Finally, all departments should monitor programs for compliance with existing standards. (EFO Abstract)

Littlefield (1990) put forth following recommendations for fire departments: (a) Driver/operator certification programs need to be implemented in all organizations and personnel should complete the program prior to driving. (b) Driver selection needs to be based on demonstrated skills, abilities, and job knowledge with periodic refresher training for all. (c) All firefighters need to become more safety conscious in the operation of emergency vehicles and develop standard operating procedures for the safe operation and response of these vehicles.

(EFO Abstract)

Grote (2004) research was conducted to address the need for a driver's safety program. Two distinct recommendations were addressed regarding this study. The first was the development of a driver's safety program. The second was that the department's culture and attitudes had a direct effect on accidents. (EFO Abstract) Likewise, Marina (2001) concluded his study with two recommendations. The first was to increase driver training and require employees to pass a driver's test each year. The second was to create clear policy on disciplinary action that would be equally applied to all employees. (EFO Abstract)

The Federal Emergency Management Agency (FEMA) requires driver-training instructors to possess appropriate instructor credentials and first-hand experience in emergency vehicle operations. Organizations that deliver driver training should ensure that their instructors meet local and state certification requirements for fire instructors. These instructors should also have specialized training and experience in safe and proper operation of emergency vehicles, which includes an appropriate blend of theory, simulation, and hands-on practice in all driver-training programs. Students should be provided with the theory and concepts associated with the safe operation of emergency vehicles and highway emergency scene safety. If driving simulators are available,

instructors can use them to familiarize driver candidates with principles of vehicle operation. Tabletop scenarios also can be used for simulations. A driving simulator is an effective tool to familiarize driver candidates with vehicle operations and Instructors can place experienced drivers in special situations that cannot be reproduced practically or safely using actual vehicles. It is most appropriate for high-risk situations, such as intersections and conflict management. It also allows remedial training to be tailored to a specific problem. However, a simulator cannot replace practical driver training exercises using actual emergency vehicles. Practical driving exercises should be conducted on a controlled driving course and over public thoroughfares. Limiting the use of a driving simulator in a training program could improve drivers' decision-making processes. All drivers training programs must include the operation of actual vehicles to ensure candidates are capable of operating the real thing. (FEMA) (2004)

PROCEDURES

The initial research that was conducted for this OFE research paper used the Norwich Township training, employment records, and the annual run survey. The Norwich Township Fire Chief provided accident records that helped to identify the problem areas that this research paper did address.

By using sections of the ORC (2005a, 2005b, 2005c), this author showed that there are disparities between the commercial truck drivers and municipal fire departments when it comes to driving commercial vehicles. This paper will demonstrate that municipal fire departments do not have to follow the same rules that all others must follow. The ORC (2005a) showed that there are new standards for certification that must be met to renew Firefighter II certification. This researcher used various publications and papers to help identify the problems and to support the author's hypotheses. The researcher also used documents from the Executive Fire Officer Program at the National Fire Academy.

This researcher designed a survey to determine how a department's training may affect its accident rates. This survey also determined if personnel of the departments surveyed know about the state's changes regarding certifications. Survey Monkey, a web-based program did aid this researcher in designing the survey. This program was used to compile the data from the completed surveys.

Population

This researcher sent an email out directed through the Ohio Fire Chief Association. The Fire Chief from each Department that received this email designated at least one person to take the survey. This survey was non-gender specific and was conducted on different ranks within the fire service. (See appendix 1 for the survey questions).

The survey was also pilot tested within the NTFD. Five participants from the Prevention Bureau pilot tested the survey. The pilot was used to test the survey and advised the researcher on any errors or corrections that were needed. The information compiled from this survey did address the needed format of charts or graphs that were used to disseminate the compiled surveys.

Data Analysis

The Data that was collected with this survey was used to disseminate the information that was gathered. The statistics that were gained for the survey helped with answering the questions that were being asked for this research project. It also added in the recommendations that were given to this researcher's fire department.

Limitations of the Study

This study was limited to those that received the email that was sent out through the Ohio Fire Chiefs email tree. The limitation did come with those that chose to read the email and participate in the survey.

RESULTS

The results of this research project were obtained for the utilization of information gathered from other applied research projects in the field of driver safety programs and information obtained the FEMA and State and Federal regulations. A survey was prepared and distributed through the Ohio Fire Chiefs' through a web based program. In all, 82 respondents completed this survey which was 6.6% of the emails that were sent, of which, 58 were Chiefs or 80.6%.

Q1. Does your fire department have Certified Driver Training Program?

NFPA 1002 (2006b) sets the standards that should be used by fire department throughout the United States. These standards are just guidelines, but they are used for standards of practice. With a total of 67.9 or 55% of departments that do have a certified drivers training program. A Training Officer was used by 75% or 40 of the respondents utilize this position to conduct their driver training programs.

Q2. Has there been a significant decrease in vehicle accidents with a driver training program?

The results are inconclusive with 40% saying no, and 40% not knowing. Eleven departments that responded or 20% stated that they have seen a decrease in accidents because of the training program. The IAFC (2006) states that 20 to 25% of firefighter fatalities are a result of motor vehicle crashes; with 20% the departments showing a decrease in vehicle accidents. The NTFD does not have a drivers' training program.

Q3. Does your department offer an EVOC every three years?

NFPA standard §1451 (NFPA, 2006a) states that a EVOC should be given every three years, but this survey did show that 14% of the respondent's did not follow this guideline, 86% state that they have given a EVOC every three years. NTFD has followed this guideline, but the training reports viewed from the Norwich Township Fire Department Training Records (2005-2007b) show that not all the personnel have received this training.

The question was asked if any of the responding departments have an EVOC developed into the probation firefighter training and 70% stated that it is. NTFD does not offer this in the FTO training program and does not show that it is needed in the NTFD system manual.

Q4. How does your department determine who will have drivers' duties and how many days will that person drive in a month?

NTFD assigns their driver's days by a rotation every shift. Of the 75 respondents to this question 54% were assigned by the shift officer, with 30% assigning them when the run comes in, and only 26% assign them the same as the NTFD. It should be noted that this researchers did not stipulate if the department that completed this survey was a volunteer, or a career fire department.

The amount of driving days did not vary much from NTFD days that drivers are assigned per month. Of the 75 respondents 60% of them drive between 2 and 5 days while 20% drive more than 7, and 4% drive less than 2 days per month.

Q5. Has your department changed their training practices to add additional drivers training to accomplish the requirements of the State of Ohio for FFII?

When looking at the new requirement for FFII the ORC §4765.11-12 (2008) states that there is a minimum of 16 hours of driver training that is needed to renew your FFII, while 39% have added additional driver training and 51% have not, there was 10% that did not know. Most

of the departments that completed the survey or 94% have utilized extra driver training for this requirement. There were also 35 respondents who had written in answers for this question, some of the answers are below.

1. Training exercises, with training details
2. All firefighters are required to drive a course through the Township once a year.
3. Fire apparatus are driven on Saturday and Sunday along with pump time.
4. Firefighters are taken out by the senior member or instructor for drive time.
5. My drivers are not allowed to go over the speed limit, not even on emergency runs.
6. Duty officers are required to perform regular driving practice with the crew.

Of the training that is being conducted to assist with ORC §4765.11-12 (2008) 78% of the respondents made sure that it is complete by the training officer of their department. NTFD also has a training officer, but prior to 2009 the officers of the crew's had to make sure that driver training was conducted on their own.

DISCUSSION

This research project was conducted to identify how to reduce accidents with Emergency Vehicles at the Norwich Township Fire Department. The survey that was completed identified many areas, which offer potential solutions to the problem.

NTFD does not have a driver training program that is utilized for all personnel. It would be beneficial if a program was utilized in the FTO program for probationary firefighters. Driver training for all personnel should be increased to meet the criteria set forth by the State of Ohio for recertification for FFII.

From the survey it was noted that a driver training program did not decrease accidents in all the departments, but 11 departments reported that there had been a decrease in emergency vehicle accidents.

NFPA standard §1451 (NFPA, 2006a) states that an EVOC should be given once every three years. This research suggests that this be increased the NTFD. Once every three years is not enough to maintain proficiency on all the departments vehicles that firefighters are required to operate. The main concern to be addressed is Ladder 81. With nearly 30% of the accidents occurring with this vehicle all firefighters should be training to recognize the length and the turning radius of this vehicle in tight traffic.

In the year 2006 an EVOC was given at the NTFD with both hands-on and simulation being utilized. FEMA (2004) states simulators are a good tool to help familiarize firefighters with situations that can't be experienced with complete safety on emergency vehicles. Utilizing a blend of both hands-on, and simulation should be continued as a standardized practice by Norwich Township.

All criteria that are being addressed in this research should be transformed into a policy and put into the NTFD System Manual and Standard Operations for driver training. This would have to be agreed on by the Chiefs of Norwich Township, and the Trustees of the Township along with the Firefighters' union.

It should also be noted that not all accidents referred to in this research paper were the result of operator error in the accidents addressed in this research paper. There have been accounts that some of the accidents involving emergency vehicles were the results of public vehicles that did not adhere to the rule to stay clear of the rear of emergency vehicles of 200 to 500 feet. This study did not research whether the accident was caused by the public or by the operator of the vehicle; the research was only completed on accidents that involved Norwich Township Fire Department Vehicles.

RECOMMENDATIONS

The recommendations' this researcher did make from this project will help with seeing a decrease in accidents involving emergency vehicles at the NTFD. There should also be more accountability and safety if these recommendations are followed.

Norwich Township has taken steps to help with the training, by hiring a new Safety/Training Officer while there has been a noticeable increase in overall training; there has not been an increase in driver training.

There needs to be an increase in driving days for all firefighters, or there should be a study conducted on whether a permanent driver should be considered for the NTFD. This can be initiated very simply by our Fire Chief or recommended by our Training Officer.

It is recommended that a drivers' training program be developed for all firefighters of the NTFD. This program should consist of a minimum number of training hours, followed by a written drivers' exam on the dimensions of each vehicle, and laws governing the NTFD. There should be a minimum requirement set for a passing grade.

The NTFD system manual should be updated to add the drivers' training certification, and specified training that must be completed by all firefighters. This section should be added to Norwich township system manual; *Policies for drivers of fire apparatus.* (NTFD §502.06-504.30).

The FTO program that is utilized by the NTFD should have a new section added that has a mandatory EVOC given to all probationary firefighters and new driving criteria that is directed toward hands on training and not just book work or simulation.

There should also be a minimum of 16 drivers training hours completed to meet the requirements of ORC §4765.11(2008) during the probationary period. All firefighters should be tested on the dimensions of fire apparatus, and the areas of high traffic areas should be avoided when not on an emergency response to help decrease the accident rate in these areas.

Norwich Township Fire Department. (2007) *Norwich Township system manual: Policies for drivers of fire apparatus.* (NTFD §502.06-504.30). Refers to driver responsibilities with fire apparatus and should include a section that has continuing education requirements for recertification of ORC §4765.11-12 (2008) standards for FFII. The recertification of all employees is a must and should be strictly adhered to. Sixteen hours in three year is not a great amount of time and structured training will help with completion.

The township has a responsibility to its employees and the public to keep them safe. All the recommendations should be adhered to and put into place. The expense to put these recommendations in place will be well worth the cost of to see a decrease in accidents involved emergency vehicles at the NTFD.

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APPENDIX 1 – SURVEY QUESTIONS

1. Does your fire department have a Certified Driver's Training Program that meets or exceeds the standards set by the NFPA standards as well as State Laws?
 - Yes
 - No
2. Who conducts this training program?
 - Company hired by the department
 - The training officer of your department
 - The Duty Officer
 - Any Fire Department employee directed by the Chief
3. Has there been a significant decrease in vehicle accidents involving emergency vehicles since starting the program?
 - Yes
 - I don't know
 - No
4. In the last three years has your department offered an Emergency Vehicle Operations Course (EVOC)?
 - Yes
 - I don't know
 - No
5. Does your department offer an EVOC that exceeds the required NFPA 1451 standard that states an EVOC must be given once every three years?
 - Yes
 - I don't know
 - No

6. In your department is an EVOC given to all firefighters at sometime during their probationary period?
 - Yes
 - I don't know
 - No
7. How does your department determine who will have driver duties on emergency vehicles?
 - Rotation every shift
 - The senior person drives the apparatus
 - We have a full time driver
 - When a run is dispatched a driver is assigned
 - Assigned by the Officer each shift
8. In your department, what is the average number of days that a firefighter will drive an emergency vehicle in a month?
 - 0-1
 - 2-3
 - 4-5
 - 6-7
 - Over 7
9. Does your department have any special procedures that are utilized that will help with giving a firefighter more time driving an emergency vehicle? (please select all that apply or use the comments field)
 - Drivers are assigned for an entire month when on duty
 - Permanent positions
 - Extra driver training

- Other (please specify)
- 10. Does your department have a minimum number of hours of driver training per month that should be accomplished by all duty personnel?
 - Yes
 - I don't know
 - No
- 11. How many hours of training must the duty personnel accomplish?
 - 0-1
 - 2-3
 - 4-5
 - 6-7
- 12. Has your department changed their training practices to add additional driver training on the emergency vehicles to accomplish the recently established requirement of the State of Ohio for FFII?
 - Yes
 - I don't know
 - No
- 13. How have you added additional training? (please select all that apply or use the comments field)
 - SOG's for driver training
 - Set up on a monthly training calendar
 - Training Officer makes sure that training is conducted and completed
 - Other (please specify)

14. Does your department have a Policy or Procedure for “backing up” an emergency vehicle?

- Yes
- I don't know
- No

15. Does your department have any disciplinary actions that are taken if the policy or procedure is not followed?

- Yes
- I don't know
- No

16. What are the disciplinary actions?

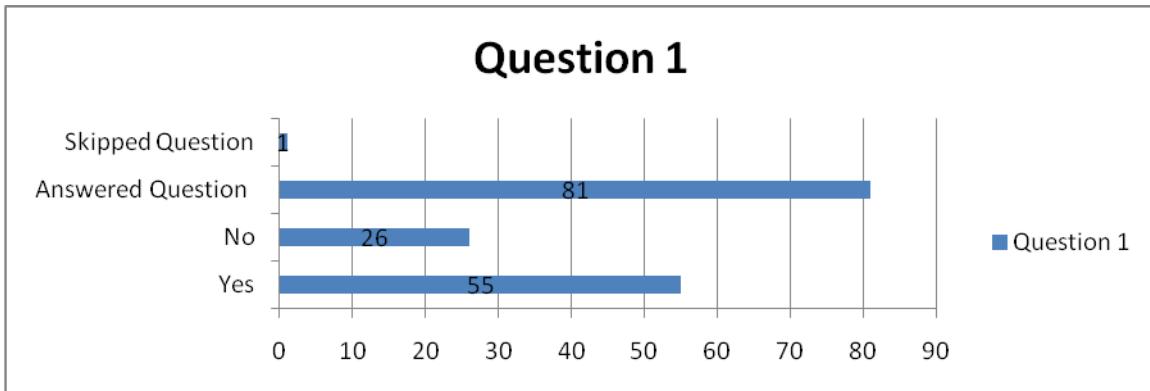
- Write-up following the guidelines of your department's contract
- A warning is given by the shift commander
- The driver and officer will both get days off without pay
- Nothing will happen to them. It is more like a slap on the wrist.
- Other (please specify)

17. What is your rank?

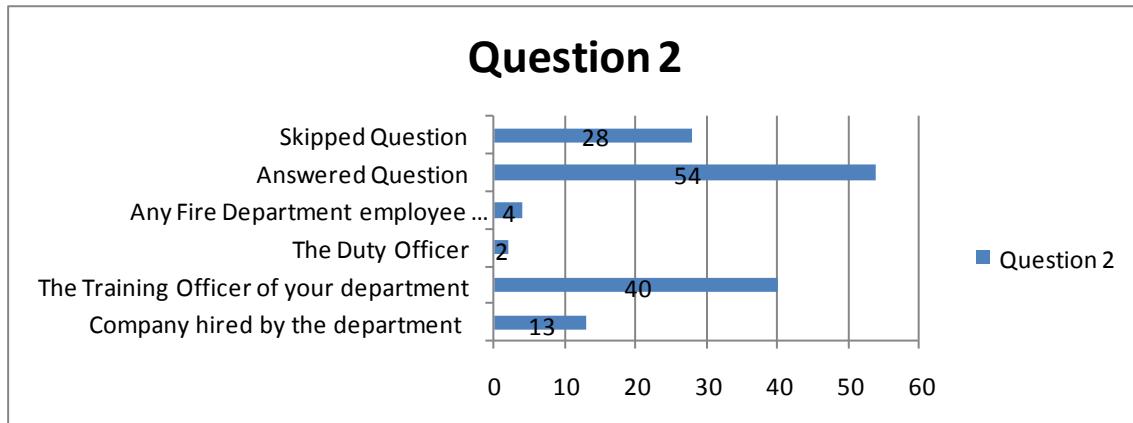
- Firefighter
- Lieutenant
- Captain
- Battalion chief
- Chief
- Not listed

APPENDIX 2 SURVEY ANSWERS

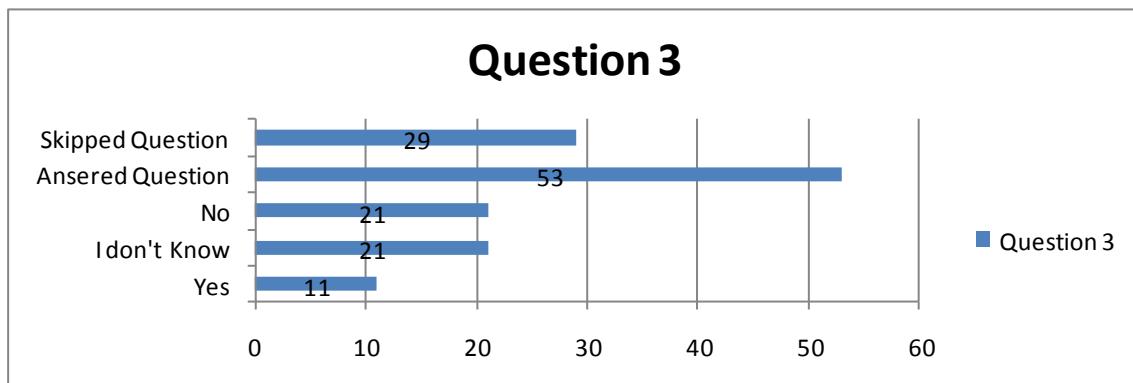
1. Does your fire department have a Certified Drivers' Training Program that meets or exceeds the standards set by the NFPA standards as well as State Law?



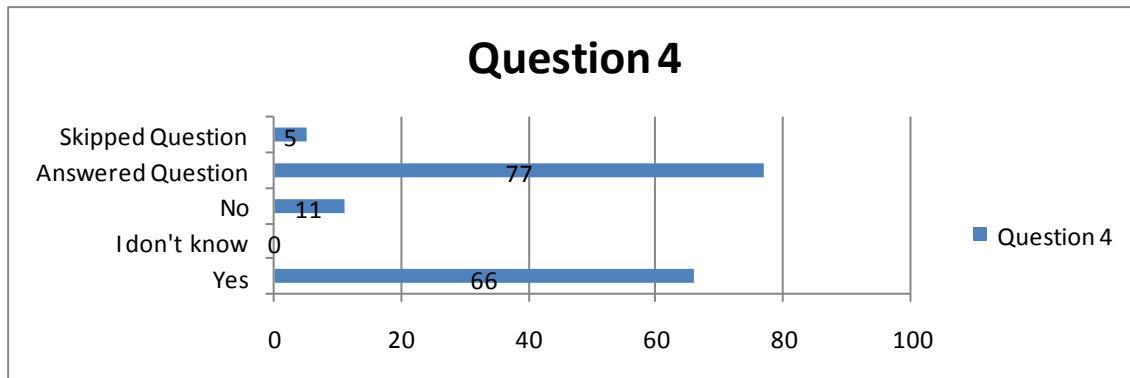
2. Who conducts this training program?



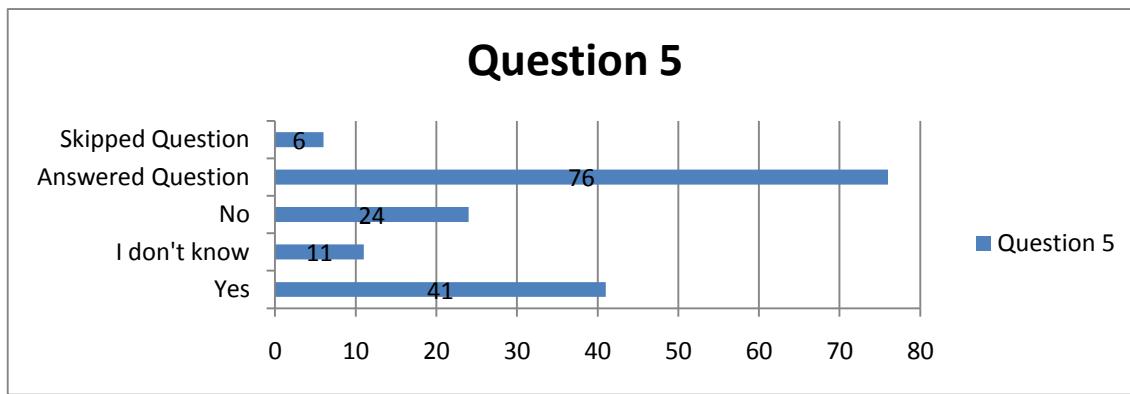
3. Has there been a significant decrease in vehicle accidents involving emergency vehicles since starting the program?



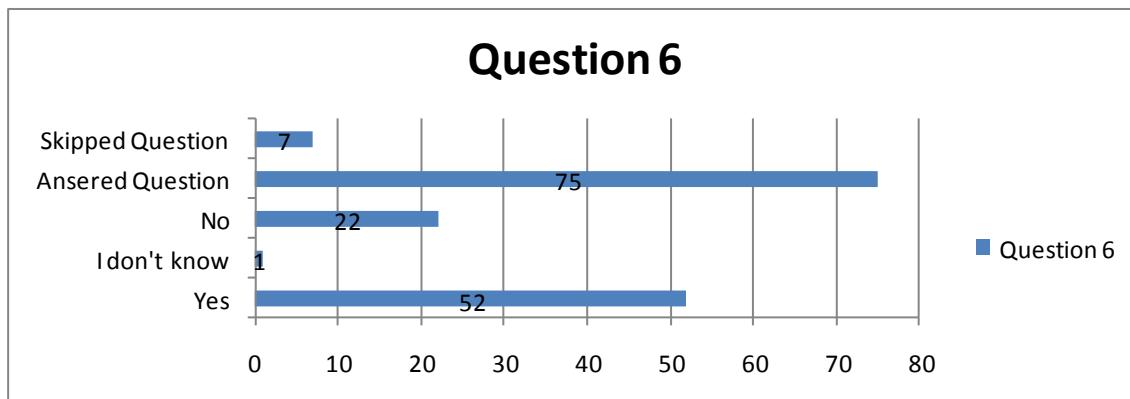
4. In the last three years has your department offered an Emergency Vehicle Operations Course (EVOC)?



5. Does your department offer an EVOC that exceeds the required NFPA 1451 standard that states an EVOC must be given once every three years?

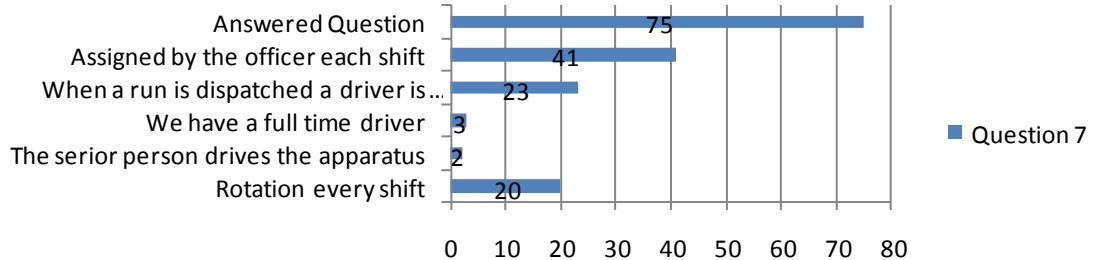


6. In your department is an EVOC given to all firefighters at sometime during their probationary period?



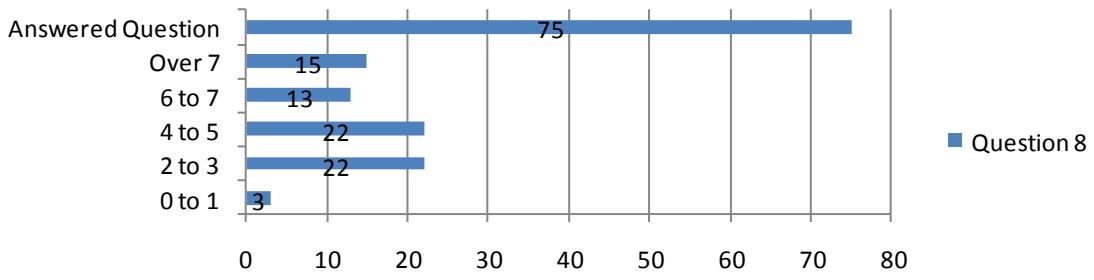
7. How does your department determine who will have drivers' duties on emergency vehicles? (select all that apply)

Question 7



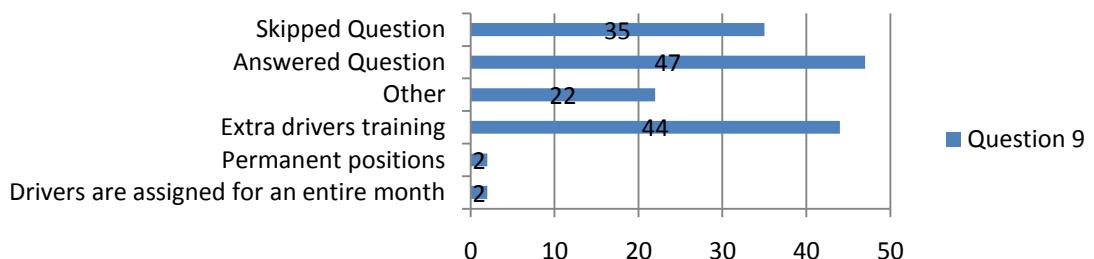
8. In your department, what is the average number of days that a firefighter will drive an emergency vehicle in a month?

Question 8

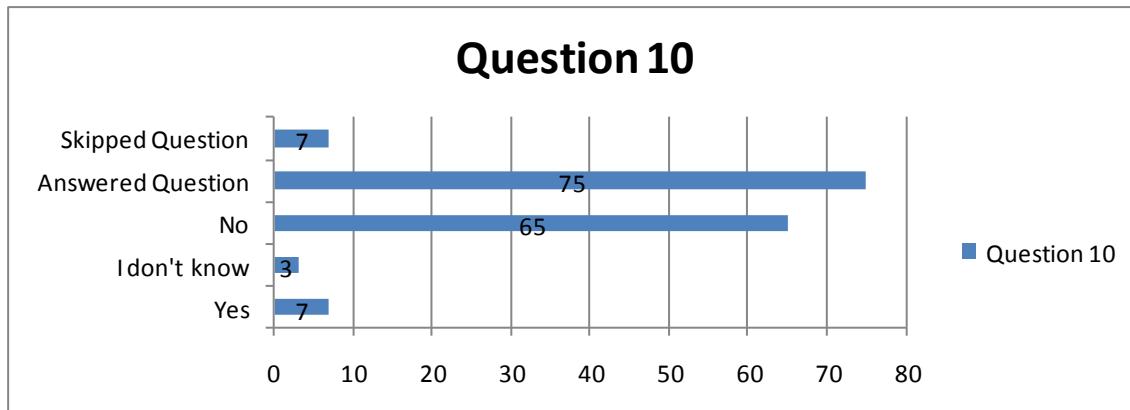


9. Does your department have any special procedures that are utilized that will help with giving a firefighter more time driving an emergency vehicle? (please select all that apply or use the comments field)

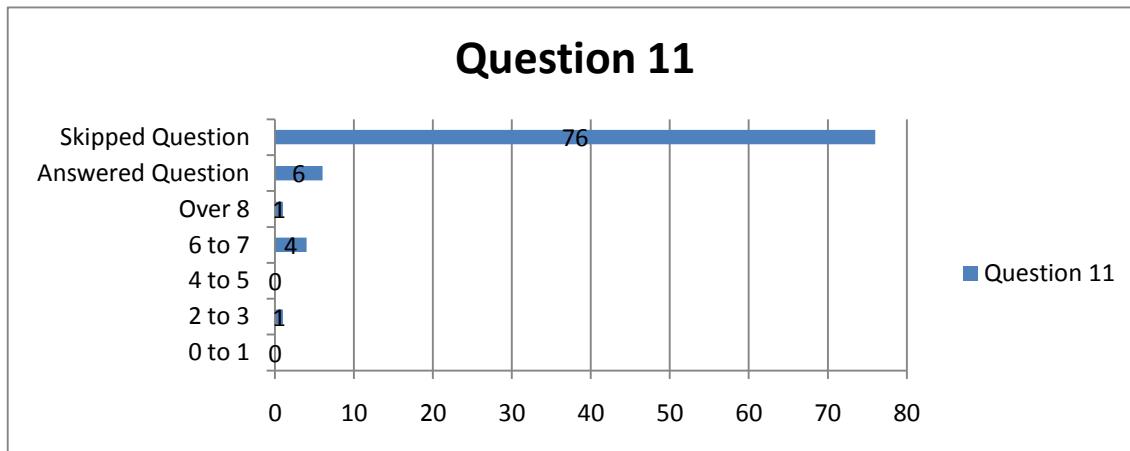
Question 9



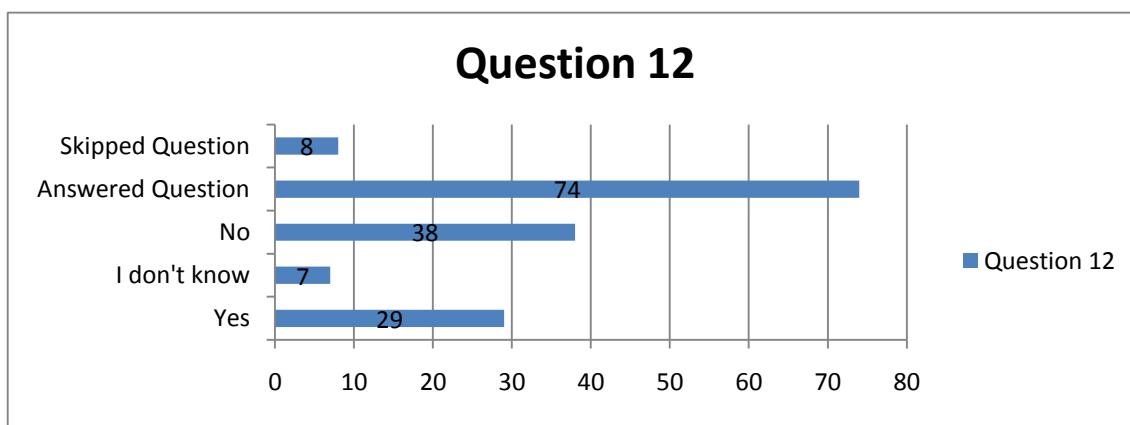
10. Does your department have a minimum number of hours drivers training per month that should be accomplished by all duty personnel?



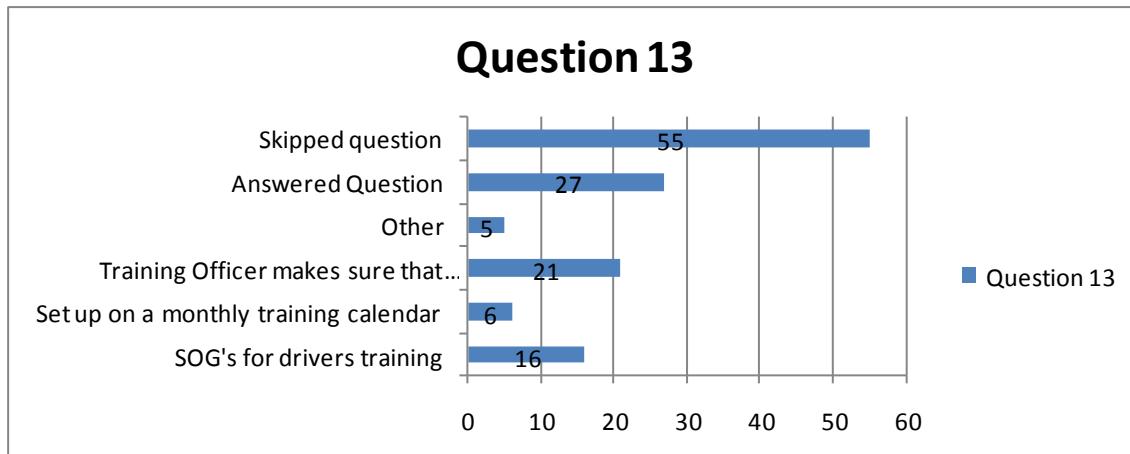
11. How many hours of training must the duty personnel accomplish?



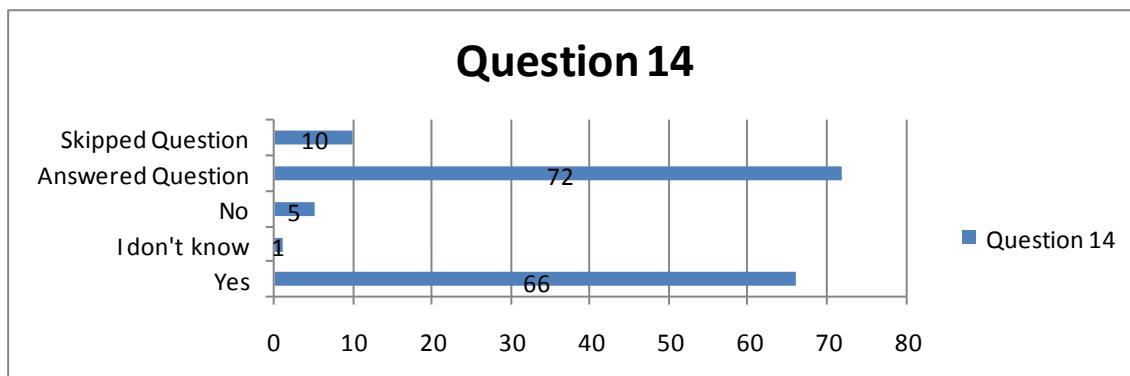
12. Has your department changed their training practices to add additional driver training on the emergency vehicles to accomplish the recently established requirement of the State of Ohio for FF II?



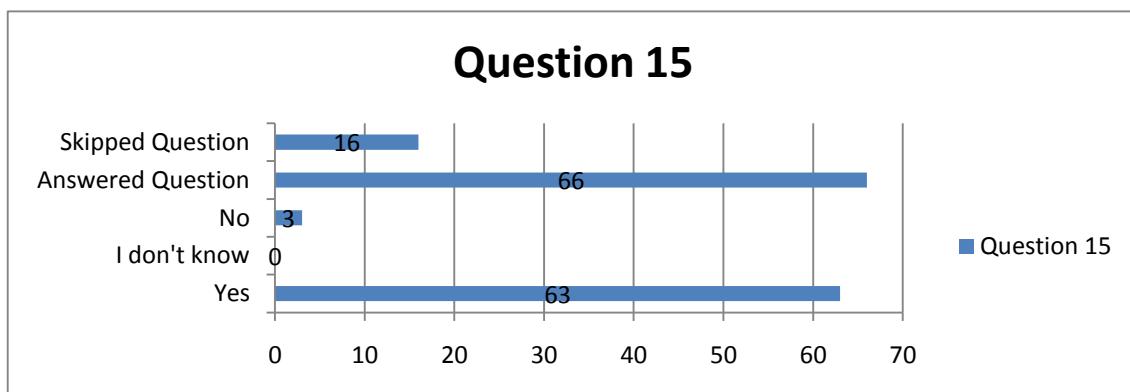
13. How have you added additional training? (please select all that apply or use the comments field)



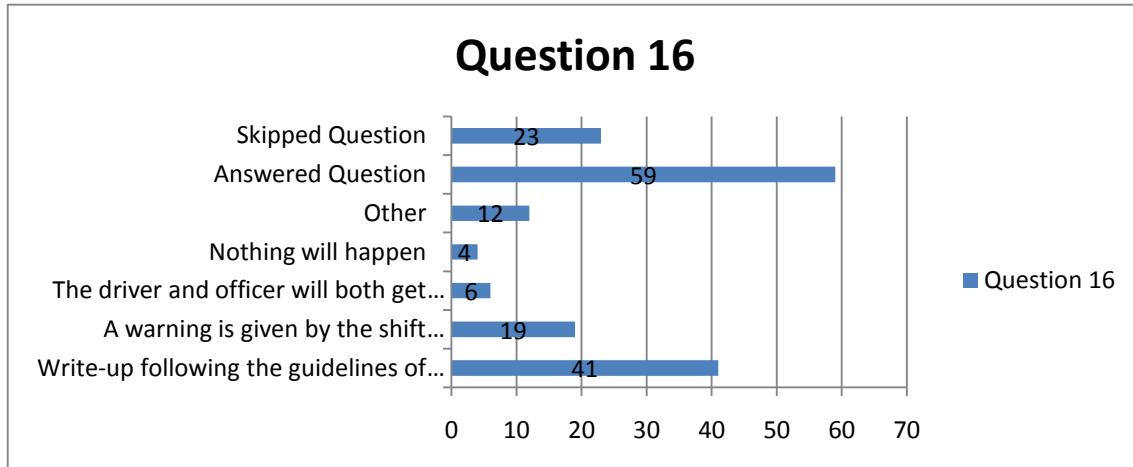
14. Does your department have a Policy or Procedure for “backing up” an emergency vehicle?



15. Does your department have any disciplinary actions that are taken if the policy or procedure is not followed?



16. What are the disciplinary actions?



17. What is your rank?

