

## **Category 8: Training and Competency**

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library; other collections of materials that support teaching and learning; instructional methodologies and technologies; support services; distribution and maintenance systems for equipment and materials; and instructional information systems, such as computers and software, telecommunications, other audiovisual media, and facilities to utilize such equipment and services. If the agency does not have these resources available internally, external resources are identified, and the agency has a plan in place to ensure compliance with training and education requirements.

A learning resources organizational structure and a technically proficient support staff are central to success of training and educational programs. The training staff should provide services that encourage and stimulate competency, innovation and a continual learning cycle. The agency or system should provide those learning resources necessary to support quality training. The agency should depict its approach to recognized state/provincial and national fire service professional standards programs in its written responses to the performance indicators in this category.

## **Criterion 8A: Training and Education Program Requirements**

A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs.

### **Summary:**

The Meridian Fire Department has a training division consisting of a division chief of training, two full-time training captains, shift field training officers (FTOs), and temporary training captains hired as needed to assist with academies. The EMS division, consisting of the division chief of EMS and an EMS coordinator, are responsible for all EMS training. The state of Idaho has no formal requirements for firefighter training. The department has set its own internal training requirements based off of National Fire Protection Association (NFPA) standards and the Idaho Surveying and Ratings Bureau (ISRB) ISO classification standards. The Idaho Department of Health and Welfare sets training hour requirements for EMT and paramedic licenses. The department does not require members to maintain their National Registry of Emergency Medical Technicians (NREMT) certification, but does provide a training schedule that meets NREMT renewal requirements if members should choose to keep their certification.

The department also establishes position-specific training requirements through policy, job descriptions, and the Collective Labor Agreement between City of Meridian and Meridian Firefighters IAFF Local 4627. Line personnel holding the rank of engineer or higher are required to meet annual job-specific training requirements. The department also encourages members to pursue outside training through the National Fire Academy or other external training organizations, and maintains a robust travel and external training budget for those opportunities.

**Performance Indicators:**

**CC 8A.1      The organization has a process in place to identify training needs, including tasks, activities, knowledge, skills and abilities.**

**Description**

The department identifies overall training needs based on its operational doctrine, National Fire Protection Association (NFPA) standards, risks identified in the Community Risk Assessment/Standards of Cover (CRA/SOC), and Idaho Surveying and Ratings Bureau (ISRB) requirements. The department has identified positional training needs for firefighters, driver/operators, company officers, and by EMS certification level. The fire training plan is implemented through the block training calendar, published on the Meridian Fire Operations website. EMS training is dictated through the Ada County/City Emergency Services System training committee which creates a 2-year training calendar based on Idaho Department of Health and Welfare EMS licensure requirements.

**Appraisal**

A new block training calendar was implemented in early 2023 which identified annual, biennial and triennial fire training requirements and utilizes shift field training officers (FTOs) to evaluate the training process. The FTOs, training captains, and division chief of training have met at least quarterly in training committee meetings to plan the block training calendar, using feedback from crews. Line personnel have provided feedback through the Meridian Fire Operations webpage that helps guide training needs. The department also identified the need for and implemented a new chief officer training program for operations battalion chiefs.

**Plan**

The training division will continue to build out a one, two and three-year training calendar. Block training feedback will be monitored by the shift FTOs and evaluated in monthly training committee meetings. The training division will continue to monitor any changes to NFPA or ISO standards and implement them as necessary. The division chief of EMS will monitor any state or national requirement licensing requirement changes and work through the ACCESS system to realize any updates to the training program.

## References

- [meridianfireoperations.com](http://meridianfireoperations.com)
- Block Training Calendar Screen Shot
- ACCESS EMS 2-Year Training Calendar
- Engineer Job Description
- NFPA 1001: *Standard for Fire Fighter Professional Qualifications*
- NFPA 1021: *Standard for Fire Officer Professional Qualifications*
- NFPA 1002: *Standard for Fire Apparatus Driver/Operator Professional Qualifications*
- Field Training Officer Program, revised 2019
- Battalion Chief Position Task Book 2023-24

8A.2 The agency's training program is consistent with the mission statement, goals and objectives, and helps the agency meet those goals and objectives.

### **Description**

The mission of the Meridian Fire Department is "To protect and enhance our community through professionalism and compassion." The *Meridian Fire Department Ethos Manual* specifically outlines training and education as key tools for "maintaining an effective organizational culture and an exceptional fire department." In the *Meridian Fire Department Strategic Plan 2022-2024* in the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, the department's training program is specifically identified as a strength. Training is also identified in many of the department's objectives and goals in the strategic plan as a tool to help advance the department forward.

### **Appraisal**

The department's training plan was developed to be consistent with the mission of the department and the goals and objectives outlined in the strategic plan. The division chief of training has tracked progress on the training divisions goals and objectives using the Strategic Plan Workplan and has shown progress on all goals. The department's training program has evaluated its effectiveness through shift field training officers (FTOs) who are responsible for giving and receiving feedback on company and shift level, through the feedback form on the Meridian Fire Operations website, and through surveys conducted by the city. The department has rated high in quality of fire protection and emergency medical services for the past three survey cycles (96% and 97% satisfaction, respectively, in 2020).

### **Plan**

The department will continue to assess the quality of the training program through a combination of internal and external reviews. Shift FTOs will continue to conduct feedback reports at regular meetings and the training department will review both internal and external survey results on a regular basis. The division chief of training will ensure that goals and objectives are being met during annual strategic planning committee meetings, and will create new strategic plan goals in line with the department's mission during the next strategic planning cycle.

## References

- City of Meridian Citizen Survey Findings Report (2020) pgs. 26-27
- *Meridian Fire Department Strategic Plan 2022-2024*
- *Meridian Fire Department Ethos Manual*
- AP-100 – Mission, Vision, and Organizational Statements
- Meridian Fire Strategic Plan 2022-2024 Workplan
- Strategic Plan Meeting Agenda

8A.3 The training program is consistent with legal requirements for mandatory training.

### **Description**

The department's fire training program requirements are based on guidelines from the National Fire Protection Association (NFPA) and the Idaho Surveying and Ratings Bureau (ISRB). There is no state oversight agency for training requirements in the state of Idaho. The department has adopted the ISRB standard of 16 hours of training per month as the goal for all suppression personnel. In order for suppression personnel to meet their step raise requirements, they must complete at least 80% of the department's training hour goal annually. The EMS training program is compliant with the Idaho Department of Health and Welfare (IDHW) requirements for EMT and paramedic certifications, and follows the National Registry of Emergency Medical Technicians curriculum requirements.

### **Appraisal**

The department's training program has used NFPA 1410: *Standard of Training for Emergency Scene Operations* as a guide for developing training standards. The department has also used NFPA standards for position qualifications such as NFPA 1002: *Standard for Fire Apparatus Driver/Operator Professional Qualifications* to develop mandatory training requirements for each position. 98% of members met or exceeded their ISO hour requirements for 2022. Those who did not meet their required ISO hours were either on extended injury or military leave. 100 percent of line personnel successfully recertified their state EMS licensure in the last 2 years.

### **Plan**

The training and EMS division will continue to monitor any changes to state, local, or federal requirements and implement them as needed. The division chief of training will work with the training committee to continue to publish an annual block training calendar for fire training that meets the department's established training hour goals. The training division will monitor compliance with the 80% standard for its membership annually to ensure that all members have the opportunity to meet their training hour requirements. Battalion chiefs will continue to monitor individual members on their shifts for progress with their training hours.

## References

- Collective Labor Agreement between City of Meridian and Meridian Firefighters IAFF Local 4627, Appendix E
- EMS License Credential Report
- ISO Training Hour Roster 2022
- IDHW License Renewal Continuing Education Requirements
- NFPA 1410: *Standard of Training for Emergency Scene Operations*
- NFPA 1001: *Standard for Fire Fighter Professional Qualifications*
- NFPA 1021: *Standard for Fire Officer Professional Qualifications*
- NFPA 1002: *Standard for Fire Apparatus Driver/Operator Professional Qualifications*



8A.4 The agency identifies minimum levels of training and education required for all positions in the organization.

### **Description**

The department identifies the minimum level of training and education required for all positions in the organization through job descriptions, job postings, the Collective Labor Agreement (CLA) between City of Meridian and Meridian Firefighters IAFF Local 4627, and department policy. Minimum training requirements and qualifications are also outlined in promotional postings. The department Engineer Development Program (EDP), Officer Development Program (ODP), and Chief Officer Development Program outline the training requirements, provide didactic education, and verify skills specific to those ranks. Minimum training and education for EMS licensure is set by the Idaho Department of Health and Welfare and implemented by the EMS division chief through the Ada County/City Emergency Services System (ACCESS) training committee.

### **Appraisal**

The block training fire schedule and master training plan have identified and provided the minimum training requirements for all suppression personnel. Individual Job Performance Requirements (JPRs) specific to driver/operators have been consistently met by all members of that rank. 100 percent of line personnel successfully recertified their state EMS licensure in the last 2 years. The department has not required any JPRs specific to the rank of firefighter, however all probationary firefighters are required to complete a task book and all firefighters are required to maintain annual hourly training requirements. Captains and battalion chiefs are required to achieve and maintain a 3-year Blue Card Certification as part of their job training requirements, and all have successfully recertified their Blue Card certification in the last 3 years. Minimum training requirements have been reviewed annually prior to the start of each development course for the ranks of driver, captain, and chief officer. All members have maintained the EMS certification appropriate to their position.

### **Plan**

The department will continue to use the block training program and identify annual, biennial and triennial training requirements that need to be addressed in the master

training plan. As the needs of the fire service change, and as the department grows, the division chief of training will work with the union to evaluate the training and education requirements for each job classification and update as necessary. The department and division chief of training will evaluate the possible future implementation of JPRs for firefighters. The division chief of EMS will continue to sit on the ACCESS training committee to develop one- and two-year training calendars that meet the minimum EMS recertification requirements set by the state.

### **References**

- meridianfireoperations.com
- Meridian Fire Department Individual Performance Standards
- Blue Card Certification Report
- Driver/Operator Certification Report
- Battalion Chief Job Description
- Captain of Suppression Job Description
- Engineer Job Description
- Probationary Firefighter Job Description
- Probationary Lateral Firefighter Job Posting
- AP 500 - Position Descriptions
- Collective Labor Agreement between City of Meridian and Meridian Firefighters  
IAFF Local 4627, pg. 15-17
- EMS License Credential Report

## **Criterion 8B: Training and Education Program Performance**

Training and education programs are provided to support the agency's needs.

### **Summary:**

In late 2022, as part of the Meridian Fire Department's strategic plan, the training division created the Meridian Fire Operations website to guide the fire training of the department. Fire training is organized into quarterly blocks that allows crews to train on different Individual Performance Standards and Crew Performance Standards during their tours. The quarterly training culminates in a multi-company drill in which crews are evaluated on their performance of topics covered in the preceding block.

EMS training is administered through the EMS division. The Ada County/City Emergency Services System training committee plans EMS training on a 2-year calendar to match state recertification cycles. Representatives from all the ACCESS agencies are a part of the committee and help develop training goals and courses. EMS training is delivered online through *Target Solutions*, through crew-based training, and during hands-on skill sessions and lectures during quarterly EMS block training. Using a county-wide approach to EMS training has ensured that all EMS providers in the county are trained to the same standard.

All recruit and lateral probationary firefighters complete an 18- or 6-week academy, respectively, in which they are trained to the department standard IPSs and CPSs. They are then tested on those IPSs and CPSs during their probationary year as a passing condition.

The department also annually offers position specific training programs such as the Engineer Development Program (EDP) and the Officer Development Program (ODP) for position-specific training. Members who pass those courses and are promoted are required to meet certain performance standards annually to maintain their positions. The department also just recently administered its first Chief Officer Development Program.

## **Performance Indicators:**

8B.1 A process is in place to ensure that personnel are appropriately trained.

### **Description**

The department utilizes several processes to ensure that personnel are appropriately trained. Recruit firefighters are trained in an in-house 18-week academy, and lateral firefighters are trained in a 6-week academy. All recruits and laterals receive a probationary task book upon graduation and undergo written and skills evaluations at their 6-month and 12-month markers. The training division uses a block training schedule to provide multi-company training throughout the year and to ensure that all personnel are trained on a department standard. The department offers an Engineer Development Program (EDP) and an Officer Development Program (ODP) at least annually. All company officers must maintain a Blue Card certification by completing continuing education hours every 3 years. All department engineers must complete Job Performance Requirements (JPRs) on an annual or biennial basis. All fire training is logged in *Target Solutions* by company officers and reviewed by the training division. EMS training is disseminated monthly via *Target Solutions*. Medical skills and practical training occur quarterly through the Ada County/City Emergency Services System (ACCESS) training committee.

### **Appraisal**

The department developed the new block training schedule in 2022 and implemented it in 2023 to ensure that all department personnel were being trained to the same standard. As part of the new block training schedule, the training committee updated all crew performance standards (CPSs) and individual performance standards (IPSs) to be consistent between crews, shifts, and with academy recruits. All probationary personnel have been evaluated using these CPSs and IPSs during their first year to ensure they are meeting department standards. Field Training Officers (FTOs) assigned to each shift have gathered and reported feedback on the training programs. Personnel have logged their training hours in *Target Solutions* and the training division has monitored training hours through *Target Solutions* to ensure all members are meeting their training hour requirements.

## **Plan**

The training division will continue to use the new block training calendar to ensure that all personnel are adequately trained on department standardized CPSs and IPSs. The training division will build the block calendar in two to three-year cycles. The training committee will review CPSs and IPSs at the end of each block training cycle (every 2-3 years) to determine if changes need to be made. The training division will review lesson plans and calendars prior to each lateral and recruit academy to ensure that new hires are being trained to the same standard as line personnel. The division chief of training will work with the fire chief to determine how to implement training requirements for future special operations such as technical rescue and HAZMAT, if those teams are created. The division chief of EMS will be responsible for ensuring that all personnel maintain adequate EMS certification.

## **References**

- Recruit Academy Schedule
- Lateral Academy Schedule
- Probationary/Recruit Task Books
- Blue Card Current Certification Report
- Probationary FF 12-month test 2020
- *Target Solutions* Credentials – User Progress Summary

8B.2 The agency provides a training schedule that meets the organization's needs.

### **Description**

The department plans both fire and EMS training on a quarterly calendar, and training sections are organized into "blocks." Fire training blocks are assigned at the beginning of each quarter and contain a review of crew performance standards (CPSs), individual performance standards (IPSs), and supplemental materials. Crews review these items at their own pace and integrate them into their regular training, and then log their hours in *Target Solutions*. Block training culminates each quarter with a multi-company training evolution that integrates elements from the block. EMS training is based on the Ada County/City Emergency Services System (ACCESS) training calendar and is assigned monthly on *Target Solutions* as a combination of crew-based training and individual training. Each quarter crews attend in-person block training for hands-on skills. The EMS training calendar is designed so all members can meet their Idaho license EMS recertification hours.

### **Appraisal**

The department implemented a new fire block training schedule in 2023, similar to the structure of the EMS block training calendar that the department has been using for many years. The goal of the new fire block training schedule was to identify annual, biennial, and triennial training needs for all members and to ensure that all members were being trained to the same standard. Following the first multi-company block evolution, the feedback received by the training division was overwhelmingly positive and provided a structured schedule for crews to follow. The EMS training schedule has ensured that all line personnel have maintained their licensure while remaining flexible to urgent EMS training updates.

### **Plan**

The division chief of training and the training committee will meet on a monthly basis to plan the block training calendar. The training division will use data from *Target Solutions* to monitor members completion of and participation in block training to determine if the training schedule needs to be altered. The division chief of EMS will continue to coordinate with ACCESS partners in the development and implementation of the EMS

training calendar, and will monitor data from *Target Solutions* to ensure compliance. Urgent training updates will be assigned through *Target Solutions*.

### **References**

- [meridianfireoperations.com](http://meridianfireoperations.com)
- Block Training Calendar Screen Shot
- Meridian Fire Training Feedback Form Screen Shot
- ACCESS EMS 2-Year Training Calendar
- EMS License Credential Report

**CC 8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements.**

**Description**

The department evaluates crew and individual performance using department specific crew performance standards (CPSs) and individual performance standards (IPSs). CPSs and IPSs are developed based on National Fire Protection Association (NFPA) standards and the West Ada Emergency Operations Guidelines (EOGs). Evaluations on CPSs and IPS are conducted during academies, probationary year practical testing, and quarterly block training. Department engineers must also show proficiency by completing Job Performance Requirements (JPRs) on an annual and biennial basis. Company officers are evaluated using the Blue Card recertification program on a rotating 3-year basis. All training is documented in the *Target Solutions* training management system.

**Appraisal**

The department has standardized CPSs and IPSs to be consistent throughout all ranks, from academy recruits to chief officers. This has ensured that all members were evaluated using the same standard. All academy recruit and lateral firefighters were tested to the same IPS standard during academy, during their final academy practical skills evaluation, and at their 6- and 12-month skills tests. With the development of the new quarterly block training calendar, all members and crews are using the same IPSs and CPSs in training, and testing their performance during quarterly multi-company drills. The use of quarterly multi-company trainings has ensured that all members and crews have been evaluated on the same standard and under the same scenario conditions. All engineers and company officers have met completion cycles for their JPRs and Blue Card recertification. The training committee has reviewed all CPSs, IPSs, and JPRs prior to each academy and internal development program.

**Plan**

The department will begin conducting more formal crew and individual performance evaluations during multi-company drills using the internally developed IPSs and CPSs as scoring rubrics, following the first year of the new block-training calendar. The results of these quarterly multi-company drills and evaluations will be used to measure performance



of shifts, crews, and individuals. The data gathered from these evaluations will be used to adjust training plans and schedules in the future. The training division will continue to review all IPSs, CPSs, and JPRs prior to each academy and development program. The training division will continue to track individual's performance through their completion of driver/operator JPRs and Blue Card certifications.

### **References**

- Meridian Fire Department Individual Performance Standards
- Meridian Fire Department Crew Performance Standards
- Meridian Fire Department Driver Operator Job Performance Requirements Manual
- Blue Card Current Certification Report
- Multi-Company Drill Performance Expectation 23-1

8B.4 The agency analyzes student evaluations to determine reliability of training conducted.

### **Description**

Shift Field Training Officers (FTOs) are responsible for gathering feedback to determine the reliability of the training program. FTOs report this feedback to the training department during monthly committee meetings. In addition, members can provide feedback through the Meridian Fire Operations feedback form, or directly through one of the training captains.

### **Appraisal**

The utilization of FTOs, training captains, and a feedback form has generated consistent feedback from line personnel. The training division has evaluated the feedback and used it to improve future programs.

### **Plan**

The department will continue to utilize FTOs, training captains, and a feedback form to gather evaluations from members. The division chief of training will develop an online survey to be sent out following each multi-company training block to solicit more direct and regular feedback.

### **References**

- Meridian Fire Training Feedback Form Screen Shot
- Field Training Officer Position Expectations

8B.5 The agency maintains a training records management system that meets its needs.

### **Description**

The department uses *Target Solutions* for its training records management for both fire and EMS training. Individual and crew training hours can be logged by members and applied to recertification cycles. Hours entered into *Target Solutions* can be added to certifications so that members can track progress on recertification cycles. EMS certifications in *Target Solutions* are compliant with state and national recertification cycle hour requirements. The department also logs and tracks hours for recruit firefighters during their academies and probationary years to ensure compliance with requirements.

### **Appraisal**

All training records have been successfully managed in *Target Solutions*. *Target Solutions* has allowed the department to regularly audit and access training records to ensure compliance with the training program and specialty certifications. Recently the department expanded the permissions of line personnel so that ranks below captain can enter and track more of their own training hours.

### **Plan**

The department will continue to use *Target Solutions* as its training record management system. The division chief of training will be responsible for fire training record oversight and the division chief of EMS will be responsible for EMS training record oversight and compliance. Both division chiefs will monitor and maintain *Target Solutions* and regularly assess the system to ensure it is meeting the department's needs.

### **References**

- *Target Solutions* Screenshot

**CC 8B.6      The agency conducts a formal and documented program appraisal, at least annually, to determine the program’s effectiveness and compliance with meeting the needs of the organization.**

**Description**

The training division evaluates the training program annually. All programs within the training division, such as recruit and lateral academies, professional development programs, and block training calendars, are evaluated by members of the training division, field training officers, and using feedback from line personnel. Program appraisals follow the department’s administrative standard operating guideline (SOG) on program appraisals and use a standard department template. Program outputs used to measure performance include ISO training hour compliance and development program attendance.

**Appraisal**

Previously the training program was evaluated annually and a report was submitted as part of the department’s annual report. The department first began using a defined program appraisal SOG with a standardized template in 2023. The SOG and template were built to also include budget information and measure inputs and outputs. The training program appraisal for FY 2022 completed in early 2023 showed that the training division took on the considerable challenge of preparing to hire over 30 firefighters in FY23. As a result, the division grew to include two temporary training captains and six field training officers (FTOs). The department also held successful promotional processes for engineer and captain lists. The appraisal also included progress updates on training goals from the Meridian Fire Department Strategic Plan 2022-2024.

**Plan**

The training division will continue to complete an annual program appraisal following the administrative SOG annually. Future program appraisals will be tied to budget cycles and will reflect internal goals and goals from the Strategic Plan. Appraisals will also highlight weaknesses in programs that need to be addressed in the following appraisal cycle.

**References**

- Annual Program Appraisal 8B.6 Training

- ASOG – Program Appraisals
- Meridian Fire Department Strategic Plan 2022-2024

## **Criterion 8C: Training and Education Resources**

Printed and non-printed training and education resources, library materials, media equipment, facilities and staff are available in adequate quantity, relevancy, and diversity, and are current.

### **Summary:**

The Meridian Fire Department runs a joint Public Safety Training Center (PSTC) with the police department which includes an indoor street prop containing store fronts, apartments, and houses called "Scenario Village." A fire training tower is located at Station 1 which includes four stories, burn rooms, cold smoke rooms, roof and ventilation props, confined space mazes, an extrication pad, forcible entry props, and FDC training connections. The EMS division owns several advanced EMS training manikins and co-owns a state-of-the-art SimMan patient simulator with other Ada County/City Emergency Services Systems joint partners. An advanced EMS simulation lab is located at Ada County Paramedics and is available to MFD members. The department has also conducted joint trainings with other area fire departments in the past to share training resources and facilities, however these trainings have not occurred as frequently since the COVID-19 pandemic.

The training division staff consists of a division chief of training, two full-time training captains, two temporary training captains, and six field training officers. Other members of the department are also EMS instructors and National Fire Protection Association (NFPA) 1403 Live Burn instructors and are utilized for department training and academy training.

The department maintains a library of educational texts which are updated prior to each academy and professional development program to maintain currency.

## **Performance Indicators:**

**CC 8C.1      Facilities and apparatus are provided to support the agency's all-hazards training needs. The agency has plans addressing any facilities and apparatus not available internally to complete training activities.**

### **Description**

The department has a training division with offices housed in both the administrative offices at city hall and at the Public Safety Training Center (PSTC), a jointly owned facility with Meridian Police Department. The PSTC houses multiple classrooms with computer testing capabilities, a lecture hall, and a newly constructed “scenario village” which includes indoor prop houses and business that can be reconfigured for training purposes. A four-story training tower is located at Station 1. The training tower includes a burn room, a confined space maze, draft pit, roof prop, ventilation prop, stairwell with FDC connections, and concrete pad for extrication and technical rescue training. The training division also has an assigned training engine, a training trailer, and access to front-line vehicles as needed. The department EMS division owns several training manikins which are available for crews to train on. All other EMS training supplies, including an advanced SimMan manikin, are jointly owned by the Ada County/City Emergency Services System (ACCESS) and are used by department members during quarterly block training.

### **Appraisal**

The facilities and apparatus provided have met the basic needs of the department for individual and crew training, as well as for smaller lateral academies that the department has hosted. However, with the addition of 30 new firefighters and 2 new stations, the department recognized that the training facilities may not be adequate in the future. The training tower allows crews to conduct live burns as well as cold smoke training, but only has had room for 1-2 companies to comfortably train at a time. In addition, when the training tower was being used by the training division for its academy training, on-duty crews were unable to train there. In addition, academy recruits had no designated locker or shower space for appropriate storage and decontamination, and lacked a physical fitness facility to train for the department physical assessment test. On-duty crews were often

scheduled to assist with academy training as a single engine could not meet the apparatus needs of the academy size. The PSTC “scenario village” has allowed crews to train on different types of buildings including below-grade fire attacks. However, since this is a shared facility with the police department crews have to schedule training time well in advance to use the facility.

### **Plan**

The division chief of training will work with the administrative, operations, and logistics divisions to identify short-, medium- and long-term physical training needs. The department will continue to collaborate with partner agencies and the Meridian Police Department to identify facilities that may be utilized by the training division. The training division will identify specific requests such as addition training engines in upcoming budget workshops.

### **References**

- Public Safety Training Center Plans
- Scenario Village Plans
- Training Tower Plans
- Training Calendar Screenshot



**CC 8C.2      The agency has access to instructional personnel, within the organization or from identified external resources, with teaching qualifications and expertise to meet its needs.**

**Description**

The department has multiple personnel trained in various disciplines to meet the needs of the department. The training division consists of a division chief of training, two full time training captains, six field training officers (FTOs) (two per shift), and temporary training captains during academies. All training captains are certified to a National Fire Protection Association (NFPA) Fire Instructor I level or equivalent. The department has an internal list of live burn instructors certified to NFPA 1403, Blue Card instructors, as well as identified subject matter experts (SMEs) on a variety of topics such as hose advancement, vehicle extrication, and truck operations. The department also has qualified peer fitness instructors and American Heart Association (AHA) Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS), and Basic Life Support (BLS) instructors for EMS training. EMS training is often conducted through the joint Ada County/City Emergency Services System (ACCESS) training committee which draws on qualified EMS instructors from several agencies to meet block training needs for all partner agencies.

**Appraisal**

The internal instructional personnel have adequately met the needs of the training division so far. The department was able to run two 6-week lateral academies and one 18-week new recruit academy using entirely internal personnel. The EMS training personnel in the ACCESS system have met the needs of the ACCESS EMS training committee.

**Plan**

As the department grows the division chief of training will continue to analyze the department's training personnel needs. The department will implement a succession plan for all identified department SMEs so that all SMEs will act as a mentor to another member. The division chief of training will work with the administrative and operations divisions to budget for a third permanent training captain so that one training captain can be assigned to each shift. The department will also assess the need for future special

operations SMEs as the department expands its ability to respond to specialized emergencies such as rope rescue or HAZMAT incidents.

### **References**

- Captain of Shift Training Job Description
- EMS Instructor Credentials Report
- 1403 Live Fire Instructor List
- Recruit Academy Schedule

8C.3 Instructional materials are current, easily accessible, and support the training program's stated objectives.

### **Description**

The department publishes all current crew performance standards (CPSs), individual performance standards (IPs), job performance requirements (JPRs), and other supplementary training videos and documents on the Meridian Fire Operations website. EMS policies and other fire training documents are also published on the department intranet as well as on *Target Solutions*. The department uses Jones and Bartlett Learning and the International Fire Service Training Association (IFSTA) Resource One as its learning management systems (LMS) for the Officer Development Program (ODP) and Engineer Development Program (EDP). Current editions of all textbooks are ordered as needed for each program cycle, and additional copies of training texts are kept in stations at in administrative offices. The administrative offices also house a library of leadership books for members to access. Promotional processes always include a designated bibliography.

### **Appraisal**

The department has chosen textbooks and designed instructional materials such as CPSs and IPs to reflect industry best practices. The materials have been successful in supporting training objectives to train all members to industry standard in a consistent manner. The department has always used the most current texts to remain consistent with the LMS. The Meridian Fire Operations website has been easily accessible to all members and has consistently provided the most up to date training documents.

### **Plan**

The department will continue to utilize the most up-to date texts and materials to support its training mission and operational doctrine. The department will assess and update training materials annually or on an as-needed basis. The division chief of training will monitor the effectiveness of the LMS system and assess any future needs.

### **References**

- Purchase Order JB Learning

- [Meridianfireoperations.com](http://Meridianfireoperations.com)
- Training Library Picture 1
- Training Library Picture 2
- IFSTA Resource One Screenshot

8C.4 The agency has a process for purchasing, developing or modifying existing curriculum to meet its needs.

### **Description**

The training division is responsible for purchasing, modifying, and developing its curriculum. The training division meets before each department academy or positional development course to review curriculum and address any needed changes. Textbooks are purchased as needed for each new class and program to ensure that the latest editions are being used. Learning Management System (LMS) programs are purchased along with textbooks at the start of each class and/or program. The training division Field Training Officers (FTOs) are responsible for garnering feedback on curriculum and making recommendations to the training committee.

### **Appraisal**

The department's process has been suitable for the department so far. All personnel have had access to the latest training materials, textbooks, and LMS. Line personnel have been able to provide input through online feedback forms, field training officers, or training committee meetings. Feedback from the line helped modify the lateral and recruit firefighter training materials. The department has modified its lateral probationary firefighter academy curriculum and increased the schedule by two weeks to better meet the needs of trainees. By limiting the purchasing of textbooks to specific classes, the department has ensured that all personnel have access to the latest editions of texts.

### **Plan**

As technology evolves, the training division will evaluate the types of training it can deliver to its members, including simulations and virtual reality. The training division will continue to solicit feedback from the training cadre and line personnel to develop and modify its training programs to meet the needs of the department.

### **References**

- Lateral Academy Schedule 2021
- Lateral Academy Schedule 2023

- State of the Training Division, pg. 6
- Purchase Order JB Learning

8C.5 Equipment utilized for training is adequately maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.

### **Description**

The department's logistics division manages and maintains all training equipment and apparatus. The designated training engine and the training trailer are both managed in *Vector Check It* where instructors can create maintenance tickets and list needed items if necessary. All training SCBAs are maintained along with front line SCBAs and follow regular inspection and testing guidelines. The training engine, along with its hose and ladder complement, are regularly tested and inspected during annual pump, hose, and ladder testing. Other small equipment carried on the training engine is maintained by the training division personnel.

### **Appraisal**

The training engine has received all of its regular maintenance and has passed its most recent pump test. All work orders or tickets for the training engine have been resolved. All department training SCBAs have been maintained according to manufacturer's recommendations. The current training engine has aged and will need to be replaced in the next several years.

### **Plan**

The training division will be responsible for the daily and weekly maintenance of the training engine and its equipment complement. The training division will log any maintenance issues into *Vector Check It*. The logistics division will be responsible for ongoing maintenance of the training engine. The logistics division will monitor the status of the training engine and schedule its retirement from service appropriately, and will identify current reserve apparatus that can be moved into training in the future.

### **References**

- Training Engine Inventory
- Training Engine Maintenance Log 2021 - 2023

- Training Engine Maintenance Report 2006-2021
- Training Engine Pump Test 2022
- Training Trailer Inventory



8C.6 The agency maintains a current inventory of all training equipment and resources.

### **Description**

The department maintains a current inventory of all fire training equipment and resources through the *Vector Check It* system. The training division works with the logistics division to ensure inventories are current. EMS training equipment such as manikins and training monitors are tagged with a City of Meridian inventory tag and are tracked in the department's master inventory list. EMS training equipment that is jointly owned by the Ada County/City Emergency Services System (ACCESS) is tracked by Ada County Paramedics.

### **Appraisal**

The *Vector Check It* online inventory system has worked well for the needs of the training division. All personnel have access to inventories from computer desktops, cell phone applications or station tablets. Needed repairs, missing inventory items, and other ticket items can be tracked through the *Vector Check It* system. The department master inventory tracking has kept a current inventory of all EMS training supplies, and the EMS and training divisions have been creating a plan to move all EMS supplies to *Vector Check It* in the next year.

### **Plan**

The training division will continue to use the *Vector Check It* system to track all fire training equipment inventories. The division chief of training will work with the logistics chief to keep all inventories current and evaluated future inventory and tracking needs. The EMS division chief will continue to work on a plan to move EMS training inventory to *Vector Check It* as a better method to track high-value EMS supplies.

### **References**

- Training Trailer Inventory
- Training Engine Inventory
- Master Inventory List

8C.7 A selection process is in place for training and educational resource materials.

### **Description**

Prior to each academy, Officer Development Program (ODP), or Engineer Development Program (EDP), the training cadre meets to discuss needed educational materials.

Materials are assessed at that time to determine if they still support the operational doctrine. Curriculums and bibliographies are provided for each class and are announced prior to the start of each program.

### **Appraisal**

The training division was responsible for reviewing and selecting training and educational materials. The training division met prior to the start of the last lateral and recruit academies as well as prior to the latest classes of the Engineer Development Program and Officer Development program to determine what resources would be used. The training division updated all department CPSs and IPSs prior to the most recent recruit and lateral academies as well.

### **Plan**

The training division will continue to review the training and educational materials it uses annually or before each academy or development program. The training division will use Field Training Officers and training captains to more actively solicit feedback on the materials used through in person meetings or surveys.

### **References**

- Professional Development Update
- Professional Development Program Announcement 2021
- Engineer Development Academy Bibliography 2022

**CC 8C.8 Training materials are evaluated, at least annually, to reflect current practices and meet the needs of the agency.**

**Description**

The department evaluates training materials before and after each academy, Officer Development Program (ODP), and Engineer Development Program (EDP). All training materials are checked to ensure that they are current, in line with the department's operational doctrine, and suit the needs of the department. Feedback from line personnel and field training officers (FTOs) is also used to evaluate the efficacy of current training documents. All training documents must be reviewed annually as part of the department's program appraisal standard operating guideline.

**Appraisal**

The evaluation process has been informal but has suited the needs of the department so far. The addition of a feedback mechanism through the department's operational website and FTOs has added an element of buy-in from the line personnel.

**Plan**

As part of the new program appraisal SOG, all departments will review and evaluate internal documents germane to their division annually during the appraisal process. The training division will continue to review training materials before each academy and professional development program.

**References**

- ASOG – Program Appraisals
- Professional Development Update
- Professional Development Program Announcement 2021
- Engineer Development Academy Bibliography 2022