
Signal Mountain Fire Department



Fire Department Comparison Fire Study

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Municipal Technical Advisory Service



Municipal Technical Advisory Service
INSTITUTE for PUBLIC SERVICE

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Introduction and Scope of Work

The University of Tennessee Municipal Technical Advisory Service (UT MTAS) staff strives daily to meet its consensus mission. As an agency of the University of Tennessee and in collaboration with the Tennessee Municipal League, MTAS leverages the resources of the University of Tennessee to improve the lives of the people of Tennessee with technical consulting, research, and training for municipal governments. This study works toward meeting UT MTAS's mission. The scope of this study includes comparing the Signal Mountain Fire Department to approximately 30 municipalities provided by the town o research and compare to Signal Mountain. The final version of this report will be provided to the Town of Signal Mountain, Tennessee, in an electronic format.

Background

The Town of Signal Mountain requested through MTAS Management Consultant Honna Rogers that a fire department study be completed on their fire department. As a part of the study, stakeholder interviews were conducted with Town Councilmember Elizabeth Baker, then Town Manager James Smith, Police Chief Mike Williams, Signal Mountain Fire Department Captain/Training Officer Sam Guin, and Fire Chief Eric Mitchell on May 31, 2022, and Mayor Charles Poss virtually vis Zoom on June 16, 2022. During these interviews, it was determined that the stakeholders wanted the study to analyze fire department staffing, rank structure, number of fire stations, fire department fire apparatus, and staff professional credentials. The study considered each item listed as they were measured against national consensus standards provided by the National Fire Protection Association (NFPA).

This comparison study requested focused on comparing Signal Mountain's resources to those of other cities and towns rather than national standards. A list of cities and towns to be compared was provided to MTAS by the town. MTAS Fire Management Consultant Steven Cross then collaborated with MTAS Research Librarian Frances Adams-O'Brien to develop a survey to gain as much information as possible. The cities and towns requested to be compared as follows in alphabetical order: Bloomingdale, Brownsville, Chattanooga, Clinton, Collegedale, Covington, Dunlap, East Ridge, Fairfield Glade, Fairview, Harrison, Jefferson City, Lakesite, Lexington, Lookout Mountain, Milan, Nolensville, Oakland, Pulaski, Red Bank, Ridgeside, Signal Mountain, Soddy Daisy, South Pittsburg, Thompson Station, Walden Ridge, Whitwell, and Winchester. The request was also made to compare cities and towns in Georgia as follows: Fort Oglethorpe, Ringold, and Rossville.

Of the surveyed municipalities, the following responded: Brownsville, Chattanooga, Covington, Dunlap, Jefferson City, Lexington, Milan, Nolensville, Pulaski, Red Bank, Signal Mountain, Soddy Daisy, and Whitwell. Collegedale and Thompson Station do not have a municipal fire department. Thompson Station relies on the Williamson County Volunteer Fire Department and Spring Hill Fire Department for fire protection. Collegedale relies on the Tri-Community Fire Department to provide public safety fire services for their

communities. Since Fort Oglethorpe, Ringold, and Rossville are in Georgia, we did not survey these communities.

Public Safety-Fire Department

The Signal Mountain Fire Department is compared to as many requested departments as possible in the following sections of this report. Many of the towns and cities are comparable to Signal Mountain, but some requests are much larger or, which may need a better comparison.

Population, Fire Staffing, Insurance Service Office Rating

The Town of Signal Mountain has a population of 8,852, enjoys an ISO classification of 2, and provides public safety fire services through its 29 full-time firefighters. The departments that responded to the MTAS survey range in population from a high of 181,099 to a low of 1,641. The ISO classifications range from a low of 1 to a high of 5. Notably, cities/towns in a similar population range have a 2 or 3 ISO classification. The movement of the ISO classification impacts the insurance premiums of the property owners in Signal Mountain. According to the Tennessee Comptroller's office, one- and two-family residences in Signal Mountain are valued at \$273,849,775. Table 1 outlines the respondents' survey results for population, ISO classification, and 24/7 staffing status. Improving or worsening the ISO classification is predicted to impact residents' insurance premiums by \$38,338 annually or \$191,694 over five years.

Department	Population-2022	ISO Classification	Department staffed 24-hours/7-days a week?
Brownsville	9,788	3	Yes
Chattanooga	181,099	1	Yes
Covington	8,663	2	Yes
Dunlap	5,357	4	No
Jefferson City	8,419	3	Yes
Lexington	7,956	2	Yes
Milan	8,171	5	Yes
Nolensville	13,829	3	Yes
Pulaski	8,397	4	Yes
Red Bank	11,899	3	Yes
Signal Mountain	8,852	2	Yes
Soddy-Daisy	13,070	3	Yes
Whitwell	1,641	5	No

Table 1-Population, ISO Classification, 24/7 Staffing Comparison

Fire Staffing

Fire Department staffing is complex. When we refer to ISO and NFPA, both recommend 4-6 staff per fire apparatus to staff the fire department adequately. To earn full ISO credit for staffing, the department must arrive on the scene of each structure fire with a minimum of 16 firefighters. Refer to Figure 1. Of the survey respondents, only one department has adequate staffing to put 16 firefighters on a structure fire incident. Table 2 reflects the survey results for each respondent department. Signal Mountain has the best full-time staffing of any department that responded to the survey.

Department	Number-Fulltime	Number-Part-Time	Number-Volunteer	Number-Public Safety
Brownsville	26	0	30	0
Chattanooga	427	0	0	0
Covington	26	0	6	0
Dunlap	0	0	25	0
Jefferson City	17	15	5	0
Lexington	15	1	19	0
Milan	23	4	5	0
Nolensville	11	25	26	0
Pulaski	5	3	0	19
Red Bank	15	21	6	0
Signal Mountain	29	0	0	0
Soddy-Daisy	10	12	25	47
Whitwell	0	0	24	0

Table 2-Fire Department Total Staffing

Initial Alarm Deployment of Firefighting Personnel

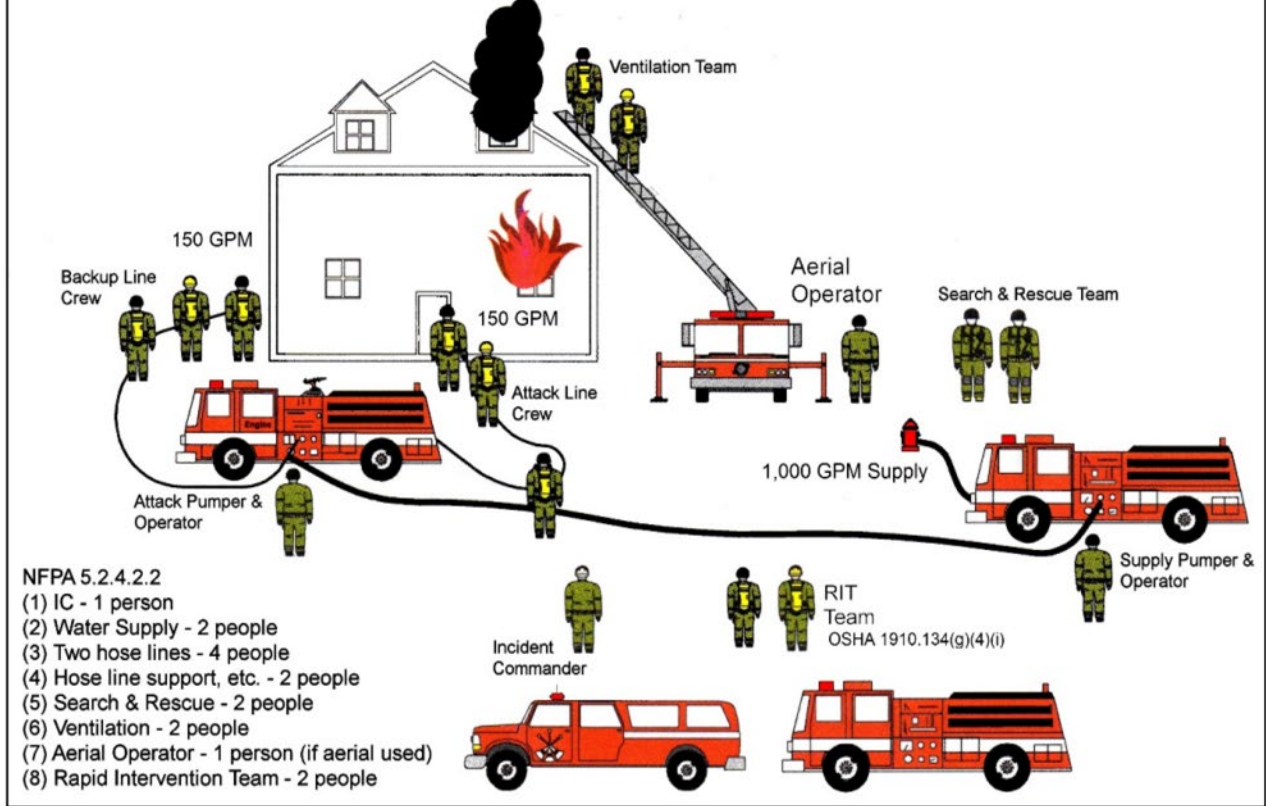


Figure 1-NFPA 1710 Structure Fire Assignment

• Incident Commander	1
• Apparatus Water Supply	2
• Rapid Intervention Crew	2
• Primary Hose Line-Attack	2
• Secondary Hose Line-Safety	2
• Hose Line Support	2
• Search and Rescue	2
• Ventilation Crew	2
• <u>Aerial Apparatus Operator</u>	<u>1</u>
Total	16-firefighters assigned

Fire Suppression Shift and Work Period

Respondents were asked to provide their fire department shift length, work schedule, and work period information. The US Department of Labor enforces the Fair Labor Standards Act as it pertains to municipal employees. Employees engaged in fire protection, are eligible for the section 207(k) partial exemption to overtime compensation. What this means is that fire departments can assign their employees to a work period between 7 days and 28 days. Table 3 outlines the data collected. One important note about work period length, a work period extended to 28 days reduces the overtime burden on the municipality.

Department	Suppression Shift	FLSA-207(k) Work Period	FLSA-207(k) Overtime Threshold
Brownsville	24/48	14	106 Hours
Chattanooga	24 on/off X3 then 96 off	27	204 Hours
Covington	24 on 24 off for 14 and off 8 x 24	21	158 Hours
Dunlap	Volunteer	Volunteer	N/A
Jefferson City	24 on/off X3 then 96 off	28	212 Hours
Lexington	24/48	7	53 Hours
Milan	Other	56 hrs. per week	53 Hours
Nolensville	48/96	28	212 Hours
Pulaski	48/48	14	106 Hours
Red Bank	24 on/off X3 then 96 off	27	204 Hours
Signal Mountain	24 on/off X3 then 96 off	28	212 Hours
Soddy-Daisy	24 on/off X3 then 96 off	27	204 Hours
Whitwell	Other	N/R	N/R

Table 3-Fire Suppression Work Shift, Work Period, Overtime Threshold

Fire Department Incident Responses, Property Loss, and Response Costs

More than just reviewing raw numbers, it is good to analyze some of the outcomes to determine efficiency. Table 4 reports property loss due to fire as self-reported to the National Fire Incident Reporting System. The percentage of loss is calculated by dividing the total property value by the property loss. The costs per incident response is calculated by dividing the department's total budget by the number of incidents responded to. Signal Mountain does have a low percentage of property loss but has the highest cost per incident response than other departments

Department	2021 Property Value-Fire Loss (Reported via NFIRS)	Percentage-Fire Property Loss	2021-Total Incident Responses	Costs-Per Incident Response
Brownsville	\$1,087,827.00	0.170%	542	\$3,824
Chattanooga	\$8,814,840.00	0.038%	21,944	\$2,643
Covington	\$1,262,300.00	0.080%	2,344	\$904
Dunlap	\$233,000.00	0.018%	115	\$2,849
Jefferson City	\$258,370.00	0.036%	1,297	\$1,157
Lexington	\$264,200.00	0.039%	659	\$2,276
Milan	\$24,750.00	0.005%	956	No Budget Provided
Nolensville	\$212,000.00	0.008%	1,059	\$1,738
Pulaski	\$577,925.00	0.070%	219	\$2,505
Red Bank	\$189,750.00	0.017%	906	\$1,702
Signal Mountain	\$627,200.00	0.047%	466	\$5,748
Soddy-Daisy	\$377,000.00	0.032%	500	\$4,506
Whitwell	\$302,100.00	0.280%	54	\$815

Table 4-Incident Responses, Fire Loss, and Cost Per Response

Table 5 specifies the specific type incidents each of the respondent fire departments responded to in 2021. We use 2021 data that was self-reported by the agency to the National Fire Incident Reporting System (NFIRS). Series 100 is all types of fires; Series 200 is overpressure/rupture, explosion, overheated with no fire; Series 300 is rescue and emergency medical services; Series 400 is hazardous conditions with no fire; Series 500 is service call; Series 600 is good intent call. Good intent calls are incidents that the department is dispatched to but canceled while responding, sent to the wrong location, or no emergency found; Series 700 is a false alarm and false call; Series 800 is severe weather and natural disaster, and Series 900 is special incident type This type call is a citizen complaint or another type of complaint.

Municipality	100 Fire	200 Rupture/Explosion	300 Rescue/Emergency Medical	400 Hazardous Condition No Fire	500 Service Call	600 Good Intent	700 False Alarm	800 Severe Weather	900 Special Incident Type
Brownsville	136	0	223	26	11	16	127	3	0
Chattanooga	746	72	10,264	785	3,124	3,689	3,194	13	57
Covington	96	2	1,930	30	48	131	100	4	3
Dunlap	46	0	8	4	7	47	3	0	0
Jefferson City	26	0	876	43	114	104	132	1	1
Lexington	36	0	352	66	91	46	67	1	0
Milan	38	5	642	8	111	55	78	10	9
Nolensville	33	2	651	47	73	100	151	2	0
Pulaski	39	2	21	16	18	35	86	0	2
Red Bank	26	2	452	62	193	103	65	2	1
Signal Mountain	11	0	75	43	197	88	44	1	7
Soddy Daisy	21	1	292	12	76	70	28	0	0
Whitwell	16	0	13	3	13	2	6	1	0

Table 5-2021 Incident Responses by Type

Firefighter and Civilian Injuries and Death

Fire departments must work to minimize civilian and firefighter injuries and death. In 2021 Signal Mountain did not report any civilian injuries or deaths due to fire incidents. Signal Mountain did not report any firefighter injuries or deaths during the same reporting year due to fire incidents. Table 6 specifies the data self-reported to the National Fire Incident Reporting System for 2021.

Municipality	Fire-Related Civilian Injury	Fire-Related Civilian Death	Firefighter Injury	Fire Related Firefighter Death
Brownsville	0	1	0	0
Chattanooga	15	0	16	0
Covington	1	0	2	0
Dunlap	0	1	0	0
Jefferson City	0	0	0	0
Lexington	1	0	1	0
Milan	0	0	0	0
Nolensville	0	1	0	0
Pulaski	0	0	0	0
Red Bank	0	0	0	0
Signal Mountain	0	0	0	0
Soddy Daisy	2	1	0	0
Whitwell	0	0	0	0

Table 6-Civilian and Firefighter Injury and Deaths Due to Fire Incidents

Fire Stations and Age of Stations

Survey respondents specified the number and oldest fire station in their town or city. Fire stations are critical infrastructure due the services provided by the firefighters assigned to each facility. Fire stations contain equipment and gear that are regularly contaminated with carcinogenic materials that must be decontaminated. Table 7 outlines survey results documenting fire stations between the newest at 5-years old and the oldest at 69-years old. Fire stations should provide a safe workplace for firefighters. One component of a fire station should be an automatic fire sprinkler system.

Department	Number-Fire Station	Age-Oldest Fire Station
Brownsville	3	45
Chattanooga	20	62
Covington	2	26
Dunlap	2	50
Jefferson City	1	12
Lexington	3	30
Milan	N/R	N/R
Nolensville	1	26
Pulaski	2	69
Red Bank	2	42
Signal Mountain	2	40
Soddy-Daisy	3	40
Whitwell	1	5

Table 7-Fire Station and Age

Fire Apparatus and Age of Fire Apparatus

NFPA 1710 specifies the need for a pumper apparatus no more than 1.5 miles from each structure in the community. It further specifies that if there are five or more structures 32' or taller in the community, a ladder apparatus should be located within 2.5 miles of these structures. Table 8 reports the number of pumper and ladder apparatuses used by each municipality. In the case of Signal Mountain, there is a need for two pumpers and one ladder/quint apparatus since Signal Mountain Fire is deployed from two fire stations.

Department	Number-Frontline Pumper Apparatus	Number-Reserve Pumper Apparatus	Number-Ladder Fire Apparatus	Number-Frontline Quint Fire Apparatus	Number-Reserve Ladder/Quint Fire Apparatus
Brownsville	4	1	0	1	0
Chattanooga	7	4	5	9	4
Covington	3	1	1		0
Dunlap	3	1	1	0	0
Jefferson City	3	1	0	1	0
Lexington	2	2	1	1	0
Milan	2	1	0	1	0
Nolensville	1	1	0	0	0
Pulaski	3	0	0	1	0
Red Bank	2	2	0	0	0
Signal Mtn	2	1	0	1	1
Soddy-Daisy	3	1	1	0	0
Whitwell	2	0	0	0	0

Table 8-Number of Frontline and Reserve Apparatus

Table 9 NFPA 1901 is the standard that outlines the lifespan of fire apparatus in frontline service and reserve service status. Signal Mountain’s fire apparatus replacement program is compliant with NFPA frontline, but the reserve pumper at 30 years of age is outside the 25-year service lifespan and the reserve quint is approaching its 25-year age lifespan.

Department	Age-Oldest Frontline Pumper Apparatus	Age-Oldest Reserve Pumper Apparatus	Age-Oldest Frontline Ladder Apparatus	Age-Oldest Frontline Quint Fire Apparatus	Age-Oldest Reserve Ladder/Quint Fire Apparatus
Brownsville	26	20	0	33	
Chattanooga	21	27	12	21	21
Covington	15	92	6		6
Dunlap	37	30	30		
Jefferson City	20	25	0	20	0
Lexington	22	20	1	1	0
Milan	15	31	0	36	36
Nolensville	1	9			
Pulaski	16			23	
Red Bank	19	43	0	0	0
Signal Mtn	12	30	0	7	23
Soddy-Daisy	31	31	39	N/A	N/A
Whitwell	38	N/A	N/A	N/A	N/A

Table 9-Fire Apparatus and Age of Fire Apparatus

Fire Department Budget

Cities and towns should allocate dollars to support the operation and administration of their fire department. In the case of the respondent surveyed departments, salary and benefits range from 0% in volunteer departments to 93.87% for a combination fire department. When analyzing a budget, I separate people (salary/benefits) and stuff. In a career department, it is not unusual to see the salary and benefits portion of the budget to be 85% or more of the total budget. Table 10 is the data collected in reference to the budgets of the respondent fire departments.

Department	Fire Budget: - FY2022 Fire Department Budget (including salary and benefits)	Fire Budget: - FY2022 Fire Department Budget (minus salary and benefits)	Fire Budget- Percentage Salary/Benefits	Fire Budget- Percentage Stuff
Brownsville	\$2,072,512.00	\$127,100.00	93.87%	6.13%
Chattanooga	\$58,000,000.00	\$4,640,000.00	92.00%	8.00%
Covington	\$2,118,500.00	\$507,500.00	76.04%	23.96%
Dunlap	\$327,630.00	\$327,630.00	0.00%	100.00%
Jefferson City	\$1,500,000.00	\$200,000.00	86.67%	13.33%
Lexington	\$1,500,000.00	\$459,000.00	69.40%	30.60%
Milan	No Budget Reported	No Budget Reported	0.00%	0.00%
Nolensville	\$1,841,000.00	\$600,000.00	67.41%	32.59%
Pulaski	\$548,550.00	\$121,650.00	77.82%	22.18%
Red Bank	\$1,542,129.00	\$366,950.00	76.20%	23.80%
Signal Mtn	\$2,678,359.00	\$526,543.00	80.34%	19.66%
Soddy-Daisy	\$2,253,100.00	\$1,199,500.00	46.76%	53.24%
Whitwell	\$44,000.00	\$44,000.00	0.00%	100.00%

Table 10-Fire Department Budget

Conclusions

Our initial study of the Signal Mountain Fire Department, dated September 2022, focused primarily on evaluating fire department staff, staff training, fire facilities, fire apparatus, and equipment against the appropriate National Fire Protection Association (NFPA) consensus standards. For the most recent study, dated December 2022, it was requested that the Signal Mountain Fire Department be evaluated or compared against a list of other fire departments provided by the town. Recommendations were made in the September study based on NFPA standards. This study focuses on comparison with other departments. This would assume that the comparison departments comply with NFPA standards and nationally recognized best practices.

Two primary concerns are almost always considered when studying a fire department; one being is the Signal Mountain Fire Department the correct size and secondly, does the town invest the proper percentage of the overall budget to the fire department. To reduce the investment in the fire department, there are always tradeoffs. There may be a reduction in costs for the town, but it is traded for additional risks to the residents of the town, additional risks to the firefighters, additional costs for property insurance, and so forth.

As part of the September study, it was communicated to the elected officials that the Signal Mountain Fire Department has a professional and progressive fire chief. As such, the fire chief identifies risks in the community and then attempts to reduce or mitigate those risks by moving the department toward administrative and operational NFPA compliance. The elected officials were reminded that as risks are identified and mitigation strategies are presented, they are responsible for determining acceptable risks in the Town of Signal Mountain. The elected officials must balance risks with the available revenue to invest in the community's public safety services.

The following bullets are items that can be considered and evaluated that, if implemented, could reduce some costs associated with a municipal fire department. It is strongly recommended to remember and assess the tradeoffs in resident and firefighter safety and the potential for increased property insurance premiums through ISO classification regression.

Since fire staffing is the most significant percentage of the fire department's budget, this is where most analysts begin looking to reduce budget allocations. Strategies to reduce costs may include:

- Lengthening the Fair Labor Standards Act (FLSA) work period to 28 days. Lengthening the work period to the maximum allowable potentially reduces overtime costs. However, Signal Mountain Fire has already assigned its staff to a 28-day work period.
- Implementation of a sleep time deduction. Firefighters are assigned to a 24.25-hour work shift. Then the department identifies a sleep period of up to 8 hours each shift.

Firefighters are on duty at the fire station but are not paid for these hours unless they are called to work an incident. Based on the department's call volume, this can be very complex in documenting and paying actual hours worked during sleep time.

- Reducing the number of fire staff with a corresponding revision of the department's minimum staffing policy and a reduced first alarm assignment of firefighters and apparatus to fires will reduce the overall staff cost.

Other considerations could be personnel, facilities, and other plant operations.

- Operationally, the department can study its energy costs at fire stations. Smart thermostats, minimum/maximum temperature programming, on-demand water heaters, occupancy sensors to turn lights off when no one is in the room, energy-efficient lighting, etc., can be implemented. I collaborated with the Tennessee Valley Authority to evaluate my stations and provide an energy audit outlining how to reduce energy costs.
- Reducing non-incident/department travel using fire apparatus. Staff can be required to bring food and beverages to their duty station with them rather than travel to stores or restaurants throughout the shift on fire apparatus.
- Staff assigned to a take-home vehicle could be assigned to a 4-days workweek and respond as needed during off-duty hours. This will reduce travel to and from their home and duty station.

Should the Town of Signal Mountain choose to develop and implement any of the items to consider, UT MTAS is more than happy to assist the town in its planning and implementation.

Appendixes

Appendix A-Population, ISO Classification, and 24-Hour Status

Department	Population-2022	ISO Classification	Is the department staffed 24 hours/7 days a week?
Brownsville	9,788	3	Yes
Chattanooga	181,099	1	Yes
Covington	8,663	2	Yes
Dunlap	5,357	4	No
Jefferson City	8,419	3	Yes
Lexington	7,956	2	Yes
Milan	8,171	5	Yes
Nolensville	13,829	3	Yes
Pulaski	8,397	4	Yes
Red Bank	11,899	3	Yes
Signal Mtn	8,852	2	Yes
Soddy-Daisy	13,070	3	Yes
Whitwell	1,641	5	No

Appendix B-Fire Department Staffing by Status

Department	Number-Fulltime	Number-Part-Time	Number-Volunteer	Number-Public Safety
Brownsville	26	0	30	0
Chattanooga	427	0	0	0
Covington	26	0	6	0
Dunlap	0	0	25	0
Jefferson City	17	15	5	0
Lexington	15	1	19	0
Milan	23	4	5	0
Nolensville	11	25	26	0
Pulaski	5	3	0	19
Red Bank	15	21	6	0
Signal Mtn	29	0	0	0
Soddy-Daisy	10	12	25	47
Whitwell	0	0	24	0

Appendix C-Shift Assignment, FLSA 207(k) Work Period, and Overtime Threshold

Department	Suppression Shift	FLSA-207(k) Work Period	FLSA-207(k) Overtime Threshold
Brownsville	24/48	14	106 Hours
Chattanooga	24 on/off X3 then 96 off	27	204 Hours
Covington	24 on 24 off for 14 and off 8 x 24	21	158 Hours
Dunlap	Volunteer	Volunteer	N/A
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Nolensville	48/96	28	212 Hours
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Signal Mtn	24 on/off X3 then 96 off	28	212 Hours
Soddy-Daisy	24 on/off X3 then 96 off	27	204 Hours
Whitwell	Other	N/R	N/R

Appendix D-Property Value, Percentage Fire Loss, Cost Per Response

Department	2021 Property Value-Fire Loss (Reported via NFIRS)	Percentage-Fire Property Loss	2021-Total Incident Responses	Costs-Per Incident Response
Brownsville	\$1,087,827.00	0.170%	542	\$3,824
Chattanooga	\$8,814,840.00	0.038%	21,944	\$2,643
Covington	\$1,262,300.00	0.080%	2,344	\$904
Dunlap	\$233,000.00	0.018%	115	\$2,849
Jefferson City	\$258,370.00	0.036%	1,297	\$1,157
Lexington	\$264,200.00	0.039%	659	\$2,276
Milan	\$24,750.00	0.005%	956	No Budget Provided
Nolensville	\$212,000.00	0.008%	1,059	\$1,738
Pulaski	\$577,925.00	0.070%	219	\$2,505
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Signal Mtn	\$627,200.00	0.047%	466	\$5,748
Soddy-Daisy	\$377,000.00	0.032%	500	\$4,506
Whitwell	\$302,100.00	0.280%	54	\$815

Appendix E-Civilian and Firefighter Injury and Death Due to Fire Incidents

Municipality	Fire Related Civilian Injury	Fire Related Civilian Death	Firefighter Injury	Fire Related Firefighter Death
Brownsville	0	1	0	0
Chattanooga	15	0	16	0
Covington	1	0	2	0
Dunlap	0	1	0	0
Jefferson City	0	0	0	0
Lexington	1	0	1	0
Milan	0	0	0	0
Nolensville	0	1	0	0
Pulaski	0	0	0	0
Red Bank	0	0	0	0
Signal Mountain	0	0	0	0
Soddy Daisy	2	1	0	0
Whitwell	0	0	0	0

Appendix F- 2021 Incident Responses by Incident Type

Municipality	100 Fire	200 Rupture/Explosion	300 Rescue/Emergency Medical	400 Hazardous Condition No Fire	500 Service Call	600 Good Intent	700 False Alarm	800 Severe Weather	900 Special Incident Type
Brownsville	136	0	223	26	11	16	127	3	0
Chattanooga	746	72	10,264	785	3,124	3,689	3,194	13	57
Covington	96	2	1,930	30	48	131	100	4	3
Dunlap	46	0	8	4	7	47	3	0	0
Jefferson City	26	0	876	43	114	104	132	1	1
Lexington	36	0	352	66	91	46	67	1	0
Milan	38	5	642	8	111	55	78	10	9
Nolensville	33	2	651	47	73	100	151	2	0
Pulaski	39	2	21	16	18	35	86	0	2
Red Bank	26	2	452	62	193	103	65	2	1
Signal Mountain	11	0	75	43	197	88	44	1	7
Soddy Daisy	21	1	292	12	76	70	28	0	0
Whitwell	16	0	13	3	13	2	6	1	0

Appendix G- Fire Stations and Age

Department	Number-Fire Station	Age-Oldest Fire Station
Brownsville	3	45
Chattanooga	20	62
Covington	2	26
Dunlap	2	50
Jefferson City	1	12
Lexington	3	30
Milan	N/R	N/R
Nolensville	1	26
Pulaski	2	69
Red Bank	2	42
Signal Mtn	2	40
Soddy-Daisy	3	40
Whitwell	1	5

Appendix H-Number of Fire Apparatus

Department	Number-Frontline Pumper Apparatus	Number-Reserve Pumper Apparatus	Number-Ladder Fire Apparatus	Number-Frontline Quint Fire Apparatus	Number-Reserve Ladder/Quint Fire Apparatus
Brownsville	4	1	0	1	0
Chattanooga	7	4	5	9	4
Covington	3	1	1		0
Dunlap	3	1	1	0	0
Jefferson City	3	1	0	1	0
Lexington	2	2	1	1	0
Milan	2	1	0	1	0
Nolensville	1	1	0	0	0
Pulaski	3	0	0	1	0
Red Bank	2	2	0	0	0
Signal Mtn	2	1	0	1	1
Soddy-Daisy	3	1	1	0	0
Whitwell	2	0	0	0	0

Appendix I-Fire Apparatus Age in Years

Department	Age-Oldest Frontline Pumper Apparatus	Age-Oldest Reserve Pumper Apparatus	Age-Oldest Frontline Ladder Apparatus	Age-Oldest Frontline Quint Fire Apparatus	Age-Oldest Reserve Ladder/Quint Fire Apparatus
Brownsville	26	20	0	33	
Chattanooga	21	27	12	21	21
Covington	15	92	6		6
Dunlap	37	30	30		
Jefferson City	20	25	0	20	0
Lexington	22	20	1	1	0
Milan	15	31	0	36	36
Nolensville	1	9			
Pulaski	16			23	
Red Bank	19	43	0	0	0
Signal Mtn	12	30	0	7	23
Soddy-Daisy	31	31	39	N/A	N/A
Whitwell	38	N/A	N/A	N/A	N/A

Appendix J-Fire Budget

Department	Fire Budget: - FY2023 Fire Department Budget (including salary and benefits)	Fire Budget: - FY2023 Fire Department Budget (minus salary and benefits)	Fire Budget- Percentage Salary/Benefits	Fire Budget- Percentage Stuff
Brownsville	\$2,072,512.00	\$127,100.00	93.87%	6.13%
Chattanooga	\$58,000,000.00	\$4,640,000.00	92.00%	8.00%
Covington	\$2,118,500.00	\$507,500.00	76.04%	23.96%
Dunlap	\$327,630.00	\$327,630.00	0.00%	100.00%
Jefferson City	\$1,500,000.00	\$200,000.00	86.67%	13.33%
Lexington	\$1,500,000.00	\$459,000.00	69.40%	30.60%
Milan	No Budget Reported	No Budget Reported	0.00%	0.00%
Nolensville	\$1,841,000.00	\$600,000.00	67.41%	32.59%
Pulaski	\$548,550.00	\$121,650.00	77.82%	22.18%
Red Bank	\$1,542,129.00	\$366,950.00	76.20%	23.80%
Signal Mtn	\$2,678,359.00	\$526,543.00	80.34%	19.66%
Soddy-Daisy	\$2,253,100.00	\$1,199,500.00	46.76%	53.24%
Whitwell	\$44,000.00	\$44,000.00	0.00%	100.00%

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