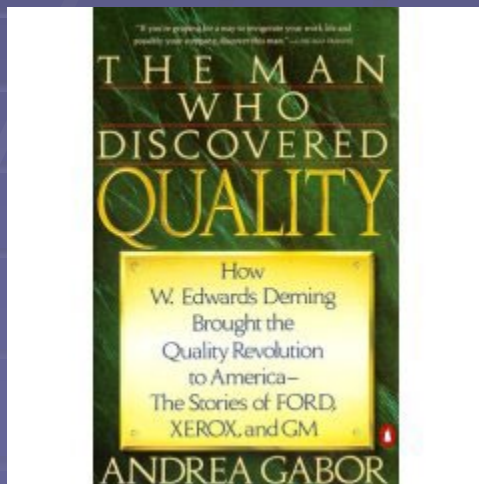*"Incremental improvement is preferred over the paralysis of waiting until we can achieve perfection."*

W. Edwards Deming

Commission on Fire Accreditation International

- *What does it mean to be an accredited fire department?*

- *How did we get to be accredited?*

- *Why is accreditation important?*

- *What happens next?*

Fire Service Accreditation

- Fire service accreditation began in 1986, when the International Association of Fire Chiefs (IAFC) and the International City-County Management Association (ICMA) met to develop the concepts and design for continuous improvement of the fire service industry.

- Dec. 13, 1996, an agreement was executed to create the Commission on Fire Accreditation International (CFAI) to award accreditation to fire and emergency service agencies.

March, 2006, the name was changed to Center for Public Safety Excellence

➤ The Commission on Fire Accreditation International became an entity under **CPSE**

➤ The Commission on Professional Credentialing was added --

  - Chief Fire Officer
  - Chief EMS Officer
  - Chief Training Officer
  - Fire Marshal
  - Fire Officer

Today, the CFAI website lists 161 accredited agencies

What is "Accreditation"?

- Accreditation is a comprehensive assessment and evaluation process that determines whether or not an agency is meeting certain predetermined standards or qualifications that are commensurate with its responsibility. Accreditation ensures a basic level of quality in the services received from an agency.

- It provides a model that assists the agency in continually improving the quality and performance of the organization.

Why is accreditation important to our fire department?

Local government executives face increasing pressure to "do more with less" and justify their expenditures by demonstrating a direct link to improved or expanded services. Particularly for emergency services, local officials need criteria to assess professional performance and efficiency. The CFAI accreditation process provides a well-defined, internationally-recognized benchmark system to measure the quality of fire and emergency services.

Benefits

1. Promotes excellence within the organization;
2. Encourages quality improvement through a continuous self assessment process;
3. Provides assurance to peers and the public that the organization has defined a mission and related objectives that will result in improving organizational performance;
4. Identifies areas of strength and weakness;
5. A methodology for building on strong points and addressing deficiencies;
6. Fosters pride in an organization, from department members, community leaders and citizens.

What it did for my department --

"Whether or not our organization would have been accredited or not, going through the process of an in-depth structured self assessment proved to be invaluable. Completing the "look in the mirror" proved to our members that there were things that we were doing that we were not doing as well as we could be and also the things that we were doing that was right on the mark as far as accepted or expected standards."

Steve Westermann, CFO, Fire Chief

Central Jackson County Fire Protection District (MO)

What accreditation has done for my department --

"By utilizing compelling evidence provided by the CFAI process, we validated the need for a new fire station, initiated an aggressive apparatus replacement schedule, improved our operational guidelines, and much more. The institutionalization of the accreditation model has vastly improved our capability to substantiate operational needs and to communicate those needs to our municipal government leaders."

Mike Stallings, CFO/EFO, Division Chief

Rocky Mount Fire Department (NC)

"It's much more than a plaque on the wall, a patch on your shirt, or a sticker on the apparatus door."

Andrew J. Rocca, Fire Chief
IOWA CITY FIRE DEPARTMENT

Ten Performance Evaluation Categories

1. Governance and Administration

2. Assessment and Planning

3. Goals and Objectives

4. Financial Resources

5. Programs

There are ten major categories, broken down into 43 criteria, with more than 253 performance indicators.

Category 5: Programs

a. Fire Suppression

b. Fire Prevention/Life Safety Program

c. Public Education Program

d. Fire Investigation Program

e. Technical Rescue

f. Hazardous Materials

g. Emergency Medical Services

h. Domestic Preparedness Planning and Response

i. Aviation Rescue and Firefighting Services

j. Marine and Shipboard and Firefighting Services

k. Other Programs

Evaluation Categories

6. Physical Resources
7. Human Resources
8. Training and Competency
9. Essential Resources
10. External Systems Relationships

Within the Categories

- Within each broad category there are specific Criterions (43) and divided among Criteria are 253 Performance Indicators

- The Performance Indicators define the areas where an agency can demonstrate they are addressing the categories and criteria

- Some Performance Indicators (82) are designated as Core Competencies

Elements of a Performance Indicator

- <u>Description</u> – describes the program, procedure or activity. Answers the question, "What are you currently doing in this area?"

- <u>Appraisal</u> – evaluates (measures) past performance of the program, procedure or activity

- <u>Plan</u> – answers the question, "What are your future plans?"

Collection of Data and Exhibits

- Exhibits and Data are needed to validate the agency's response to the performance indicators

- Examples:
  - Policies and Procedures
  - Records and Official Documents
  - Journals, Logs, Reports, and Meeting Minutes
  - Response Time Data

Measurement

- In the accreditation process there is some information that is qualitative and some that is quantitative

- Measurement provides a means of replacing qualitative distinctions with quantitative distinctions. It introduces precision into judgments

- Fire Service accreditation evaluation requires performance indicators be <u>verified</u> whether they be quantitative or qualitative

Accreditation Models

- **Fire Service** – CFAI
  - Performance based

- **Law Enforcement** – CLEA
  - Standards based

Steps to Accreditation

- ✓ <u>Registered Agency</u> – 3 yr
- ✓ <u>Applicant Agency</u> – 18 months
- ✓ <u>Candidate Agency</u> – Peer review of documents and on-site peer assessment
- ✓ <u>Accredited Agency</u> – 5 yrs with annual compliance reports
- ✓ <u>Re-Accreditation</u> – repeat steps 3 & 4 every five years thereafter

Our efforts began in 1997

In the beginning . . . Mission, Vision, & Values Statements

- *March 24, 1997* - The kick-off department meeting. This and five follow-up meetings were facilitated by Tim Shields of the Iowa Institute of Public Affairs. Mr. Shields met independently with each shift and the command staff. A final combined meeting led to the formation of the department's mission, vision, and values statements.

Self-Assessment

- *August 29, 1997* - Charter member committees established.

- Began by completing the 156 page Research and Information Collection Guide.

- Working out of the 2nd Edition Fire and Emergency Services Self-Assessment Manual. *Accredited under the 7th Edition.*

- *Seeking reaccreditation today under the 8th Edition of the FESSAM and the 5th Edition of the SOC.*

Original Committee Members

ADMINISTRATION AND SUPPORT			OPERATIONS	
B.C. Humston	Brenda Miller		B.C. Stutzman	Lt. Grier
Capt. Blank	FF. Langstaff		Capt. Smith	FF. Vest
Lt. Lacina	FF. Rohr		Capt. Barta	FF. Suedkamp
Lt. B. Platz	FF. Riss		Lt. Hanson	FF. Buser
Lt. Stimmel			Lt. Bok	FF. Tinnes
FIRE PREVENTION			TRAINING	
F.M. Jensen	FF. Koch		B.C. Brenneman	FF. Reyhons
Lt. Brown	FF. Knight		T.O. Dolan	FF. Henry
Lt. Kelly	FF. Greer		FF. Hansen	
FF. Wyss	FF. Bredman			

Self-Assessment

- *December 1999* First draft completed.
- The appraisals clearly identified our strengths as well as those areas in need of improvement.
- 'To-do lists' evolved as a popular way of tracking progress and prioritizing goals. *There was a lot of work to be done.*
- Some shortcomings were easily corrected, others required budget authority and/or a sequence of changes to ultimately comply.

Creating a <u>Strategic Plan</u>

"The process by which the organization can envision its future and develop the necessary procedures and operations to achieve that future."

ICFD 10-Year Strategic Plan

FY2003 to FY2012

Released July 2002

Strategic Plan

- *February 12, 2001* Jude West, Professor Emeritus, Management and Organizations Department, The University of Iowa, was retained to assist with the development.

- The committee included the ICFD command staff (Rocca, Jensen, Stutzman, Brenneman, Humston, Smith) PCD Assistant Director Jeff Davidson and citizen members Ann Rhodes and James Berry.

Strategic Plan

- *August 2002* The FY2003 to FY2012 plan was presented to council. It included 18 goals.

- *January 6, 2006* An addendum to the plan was released, adding nine (9) more goals to the FY2006 to FY2008 time frame.

- *2010* The FY2011 – 2016 Strategic Plan was presented to council. The plan included 6 broad goals.

- *July 2012* The FY2013 – FY2016 Strategic Plan Addendum was released.

Slow, Steady Progress . . .

- 11 of the original 18 Strategic Plan goals were completed or substantially completed.

- All 9 of the addendum goals to the Strategic Plan were completed or substantially completed.

- Considerable progress on the FY2011-FY2016 Strategic Plan led to a FY2013-FY2016 Strategic Plan Addendum.

Creating a <u>Standard of Cover</u>

"Those written policies and procedures that establish the distribution and concentration of fixed and mobile resources of an agency."

IOWA CITY FIRE DEPARTMENT
STANDARD OF RESPONSE COVERAGE
2007

Standard of Cover
- Key Elements -

- Risk assessment of the community

- Time and on-scene performance expectations

- Establishing an effective response force

- Distribution and concentration of resources

- Response reliability

- Historical response data

IOWA CITY

COMMUNITY RISK AND EMERGENCY SERVICE ANALYSIS
STANDARD OF COVER

Fire Department
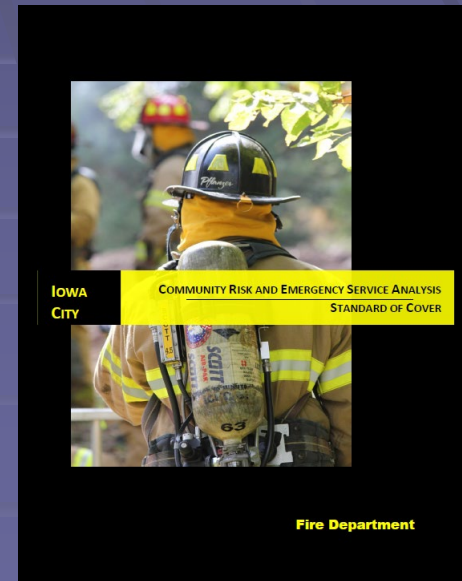
Student Interns and their contributions

- Adam Chapin *(2/2/05 – 12/30/05).* U of I mechanical engineering. Created an analysis tool in MS Excel to quantify risk for the 20,000 plus buildings in Iowa City. The <u>RHAVE</u> project was an important first step in enumerating the scope, complexity, and relationship of the various risk factors.

Student Intern

- Nick Prybil *(3/2/06 – 12/21/07).* U of I mechanical engineering major. Completed the RHAVE database and worked with Rick Havel of Johnson County Information Services to display risk data along with chronological layers of response data in a GIS map file.

Student Intern

- Bogdana Rus *(8/30/05 – 8/31/07).* U of I urban planning graduate student. Bogdana worked with all of our documents. She edited the PIs and put together the Standard of Response documents. She created the charts and graphs and assembled the required exhibits.

Student Intern

- Joe Enright *(August 2010 – May 2012)*. Mechanical Engineer student at the U of I. Joe took the now very large RHAVE spreadsheet and converted it to a database for easier access and sorting.

Student Intern

- Amal Eltahir *(July 1, 2011 – Present).* Graduate of Khartoum School of Architecture, Kartoum, Sudan. U of I M.S. candidate in the School of Urban and Regional Planning. Amal drafted a new SOC and provided GIS mapping skills. Today's SOC is very detailed and comprehensive - 258 pages long. Our first edition was 74 pages in length.

Peer Assessor
Duties & Responsibilities

- ✓ Review documentation & exhibits
- ✓ Conduct interviews
- ✓ Observe activities demonstrating compliance
- ✓ Verify & Validate – Do we do what we say we do?
- ✓ Affix scores where appropriate
- ✓ Write a draft report
- ✓ Participate in de-briefing

From 2008 - 2012

- Three ICFD command staff officers served as peer assessors on 10 different accreditation site visit teams.

- To participate cost our agency nothing.

- In every case the officer brought home a wealth of experience and knowledge that assisted us with incremental improvement efforts here at home.

August 13, 2008
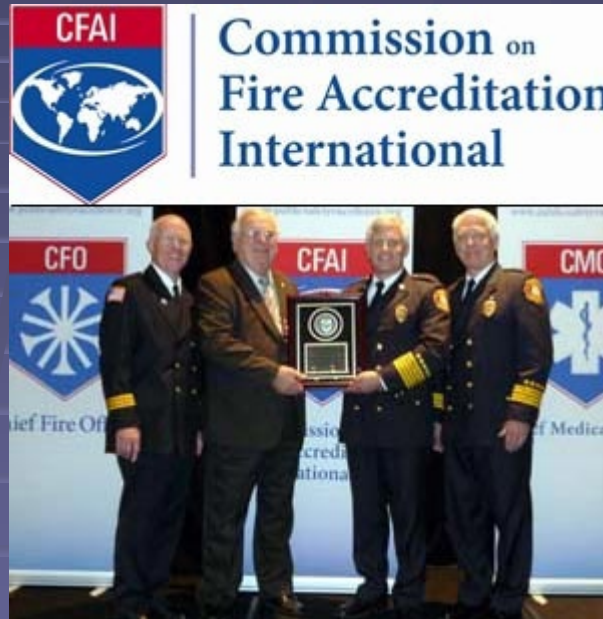
ICFD Agency Status

- Registered Agency - 3/15/05
  - Access to CFAI materials, newsletter, network
- Applicant Agency - 3/3/06
  - Must have accreditation manager
  - Must upload documents within 18 months
  - Scott Avery, accreditation mentor
- Candidate Agency - 9/13/07
  - Peer assessment team assigned
  - SharePoint site established – documents clarified and modified through February 2008
  - Site visit (March 2-6, 2008)
- Accredited Agency – 8/13/08
- Agency Reaccreditation Application – 6/25/12
- Site Visit – April of 2013

Results - <u>Policies</u> that didn't exist or have been substantially rewritten

- Research & Development
- Salute to Retirees
- Commercial Card Use
- Honor Guard
- Pager Use/Emergency Staffing
- Protective Clothing Inspection
- Critical Incident Stress Debriefing
- Training Program
- Funeral Leave Notification
- Conduct
- Near Miss Reporting
- Accidents Involving FD
- Injury/Illness Exposure
- Major Off-Duty Illness/Injury

- Emergency Resource List
- Commercial/Industrial Training
- Meritorious Exceptional Performance
- Station Assignments
- Personnel Development Evaluation
- Project Safe Place
- Receiving, Processing Personnel Complaints
- Facility Preventive Maintenance
- Policy and Data Review
- Serious Injury/Disability/Death
- Temporary Light Duty
- Organization Structure of the FD

Policies, continued . . .

- Code RED-Emergency Staffing & Callback
- Station Assignments
- Usage of Time
- Promotions
- New/Retired Checklist & Orientation Schedule
- Fees for FD Services
- Telephone/Cell Phone Etiquette
- Department Journal/Staff Activity Reports

- Annual Employee Survey
- Hazard Vulnerability Analysis
- Safety Procedures for FD Personnel
- Post-Incident Critique
- Facility Preventive Maintenance Inspection/Request for Repairs
- Youth Fire Setter Intervention
- Scheduling Station Tours and PR Activities
- ABDL Inspections

Results - <u>Guidelines</u> that didn't exist or have been substantially rewritten

- Fire Inspections
- Special Ops Response Team
- Rapid Damage Assessment
- Class A&B Foam Application
- Apparatus Refueling – Extended Operations
- Fireground Radio Talkgroup Approach Report
- Apparatus Riding Assignments
- Clandestine Drug Labs
- Emergency Communications Signal
- Flammable Gas Incidents
- High-Rise Operations
- Rapid Intervention Teams
- Fire Investigations
- Knox Operations
- Water/Ice Rescue
- Personal Protective Equipment

- Training Center Procedures
- Vehicle Extrication
- Out-of-District Coverage
- Response to Suspicious Packages
- Passport Accountability
- Incident Management System
- Trench Collapse
- Fireground Strategy
- Fireground Ventilation
- Structure Fire Operations
- Water Supply
- Procedures for Roadway Incidents
- Wilderness Search & Rescue
- Incident Command Post
- Dispatch Protocols
- Operating Procedures for Roadway
- Mutual Aid
- Clear Text Definitions

Guidelines, continued

- I-80 Automatic Joint Response
- Animal Rescue
- Pubic Education Guidelines
- Fire Prevention/Life Safety Program
- High-Rise Operations
- Water Supply
- MAY-DAY Operations
- Lost / Trapped Firefighter Basic Survival
- Rapid Intervention Crews
- Vehicle Extrication
- Structural Collapse Response

- Structure Fire Operations
- Fireground Ventilation
- Citizen Assist Calls for Service
- EMS Operations at Urban Search & Rescue
- Haz-mat Team Member Response Procedures
- Responding to Haz-mat Incidents
- Rope and Confined Space Rescue
- Trench/Collapse
- Wilderness Search and Rescue

More Results -- directly or indirectly related to accreditation

- Fire Station #2 reconstructed – 2009
- Fire Station #4 groundbreaking – 2009
- Videoconferencing equipment added - 2009
- AFG awarded to support electronic-based fire inspections – 2010
- New Strategic Plan – 2010
- CPAT testing began – 2010
- Fire Station #4 opened – 2011
- JECC opened - 2011

- Three new Pierce fire apparatus placed into service – 2011
- Rescue Boat delivered – 2011
- MDCs added – 2011
- Peer Fitness Trainers – 2011
- AFG awarded to support the implementation of Blue Card ICS – 2011
- ISO rating improved from Class 3 to Class 2 – 2011
- *i*Station web portal made operational – 2011
- FH Analytics purchased - 2012

So, What Happens Next?

- Document review and site visit that will result in a recommendation for reaccreditation.

- A whole new set of 'to-do lists' based upon report recommendations.

- The process repeats itself. The first annual compliance report will be due one year later.

- The business of accreditation is a process for our fire department and not a once every five year project.

Questions or Comments?

"If you don't chase perfection, you will never have a chance to catch excellence."

Vince Lombardi