

Fire Protection Policy Board



STRATEGIC PLAN

2008-2009

PREAMBLE

The Fire Protection Policy Board is pleased to present their 2008-2009 Strategic Plan. This Plan is a compilation of several documents; the State Fire Training and Education Master Plan, the Fire Prevention Master Plan, the Fire Training Business Plan, and the Fire Service Resources Mobilization Plan.

The Policy Board has selected three goals on which to focus in 2008 and 2009. These goals will be the focal point of efforts during the 2009 Biennial Legislative Session. They will also help direct work efforts of the Policy Board's standing committees; Training and Education Committee, Fire Prevention Committee, and Fire Defense Committee.

In the fall of 2009, the Policy Board will again convene to assess progress on the 2008-2009 goals and review the eight remaining goals and determine which goals will be included for emphasis in the 2011 Biennial Legislative Session. It is the intent of the Policy Board to ensure that its Strategic Direction is provided timely enough that this direction can be communicated to stakeholders and coincide with the state's budget cycle.

Fire Protection Policy Board

MISSION

The Fire Protection Policy Board provides leadership on statewide fire service issues and supports regional capacity to provide fire and life safety services for the citizens of Washington State.

GUIDING PRINCIPLES

- ◆ *We share responsibility with all interests to improve fire and life safety services.*
- ◆ *We acknowledge and recognize the diversity of stakeholders.*
- ◆ *We focus on outcomes.*

VISION

“The Fire Protection Policy Board serves as the guiding force to the public, fire service and legislature in the definition of statewide fire and life safety policy.”

SHORT TERM GOALS

(To be addressed between 04/01/08 – 12/31/09)

GOAL #1: Promote, support, and enhance training programs, capacity, and facilities throughout the state. RCW 43.43.934 (1) (a) (d) (e)

- ◆ **OBJECTIVE 1.1:** Implement and support the state fire training business plan written in December, 2005.
 - ⇒ Deliverable 1.1.1: Enhance facilities at the state fire training academy per the plan and funding (currently funded and being implemented)
 - ⇒ Deliverable 1.1.2: Provide for de-centralized delivery of training
 - Responsible: SFMO, September 2009 budget
 - ⇒ Deliverable 1.1.3: Enhance facilities at the state fire training academy per the plan.
 - Responsible: SFMO, September 2009 budget
- ◆ **OTHER OBJECTIVES ADDRESSED:**
 - ⇒ Fire prevention plan deliverable 1.1.1
 - ⇒ Fire training objective 4.2.1
 - ⇒ Fire training objective 4.2.2
 - ⇒ Fire training goal 3.1

GOAL #2: Develop and implement a web-based system for training, education, records management, and communication. RCW 43.43.934 (1) (a)

- ◆ **OBJECTIVE 2.1:** Determine the scope of the project
 - ⇒ Deliverable 2.1.1: Determine the needed standards for a web system
 - SFMO Team, with reps from Training and Education Committee, Fire Prevention Committee, Labor, and IT.
 - Due date: January 1st, 2009
 - ⇒ Deliverable 2.1.2: Review available technology and infrastructure needs within the parameters of any existing (or necessary) standards.
 - SFMO Team, with reps from Training and Education Committee, Fire Prevention Committee, Labor, and IT.
 - Due date: January 1st, 2009
 - ⇒ Deliverable 2.1.3: Determine needed funding; FTE, sponsorship. Or partnering opportunities. Determine capability for regional support. Include these components in a final "scope" report outlining the project.
 - SFMO Team, with reps from Training and Education Committee, Fire Prevention Committee, Labor, and IT.
 - Due date: January 1st, 2009
- ◆ **OBJECTIVE 2.2:** Develop an implementation plan
 - ⇒ Write an implementation plan addressing the scope issues under 2.1
 - SFMO Team
 - Due date June 2009

GOAL #3: Provide public fire and life safety education through the enhancement of state and local public education resources. RCW 43.43.934 (2)(b)

- ◆ **OBJECTIVE 3.1:** Provide the research and development capability to monitor best practices, evaluate loss data, and provide support for the refinement of the overall fire prevention and life safety plan.
 - ⇒ Deliverable 3.1.1: Conduct a gap analysis of the current data set, determining the need for new data points and refining the existing database. Work with USFA and local jurisdictions to determine best practice methods for collecting data and for agency cooperation.
 - SFMO
 - Due by September 2009
 - ⇒ Deliverable 3.1.2: Conduct a resource needs analysis related to the effort required to aggregate and publish loss data. Methods should focus on the end product, which is the way data will be used to enhance education efforts and/or better understand risk and loss.
 - SFMO
 - After January, 2009
- ◆ **OBJECTIVE 3.2:** (Longer Term) Once the needs analysis under Objective 3.1 has been completed, enhance the SFMO role as the primary facilitator for statewide fire and life safety education.
 - ⇒ Deliverable 3.2.1: Collaboratively provide training and education opportunities so that local or regional professionals in this field may perform with a higher level of efficiency. In addition, provide a regular communication vehicle (electronic and print) where results of fire and life safety education programs may be shared among practitioners across the state.
 - ⇒ Deliverable 3.2.2: Provide mini-grants to local or regional public fire and life safety education programs in two levels: First, for development of a plan intended to produce results, and second for implementation of quality, tested, and proven education programs.
 - ⇒ Deliverable 3.2.3: Develop model evaluation measures, and the data collection and analysis capabilities that will support evaluation of all fire and life safety programs.
 - ⇒ Deliverable 3.2.4: Conduct an annual “Best Practices” conference of public fire and life safety education programs to promote their adoption and use in other jurisdictions.
 - ⇒ Deliverable 3.2.5: Provide quarterly and annual reports listing the top causes of emergency incidents for the state, by region and county.

LONG TERM GOALS

(Not in any order of importance. To be re-considered during the Strategic Plan Review Session)

GOAL #4: Assure compliance with fire and life safety codes and provide a continuum of safety for new and existing buildings.

RCWs: 43.43.930, 43.43.934 (2) (b), 43.43.934 (1)(b)

- ◆ **OBJECTIVE 4.1:** Enhance the adequacy, consistency and quality of plan review and fire code enforcements services as required throughout the state.
 - ⇒ Deliverable 4.1.1: Establish a minimum level of plan review service that ensures compliance with the adopted fire code.
 - (a) Standards: Identify minimal professional standards for plan review. Develop minimum threshold for building occupancy or type that requires plan review.
 - (b) Technology: N/A
 - (c) Funding: N/A
 - (d) Legislation: N/A – Will be a voluntary standard.
 - (e) Regional Programs: N/A
 - ⇒ Deliverable 4.1.2: Establish a minimum level of inspection service that ensures compliance with the adopted fire codes for both newly constructed and existing buildings.
 - (a) Standards: Develop minimum threshold for type of occupancy that require inspections.
 - (b) Technology: N/A
 - (c) Funding: N/A
 - (d) Legislation: N/A – Will be a voluntary standard.
 - (e) Regional Programs: N/A
 - ⇒ Deliverable 4.1.3: provide local authorities having jurisdiction with assistance in assessing their needs for plan review and inspection services.

Work collectively with regional, county and local partners to coordinate consistent code adoption and implementation policies.

- (a) Standards: N/A – May need to identify minimal professional qualifications for referral.
- (b) Technology: N/A
- (c) Funding: Funding for FTE Code Enforcement Program Coordinator.
- (d) Legislation: FTE.
- (e) Regional Programs: Coordinate to meet unfulfilled local needs.

- ◆ **OBJECTIVE 4.2:** Foster and support partnerships to achieve consistent and quality fire code plan review and inspection services throughout the state.

Provide expertise at the state level that may serve as a regular resource for local and regional efforts.

⇒ Deliverable 4.2.1: Construct an annual “best practices” conference of plan review and fire code enforcement programs to promote their adoption and use in other jurisdictions. (Doing this now through the Fire Marshal’s Roundtable).

⇒ Deliverable 4.2.2: Provide a regular communication vehicle (electronic and print) where results of plan review and code enforcement programs may be shared among practitioners across the state.

(a) Standards: N/A

(b) Technology: Establish and support a webpage/bulletin board on the WSAFM website.

(c) Funding: N/A.

(d) Legislation: N/A

(e) Regional Programs: Local fire marshals input and answer questions through the web. (Possible long term need for an FTE Technical Code Expert)

- ◆ **OBJECTIVE 4.3:** Provide and/or develop) mode evaluation measures, and the data collection and analysis capability that supports proper evaluation of plan review and fire code enforcement programs.

(a) Standards: CFAI Accreditation

(b) Technology: N/A

(c) Funding: N/A.

(d) Legislation: N/A

(e) Regional Programs: N/A

- ◆ **OBJECTIVE 4.4:** Provide quarterly and annual reports listing the top causes of fires in commercial properties for the state by county and region.(Doing this now with NFIRS data)

GOAL #5: Provide fire investigations through adoption of goals that recognize the value of local capacity. RCWs: 43.43.934 (1) (b), 43.43.934 (2)(b)

(a) Standards: N/A. Already defined in the Fire Investigation Draft Proposal

(b) Technology: N/A

(c) Funding: Funding for training, local re-imbursement for investigators, and 1 FTE Fire Investigation Coordinator.

(d) Legislation: Funding, FTE, and any necessary implementation changes to current statute.

(e) Regional Programs: Coordination with local and regional fire investigation groups.

GOAL #6: Road Map: Adopt a professional development plan that outlines the knowledge, skills, and abilities needed to qualify fire protection personnel at the levels needed to perform the diverse array of fire service functions selected by the local fire protection agency. RCW 43.43.934 (1)(a)

- ◆ **OBJECTIVE 6.1:** Adopt policy regarding recommended standards of training (“road map”) that considers local fire department capabilities and the attendant need for training & education for core capabilities (e.g. wildland firefighting, structural firefighting), prevention & public education, specialized training (e.g. technical rescue, air-craft/shipboard firefighting) and enhanced training (e.g. supervisory & managerial). The “road map” must consider a variety of paths for the individual.
- ◆ **OBJECTIVE 6.2:** Adopt the International Association of Fire Chiefs “pyramid” model for fire service training & education and correlate it to the overall “road map” with specific standards and programs, especially those of a non-uniform nature (e.g. public education, fire prevention, etc.). The model must reflect the training and education necessary for a potential career progression of an individual from entry into the fire service through the top most levels of fire department executive management.
- ◆ **OBJECTIVE 6.3:** Identify those areas in the model that it will adopt as a state responsibility, and provide coordination with those opportunities best provided at a local, state, and national level.
- ◆ **OBJECTIVE 6.4:** Coordinate the state fire training and education master plan with the statewide fire prevention plan.

GOAL #7 Standards: Adopt current professional qualification standards for each level of job performance responsibility within the fire service. RCW 43.43.934 (1)(b)

- ◆ **OBJECTIVE 7.1:** Adopt appropriate nationally recognized standards for any and all jobs conducted by the fire service community. The Board has already established standards & accreditation processes for a growing number of skill levels (see *Appendix 2.1*).
- ◆ **OBJECTIVE 7.2:** Adopt certain basic minimum criteria to ensure safe & effective joint operations at mutual aid incidents and mobilization events recognizing the array of local community risk needs and fire department capabilities.
- ◆ **OBJECTIVE 7.3:** Adopt professional qualification standards and competencies for practitioners of public fire and life safety education programs, plan review fire code enforcement programs.

- ⇒ Deliverable 7.3.1: Collaboratively provide nationally accredited certification for those meeting professional qualification standards.
- ⇒ Deliverable 7.3.2: Develop and provide accreditation for effective local fire prevention and life safety education programs.

GOAL #8 Access: Enhance the ability for fire protection agencies to access quality training and education programs for local delivery. Facilitate readily available access for local fire protection agencies to obtain information, curriculum and assistance from an array of sources of training & education. RCW 43.43.934(1)(d)(e) RCW 43.43.934(1)(c)

◆ **OBJECTIVE 8.1:** Provide coordination and promote sharing of training resources between agencies on a local and regional basis to more efficiently utilize limited resources.

◆ **OBJECTIVE 8.2:** Work with the State Board for Community and Technical Colleges to support standardization and coordination of academic, vocational, and field training programs for the fire service.

◆ **OBJECTIVE 8.3:** Support the state's community colleges, technical colleges, and four year universities and colleges in delivering a coordinated and uniform system of career-preparatory and professional development training and education.

⇒ Deliverable 8.3.1: The Washington State Fire Service Education Association (WSFSEA) will create a fire science associate degree model curriculum for the state's college fire science degree programs. The curriculum will focus on producing graduating students who are immediately employable in the fire service as entry-level career firefighters.

⇒ Deliverable 8.3.2: The WSFSEA will create a professional development associate degree model curriculum fire service professional development degree programs. The degree will be developed as a transfer program, articulating into bachelor-level degree programs in Washington State universities and colleges.

⇒ Deliverable 8.3.3: The WSFSEA will collaborate with Washington universities and colleges to produce articulation agreement models for transfer into business administration, public service administration and/or fire service administration bachelor-level degree programs for administrative fire officer development.

⇒ Deliverable 8.3.4: Washington's community and technical colleges that provide fire science degree programs will become accredited to serve as testing venues for the Washington State Patrol's IFSAC certification processes.

- ◆ **OBJECTIVE 8.4:** Collaboratively provide training and education courses that take advantage of existing services (e.g. state training academy, community and technical colleges) and move practitioners toward professional qualification standards.

GOAL #9 Safety: Incorporate existing industry initiatives and seek new methods to focus on enhancing fire protection personnel safety.

- ◆ **OBJECTIVE 9.1:** Identify and promote a safety culture work environment in daily operations.

⇒ Deliverable 9.1.1: Provide ongoing risk management program to identify hazards, and minimum risks associated with workplace safety in accordance with WAC 296-305¹ “Vertical Standards” and NFPA Standard 1500².

⇒ Deliverable 9.1.2: Promote state support in use of Washington Administrative Code (WAC) 296-305 and National Fire Protection Association (NFPA) Standards 1001³, 1500, 1521⁴, 1561⁵, 1403⁶, and 1582⁷.

⇒ Deliverable 9.1.3: Provide safety curriculum and facilities, apparatus for equipment, and training curriculum links offered by organizations to support daily operations, i.e. International Association of Fire Fighters, International Association of Fire Chiefs, National Volunteer Fire Council and the National Fallen Firefighters’ Foundation.

- ◆ **OBJECTIVE 9.2:** Identify and promote a health and wellness culture.

⇒ Deliverable 9.2.1: Develop guidelines and programs embracing NFPA Standards 1521, 1582 and 1583⁸.

⇒ Deliverable 9.2.2: Encourage public and private relationships for support and delivery of guidelines and programs.

¹ Washington Administrative Code 296-305 Safety Standards for Fire Fighters

² NFPA 1500 Standard on Fire Department Occupational Safety and Health Program, 2007 Edition

³ NFPA 1001 Standard for Fire Fighter Professional Qualifications, 2002 Edition

⁴ NFPA 1521 Standard for Fire Department Safety Officer, 2008 Edition

⁵ NFPA 1561 Standard on Emergency Services Incident Management System 2002 Edition

⁶ NFPA 1403 Standard on Live Fire Training Evolutions, 2007 Edition

⁷ NFPA 1582 Standard on Comprehensive Occupational Medical Program for Fire Departments, 2007 Edition

⁸ NFPA 1583 Standard on Health-Related Fitness Programs for Fire Fighters, 2000 Edition

◆ **OBJECTIVE 9.3:** Promote the role of leadership in safety.

⇒ Deliverable 9.3.1: Promote delivery of IAFC development model (refer to *Goal 1.2*).

⇒ Deliverable 9.3.2: Provide curriculum embracing NFPA Standards 1041⁹, 1403, 1500, 1561 for delivery regionally.

◆ **OBJECTIVE 9.4:** Promote a safety focus in all training.

⇒ Deliverable 9.4.1: Provide and support state fire training guidelines embracing WAC 296-305, NFPA Standards 1041, 1401, 1500 and 1521.

⇒ Deliverable 9.4.2: Provide curriculum embracing WAC 296-305, NFPA Standards 1500 and 1521 for delivery regionally.

⇒ Deliverable 9.4.3: Provide operational verification documentation and reporting mechanism embracing WAC 296-305 and NFPA Standard 1401.

GOAL 10: Competency: Incorporate programs that measure competency through quality instruction and resulting performance of the responder. RCW 43.43.934 (1)(b)

◆ **OBJECTIVE 10:** Use qualified instructors for training program delivery.

⇒ Deliverable 10.1.1: Provide instructor development and continuing education in accordance with Washington State standards.

⇒ Deliverable 10.1.2: Provide instructor certification using Washington State standards.

⇒ Deliverable 10.1.3: Provide a periodic review of instructor performance based on Washington State standards.

⇒ Deliverable 10.1.4: Provide a database of qualified instructors by subject matter and curriculum.

⇒ Deliverable 10.1.5: Utilize subject matter experts that have been endorsed by their respective industry/discipline in conjunction with certified fire service instructors.

⁹ NFPA 1041 Standard for Fire Service Instructor Professional Qualifications, 2007 Edition

- ◆ **OBJECTIVE 10.2** Increase fire service personnel competency based on Washington State standards developed in *Strategy 2*.

⇒ Deliverable 10.2.1: Provide a database of certified individuals at all levels.

⇒ Deliverable 10.2.2: Perform initial competency evaluation for all fire service jobs based on Washington State standards.

⇒ Deliverable 10.2.3 Audit ongoing fire service personnel competency based Washington State standards.

⇒ Deliverable 10.2.4: Increase the use of the Washington State certification system for all fire service personnel.

GOAL 11: Update the All-Risk Mobilization Plan. RCW 43.43.962

- ◆ **OBJECTIVE 11.1** Complete a study to determine the risks that should be incorporated into the All-Risk Mobilization Plan.

⇒