



CPSE 2016 Annual Report

PROGRESSIVE LEADERSHIP | OUTCOMES | CONTINUOUS IMPROVEMENT



Center for
Public Safety
Excellence



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INTRODUCTION

Thank you for taking time to read the Center for Public Safety Excellence's (CPSE) first-ever Annual Report. 2016 marked the first full year of CPSE's 2016-2021 Strategic Plan and we are excited to share our activities and accomplishments from last year.

In developing our Strategic Plan, we began with stakeholder input. We received feedback from almost 100 members of the CPSE community on their expectations for the organization and their opinions on our strengths, weaknesses, opportunities, and threats. Drawing on our values statement, sharing this annual report is "our commitment to how we do business. It is a declaration that compels us to listen more, to consider our actions and their impact broadly, and to lead responsibly, transparently, and with integrity."

Whether as an accredited agency, credentialed officer, volunteer, or employee, at the heart of CPSE are people whose expertise and hard work collectively create a better fire and emergency service. Thank you for your contributions to CPSE's success and your commitment to leading the fire and emergency service to excellence.

Randy R. Bruegman, CFO, FIFireE
President

Preet Bassi
Chief Executive Officer

CPSE Board of Directors

Randy Bruegman, CFO, FIFireE	Fire Chief, Anaheim Fire Rescue	President
R. Allan Cain, CFO	Fire Chief, Town of Cary Fire Department	Vice-President
Kevin Miller	Principal, Reingold Communications	Secretary-Treasurer
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Thomas Harmer	County Administrator, Sarasota County	Director representing ICMA
Dr. Lori Moore-Merrell	Assistant to the General President, IAFF	Director representing IAFF
S. Jeff Piechura, CFO	Assistant Fire Chief, Sedona Fire District	Director representing IAFC
Jeffrey Pomeranz	City Manager, City of Cedar Rapids	Director representing ICMA

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COMMISSION ON FIRE ACCREDITATION INTERNATIONAL

2016 was a tremendous year for the Commission on Fire Accreditation International (CFAI). Ever with an eye to continuous quality improvement, there were numerous changes, adjustments, and accomplishments as CFAI sought excellence.

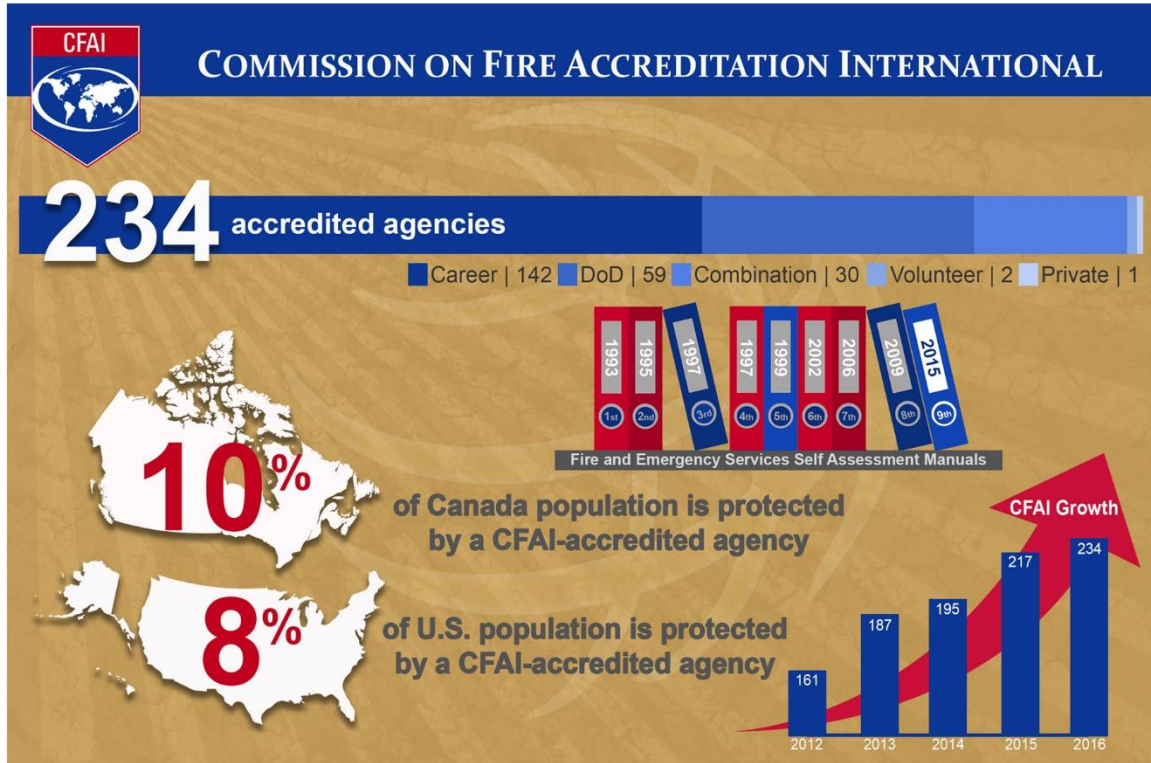


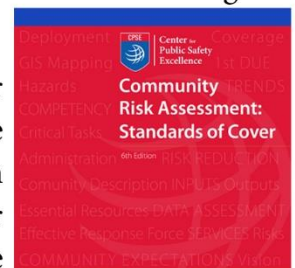
Figure 1

Here are some highlights that occurred in CFAI this past year:

- Beginning with the March hearings, CFAI began webcasting the Commission Hearings. The live simulcast allows for agency members and interested parties to observe the CFAI proceedings directly from their offices. During the August hearings, there were over 1,300 views of the webcast.
- In April, the 6th Edition of the CPSE Community Risk Assessment & Standards of Cover Manual was published. The manual serves as a technical guide for fire and emergency service agencies in preparing, constructing, and developing two of the major CFAI accreditation building blocks: (1) the community risk assessment (CRA) and (2) the standards of cover (SOC). Webinars highlighting the significant changes between the 5th and 6th editions were presented in conjunction with the publication.
- In September, we held the first-ever Team Leader Symposium in Olathe, KS. The event brought together 45 fire officers from across the United States and Canada to receive training on the new 9th edition CFAI Accreditation



Model and the then recently-updated CFAI Policies and Procedures. A Process Recommendations Report was developed as part of the Reimagining Project, with the need to focus on consistency among agencies, peer assessors, and commissioners being one of the key findings of the report. The two-day symposium was a critical step in achieving this consistency.



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- In a continued effort to support agencies as they prepare the required data and documents to conduct self-assessment and pursue accreditation, in October, we issued a CFAI Accreditation Model Information Technology Specifications document ([CFAI IT Spec Sheet](#)). The CFAI IT Spec Sheet is a compilation of the various items needing to be tracked as part of the 9th edition of the CFAI Accreditation Model.
- Other highlights included enhanced Peer Assessor Continuing Education beginning in October to ensure all peer assessors were knowledgeable about the new 9th edition as well as the release of a new annual compliance report template that was no longer edition-specific, allowing all agencies to work from one template.

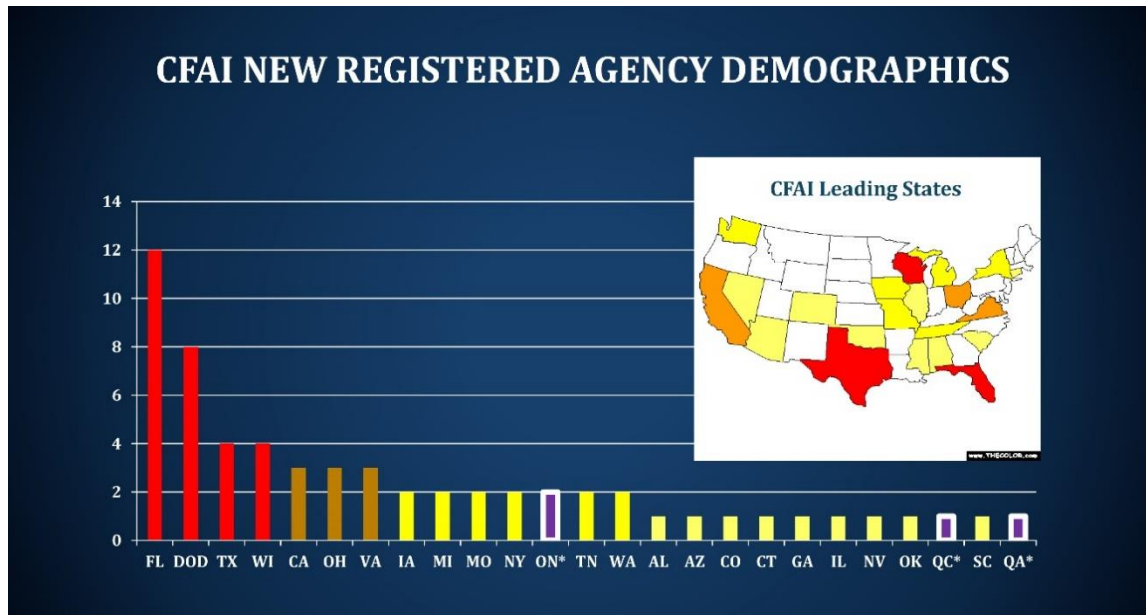


Figure 1

CFAI COMMISSIONERS

Steve Westermann, CFO	Central Jackson County Fire Protection District	Chair- Rep: Agencies serving 25,000-99,999
Thomas Thompson, CFO	USMC Camp Pendleton	Vice-Chair - Rep: U.S. Department of Defense
James Bourey	City of Newport News	Rep: ICMA County Manager
Jim Brinkley	Department of Occupational Health and Safety	Rep: Labor
Steve Dongworth	Calgary Fire Department	Rep: International
Gary Fredericksen, CFO	Yocha Dehe Fire Department	Rep: Agencies serving <25,000
Jon Hannan, CFO	Charlotte Fire Department	Rep: Agencies serving >250,000
Ken Holland	National Fire Protection Association	Rep: Consensus Standards
Kevin Kuntz, P.E.	Insurance Services Office	Rep: Insurance Industry
Steve Riley, ICMA-CM	Town of Hilton Head Island	Rep: ICMA City Manager
Vacant		Rep: Agencies 100,000-249,000

COMMISSION ON PROFESSIONAL CREDENTIALING

It was a year of growth for the Commission on Professional Credentialing (CPC) as we saw a 15% increase in the number of designated officers. The year ended with the total number of designees at 1904: 1204 Chief Fire Officers (CFO), 116 Chief EMS Officers (CEMSO), 116 Fire Marshals (FM), 95 Chief Training Officers (CTO), and 373 Fire Officers (FO).

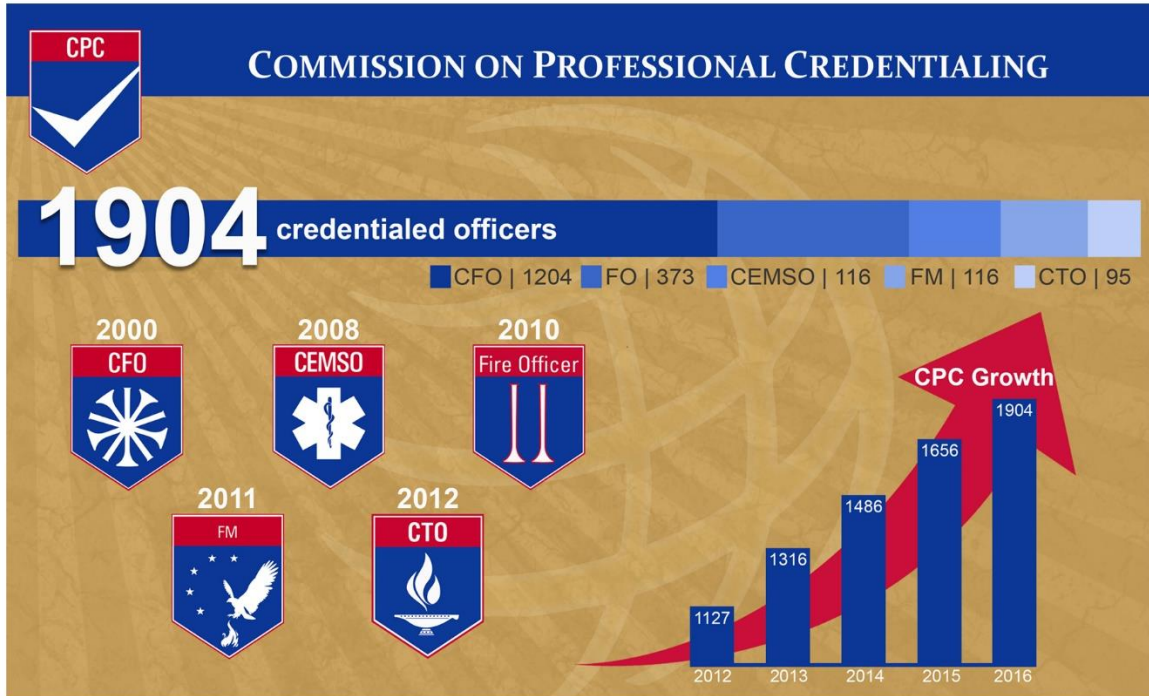


Figure 2

The Commission designated 238 new officers last year. The following states lead in new designees:

- 46% of all new CFOs come from CO, FL, VA, AZ, TX
- 47% of all new FOs come from CO, NC, MT, TN, FL
- 40% of all new designated officers come from CO, FL, VA, NC, TN

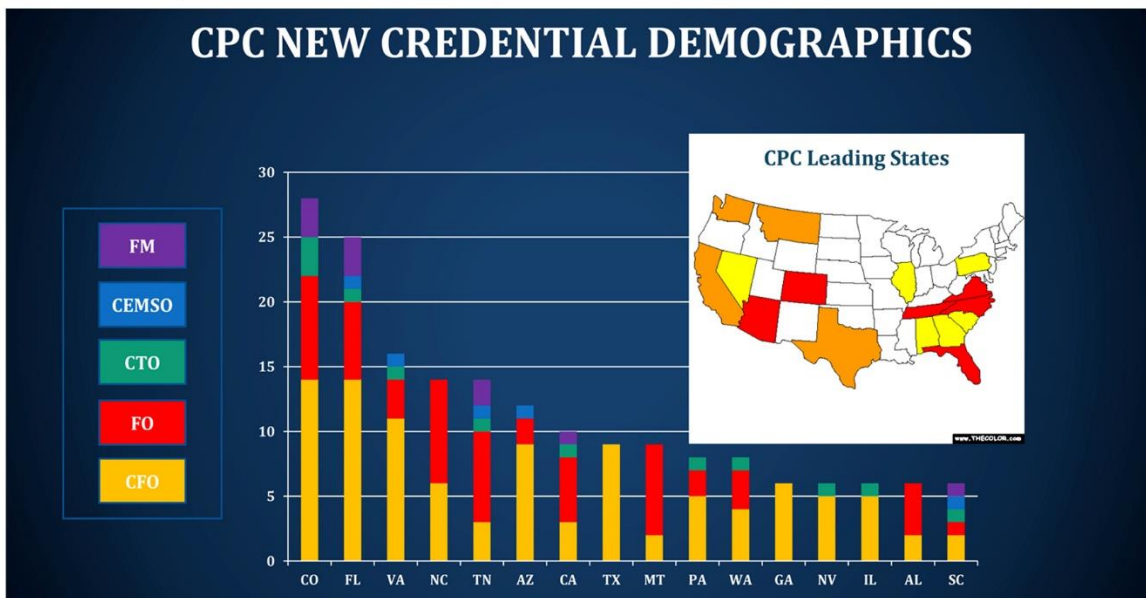


Figure 3

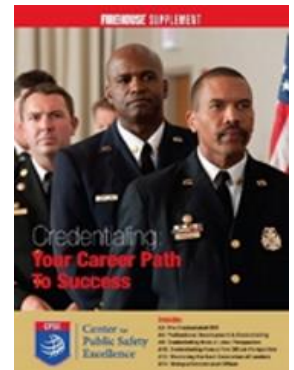
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The trend for new designees in 2016 (Figure 4) is not surprising when those states that lead the way with the greatest number of total designees are examined (Figure 5).

STATES LEADING THE WAY				
CFO	CEMSO	CTO	FM	FO
FL – 12%	VA – 16%	CA – 6%	CA – 14.5%	FL – 13%
NC – 8%	FL – 14%	FL – 6%	FL – 10%	CO – 11%
TX – 6%	TX – 5%	IL – 6%	NC – 8%	NC – 8%
VA – 6%	AZ – 5%	MO – 6%	CO – 7%	AZ – 7%
CO – 5.5%	CO – 5%	TX – 6%	TX & WA – 6%	CA – 6%

Figure 4

CPC partnered with Firehouse to publish the "Credentialing: Your Career Path to Success" supplement, which appeared in the September issue of Firehouse Magazine. This piece provided an overview of professional development and credentialing within the fire service and included articles written from the perspectives of labor, Fire Officer Designees, and city management. If you missed the print copy, you can read the articles online: www.firehouse.com/magazine/fh/issue/2016/sep.



CPC COMMISSIONERS

Reginald Freeman, MS, CFO, FIFireE	Hartford Fire Department	Rep: Diversity
Derek Bergsten, CFO, CEMSO	Rockford Fire Department	Rep: Career Departments
Tim Bradley, CFO, FIFireE	NC State Firefighters' Association	Rep: At Large
Chris Christopoulos, CFO	Lebanon Fire Department	Rep: Volunteer Departments
Norris Croom, CEMSO, CFO	Castle Rock Fire & Rescue Department	Rep: Emergency Medical Services
Daniel Gaumont, CFO	Navy Fire & Emergency Services	Rep: Department of Defense
Craig Hannan	IFSTA/FPP at Oklahoma State University	Rep: Academia
Jim Hipp	Spartanburg County	Rep: City/County Managers
Alan Perdue, CFO, FM	Safer Buildings Coalition	Rep: Fire Prevention
Matthew Vinci	International Association of Firefighters	Rep: At Large
Gary Weiss, CFO, CEMSO, FM	Germantown Fire Department	Rep: Combination Departments

VOLUNTEERS

Volunteers are a critical part of CPSE's operations and success. Without their tireless efforts, CFAI and CPC programs would not exist and be successful. In addition to providing much needed service and support to CPSE programs, volunteers bring credibility and quality to CPSE programs and assist with the recruitment and mentoring of new agencies and officers. Figure 6 illustrates the impact CPSE volunteers had in 2016.



Figure 5

CFAI PEER ASSESSORS

Our 230 Peer Assessors are the heartbeat of our organization as they embrace excellence every day and give to others selflessly by mentoring, conducting site visits, and by serving on the commission or working groups. You are what community is all about, and we cannot thank you enough for all that you do. We are grateful to be on the same team.

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CPC PEER REVIEWERS

In 2016, CPSE had 170 peer reviewers complete thorough observations of over 951 professional portfolios to determine whether a designation should be awarded. Numerous designees also volunteered to serve on technical working groups and special committees. We also want to extend a special thank you to our 11-member Commission who give so much of their time throughout the year.

To ensure CPSE volunteers are recruited, retained, and recognized in the best way, a CPSE Volunteer Program was developed at the end of 2016 and will be implemented throughout 2017. The goal of CPSE's Volunteer Program (CVP) is to:

1. Attract new volunteers
2. Assist with addressing volunteers' issues
3. Add value for volunteers
4. Sustain volunteers' excitement and engagement
5. Match volunteers' skills to roles

CPSE wants recognition of our volunteers to be S.I.N.C.E.R.E.:

Straightforward

ImmEDIATE

Numerous

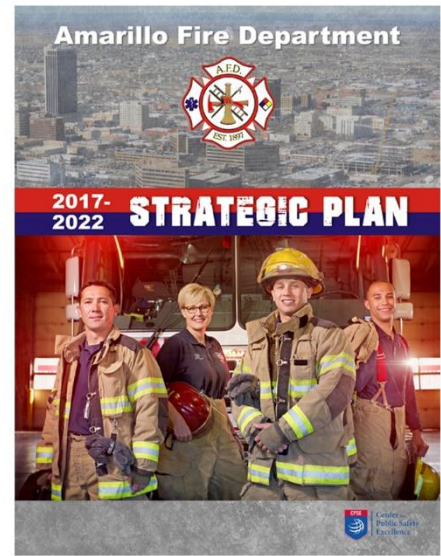
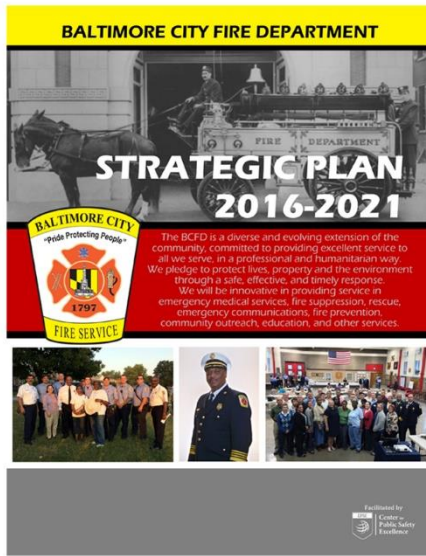
Creative

ExPLICIT

Relevant

Evident

TECHNICAL ADVISOR PROGRAM



In September, the Technical Advisor Program (TAP) reached an impressive milestone. TAP passed the "100 projects" mark, having worked with agencies in over 90 cities across the United States and Canada. Community-driven strategic planning remains the most popular offering, with TAP having returned to several previous client fire departments to assist them with their second or third strategic plan.

TAP PROJECT DEMOGRAPHICS

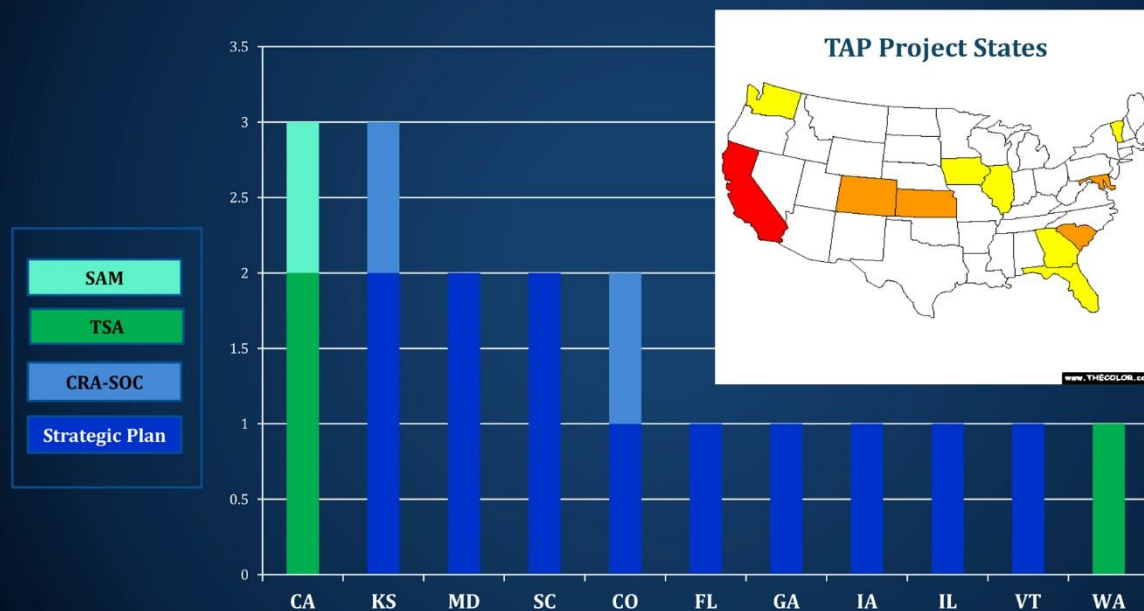
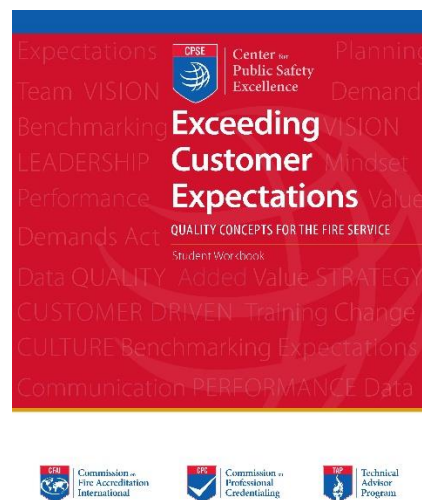
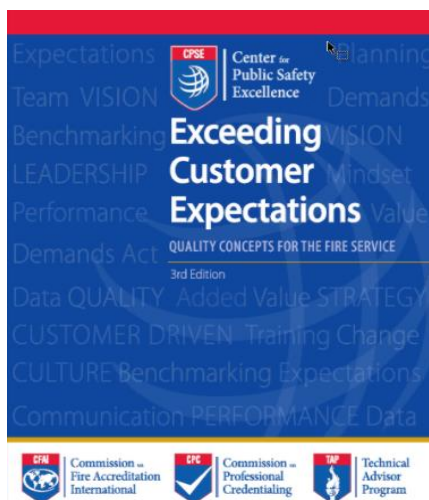


Figure 6

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WORKSHOPS



EXCEEDING CUSTOMER EXPECTATIONS

The curriculum was completed for the new Exceeding Customer Expectations (ECE) workshop. This 8-hour delivery focuses on the knowledge and skills necessary for fire service staff at all levels of the organization to understand methods and gain ownership for exceeding their customer's expectations.

With curriculum complete, CPSE was able to offer two ECE classes in Arizona and California to reach a total of 63 individuals in 2016. We look forward to expanding the reach of ECE classes in 2017.

QUALITY IMPROVEMENT THROUGH EDUCATION

The Quality Improvement Through Education (QITA) workshop was offered numerous times throughout 2016 and in various cities. Our highest class attendance occurred in Colorado, Florida, and Washington state. In total, 567 individuals attended a QITA class in 2016.

OTHER WORKSHOPS

CPSE's other workshops in 2016 included the Peer Assessor webinar and the Reimagined Community Risk Assessment-Standard of Cover (CRA-SOC) webinar. Our Peer Assessor webinar saw a total of 99 participants. The CRA-SOC webinar saw a total of 213 participants.

EXCELLENCE CONFERENCE



CPSE's annual Excellence Conference, held in March 2016 in Orlando, FL, offered multiple education and networking opportunities to over 300 attendees. A highlight of the conference was the introduction of the Accreditation Bootcamp.



BANQUET



Later in the year, CPSE held its final Annual Awards Banquet. Held in August 2016 in San Antonio, TX, the event gave us the opportunity to recognize the accomplishments of accredited agencies and credentialed officers. The event also marked the 20th anniversary of CFAI. A video highlighting the history of the organization featuring Chief Ronny J. Coleman was debuted at the banquet.

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CONSORTIUMS

CPSE staff visited with eleven consortiums during 2016 and enjoyed learning firsthand the benefits agencies and individuals garner from accreditation and credentialing as well as some of the challenge they face. To support the consortiums, we developed the Consortium Toolkit and launched the [State and Regional Consortiums webpage](#).

Figure 7 outlines those Consortiums a CPSE staff member visited and when the visit occurred.



Consortium	States Represented	Month Visited
Arizona Accreditation and Credentialing Consortium	Arizona	January
California Fire Rescue Accreditation and Credentialing Consortium	California	May
Florida Association for Fire Accreditation and Professional Credentialing	Florida	September
Georgia Association for Fire Accreditation and Professional Credentialing	Georgia	February
Great Lakes Fire Accreditation Managers	Illinois and Wisconsin	July
The Heart of America Accreditation Consortium (Task Force of the Heart of America Fire Chiefs)	Arkansas, Kansas, Missouri, and Nebraska	September
Iowa Consortium	Iowa and South Dakota	October
Michigan-Ohio-Indiana Consortium	Michigan, Ohio, and Indiana	May
Rocky Mountain Accreditation and Professional Credentialing Consortium	Colorado, Wyoming, New Mexico, and Utah	October
The Tennessee Fire Credentialing and Accreditation Consortium	Tennessee	April
Virginia State Fire Accreditation and Credentialing Consortium	Virginia	January

Figure 7

MISSION, VALUES, STRATEGIC INITIATIVES

During the December 2014 Annual Meeting, the CPSE Board of Directors requested staff develop a strategic plan for the organization. That plan was developed throughout 2015, with the 2016-2021 CPSE Strategic Plan being approved by the Board in March 2016. The plan led to the development of a new mission statement, an updating of the corporate values, and identification of seven initiatives to address critical issues and gaps gathered from numerous stakeholders through various channels.

Figure 9 provides the new mission statement, corporate values, and the named seven initiatives.



Figure 8

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Completed Strategic Initiatives

To address the initiative of maintaining and enhancing the CFAI and CPC models and processes, we:

- Published the 6th edition of the CRA-SOC
- Held a two-day Team Leader Symposium
- Began updating the peer assessor handbook
- Researched how to automate the CPC application

To enhance our communications, we:

- Implemented the cpse.org domain
- Revamped the corporate marketing materials
- Published a supplement in Firehouse magazine
- Developed a corporate style guide

To ensure our education offerings continue to meet the needs of our agencies and officers, we:

- Developed curriculum for the Exceeding Customer Expectations 1-day session working with a professional curriculum development firm
- Began updating the curriculum for our Refining Next Gen Leaders: Nurturing Leadership Through Mentoring
- Began working with an educational strategist on revamping all CPSE's education offerings

As CPSE interacts with its agencies and officers primarily through technology, we:

- Webcast the March and August CFAI hearings to ensure greater transparency of the process and to allow agency employees back home to be a part of their team's big day
- Began testing PowerDMS as an alternative to SharePoint for accreditation documentation
- Procured a new content relationship management system which will improve online workshop registration and merchandise purchases

Understanding that agencies and officers interact with many organizations, CPSE is dedicated to building productive and supportive relationships with partner organizations. In 2016, we worked with the Insurance Services Officer on identifying where the CFAI and PPC processes overlapped. As a result of that research, CFAI now offers prima facie for Criteria 9A: Water Supply to any agency that has received a rating of 90 percent of available points for water supply during an ISO survey that has an effective date within the last five years.

CPSE undertook numerous process improvements in the areas of finance and workforce planning to ensure we could meet increased demand for service as efficiently and effectively as possible.

Looking Ahead to 2017

Building on the success and momentum of 2016, CPSE has a number of initiatives planned for 2017. Some of these include: revamping the CFAI Peer Assessment webinar, automating the CPC application process, developing a media kit, continuing work on our education strategic plan including professional curriculum develop of our workshops, and engaging more strategic partners to advance our mission of leading the fire and emergency to excellence through the continuous quality improvement process.

Look for the 2017 Annual Report in early 2018 to learn about CPSE's program activities and completed strategic initiatives.