



CENTER FOR PUBLIC SAFETY EXCELLENCE

ANNUAL REPORT

CLOSING OUT 2017 | LOOKING AHEAD TO 2018



Leading the Fire and Emergency Service to Excellence



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Leading the Fire and Emergency Service to Excellence

INTRODUCTION

Greetings!

On behalf of the Board of Directors of the Center for Public Safety Excellence, Inc. (CPSE) and Chief Executive Officer Preet Bassi, I am pleased to share CPSE's 2017 Annual Report. Through your commitment and talented efforts, we have experienced a transformative year for CPSE and its constituent Commissions. The annual report underscores our achievements, affirms we are on the correct path, and provides a glimpse of greater things to come.

Phenomenal by all measures, 2017, marked a number of milestones in the growth and development of CPSE's core programming. The Commission on Fire Accreditation International (CFAI) accredited its 239th agency, representing a 28% increase over the last 5 years. The Commission on Professional Credentialing (CPC) also experienced a milestone last year by credentialing its 2,000th designee. Currently 2,061 of our peers have pursued a personal journey of development using CPC's comprehensive self-assessment and peer review model. And lastly, the Technical Advisor Program has helped communities in the United States and Canada chart their own paths for improvement with strategic planning, community risk assessment, and standard of cover projects. Consistent with the CPSE mission, these programmatic pillars serve as our tools to lead the fire and emergency service to excellence.

Of course, this mission is not possible without the dedicated work of so many volunteers like you as evidenced by the more than 16,000 hours of labor you contributed to the CFAI peer assessment process and the over 1,000 CPC peer reviews you conducted! In an effort to support your work and to gain insights for how to make our programs and processes better, staff, commissioners, and board members embarked on several objectives designed to improve our message. These included: 1) visiting regional and state consortiums, 2) observing several accreditation site visits, and 3) making greater efforts to introduce our programming to a broader group of stakeholders by attending conferences and meeting with industry and civic leaders.

Lastly, 2017 has authored another chapter in our corporation's history. The significance is particularly important not because of a one-year reflection on achievements, but as a retrospective on a quarter century of leadership in the pursuit of making our communities safer and, by extension, the world in which we live a safer place. As fire chief, teacher, author, mentor, and now past-president, Randy Bruegman has conferred the incredible responsibility for leading the CPSE to me and our Board of Directors. So, in this small space, and on behalf of all the members of the Board of Directors, our staff, and the vast CPSE army of volunteers, we thank Chief Randy R. Bruegman, CFO, FIFireE for all he has accomplished with this organization and for exemplifying CPSE's value for progressive leadership and setting the standard for professionalism each of us should strive to achieve. Thank you, Chief B!

Preet and I hope to see you at the 2018 Excellence Conference in Orlando, and we invite you to share your thoughts for our organization because you are the heart, mind, and spirit that is the Center for Public Safety Excellence, Inc.

See you soon!

Allan Cain, CFO
President

Preet Bassi, CAE
Chief Executive Officer

CPSE BOARD OF DIRECTORS

Allan Cain, CFO	Fire Chief, Town of Cary Fire Department	President
Jeff Pomeranz	City Manager, City of Cedar Rapids	Vice President
Kevin Miller	Principal, Reingold Communications	Secretary-Treasurer
Darin Atteberry	City Manager, City of Fort Collins	Director-at-large
Tom Harmer	Town Manager, Town of Longboat Key	Director representing ICMA
Dr. Lori Moore-Merrell	Assistant to the General President, IAFF	Director representing IAFF
Jim Pauley	President & CEO, NFPA	Director-at-large
Jeff Piechura, CFO	Assistant Fire Chief, Sedona Fire District	Director representing IAFC

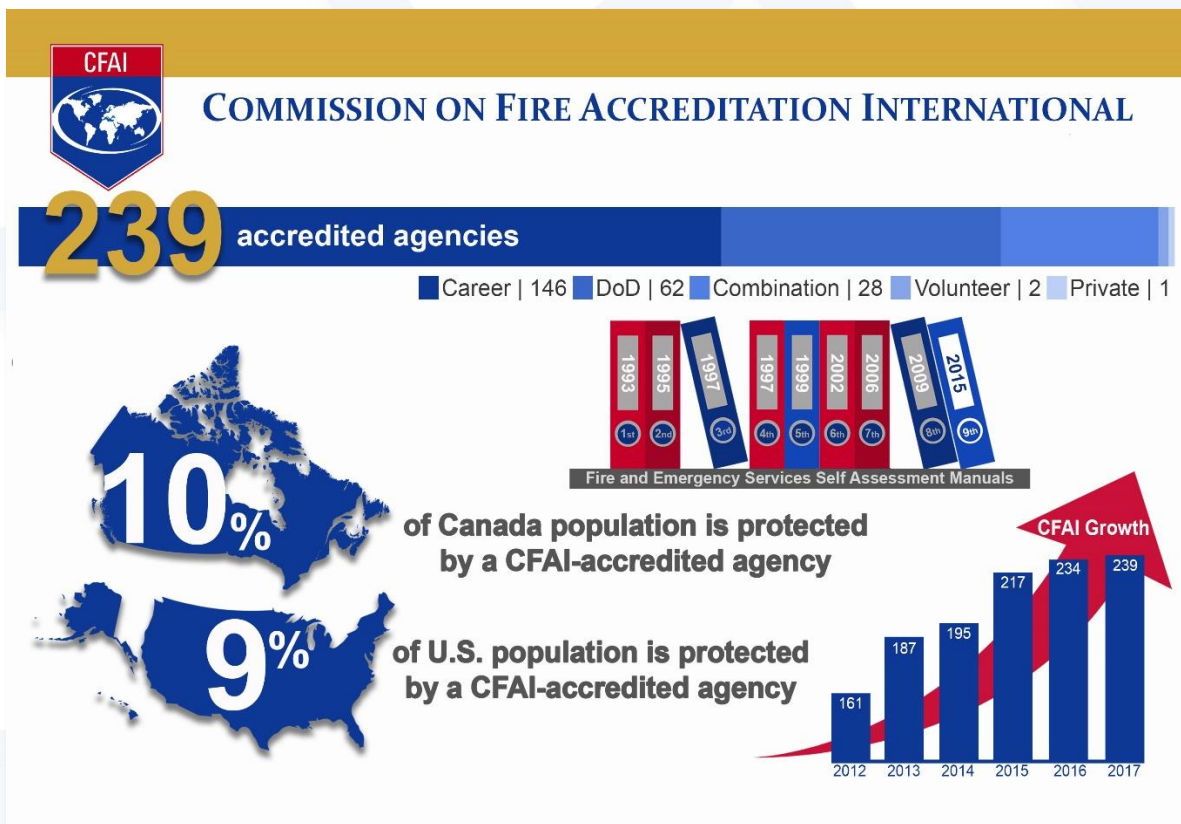
Leading the Fire and Emergency Service to Excellence

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COMMISSION ON FIRE ACCREDITATION INTERNATIONAL

2017 brought another year of steady growth and significant activity for the Commission on Fire Accreditation (CFAI). Reflecting on the past year, CFAI Chair, Chief Tommy Thompson, CFO shared "I believe every fire officer wants to make an impact in some way on improving the next generation of fire and emergency service delivery. I have witnessed, from all ranks, so many departments and personnel who have rolled up their sleeves and embraced the CFAI model making monumental differences on service delivery to their communities this past year. It has been truly amazing witnessing so much success for those agencies who have achieved accredited agency status."

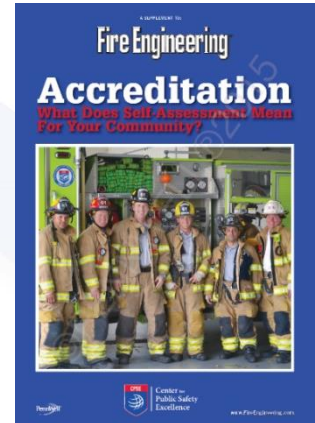


In addition to core program activity, CFAI undertook a number of initiatives in 2017; here are some of the highlights:

- Continuing the work stemming from the Process Reimagining Report, CFAI revamped the Peer Assessor Handbook, updated the associated training materials, and released a new CFAI Peer Assessment webinar.
- True to the commitment of keeping it current, CFAI released an update to the CFAI Accreditation Model Interpretation Guide in June 2017.

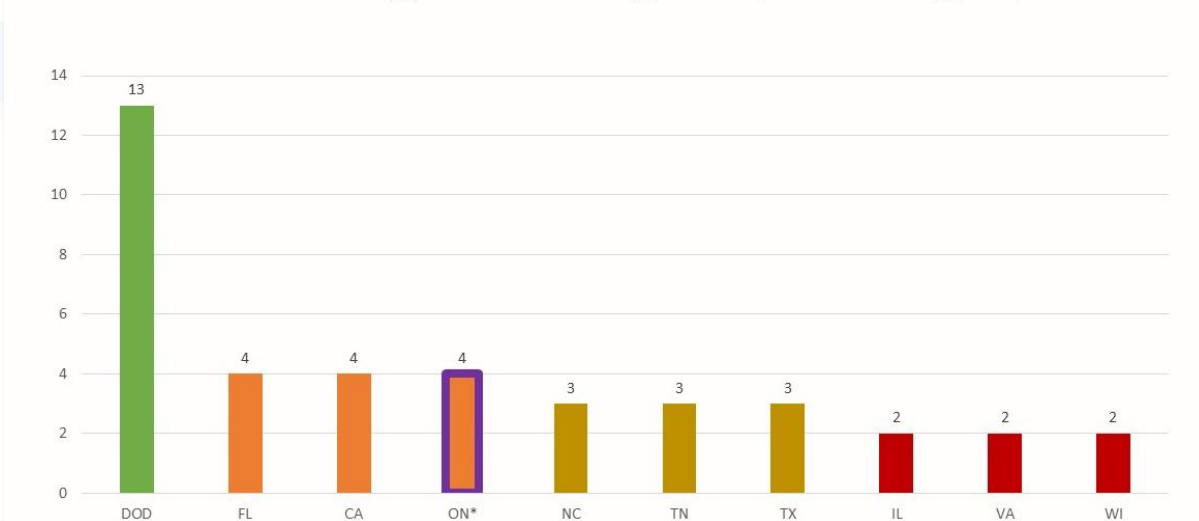
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- In August 2017, CFAI partnered with FireEngineering to publish a supplement in their monthly magazine. Titled "Accreditation: What Does Self-Assessment Mean For Your Community," the supplement featured articles by chief officers, company officers, city management, and labor representatives on the value of self-assessment.



The below graphic highlights the origin of new registered agencies. As in 2016, the Department of Defense and Florida led the pack on numbers of new registered agencies. California, Texas, Virginia, and Wisconsin had been among the top 10 state in 2016. New states to the top 10 list in 2017 were North Carolina, Tennessee, Illinois, as well as the province of Ontario, Canada.

CFAI New Registered Agency Demographics

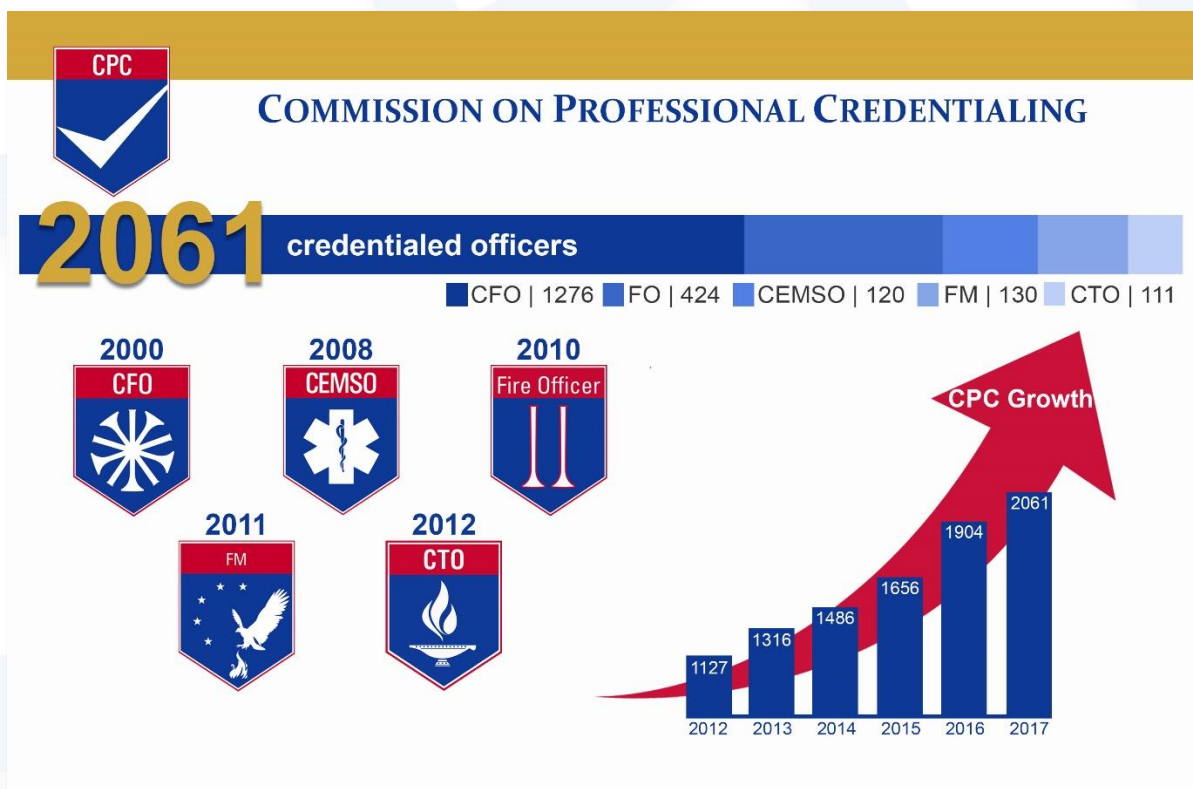


CFAI COMMISSIONERS

Thomas Thompson, CFO	USMC Camp Pendleton	Chair - Rep: U.S. DOD
Steve Dongworth	Calgary Fire Department	Vice-Chair - Rep: International
Jim Brinkley	IAFF	Rep: Labor
Steve Dirksen, CFO	Fargo, ND Fire Department	Rep: Agencies 100,000-249,999
Otto Drozd, CFO	Orange County, FL Fire Rescue	Rep: Agencies serving >250,000
Gary Fredericksen, CFO	Yocha Dehe Fire Department	Rep: Agencies serving <25,000
Bryan Hill	Fairfax County, VA	Rep: ICMA County Manager
Ken Holland	NFPA	Rep: Consensus Standards
Kevin Kuntz	Insurance Services Office	Rep: Insurance Industry
Steve Riley	Town of Hilton Head, SC Island	Rep: ICMA City Manager
Jake Rhoades, CFO, CEMSO, CTO	Kingman, AZ Fire Department	Rep: Agencies 25,000-99,999

COMMISSION ON PROFESSIONAL CREDENTIALING

Commission on Professional Credentialing (CPC) experienced an active 2017. CPC Chair, Chief Reggie Freeman, CFO, commenting about the year's activities shared "2017 was a very productive year for us as a commission. From the accomplishment of credentialing our 2,000th fire and emergency services professional in July 2017, to significantly increasing our "Fire Officer" credential, the CPC has demonstrated its continued commitment to excellence and individualized advancement. The credentialing process affords those the opportunity who are looking to become more effective leaders and managers to identify performance shortcomings and turn them into strengths."

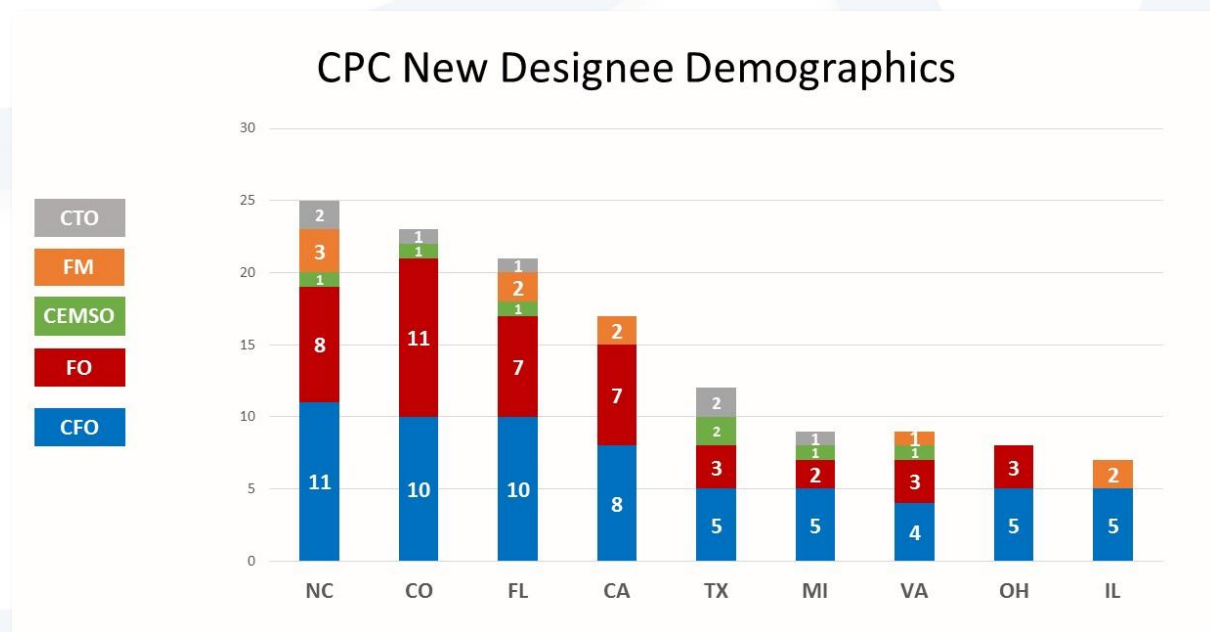


To support the growing number of designees, a new Designee Handbook was published. This handbook covers such important topics as the code of professional conduct, maintaining designation, volunteer opportunities, and the use appropriate uses for the designation logos.

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Building on its role in providing career guidance and planning to fire and emergency service personnel, CPC significantly focused on mentoring in 2017. A commitment to mentoring demonstrates an organization's commitment to its employees and their future. To assist organizations with development of a mentoring program, CPC launched "Nurturing Fire Service Leaders Through Mentoring" workshop. This new course offering is aligned with the CPC's publication "Refining Next Gen Leaders: Nurturing Leadership Through Mentoring" and describes the core elements of successful mentoring programs, methods to improve generational relations, and how to evaluate programs once they are implemented.

The below graphic highlights the origin of new designees. As in 2016, North Carolina, Colorado, Florida, California, Texas, Michigan, and Virginia were among the top states. New top states for 2017 were Ohio and Illinois.



CPC COMMISSIONERS

Reginald Freeman, CFO

Derek Bergsten, CFO, CEMSO, CTO

Tim Bradley, CFO

Chris Christopoulos, CFO

Norris Croom, CFO, CEMSO

Daniel Gaumont, CFO

Craig Hannan

Jim Hipp

Greg Rogers, FM

Matthew Vinci

Gary Weiss, CFO, CEMSO, FM

Hartford Fire Department

Rockford Fire Department

NC State Firefighters' Association

Lebanon Fire Department

Castle Rock Fire & Rescue Department

Navy Fire & Emergency Services

IFSTA/FPP at Oklahoma State University

Spartanburg County

Spokane Valley Fire Department

IAFF

Germantown Fire Department

Rep: Diversity

Rep: Career Departments

Rep: At Large

Rep: Volunteer Departments

Rep: Emergency Medical Services

Rep: Department of Defense

Rep: Academia

Rep: City/County Managers

Rep: Fire Prevention

Rep: At Large

Rep: Combination Departments

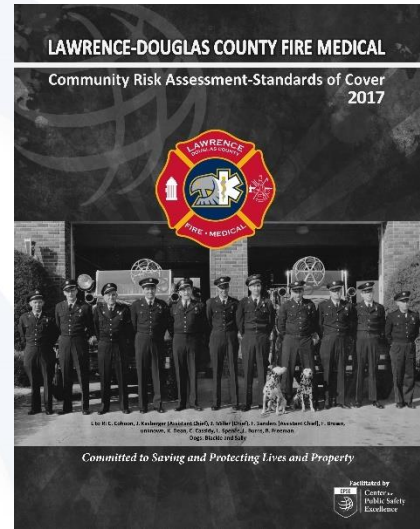
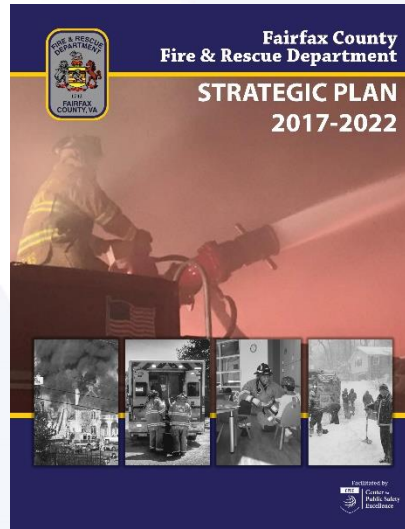
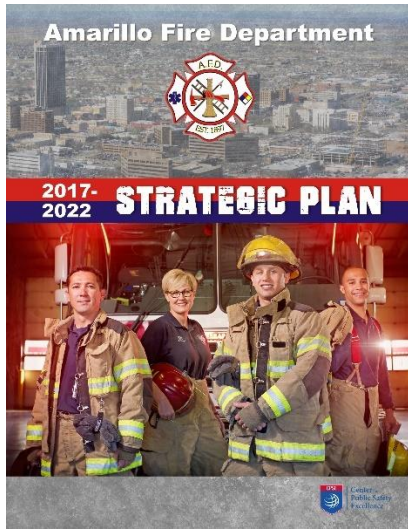
VOLUNTEERS

Volunteers are an integral part of CPSE's operations and impact. Without their commitment and dedication, CFAI and CPC programs would not be able to thrive. In addition to providing much needed service and support to CPSE, volunteers bring credibility and quality to CPSE programs and assist with the recruitment and mentoring of new agencies and officers. The figure below illustrates the tremendous contributions CPSE volunteers made in 2017.

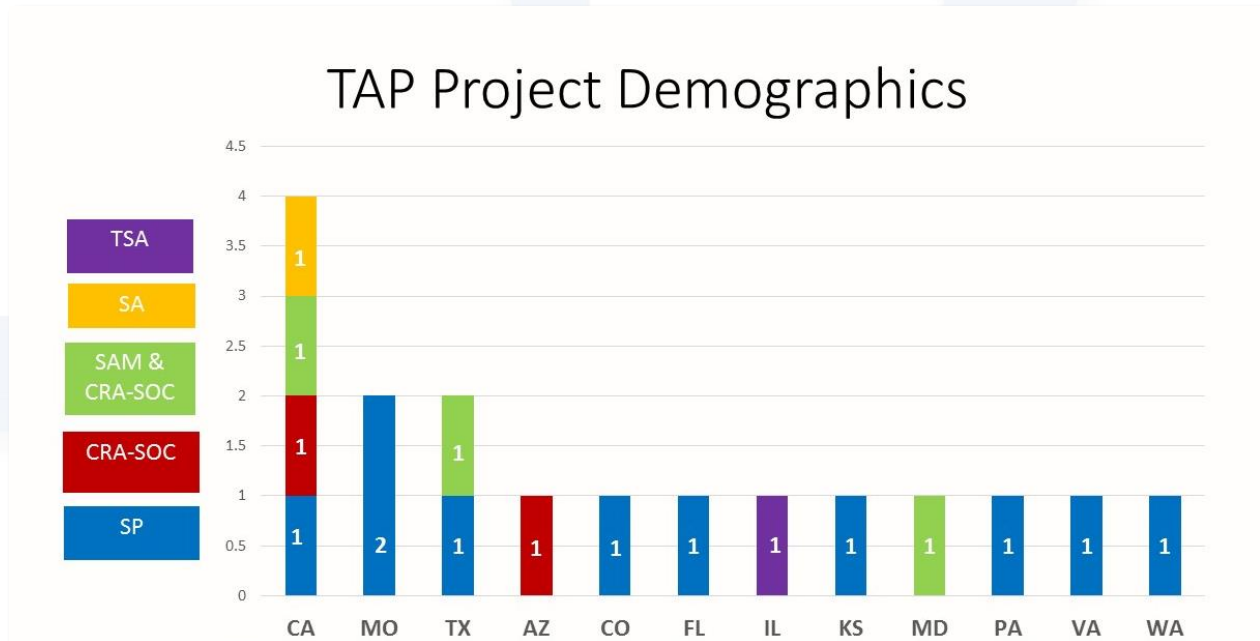


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TECHNICAL ADVISOR PROGRAM



2017 saw the Technical Advisor Program work on 17 projects in 12 states. An internal transition permitted TAP to focus on its ever-popular community-driven strategic planning offering. The below graphic highlights where TAP was active in 2017; coastal and central states continue to be interested in CPSE's TAP program.



EXCELLENCE CONFERENCE

CPSE headed west for its 2017 conference. Held in Orange County, CA in March, the 2017 Excellence Conference saw record attendance with 380 attendees. Building on the popularity of the Accreditation Bootcamp, a Credentialing Bootcamp joined the education line up. 2017 also saw the debut of the Accredited Agency Recognition Lunch and Credentialed Officer Recognition Lunch. These lunches replace the annual awards banquet that was discontinued in 2016.



The opening session of the Excellence Conference included recognition of those individuals who went above and beyond in their commitment to excellence.

The Ronny J. Coleman Leadership Award recognizes an individual who holds a credential through CPC and has shown superior leadership capabilities and actions that have elevated the fire and emergency service profession. The 2017 recipient was Stephen A. Locke, CFO, Chief Engineer with Burlington Fire Department for his continued commitment to the Commission on Professional Credentialing.

Chief Rob Ugaste, CFO, Fire Chief of Wauwatosa Fire Department was the recipient of the 2017 Ray Picard Award for his dedication to the core values of accreditation and his dedication to excellence through not only his knowledge and abilities but also his creation of an accreditation consortium in Wisconsin. This award recognizes an individual who has shown superior leadership skills and provided outstanding contributions to the Commission on Fire Accreditation International.

The CPSE Ambassador Award is a staff-selected award that is given to an individual who has shown commitment and dedication to CPSE's mission and values. The 2017 recipient was Chief Josh Waldo, CFO, CTO, FM, Fire Chief of Bozeman Fire Department for his mentoring of officers through the credentialing process and assistance with curriculum development for CPSE workshops.



Locke



Ugaste



Waldo

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#CPSEOnTheRoad

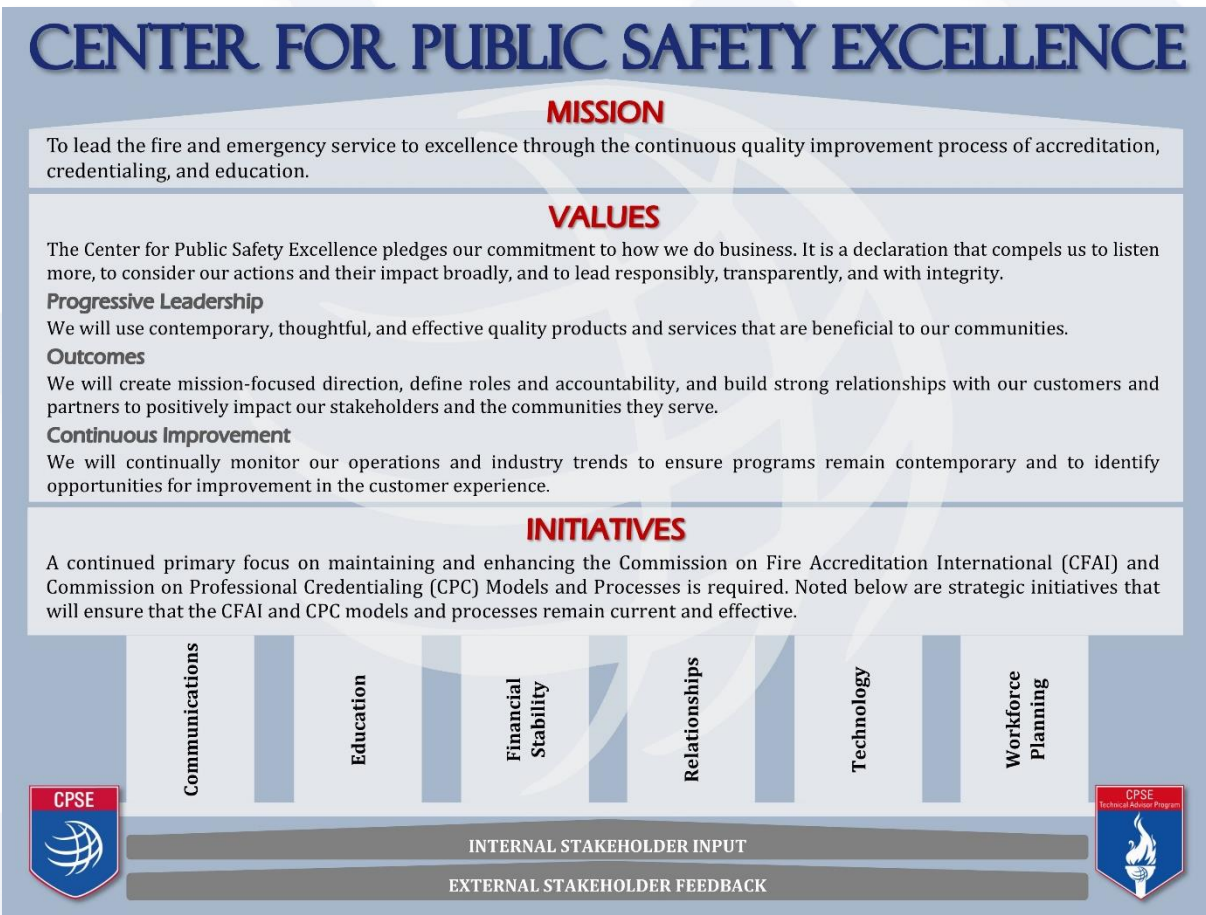
2017 saw CPSE staff visit 11 consortiums. During their visits with the consortiums (in the map below), staff enjoyed learning firsthand the benefits agencies and individuals garner from accreditation and credentialing as well as some of the challenges they face.

Further time was spent on the road attending 14 fire and emergency service and local government conferences meeting with current agencies and officers while also educating potential customers on the benefits of self-assessment and continuous improvement for both fire service agencies and officers.



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.



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COMPLETED STRATEGIC INITIATIVES

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

- Revamped the Peer Assessor Handbook and the associated training materials
- Began automating the CPC application

To enhance our communications, we:

- Developed a web-based media kit
- Published an accreditation supplement in the FireEngineering magazine
- Conducted a communications preference survey

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

- Developed and launched the new Nurturing Fire Service Leaders through Mentoring workshop
- Engaged an educational strategist to look holistically at agencies' and officers' education needs and where CPSE is not currently meeting them

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

- Rolled out a new online portal
- Secured DOD network clearance for all @cpse.org email accounts

Understanding that agencies and officers interact with many organizations, CPSE is dedicated to building productive and supportive relationships with partner organizations. In 2017, CPSE met with representatives from such organizations as IAFC's Volunteer Combination Officer Section, the National Volunteer Fire Council, the International City/County Management Association, and the National Fire Protection Association to engage these strategic partners in advancing CPSE's mission of leading the fire and emergency service to excellence through the continuous quality improvement process.

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 2018

Building on the success and momentum of 2017, CPSE had a number of initiatives planned for 2018. Some of these include: completing automation of the CPC application process, launching our new website, completing the education strategic planning process, and holding a consortium coordinators' workshop.

Look for the 2018 Annual Report in early 2019 to learn about CPSE's program activities and progress on strategic initiatives.