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Upcoming Workshops

*CPSE Workshop Series
February 19-21, 2008
Irvine, CA*

*Accreditation Managers Workshop
February 27-28, 2008
Henderson, NV*

*Marketing Fire and Emergency Services: Exceeding Customer Expectations
February 29, 2008
Henderson, NV*

*March 19-21, 2008
Phoenix, AZ*

*April 8-10, 2008
O'Fallon, MO*

*May 13-15, 2008
Calgary, Canada*

*June 12-13, 2008
Lexington, KY*

*September 2008
Dates to be announced
Beachwood, OH*

To learn more or register for a workshop, log on to www.publicsafetyexcellence.org or call 866.866.2324 or 703.691.4620.

President's Report

—Chief Randy Bruegman

We can be proud of this year's accomplishments of the Center for Public Safety Excellence and its two commissions—the Commission on Fire Accreditation International (CFAI) and the Commission on Professional Credentialing (CPC). I would like to thank our staff for working diligently to continue to expand our outreach and improve the quality of the products and service we provide; the commissioners who spend countless hours of their own time to ensure that our processes are as pure as possible; and the Board of Directors who have been fully engaged in maintaining the corporation.

The Board has helped CPSE to establish sound financial footing, and they have developed a foundation to support our vision for the future. This past December the Board met to develop the 2008 corporate objectives, which fall into four categories:

- Marketing and Promotion
- Quality Initiatives
- Finance
- Corporate Management

Marketing and Promotion

The Board adopted the 2008 marketing plan and continues with an aggressive strategy to reach out and create new partnerships. One goal is to establish a memorandum of understanding (MOU) with each state chiefs association to provide instruction and technical advice, which will encourage agencies to become involved in accreditation and individuals to pursue credentialing.

The Board also authorized a further investment in our website:

- Flash technology on our homepage will add motion to provide a "wow" effect to the site.
- Web trend visitor tracking will provide a degree of analytics that helps CPSE improve tracking of customer needs.
- Blogging will enable CPSE to generate specific commentary and news reporting on issues being addressed and become a common source for media and consumer research.
- RSS feeds will publish frequently updated content such as blogs, podcasts, and news to help increase exposure to our website.
- Search engine optimization will use specifically prepared content to achieve high rankings in search engine Web lists, such as Google, and drive traffic to our website.

And we'll leverage popular social media such as YouTube to benefit from the exposure and linkages other bookmarking sites provide.

In addition, the Board adopted a plan to develop a CPSE Ambassador Program. We know our own people rely on experts and expert opinion when making decisions and trying new products. One of the best strategies we can use is to enlist our members to articulate the value of becoming involved with CPSE and engaging in the accreditation process or one of the professional credentialing opportunities. The Ambassador Program will create a partnership outreach toolkit that ambassadors can use to provide an overview of CPSE's products and services and explain the reasons why agencies or individuals should become involved. We will help these ambassadors develop messages to focus on the quality of the information they provide to their peers.

Quality Initiatives

CPSE is focusing on quality improvement in order to eliminate disconnects of peer review/site visits in the accreditation process. These improvements include a complete revision of all training classes to ensure that we provide the most current course content and the development of improved methods to track the impact of the corporate marketing and outreach efforts. We will develop and implement surveys to evaluate products and services and provide a report of findings to the Board in July and December.

Finance

In the finance arena, CPSE will continue to address all the issues identified in the management letter from the auditor. The Board has established a target reserve for the coming year and has directed staff to adopt a new budget format and a quarterly financial reporting mechanism to keep the Board up to date on the financial health of the organization.

Corporate Management

Last, but certainly not least, we will implement the 2008 Corporate Work Plan, which appears below. The plan includes the development of a system for written monthly progress updates to the Board and providing for more structure in the presentation of materials to the Board in preparation for conference calls and meetings.

The 2008 Corporate Work Plan establishes numerous objectives, including:

continued on page 2...



President's Report *continued*

- Implement the Board-approved marketing plan and track results.
- Develop a 12-month action plan for the CFAI and CPC.
- Establish the all-hazard preparedness work group.
- Establish the ISO task group on reciprocity, concurrent survey, marketing, etc.
- Complete all work for update of the National Fire Protection Association (NFPA) 1710 for the meetings on January 15 and May 15, 2008.
- Establish a dispatching working group.
- Provide and execute necessary amendments to the DOD contract for CFO and CMO.
- Complete revisions of the training program update.
- Provide an update and work plan for the National Alliance for GIS at the February Board meeting.
- Report on findings of the dispatch/travel time analysis distributed by CPSE and NLC at the February Board meeting.
- Publish *Standard of Cover (SOC) – 5th edition*.
- Formalize in writing the CPSE/National Fire Academy (NFA) relationship.
- Establish the team to help rewrite the ICMA performance measures and coordinate with IFE on its grant to rewrite performance measures.
- Establish a plan by the executive director to contact each state fire chiefs association, state league of cities, or city managers group to request a resolution of program support.
- Contact each state fire chiefs association to establish an MOU on jointly provided services and joint marketing.
- Provide a written quarterly update to the Board on the following:
 - Firefighter Safety and Deployment Grant
 - Technical Advisor Program
 - Financials
 - Marketing Plan Implementation

2008 is shaping up to be a very productive year. To you and your family, I wish a safe, healthy and Happy New Year!

CFO Designees Go International –*Bill Kehoe, Treasurer, Institution of Fire Engineers*

The agreement between the CPC and the Institution of Fire Engineers (IFE) has made it possible for all Chief Fire Officer (CFO) designees to become instantly recognized in the international firefighting world. Your CFO designation puts you on an equal footing with thousands of others who are credentialed at the IFE **MEMBER** grade—the fifth-highest grade out of six.

The IFE is a British-based fire engineering (service) organization, established in 1918 and celebrating its 90th anniversary in 2008. Special activities and events are slated to go on all year long. The Annual General Meeting will be held in Blackpool, England.

The IFE is recognized around the world in more than two dozen countries as the leader in the fire engineering discipline. It is this unique perspective that makes belonging to the IFE a very personal and professionally rewarding experience. A monthly peer-reviewed journal and an international email network put information at your fingertips that is not available through other organizations or sources. And IFE's annual meeting with international speakers is educationally stimulating.

When you successfully acquire your CFO designee status, you will receive an abbreviated IFE membership application. Since you have already proven your competency and background, no further justification is necessary. In addition to the application, you must submit copies of your CFO designee certificate and the organizational chart showing your position in your organization to the U.S. IFE branch.

The U.S. Branch Membership Committee and a final assessment panel review the application form. Once it's approved, a formal letter of acceptance is sent (along with a dues invoice, currently at \$158 for 2008 based on the current exchange rate between the British pound and U.S. dollar). Each new member will receive a membership certificate suitable for framing, membership card, lapel pin, and decal.

Since the agreement's inception, over 100 CFO designees have received their IFE membership and can claim their honorary post nominal letters of **MIFIREE** in addition to their **CFO** letters.



As a Candidate, Will You React or Respond? —Rick Black, CFAI Program Manager

Years ago, I learned a great lesson from Dr. Steven Covey, through a story about a man visiting his doctor.

The man: Doc, I feel miserable and achy and I have general weaknesses.

Doc: Take this medicine and follow up with me in two weeks.

Two weeks later:

Doc: So, how do you feel?

The man: Worse! I still feel achy and I'm weaker than when I first came in!

Doc: Hmmmm.... Your body is "reacting" to the medicine. Let's try this different medicine. Follow up with me in two weeks.

Two weeks later:

Doc: So, how do you feel?

The man: Great! All my symptoms are gone and I feel as strong as an ox.

Doc: Very good! Your body is "responding" to the medicine. Let's continue this course a little longer.

Do you get the lesson? We have choices in life. To react or respond. Now let's apply this to the department that is a candidate for accreditation or reaccreditation. I'm talking about the point of the process where a team of your peers are assembled to objectively review your information, determine if your documents are approved for a site visit and then conduct the on-site peer review.

Odds are that when a team of four to six individuals reviews your Self-Assessment Manual, Strategic Plan, and Standard of Cover, you're going to get some correctional advice or comments—especially when you're dealing with a dynamic self-assessment model.

Before a team can reach consensus to conduct a site visit, your documents must "pass" their review in accordance with the current edition of the *Fire and Emergency Services Self-Assessment Manual* (FESSAM). If a core issue presents itself, then the probability for an agency to receive a recommendation for accreditation is reduced. The peer team wants you to be successful; therefore, if there are serious issues during the document review period, it is in your best interest if the team leader does NOT approve your documents for site visit.

If that occurs, you have a choice to take four additional months to correct the identified issues, or you can still have the team come on site and conduct the peer review, which makes little fiscal sense. This review period exists for reasons that you have learned about in our workshops, but let me reduce the list to two "street sense" reasons:

- There is no need to make peer assessors leave their homes and workplaces if the best outcome is going to be a deferral.
- There is no need to waste your citizens' tax dollars if the best outcome is going to be a deferral.

When an agency receives news they don't want to hear, it is human nature to be defensive. After all, who can do what we do better than us? Not many. "And you want to tell me my documents or my operations have deficiencies?"

Clearly I'm choosing to "react" to this news.

If I choose to respond, I will find that, while disappointed, I'm getting exactly what I asked for: an honest appraisal and review of my organization's work thus far; feedback that helps me understand where my focus needs to be over the next four months; comments on how I can continue to improve; and so forth.

Now don't get me wrong—I want you to receive a "Documents Approved" decision the first time around. It actually makes my job easier! But the Commission does not want you to receive this at the risk of receiving less than the full value, meaning organizational benefit of the self-assessment process. And I don't believe you do either.

If or when the documents are approved for a site visit, the team will travel to your department to review and validate that you are doing what you say you are doing. This is done through interviews, observations, and review of references and related reports or documents. In the end, the team will make a recommendation to the Commission. The final decision lies with the Commission on Fire Accreditation International.

So when you request to be a Candidate for Accreditation/Reaccreditation, be prepared for honest feedback and recommendations. When this is received, you have the individual choice to react or respond.





FOCUS ON: Reminders

Accredited agencies with a March anniversary date must submit their ACRs on or before February 15, 2008.

Accredited agencies that are requesting to become a candidate for reaccreditation must submit their self-assessment manual, standard of cover, and strategic plan no less than six months prior to their anniversary date.

All applicant and reaccredited agencies must be using the *Fire and Emergency Self-Assessment Manual – 7th Edition*.

If you have a change in agency head or accreditation manager, you must submit an agency update form, which is located on our website under “Resources.”

To stay up to date on changes within any SharePoint site, set your alerts to that site.

Just Around the Corner...

The Training and Education Technical Working Group will soon begin development of the first peer assessor continuing education (CE) module. Soon we plan to present the Web-based training program to Commission members for their approval.

The 5th edition Standard of Cover manual is in its final stages of committee work. We hope to have the document sent to publishers in January 2008.

CPSE Announces New Workshop

For the first time, CPSE will offer *MARKETING EMERGENCY SERVICES: EXCEEDING CUSTOMER EXPECTATIONS* on Friday, February 29, 2008, in Henderson, NV.

This full-day workshop will examine the definition, purpose, and uses of marketing for the issues each of your departments face. Topics addressed include the following:

- Marketing Fire and Emergency Services: The Reasons for Marketing Fire and Emergency Services and What We Can Learn from Other Countries
- The Marketing Plan
- The Context – Background to Changes in the UK
- Marketing the Monopoly – Managing for a Social Result
- Leadership of a New Service for Making the Community Safer, Stronger
- Discussions and Debate

Featured speakers will be Chief Tony McGuirk of Merseyside UK Fire and Rescue and Ben May of The Walt Disney Company.

Chief Tony McGuirk entered public service as a firefighter over 30 years ago in Manchester and has been the Chief Fire Officer of Merseyside Fire and Rescue Service for the past five years. He has a master’s degree in human resource management, is a graduate of the Civil Service Top Managers

Program, and has completed the Harvard Business School Leading Change and Organization Renewal Program. On behalf of the government, he chairs the National Leadership Stakeholders Forum, a body responsible for implementing a new leadership approach and style in UK fire and rescue services. He has presented professional papers at international fire conferences in Europe, New Zealand, Australia, the United States, the Czech Republic, and the United Kingdom. In 2006 Tony was awarded the Queen’s Fire Service Medal.

Ben May has over 20 years of experience creating and applying the discipline of fire service marketing management to fire departments and emergency service organizations. He has been a firefighter for Montgomery County, MD, Fire and Rescue and Fire Commissioner for Woodinville, WA. Ben holds a bachelor’s degree in public affairs from the University of Oklahoma and a master’s degree in international communications from the American University in Washington, DC. After 25 years as vice president of two global marketing firms, Ben is responsible for business development at Epcot at Walt Disney World Resort. He is a member of the Society of Executive Fire Officers, the Institution of Fire Engineers, and the Florida Fire Chief’s Association. He is a contributing editor to *Firehouse Magazine* and *Firehouse.com*.

Click here to register!





Accreditation Managers Workshop

Don't miss the 2008 Accreditation Managers workshop, offered just once this year, February 27-28 in Henderson, NV. This 16-hour workshop focuses on Accreditation Managers and the role they play within their agency. The following topics will be discussed:

- The Inconsistency of Standards of Cover
- Fire Accreditation: Process or Project?
- Firehouse Software and the Accreditation Model
- The Point of SharePoint

- The Journey from “No Control” to “Effective Leadership”
- Review of Accreditation Processes
- ISO
- Strategic Planning and the Self-Assessment Manual
- The Center’s Next Steps

Click here to register!

Commission on Professional Credentialing Designates Nine CFOs

On November 7, 2007, the Commission on Professional Credentialing conferred eight new CFOs and redesignated one CFO.

Please extend congratulations to the following:



Chief Fire Officer

CFO DESIGNEES

- **BRENT G. BATLA**
Burlison, TX
- **JAMES A. BURKUSH**
Woodinville, WA
- **MARK E. KLOSE**
Bedford, NH
- **KEVIN O. MILAN**
Golden, CO
- **ROBERT G. MORAN**
Englewood, NJ

- **STEWART M. ROTH**
Monterey, CA
- **JOHN D. RUKAVINA**
Raleigh, NC
- **DAVID A. SLIVINSKI**
Lemont, IL

CFO RE-DESIGNEES

- **JAMES W. TOBIN**
Rio Rancho, NM

To view a complete list of CFOs, [click here](#).



CPSE Hosts Delegation from Republic of Korea



The Center for Public Safety Excellence hosted a delegation from the Republic of Korea on November 16, 2007, to learn about standards for deployment and evaluation of fire stations, classifications for fire accreditation, and how the process works across various government agencies.

“It was an exciting opportunity to exchange information on accreditation and the credentialing message with another country,” said CPSE Executive Director Tom Wiczorek. “We have the same mission, but our systems are different in some ways. We hope that we can build upon this first meeting and provide additional outreach as Korea moves forward.”

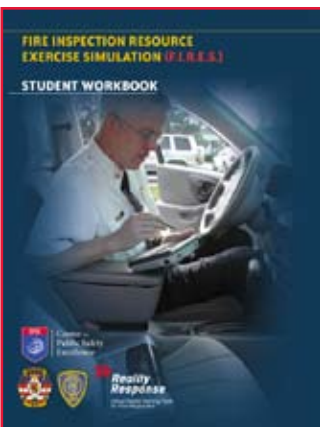
CPSE was contacted through the Korean Embassy in Washington, D.C., and was invited to meet with a Korean delegation of 18 fire officers who work for the National Emergency Management Agency (NEMA) of the central and local government in Korea. Wiczorek and CPSE Deputy Director Debbie Sobotka met the delegation for an afternoon discussion at the Washington City Club

and outlined the process and programs that operate under the CPSE umbrella. The Korean Embassy provided an interpreter for the meeting.

The Korean fire officers had questions about the relationship between deployment decisions and coordination with the federal government. They had met with U.S. Department of Homeland Security officials before the CPSE meeting. They questioned the benefits of accreditation and certification as well as the processes that were used.

“Sometimes it is easy to be solely focused on our mission or the delivery of fire services in just the United States. However, we also have a significant presence in Canada and have begun outreach with a number of other countries,” Wiczorek noted. “We will be hearing from the United Kingdom fire service at our spring meeting and at Fire Rescue International for a new program we have developed. This event reinforced the value of the process as well as, hopefully, opening additional dialogue for the future.”

Fire Inspection Resource Exercise Resource Simulation (F.I.R.E.S.)



Last year CPSE released Phase II of the revolutionary F.I.R.E.S. training program. This program incorporates virtual reality simulations into a comprehensive training curriculum developed by a nationwide team of fire inspection experts.

Although primarily targeted to company officers and line firefighters, F.I.R.E.S. can also provide basic information to entry-level fire inspectors.

Designed to be completed under the supervision of a department proctor, the program is a self-paced, computer desktop operation of practice and test scenarios.

It allows users to conduct virtually simulated inspections of critical occupancy scenarios before they conduct on-site inspections. After completing the course work, students can take an online test and receive a certificate of completion.

The F.I.R.E.S. program was funded through the U.S. Fire Administration Assistance to Firefighters Grant Program and created in partnership with Wilson Fire/Rescue Services, Ionia Department of Public Safety, Reality Response, and the International Code Council. A limited number of programs are available at no cost. To obtain copies, complete the registration form located under the [FORMS AND APPLICATIONS](#) section of our website.



Conducting a CFO Designation Application Peer Review

—Jim Grady III, CFO, MPA, Frankfort Fire District, Frankfort, IL

I must start off by saying that having the opportunity to participate in the peer review process is an honor and always a positive learning experience.

To begin, I contact my co-reviewer to verify receipt of the CFO designation candidate review packet and then we both begin the in-depth process.

I look at the components necessary for certification as detailed on the checklist page to be sure that each of the component lines is completed and ready for review. My next step is to look at the eligibility requirements—Category A, based on years of experience and level of education, or Category B, which assigns point values to education, experience, length of service, and size of organization (a minimum of 150 points is required). Then I read through the personal information, including current employment information and the demographic profile of the organization—using a highlighter to provide for a “quick look” review of the candidate.

The next section includes letters of reference, education/certifications, training classes, and professional contributions, which are cornerstones of development goals. This is when we begin to see the candidate: where the application paints a picture of what they do and how they interact within the organization and in the community.

In the descriptions of community involvement and interaction, fire service professionals really tell us what they do in their community and how they use

their professional talents to assist the community with growth and mentoring while strengthening their Emergency Services Core Values.

For those candidates submitting under Category B, the final section is the technical competencies. We look at the candidate’s education and experience in 20 areas, including human resources, operations, strategic planning, finances, and all areas of administrative responsibility. Each competency includes an attestation statement that must be signed by an individual who can verify the applicant’s experience.

After working through my first reading of the document, I go back and look at highlights, especially professional development and community participation. Why do I put such an emphasis on community involvement? Simply put, we all put our heart and soul into the fire service, but the true test for development is how you interact and get involved in the community.

I then contact the candidate by phone or email to say hello and thank them for taking the time to fill out the application and profess their commitment to excellence in the fire service. I also use this time to clarify comments, gain a better understanding of the candidate, and ask, if necessary, for additional documentation to support their credentials for becoming a CFO designee. Contact with applicants is important. They deserve follow up, and at times they need direction or suggestions for improving the document as well as enhancing their career involvement.

Following the interview, I contact the co-reviewer and discuss my comments and recommendations. On several occasions, assessors have shared thoughts and concerns and worked through understanding the application as presented. In my opinion, this has been an excellent check and balance of the review process. When all is finished, I sign the peer review statement and note any recommendations along with comments and suggestions.

I use the same process for reviewing CFO renewal applications, once again underscoring key areas of information to include training classes and community involvement. As with the candidates, I contact the designee to say hello, verify information, and request additional documentation. Once the renewal information is clear and all questions answered, I complete the peer reviewer statement to the CPSE office.

Finally, at Fire Rescue International (FRI) I have the opportunity to meet with applicants that I had the privilege to review and assist on this journey of professional development and recognition.

Throughout the process, the CPSE office—led by Debbie Sobotka—has everything in order for the reviewer, and the staff is always available for follow up questions and general assistance. It is easy to say that they make our assignment pleasurable and are the most professional staff an officer could ask for.