Community Risk Reduction Summit

November 6-7, 2016

Reston, Virginia

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Table of Acronyms

AFG	Assistance to Firefighters Grant
CPSE	Center for Public Safety Excellence
CRR	Community Risk Reduction
EMS	Emergency Medical Services
ICMA	International City/County Management Association
ICRR	Integrated Community Risk Reduction
ISO	Insurance Services Office
NFIRS	National Fire Incident Reporting System

Executive Summary

Community Risk Reduction (CRR) is the identification and prioritization of risks followed by the *integrated* application of resources to minimize the probability or occurrence and/or the impact of unfortunate events.

Within the fire service context, this means that fire departments exist not only to respond to emergencies after the fact, but to prevent or reduce the effects of their occurrence in the first place. It assumes that the fire service will act proactively as a risk reduction entity for their community. It also assumes they will partner with other community organizations as needed to accomplish their risk reduction objectives.

By working proactively and with community partners, the fire service will be able to provide the highest level of protection.

CRR is not a new concept for the fire service. For years fire departments have been involved in community risk reduction through building inspections and public education. But this concept needs to be applied in a focused manner, and truly integrated into the mission of the fire department and the mindset of its staff.

Generally, there are three methods to promote the concepts of an integrated approach to CRR. They are: Advocacy, Tools, and Education.

Advocacy refers to the need for thought and influence of leaders both inside and outside the fire service to support and promote CRR.

Tools refer to the provision of materials that will help local efforts to conduct CRR risk assessments and to develop and implement CRR plans.

Education refers to ongoing efforts to provide educational opportunities for people in the field to learn more about CRR.

See Appendix F for examples of Strategy 3 Goals, "Changing the Organizational Culture of the Fire Service."

The concepts of CRR promotion resulting from this Summit were developed through a qualitative process. A vote of the Summit participants (see Appendix B) was conducted to get a first cut at what would be considered the most important of the many ideas put forth during the summit. The second review by the Steering Committee of the Vision 20/20 Project (see Appendix C) refined the list and a third review was conducted by the CRR Leadership Task Group (see Appendix A).

The top priorities identified are:

- State Team Approach – Develop support for teams of stakeholders within each target state to assist in institutionalizing CRR and overcoming political roadblocks (tools)
- CRR Training/Certification – Continue efforts to insert CRR concepts within professional qualification standards at NFPA, and within the accreditation process at the Center for Public Safety Excellence (tools)
- Research – Increase research on what works for integrated community risk reduction efforts. Enhance tools and case studies that may help local efforts to adopt the concepts and make them successful (tools)
- Data – Improve data, analytical tools, and strategies for implementing CRR at the community level (tools)
- Improve buy-in from national fire service leadership and move for resolutions of support from national organizations (also see Appendix E - Washington Fire Chief's Position Paper) (advocacy)
- Improve training for all levels to include policy leaders external to fire service; fire service leaders/advocates; mid-level managers (education)

Purpose and Projected Outcome of the Event

The purpose and outcomes of the CRR Summit were:

- Develop a list of priority actions to help institutionalize the Integrated Community Risk Reduction (ICRR) concept within the fire service of the United States
- Enhance CRR planning in 7 high risk states

Summit Location

The 2016 Community Risk Reduction Summit was held in Reston, Virginia on November 6th and 7th, 2016.

This Summit was held under a FEMA FP&S Grant awarded to the Vision 20/20 project. For more information on CRR, and to contact the Vision 20/20 project, please go to www.strategicfire.org

Agenda

Day 1 - Sunday, November 6, 2016

Facilitator:
Michael Randel, Randel Consulting
Associates

12:00   Arrival and Registration
Lunch   Available
12:30   Welcome
- Welcome Participants
- Purpose and Objectives
- Agenda
- Ground Rules

12:45   Building a Shared Context
- Overview Vision 20/20
- Overview: Integrated approach to Community Risk Reduction
- Case Presentations (real world proof of concept)
- Presentation: Current efforts to promote CRR in the US Fire Service
- Acknowledge precedent and complementary work by other organizations
- Make the case for targeted priority actions to refine the promotion efforts at 3 linked levels (Local, State, National)

3:00   Break
3:15   Identifying Priority Actions at 3 Levels
- Introduce the Task
- Table Work – parallel task
- Each group discusses their experience and identifies actions at all 3 levels

4:45   Review of the Day
5:00   Close

Day 2 - Monday, November 7, 2016

8:00   Breakfast available
9:00   Recap Day 1
9:15   Identifying Priority Actions at 3 Levels (continued)
Table Work: review and prioritize the top 5 actions to share with the meeting

9:45   Share Priority Actions and Cluster
Check with Table Groups: identify anything important that is missing from the shared list.

10:15   Developing a Priority National List
- Dot voting – each person votes for the top 5 actions
- Combine this activity with a Break
- Tabulate the votes during the break

10:30   High Risk States Consultation
- Form groups, one for each High Risk State.
- Participants self-select which group to join, though groups will be comparable in size and composition

Task:
- Support each state in identifying what they will prioritize to make measurable progress, based on the current CRR Strategies and the new Priority List
- State representatives provide a short report on new insights and action plan

11:45   Summary and Next Steps
- Summary of Key Decisions, Messages and Next Steps
- Check Out and Thanks

12:00   Close/Lunch

Summary of the Summit Process

The meeting began on Sunday with discussion about the historic background of the Vision 20/20 initiative. Participants were reminded that Vision 20/20 is a "National Plan" and not an organization. Vision 20/20 endeavors to create actionable items that the collective fire service can get behind and focus on both today and into the future.

Through a facilitated forum of national leaders in fire prevention, practitioners, and stakeholders, Vision 20/20 refined recommendations that resulted from national conferences over the last 100 years on how the United States must improve fire prevention efforts, including reports from 1913, 1947, 1973, and 1987. From the Vision 20/20 forum in 2008, five strategies emerged. These strategies continue to direct the priorities for action by Vision 20/20. They include:

- Prevention Advocacy
- Prevention Education/Marketing
- Prevention Culture
- Prevention Technology
- Prevention Codes and Standards

Fire Prevention Models and Evaluation Measures is an area that relates to all strategies. It is promoted by Vision 20/20 through training and symposia that showcase programs using model evaluation measures.

Community Risk Reduction is a key strategy promoted by Vision 20/20. It is defined as follows:

- Community Risk Reduction – CRR is a process to identify and prioritize local risks followed by the "**integrated**" and strategic investment of resources (emergency response and prevention) to reduce their occurrence and impact.

Summit participants were asked to work in groups to determine ways in which the fire service could be changed and to group those ideas under one of the following headings:

- Advocacy
- Tools
- Education

Participants were also asked to consider whether ideas would need implementation at the National, State, or Local level to be effective.

Representatives of three different program efforts attended and generously shared their approaches to community risk reduction. They are described here:

Tualatin Valley Fire & Rescue (Oregon) - Chief Mike Duyck

- Mantra - "The Right Resource, The Right Staffing, The Right Call, The Right Time" - Using data to prioritize resources for deployment, response, and prevention

State of Tennessee - Deputy Commissioner of Fire Prevention Gary West

- Mantra - "Focused Fire Prevention" – Focusing resources where they are needed the most
- Over 130,000 smoke alarms installed / 154 lives saved
- Focusing resources, not where things have happened, but where things will most likely happen

Hampshire, United Kingdom - John Bonney

- Mantra – "Using New Data to Fight the Old Enemy" – Getting upstream of the response issues driving the fire service to respond
- Acuity Model – What we know…What others know…What this tells us…Plan and deploy…Evaluate and Learn

On Monday, take-away's from day one were discussed. They included:

- The importance of data
- The importance of taking a larger view of risk (e.g. not just the fire in the building, but consider risks during response, etc.)
- Changing demographics
- The idea that CRR is not new
- Understanding barriers to getting CRR to "the market" (consumers)
- CRR is not just "public education, although that is a key element
- To include the 5 E's of prevention (Education, Engineering, Enforcement, Economic Incentive, Emergency Response)
- There can be many paths to successful CRR

Technical problems versus adaptive problems was the subject of another presentation. These were defined as:

- **Technical Problems –** Issues that can be overcome by technological means.
- **Adaptive Problems -** Issues related to human understanding and/or behavioral problems.

CRR was seen as being affected more by "adaptive" problems than "technical" problems because it is more focused on human behavior than technical issues. Exploring solutions considering the input of others (community stakeholders) and diversifying how problems are considered can be successful strategies.

Identifying Priority Actions

Facilitators led participant groups through a series of exercises to identify priorities they viewed as important. Each table generated 5-6 priorities that resulted in 26 priorities. The unedited notes can be found in Appendix D.

Participants then organized the 26 priorities (in Appendix D) into three categories as Education, Tools, or Advocacy (unedited notes are included in Appendix E). The resulting groupings are listed below:

Note - (N=National, S=State, L=Local)

A. Education

- N S - Promote the use of quality, age-appropriateness, and evidence-based educational materials and messaging for the fire service as a whole, and for methods of assisting the fire service, such as the Materials Generator. This approach is also key for the continued evolution of "Fire Is Everyone's Fight."
- N - Train mid-level fire service managers in CRR.
- N - Make CRR training available. Connect training with documentation and/or CEU's to provide tangible evidence of completion and possibly competency. Combining this with recent CRR recognition by ISO and CPSE would increase the connection between certification and CRR.
- L - Explore/provide evidence based links between CRR and firefighter safety as a way to connect the operations side of the fire service to CRR. Fire service education/outreach work could be similarly connected.

C. Tools

- N L - Conduct research through data collection (incident data, demographic data, program outcomes, etc.). This might also lead to better information about issues that either block or promote the implementation of CRR at the community level.
- N - Develop model language about CRR to assist negotiation with labor unions and work force agreements that encourage the inclusion of CRR in fire service operations. This could include firefighter safety, working conditions, and work force implementation.
- N - Develop better CRR language to be included in promotional packages for Chiefs, city administrators, or recruitment. This might include attitudes about CRR, motivations for fire service employment, or psychological assessments pre-hire.
- N L - Provide fire service members with access to advocates/mentors to teach/coach methods of implementing CRR and associated strategies. This might include advocacy and support based on population/demographics of the local agency.
- N - Develop CRR models specific to rural areas to demonstrate evidence of effective programs, potential partners, leadership, and tools.
- L – Determine the issues that concern citizens, from their point of view. Tie fire service priorities to those issues along with risk data to analyze community risk and establish local priorities. Consider revisiting data collection processes to ensure relevance and accuracy and to be realistic about what can and should be used.
- N S L – Utilize local partners who collect data to factor into a risk analysis. This "data mining" would improve decision making and better blend with other community agencies and needs. At the state level, leadership by State Fire Marshal Office would help blend state needs with local needs.
- N - Establish ongoing quality monitoring and improvement systems for CRR nationally.
- N S L – Identify funding sources including reauthorization of AFG.
- N – Promote existing resources available to help with CRR (i.e. grant writing, training, NFIRS).
- S – Establish a Fire Fatality Task Force for evaluation of the causes and contributing factors in fire deaths at the state level.
- N S – Collaborate with partners and mentors to gain access to others data and resources available nationally or at the state level.
- N – Incorporate CRR into all levels of the NFPA Professional Qualification Certifications (Company Officer, Firefighter, Chief Officer, etc.). If states use different systems, do the same at that level. Encourage the connection of incentives and institutionalize credentialing to these certifications.
- N S – Create statewide CRR teams with a "go-to" person. Empower state agencies to push the message, the tools, and the training to local agencies. Provide assistance in building state CRR leadership teams using NFA course graduates. Utilize CPSE credentialed officers/chiefs/fire marshals/other prevention personnel to mentor leadership through outside facilitator. Target states who have yet to be introduced to CRR using those that have by creating "coaching" teams. Use technical advisors from Vision 20/20 to train and coach others. Create CRR evaluation and follow up processes to gain better evidence of outcomes.

D. Advocacy

- N – Create guides for developing partnerships.
- S – Increase feedback to CRR communities for efforts and outcomes, perhaps by using recognition processes and/or awards for accomplishment.
- L – Motivate personnel to establish and cultivate partnerships when delivering CRR to the community.
- N – Work with change agents to secure a formal resolution in support of CRR (especially leaders at IAFC, NVFC, Metro Chiefs, IAFF, etc.)
- L – Accept responsibility to produce CRR results.
- N – Develop a national "CRR Day" for delivery and recognition of CRR work (possibly with fire prevention week).
- N – Incentivize volunteer fire departments to embrace CRR by tying it to funding and recruitment (for both firefighting and non-firefighting volunteers).
- L – Implement a CRR plan to deal with "low-hanging fruit" (the most basic opportunities) first, then build on successes.

Appendix A - CRR Leadership Task Group

Name	Organization
Laura Baker	Tucson (AZ) Fire Department
Randy Bruegman	Anaheim (CA) Fire Department
Jim Crawford	Vision 20/20 Project Manager
Mike Duyck	Tualatin Valley (OR) Fire & Rescue
Stephen Hrustich	Gwinnnett County (GA) Fire
Bill Kehoe	Friendship Fire Company (VA)
Mary Marchone	National Fire Academy
Lori Moore-Merrell	International Association of Fire Fighters
Bill Peterson	Retired Fire Chief, Plano (TX) Fire Department
Vickie Pritchett	National Fallen Firefighters Foundation
Derrick Sawyer	International Association of Fire Chiefs
Jennifer Schottke	Vision 20/20 Technical Advisor
Mike Senchyna	Vision 20/20 Technical Advisor
Phil Stittleburg	La Farge (WI) Fire Department
Gary West	Tennessee State Fire Marshal's Office

Appendix B - 2016 CRR Summit Participants

Name	Title	Organization
Kathleen Almand	Vice President Research	National Fire Protection Association
Meri-K Appy	Strategic Partnerships Manager	Vision 20/20 / Appy and Associates
Arnold Baker	Fire Chief	Chelan County (WA) Fire District #5
Laura Baker	Past President / Assistant Chief	Intl. Assoc. of Women in Fire & Emergency Services / Tucson (AZ) Fire Department
Preet Bassi	Chief Executive Officer	Center for Public Safety Excellence
Frank Blackley	Assistant Chief	Wilmington (NC) Fire Department
John Bonney	Director	Alchemy Management Solutions, Ltd.
Jim Broman	IFE Liaison	Vision 20/20
Joel T. Brown	Lieutenant/Paramedic	Mid Columbia (OR) Fire & Rescue
Lorraine Carli	Vice President, Outreach and Advocacy	National Fire Protection Association
Peg Carson	Operations Manager	Vision 20/20 / Carson Associates
Kathy Clay	Battalion Chief, Fire Marshal	International Association of Wildland Fire
Ed Comeau	Communications Manager	Vision 20/20 / Writer-Tech.com
Jim Crawford	Project Manager	Vision 20/20
Robert A. Creecy	Fire Chief	Richmond (VA) Department of Fire & Emergency Services
April Cuevas	Fire Safety Education Officer	Mississippi Fire Marshal's Office
Robert Doke	State Fire Marshal	Oklahoma State Fire Marshal's Office
Mark Drinkard	Acting Assistant State Fire Marshal	Alabama State Fire Marshal's Office, Department of Insurance
Mike Duyck	Fire Chief	Tualatin Valley (OR) Fire & Rescue
Sandy Facinoli	Liaison USFA / Chief, Prevention and Information	Vision 20/20 / US Fire Administration
Josh Fulbright	Section Chief, Community Risk Reduction	South Carolina State Fire Marshal's Office
Andrea Gielen	Professor & Director	John Hopkins Center for Injury Research and Policy
Larry Gray	Public Information Officer	Cleveland (OH) Fire Department
Ben Hammond	Fire Marshal	Sheridan (AR) Fire Department
Phil Hart	State Director	West Virginia State Fire Chiefs
Tonya Hoover	State Fire Marshal (retired)	California State Fire Marshal's Office
Lisa Jones	Fire Marshal (retired)	Spokane City (WA) Fire Department
Bill Kehoe		Friendship Volunteer Fire Company (VA)
Kevin F. Kelley	Senior Director, Community Preparedness Programs	American Red Cross
Andy King	Deputy Chief/Fire Marshal	City of Franklin (TN) Fire Department
Sarah Lee	Deputy Director	National Volunteer Fire Council

Cynthia Leighton	Principal	Leighton and Associates
Paul Maldonaldo		National Association of Hispanic Firefighters
Mary K. Marchone	Training Specialist/Curriculum Mgr.	DHS-FEMA-USFA-NFA
Alan Martin	Fire Chief	Tuscaloosa (AL) Fire Department
Brandon Merritt	Lieutenant	Pryor Creek (OK) Fire Department
Pat Mieszala		Burn Concerns
Lisa D. Moatts	Director	Southeaster Association of Fire Chiefs
Lori Moore-Merrell	Assistant to the General President	International Association of Fire Fighters
Rob Neale	Vice President, Government Relations	National Fire Service Activities / International Code Council
Cathie Patterson	Branch Chief	DHA-FEMA - Assistance to Firefighters Grant Program
Tammy L. Peavy	Fire Safety Education Officer	Mississippi State Fire Marshal's Office
Don Porth		PreventThink Life Safety Education & Consulting
Pam Powell		Fire Safety Communications
Wayne Powell	Executive Director	National Fire Heritage Center
Michael Randel		Randel Consulting Associates
Erin Rice	Community Risk Reduction Manager	Virginia State Fire Marshal's Office, Department of Fire Programs
Greg Rogers	Fire Marshal	Spokane Valley (WA) Fire Department
Phil Schaenman	President	TriData, LLC
Lynn Schofield	Fire Marshal / Section Chair	Provo City (UT) Fire Department / NFPA Education Section
Jennifer Schottke		Vision 20/20 Technical Advisor
Anthony Scoggin	Curriculum Coordinator	South Carolina State Fire Marshal's Office, Division of Fire & Life Safety
Baylie Scott	Community Risk Reduction Coordinator	Tennessee State Fire Marshal's Office
Mike Senchyna	Technical Advisor	Vision 20/20 Technical Advisor
Ron Siarnicki	Executive Director	National Fallen Firefighters Foundation
Christofer J. Sweat	Assistant Chief, Prevention & Preparedness	Lexington (KY) Fire Department
Nancy Trench	Assistant Director	OSU Fire Protection Publications
Kenneth E. Tyree Jr.	State Fire Marshal	West Virginia State Fire Marshal's Office
Chris Walker	Captain	Wilmington (NC) Fire Department
Gary West	Deputy Commissioner of Fire Prevention	Tennessee State Fire Marshal's Office
Maggie Wilson	Section Chief, SAFER/FP&S	DHS-FEMA Assistance to Firefighters Grant Program
Michael Yingling	Assistant Fire Marshal	Virginia State Fire Marshal's Office, Southwestern Region

Appendix C – Vision 20/20 Executive and Steering Committees and Technical Advisors

Name	Organization
Executive Committee	
Meri-K Appy	Executive Committee
James Broman	Executive Committee / Institution of Fire Engineers US Branch
Peg Carson	Executive Committee
Ed Comeau	Executive Committee
Jim Crawford	Executive Committee
Sandy Facinoli	Executive Committee / United States Fire Administration Liaison
Maggie Wilson	Executive Committee / Federal Emergency Management Agency Liaison
Steering Committee	
Laura Baker / Mike Carsten	International Association of Women in Fire & Emergency Services
Nicole Testa Boston	Society of Fire Protection Engineers
Johnny Brewington / Mikel Robinson	International Association of Black Professional Firefighters
Lorraine Carli	National Fire Protection Association - Outreach and Advocacy
Kathy Clay	International Association of Wildland Fire
Andrea C. Gielen / Wendy Shields	John Hopkins Center for Injury Research and Policy
Bruce Johnson	Underwriters Laboratories
Kevin F. Kelley	American Red Cross
Sarah Lee	National Volunteer Fire Council
Michael Love	
Paul Maldonaldo	National Association of Hispanic Firefighters
Lori Moore-Merrell	International Association of Fire Fighters
Azarang (Ozzie) Mirkhah	
Rob Neale / Sara Yerkes	International Code Council
Wayne Powell	National Fire Heritage Center
Derrick Sawyer	International Association of Fire Chiefs
Steven Sawyer	International Fire Marshal's Association
Phil Schaenman	TriData LLC
Lynn Schofield	National Fire Protection Association - Education Section
Ronald Siarnicki / Vickie Pritchett	National Fallen Firefighter's Foundation
Paul Valentine	International Fire Service Training Association
Gary West	Tennessee State Fire Marshal's Office

Technical Advisors	
Kathleen H. Almand	Vision 20/20 Technical Advisor - Strategy 4 Leader
Tanya Hoover	Vision 20/20 Technical Advisor - Strategy 2 Leader
Bill Kehoe	Vision 20/20 Technical Advisor - Strategy 3 Leader
Dan Madrzykowski	Vision 20/20 Technical Advisor
Ben May	Vision 20/20 Technical Advisor
Patricia Mieszala	Vision 20/20 Technical Advisor
Don Porth	Vision 20/20 Technical Advisor
Pam Powell	Vision 20/20 Technical Advisor
Richard Taylor	Vision 20/20 Technical Advisor
Nancy Trench	Vision 20/20 Technical Advisor

Appendix D – Identifying Priority Actions

Unedited Notes
Note - (A=Advocacy, T=Tools, E=Education) (N=National, S=State, L=Local)

1. A/T - N S – Create statewide CRR teams with a "go-to" person; Empower state agencies to push the message, the tools, and the training to local entities; Provide assistance in building state CRR leadership teams using NFA or CRR course graduates, utilize CPSE credentialed officers/chiefs/fire marshals/other prevention personnel, mentor leadership through outside facilitator; Target states who have yet to be introduced to CRR using those that have by creating "coaching" teams; use technical advisors to CRR to train and coach; create CRR evaluation and follow up.
2. A - N – Incorporate CRR into all levels of NFPA Pro Qual Certifications and state training standards (Company Officer, Firefighter I, Chief Officer, etc.); Provide incentives and institutionalize credentialing.
3. T - N L - Research via data gathering/sharing (incident, demographic, programs/outcomes); Identify barriers and facilitators to CRR; Implementation at the community level and develop workable strategies to execute CRR; Recruitment considering CRR attitudes, motivations, psychology, understanding of tools, evaluation.
4. E - N S - Age appropriate CRR educational materials; Advocate use of evidence-based safety messages to enhance understanding and drive behavior change (e.g. Vision 20/20s Fire Safety Materials Generator); provide more "tested messages" for "Fire Is Everyone's Fight" slogan.
5. T- N S L – Find local partners with the data you need; Develop a list of tiered data points from cost efficient sources; Data mine for decision making; State Fire Marshal driven geographic focus to allow for local data and tools; Establish ongoing quality monitoring and improvement system for CRR nationally.
6. A - N – Work with internal change agents to secure a formal resolution in support of CRR (especially leaders at IAFC, NVFC, Metro Chiefs, IAFF, CFSI, etc.)
7. E - N - Mid-level management CRR training
8. T - N - Develop CRR models for rural areas to show evidence of what works, potential partners beyond the fire service, leaders, and tools.
9. T/A - N – Incentivize volunteer fire departments to embrace CRR by tying it to fundraising, recruitment (for non-firefighting volunteers).
10. E - N - Create better packages to promote CRR for Chief's, city administrators, etc.
11. A - N – Funding – reauthorization of AFG at all levels (National, State, Local)
12. A - N – Create a CRR day
13. E - N - Access to an expert network and speakers bureau to teach and advocate for CRR and associated strategies.
14. A - N S – Build partnerships to gain access to others data and resources; Collaborate with partners, mentors, and for leveraging resources.
15. A/T - N - Friendly model language about CRR for labor union and work force agreements (firefighter safety, working conditions, work force implementation)

16. A - L - Population specific advocates
17. T - S – Establish a Fire Fatality Task Force to help identify causes and contributing factors in fire deaths at the state level.
18. E/T - N – Create guide for developing partnerships.
19. T - N - Promote existing resources to enhance basic skills (i.e. grant writing, training, NFIRS).
20. A - S – Increase feedback to CRR communities for efforts and outcomes using recognition and awards.
21. A/T - L – Determine the issues that concern citizens. Connect fire department priorities to issues of concern to citizens using risk data collected by the community. Analyze "pure" data collected and be realistic about what is used. Revisit data collection processes.
22. E/T - L – Motivate personnel to establish and cultivate community partners in delivering CRR to the community.
23. T - L – Accept responsibility to produce CRR results.
24. E - N - On-Line training with certificates and CEU's to document learning outcomes – combine with CRR proficiency requirements by ISO and CPSE.
25. T - L - Emphasize CRR benefits related to firefighter safety; Fire service education.
26. T - L – Implement a CRR plan to deal with "low hanging fruit" first, then build on successes.

Appendix E – Identifying Priority Actions By Type

Unedited Notes
Note - (N=National, S=State, L=Local)

Education

- N S - Age appropriate CRR educational materials; Advocate use of evidence-based safety messages to enhance understanding and drive behavior change (materials generator); Provide more "tested messages" for "Fire Is Everyone's Fight".
- N - Mid-level management CRR training
- N - On-Line training with certificates and CEU's to document learning – combine with CRR proficiency requirements by ISO and CPSE.
- L - Emphasize CRR benefits related to firefighter safety; Fire service education.

Tools

- N L - Research via data gathering/sharing (incident, demographic, programs/outcomes); ID barriers and facilitators to CRR; Implementation at the community level and develop workable strategies to execute CRR; Recruitment considering CRR attitudes, motivations, psychology, understanding of tools, evaluation.
- N - Friendly model language about CRR for labor union and work force agreements (firefighter safety, working conditions, work force implementation)
- N - Create better CRR promotional packages for Chiefs, city administrators, etc.
- N - Access to an expert network and speakers bureau to teach and advocate for CRR and associated strategies.
- L - Population specific advocates
- N - Develop CRR models for rural areas to show evidence of what works, potential partners beyond the fire service, leaders, and tools.
- L – Determine the issues that concern citizens. Connect Fire Department priorities with issues of concern to citizens using risk data collected by the community. Analyze "pure" data collected and be realistic about what is used. Revisit data collection processes.
- N S L – Find local partners with the data you need; Develop a list of tiered data points from cost efficient sources; Data mine for decision making; State Fire Marshal driven geographic focus to allow for local data and tools; Establish ongoing quality monitoring and improvement system for CRR nationally.
- N – Funding – reauthorization of AFG at all levels (National, State, Local)
- N – Promote existing resources (i.e. grant writing, training, NFIRS).
- S – Fire Fatality Task Force
- N S – Build partnerships to gain access to other's data and resources; Collaborate with partners, mentors, and for leveraging resources.

- N – Incorporate CRR into all levels of NFPA Pro Qual Certifications and state training standards – Company Officer, Firefighter I, Chief Officer, etc.; Provide incentives and institutionalize credentialing.
- N S – Create statewide CRR teams with a "go-to" person; Empower state agencies to push the message, the tools and the training to local entities; Provide assistance in building state CRR leadership teams using NFA or CRR course graduates, utilize CPSE credentialed officers/chiefs/fire marshals/other prevention personnel, mentor leadership through outside facilitator; Target states who have yet to be introduced to CRR using those that have by creating "coaching" teams; Use technical advisors to CRR to train and coach; Create CRR evaluation and follow up.

Advocacy

- N – Create guide for developing partnerships.
- S – Increase feedback to CRR communities for efforts and outcomes using recognition and awards.
- L – Motivate personnel to establish and cultivate community partners in delivering CRR to the community.
- N – Work with internal change agents to secure a formal resolution in support of CRR (especially leaders at IAFC, NVFC, Metro Chiefs, IAFF, CFSI, etc.)
- L – Accept responsibility to produce CRR results.
- N – CRR Day
- N – Incentivize volunteer fire departments to embrace CRR by tying it to fundraising, recruitment (for non-firefighting volunteers).
- L – Implement a CRR plan to deal with "low hanging fruit" first, then build on successes.

Appendix F – Changing the Organizational Culture of the Fire Service

Note - This is a previously published document shared for reference only.

Vision 20/20

> *Strategy 3 Goal*
>
> *Change the organizational culture of the Fire Service to institutionalize an approach for public safety that integrates emergency response capabilities with prevention/mitigation strategies at the local level*

Components to Achieve the Goal

Strategy Task Group 1

- EDUCATION
- One day workshops
- Online training
- Webinars
  - In alignment with course teachings at the National Fire Academy

Strategy Task Group 2

- TOOLS
- Best practices
  - Research
  - Case Studies
  - *Home Visits
- Online tools (downloadable)
  - Literacy and Language Barriers
  - Video/Audio
  - Risk Assessment

Strategy Task Group 3

- ADVOCACY
- 100 plus fire service leaders to serve as advocates
  - Develop specific strategy to influence public policy
- Job Standards

In order to understand the significance of specific parts of the overall strategy to change the culture of the fire service, it is important to understand how they all fit together. In textbook terms, changing organizational culture involves recruitment, hiring, training, modeling and rewarding the behaviors and normative attitudes desired. At the national level, that means coordinating a national strategy that encourages local fire departments to adopt these practices, and institutionalize them. Put simply, local departments need to see the importance and value of the principles of what is called "Community Risk Reduction" in the United States (US).

The fire service culture of the U.S. has been traditionally dominated by emergency operations concerns. The primary service of local departments is to respond to emergencies when people call for help, and to mitigate the damage of fires, medical emergencies, or a host of other emergent needs that emergency responders face. No one foresees the ending of that basic need, no matter how effective other prevention and mitigation solutions become.

However, a more integrated approach may be more efficient and effective in the long run. Fire sprinkler systems, building compartmentalization, alarm systems, safety education, seat belts/air bags, and other preventive/mitigating solutions may be combined with effective emergency response capabilities that improve public safety beyond what we have experienced in the U.S.

We know from other industrialized nations that we are capable of doing better. They have much lower fire deaths, incidence, and property losses when compared to the U.S.

In order to achieve a national goal that institutionalizes these concepts within the fire service, three basic approaches have been organized via the Vision 20/20 Project to move in that direction.

Education: This element is key in making the fire service aware of the value of CRR concepts in the U.S. The Vision 20/20 Project has been successful at obtaining funds, predominantly from the Assistance to Firefighters Grants (AFG) program, to produce and deliver a variety of educational offerings designed to teach the fire service about CRR, and how to use it effectively. The educational element of the overall strategy includes several parts:

- One Day Workshops: The training material developed by the Vision 20/20 Project, Oklahoma State University, the Centers for Disease Control & Prevention, the University of Washington, and numerous subject matter experts is used to conduct workshops across the nation. There has been at least one in each of 10 Federal Emergency Management Agency (FEMA) regions, and in some cases more.
- Train the Trainer: Each of the workshops in the field has helped to identify local presenters for each FEMA region so that the materials can be taught locally without federal support.
- Online Training: An online course is being developed and will be located on the resource page for the International Fire Service Training Association (https://moodle.ifsta.org/). The first year of "attendance" at this online course will be free for those who take the class from their own computer. The course provides an overview of CRR concepts, and steers students toward more

in-depth trainings available elsewhere, as well as online resources to help them develop their own local CRR plans.

- Webinars: Shorter duration overviews about the value of and need for CRR concepts have been broadcast in partnership with the International Association of Fire Chiefs, and the International City Manager's Association. These webinars can be offered inexpensively and are available for later viewing via our web-site at www.strategicfire.org.
- Firefighter Recruit Training: The Vision 20/20 Project developed a model curriculum for recruit firefighters to explain the value of and need for CRR concepts within the fire service. Currently, local sites are sought to pilot test the instructional material.

Tools: This element of the overall strategy is intended to identify tools that can be adapted and adopted locally so that practitioners in the field will not have to invent their own materials. Perhaps more important is providing resources that are tested to be effective and appropriate especially for age, literacy levels, and non-English speaking audiences.

- A grant is in process with a Vision 20/20 partner to conduct scientific levels of study to determine the best practices in home safety visits. These proven elements of an effective CRR strategy are done in a variety of ways in the U.S., with no national standard of performance at all, except one National Fire Protection Association (NFPA) standard (1452) that prescribes effective processes for home safety visits. However, that standard is not predicated on scientific research, but rather a consensus among practitioners. It covers so many topics as to be impractical for many local fire departments. A model needs to be developed based on scientific study to determine the methodology used, and materials presented during home safety visits.
- Case studies are being developed for a variety of CRR practices, and in particular those that involve home safety visits. These case studies show measurable results in terms of formative, process, impact and outcome evaluation measures refined and promoted under another Vision 20/20 strategy. The case studies will ultimately be housed on several websites for redundancy, and promoted heavily through the "Prevention and Public Education Exchange" accessible on the U.S. Fire Administration's website, http://www.lrc.fema.gov/exchange.html.
- Online tools are needed to give the local fire departments the resources they need to do an effective job in home safety visits, even before national research is finished. Some practical safety messages have already achieved a national subject matter expert consensus on the appropriateness of their messaging via the National Fire Protection Association (NFPA) Educational Messages Advisory Committee. The Vision 20/20 Project appears close to grant funding that could be expanded to develop and promote educational tools that rely on effective videos, audio in several languages, and visual prompts to eliminate problems for literacy or non-English speaking audiences when portraying appropriate safety messages. Other online tools to teach firefighters what they need to know have been developed and vetted for age and literacy appropriateness by the Home Safety Council, and now reside with Safe Kids Worldwide.
- In partnership with Esri, the Vision 20/20 Project is developing simple risk assessment tools that can be provided free of charge to the fire service, enhancing their ability to conduct adequate

CRR plans at the local level. In short, pointing them in the direction of accurately assessing their local risks, helps them design local mitigation strategies that are efficient and effective.

Advocacy: The Vision 20/20 Project established a specific task group of fire service leaders to serve as advocates for adopting and institutionalizing CRR concepts within the U.S.

- Under AFG funding we are recruiting at least 100 current fire service leaders across the nation, mostly fire chiefs (some who are retired yet still carry tremendous influence within the fire service), to serve as advocates for CRR concepts. We are on pace to exceed our goal.
- Once the Advocacy Task Group is finalized, a national web-based meeting will take place to help shape the national advocacy plan for CRR concepts in the U.S. The Advocacy Plan for CRR will follow the recommended practices identified in another Vision 20/20 Strategy - Advocacy for Fire Prevention Programs. Subject matter experts from around the nation have identified models and processes to use in order to develop an effective Advocacy Plan.
- Each element of the overall Strategy to change fire service culture combines to move the fire service in the U.S. toward a tipping point that adopts and institutionalizes CRR concepts. They are all developed and promoted in alignment with course material at the National Fire Academy that has been promoting the concepts for many years. And they represent a collaboration of different organizations that has become a trademark of sorts for the Vision 20/20 Project: collaboration among various organizations and people

Appendix G – Washington Fire Chiefs Position Paper

POSITION PAPER XX

Subject: Community Risk Reduction
Date: May XX, 2016
Amended: xxx

Purpose Statement:

The WFC believes the fire service exists not only to respond to emergency incidents, but also to proactively prevent or mitigate the impact of such incidents within their communities. Further, WFC believes the concept of Community Risk Reduction (CRR) should be incorporated into all local fire agency service design.

Community Risk Reduction is not just another name for "fire prevention;" but rather is a comprehensive and focused approach to managing/reducing the specific and unique risks found within the individual communities of our state. In addition, given a comprehensive CRR program involving community partners and fire agency personnel, WFC believes such an effort will result in a sustainable organizational culture that prioritizes managing and reducing risks. It is an integrated approach that incorporates emergency response and prevention/mitigation strategies in a cohesive manner.

WFC believes that fire service leaders, along with community leadership, must begin to shift strategic and tactical efforts toward identifying, reducing, and mitigating risks (CRR). Further, WFC believes CRR will ultimately become an expectation of their communities and elected officials.

Fire service leaders must recognize and account for the fact that any change within organizational culture will meet with resistance. Organization members must be educated regarding the benefits to the community and to themselves that will result in their support. Then they must be equipped with the resources to carry out the plan.

Fire service leaders must recognize that, while there is no specific blueprint for developing CRR plans, there are proven and essential steps. By following these essential steps identified by the Center for Public Safety Excellence (CPSE), the resulting CRR plan will be unique to each fire department, based on the types of risks for that particular community.

Recommendations:

The WFC recommends CRR programs use the following CPSE steps identified in the CPSE Fire and Life Safety Emergency Service Self- Assessment Manual (FESSAM) Criterion 5A towards the development of CRR programs:

- o Step 1: *The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting, and control of fires. The agency should conduct a thorough risk analysis as part of activities to determine the need for a specific community risk reduction program.*
- o Step 2: *The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.*
- o Step 3: *There are programs in place that identify large loss potential or high risk audiences (such as low socio-economic status, age, cultural/ethnic differences where appropriate), forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents (such as home safety visits, smoke alarm installations, bicycle helmet programs, fall prevention programs, etc.).*
- o Step 4: *The CRR program (such as development and delivery) targets specific risks, behaviors, and audiences identified through incident, demographic, program data analysis, community risk assessment.*
- o Step 5: *The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.*

While Community Risk Reduction identifies/prioritizes local risks and develops a plan to manage those risks, CRR must include the integrated and strategic investment of resources (*emergency response and prevention*) to produce the desired outcomes.

The WFC is committed to supporting local fire service leaders with information, education, and resources through its conferences, workshops, seminars, and website resources. As appropriate, the WFC will support legislation that promotes and supports effective CRR initiatives.