

Iowa City Fire Department

CFAI Accreditation -- Process and Timeline

A. [March 24, 1997] Mission, Vision, and Values Statements

A department meeting was called to kick off the strategic planning process. Five meetings followed that were facilitated by Tim Shields of the Iowa Institute of Public Affairs. Each shift met independently with Mr. Shields, as did the command staff. A final meeting consisting of combined representatives led to the formation of the department's mission, vision, and values statements.

B. [August 29, 1997] Self Assessment Documents

Four committees were established to proceed with the self-assessment process. The committees were structured according to the following: Administration and Support, Emergency Operations, Fire Prevention, and Training & Equipment. The committees were working out of the Fire and Emergency Service Self-Assessment Manual, 2nd Edition. Of note, the department was ultimately accredited under the 7th Edition FESSAM.

Phase II Committee Charter Members

ADMINISTRATION & SUPPORT

B.C. Humston
Capt. Blank
Lt. Lacina
Lt. B. Platz
Lt. Stimmel

Brenda Miller
FF. Langstaff
FF. Rohr
FF. Riss

EMERGENCY OPERATIONS

B.C. Stutzman Lt. Grier
Capt. Smith FF. Vest
Capt. Barta FF. Suedkamp
Lt. Hanson FF. Buser
Lt. Bok FF. Tinnest

FIRE PREVENTION

F.M. Jensen
Lt. Brown
Lt. Kelly
FF. Wyss

FF. Koch
FF. Knight
FF. Greer
FF. Bredman

TRAINING & EQUIPMENT

B.C. Brenneman FF. Reyhons
T.O. Dolan FF. Henry
FF. Hansen

The self assessment began with a 156 page Research and Information Collection Guide. The yes/no questions began to identify deficiencies within the organization, as well as exhibits to substantiate conformance. The committees went on to complete a first round self-assessment document on or about December 1999. The appraisals clearly identified

our strengths as a municipal fire agency, as well as the areas that needed to be improved upon. 'To-do lists' evolved as a way to track our progress and prioritize goals. Some shortcomings were easily corrected, while others required budget authority and/or a sequence of changes to ultimately comply.

C. [February 12, 2001] Strategic Planning Document

Jude West, Professor Emeritus, Management and Organizations Department, Henry B. Tippie College of Business, The University of Iowa, was retained to assist in the development of a strategic plan. Committee members included two citizen members (Ann Rhodes & James Berry), the Assistant Director of PCD (Jeff Davidson) and the fire department command staff (A. Rocca, R. Jensen, R. Stutzman, E. Brenneman, J. Humston, and D. Smith). The final document (FY2003 to FY2012) was presented to council in August 2002. The original document included 18 goals. On January 6, 2006, an addendum was released, adding nine more goals to the FY2006-2008 time frame.

D. [February 2, 2005 – August 31, 2007] Standards of Response Coverage Document

Adam Chapin (2/2/05 – 12/30/05) was a University of Iowa mechanical engineering student that interned in the fire marshal's office. Adam assisted with fire protection equipment plan review and special projects. Adam was very skilled with Microsoft Excel and created an important analysis tool to help us quantify risk factors on the 20,000 plus parcel data in Iowa City. The Risk Hazard and Value Evaluation (RHAVE) project was an important first step in enumerating the scope, complexity, and relationship of the various risk factors. Adam obtained the majority of the data from the City Assessor and the University of Iowa before graduating. Buildings were scored in five main categories and several subcategories to quantify a final overall score. Adam's replacement, Nick Prybil (3/2/06 – 12/21/07), finished gathering the data and worked with Rick Havel of Johnson County to create a GIS map file to visually display the parcels and risk factors, while adding annual response data layers to correlate historical data by type of incident and year. We could now start to analyze risk by fire district and census tract and overlay the information with a historical response perspective. The risk analysis portion of 'Standards of Cover' was taking shape. To summarize, standards of response coverage documents are those written policies and procedures that establish the distribution and concentration of fixed and mobile resources of an agency.

Bogdana Rus (8/30/05 – 8/31/07), an urban planning graduate student intern worked within all of our documents to create the charts and graphs, assemble required exhibits, and make the performance indicators reflect current practices. Nearly six years had gone by since the performance indicators were first drafted. Many changes took place during that time and needed to be incorporated into the documents. The Commission on Fire Accreditation International (CFAI) was now operating out of the 7th Edition of the FESSAM. Bogdana revisited all 244 performance indicators, working closely with the command staff to assure accuracy.

E. [September 15, 2005 – March 2, 2008] Agency Status

Registered Agency -

On September 15, 2005, the Iowa City Fire Department became a registered agency with the CFAI. Registered agency status provides access to CFAI mailing lists, newsletters, network, and trained members of the commission to answer questions and offer guidance.

Applicant Agency -

On March 3, 2006, the Iowa City Fire Department became an applicant agency. Applicant agencies must have an accreditation manager that has received ‘self-assessment’, ‘standard of cover’, and ‘peer assessor’ workshop training. Chief Rocca became the accreditation manager. With applicant agency status, final documents had to be submitted to the CFAI within 18 months. An accreditation mentor was assigned to assist with a first review of our documents. Scott Avery of O’Fallon, MO, was our accreditation mentor. Due to timing delays beyond anyone’s control, Scott’s involvement was minimal.

Candidate Agency -

On September 13, 2007, the Iowa City Fire Department became a candidate agency. The peer assessment team was assigned and the Iowa City Fire Department’s 7th Edition FESSAM documents, 10-Year Strategic Plan, and Standards of Response Coverage 2007 documents were electronically made available to the peer assessment team members on a SharePoint site for comment and analysis. Clarifications and modifications based upon their comments continued through February 2008.

F. [March 2 – 6, 2008] Peer Assessor Site Visit

The Iowa City Peer Assessor Team -

Dwaine Booth, Team Leader - Florida

James Evans, California

Martin Goughnour, Oregon

Kenneth Uzeloc, Calgary, Alberta, CANADA

ARRIVAL				DEPARTURE		
Date	Name	Time	Flight info	Date	Time	Flight Info
1-Mar		4:00				
Mar	Evans, J.	PM	Am #3903	6-Mar	4:25 PM	Am #4295
2-Mar		2:50	Delta			Delta
Mar	Booth D.	PM	#4637	6-Mar	11:05 AM	#5088
2-Mar		2:32	NW			NW
Mar	Goughnour M.	PM	#2790	6-Mar	2:57 PM	#2754
2-Mar		2:32	NW			NW
Mar	Uzeloc K.	PM	#2790	6-Mar	9:03 AM	#3049

The assessors were picked up at the Eastern Iowa Airport and given a tour of the city on the afternoon and early evening of March 2nd. They were met and welcomed by the

command staff and Local 610 President at The Brown Bottle restaurant later that evening. On Monday morning, the assessment team officially started their work by explaining to the mayor and others assembled their peer assessment roles, activities, and projected schedule.

MONDAY, MARCH 3, 2008

	Dwaine Booth	James Evans	Martin Goughnour	Ken Uzeloc
9:00			Criterion 5A Fire Suppression	
9:30			BC Brown (x5262)	
10:00	Category 1 Fire Chief (x5256) Deputy Chief (x5261)			
10:30				
11:00		Category 2	Criterion 5I Aviation Rescue and Firefighting Services	
11:30		Fire Chief (x5256) Deputy Chief (x5261)	BC Brown (x5262)	
1:00			Criterion 5B & 5D Fire Prevention Fire Investigation	
1:30	Category 1 City Manager (x5013)		Fire Marshal (x5257)	
2:00	Category 4 Fire Chief (x5256) Deputy Chief (x5261)		PI 5G.4	
2:30		Category 3	Comm Dispatch Sup. Nancy Sereduck (x5275)	
3:00		Fire Chief (x5256) Deputy Chief (x5261) PCD Director (x5232)		
3:30			PI 5F.1	
4:00			Lt. Goolsby (x5266)	

TUESDAY, MARCH 4, 2008

	Dwaine Booth	James Evans	Martin Goughnour	Ken Uzeloc
9:00	Category 1 Mayor Bailey (321-1385)			Category 6 Admin & Support BC Humston (x5262)
9:30	Category 4 Finance Director (x5053)		PI 5B.2 Fire Inspector Smith (x5491)	
10:00	Category 7 Finance Director Risk Manager			
10:30	Category 7 Personnel Director (x5026)			
11:00			PI 5G.4 Steve Spenler JCAS Director (356-6013)	
11:30				
1:00		Communications Center Tour	Communications Center Tour	Communications Center Tour
1:30				
2:00				
2:30				
3:00			PI 5G.5 Deputy Chief (x5261)	
3:30	Category 4 Deputy Chief (x5261) BC Humston (x5262)			
4:00			Criterion 5H Domestic Preparedness Planning & Response Deputy Chief (x5261)	
4:30				

WEDNESDAY, MARCH 5, 2008

	Dwayne Booth	James Evans	Martin Goughnour	Ken Uzeloc
9:00			Criterion 5E Technical Rescue	Category 6 BC Smith (x5262)
9:30	Category 10 Fire Chief (x5256) Deputy Chief (x5261)		Capt. Blank (x5415)	
10:00				Category 8 BC Smith (x5262)
10:30		Category 10 Fire Chief (x5256) Deputy Chief (x5261)		
11:00				
11:30				
1:00			Criterion 5C Public Education Lt. Hansen (x5265)	Category 6 Equip. Sup. (x5197) Equip. Repair (x5193)
1:30				
2:00				
2:30				
3:00				Category 9 Deputy Chief (x5261) Admin Sec'y (x5260)
3:30				

Duties and Responsibilities of the Assessment Team

- Review documentation and exhibits
- Conduct interviews
- Observe activities demonstrating compliance
- Verify and validate
- Affix scores where appropriate
- Write a draft report
- Participate in de-briefing

Accreditation Report Executive Summary

“The Iowa City Fire Department’s accreditation self-study reflected a genuine appraisal of current performance and improvement needs. This study represents a very time-consuming, detailed analysis of the department and their personnel are to be commended for their efforts.

- The Iowa City Fire Department has demonstrated that all core competencies have been met and received a credible rating.
- The Iowa City Fire Department has demonstrated that all applicable criteria have been met and received a credible rating.
- The Peer Assessment Team recommends Accredited Agency Status for the Iowa City Fire Department from the Commission on Fire Accreditation International.”

On August 13, 2008, the 11 member CFAI board met in Denver, CO, to consider the team’s recommendation. The vote was unanimous to confer accreditation. As of March, 2008, there are but 128 accredited fire departments worldwide, 12 are from within the eight state Missouri Valley Division of the IAFC.

F. Comments from Fire Chief Andrew J. Rocca

I recall back in 1997, when a department meeting was conducted regarding the Commission on Fire Accreditation International process, a common question was raised. ***What will accreditation do for the department?*** At that time the question wasn’t easy to answer, and it occurred to me, the department needed to conduct an organizational self-assessment and based on that assessment, a strategic plan could be written.

The CFAI process was established for the fire service by the International Fire Chiefs Association and the International City Managers Association with tried and tested results. I was convinced this process could be the key to setting the department on a systematic journey of continual improvement. Even if the Iowa City Fire Department was never accredited, by following the process, the department would continue to improve its programs, practices, and procedures.

It’s hard to believe that more than ten years later, the Iowa City Fire Department is scheduled to receive accredited agency status from the CFAI. This is a real testimony of what the men and women of the organization can accomplish when we put our hearts and minds to it. Even more important, is the lasting impact that continuous quality improvement will have on the future of this organization for many, many years to come.

11/2008