

South Carolina Division of Fire and Life Safety



Strategic Planning Celebration
Status Report of Progress Made
Friday, July 20, 2012
Denny Auditorium

VISION



A safer South Carolina served by a proactive and responsive Division of Fire and Life Safety

MISSION



We provide fire and life safety programs and service that enhance quality of life for South Carolina citizens, visitors, and firefighters.

We will accomplish this by focusing on positive outcomes, while creating a culture of:

- * Enthusiastic Employees
- * Consistent Service
- * Progressive Thinking
- * Respected Customer Service
- * Community Involvement
- * Environmental Responsibility

VALUES



Our values will always guide us to, "Do the right thing."



Vision & Values

Strategic Planning is the process by which the guiding members of an organization envision its future and develop the necessary projects and operations to achieve that future.

Our values compass has captured the words that we identified in the Values exercise. We selected guiding words that describe the work we do on a daily basis. This is important to identify and remember these values as we serve our customers.

Thank you to everyone who has contributed to this process. We have charted our course and will continue to improve our plan as we work through projects.

Acknowledgement

The opportunity for improvement exists not because of us or our actions today, but because of those who have gone before us. We must pay tribute to those who have served as a state fire marshal, superintendents, instructors, fire chief, staff member, firefighters, industrial fire brigade member, association member, president, officer, and executive director. To the elected officials who supported our mission to fulfill a shared vision, we thank you.

This shared vision lives on through the leaders, legends and legacy that shaped what we are organizationally and individually today. A key to our future success in continuing the excellence is our current attitude, work ethic, and cooperative spirit.

Serve daily – As our goal...we should get up every day and feel like we are serving for our purpose....if we do that we will serve with purpose and it will be noticed.

Serve with compassion – because of the nature of our business (and purpose)servant hearts are imperative. Many times we are helping on the customers worst day, many times we are working to prevent a tragedy... always compassion is required.

Serve with purpose - Make sure the purpose serves all. It serves you, it serves the customers....it improves the quality of life...this creates a beautiful day in South Carolina and the world beyond.

What is our legacy? With a shared vision, we will lead in a manner that continuously strives to improve the organization.

**Strategic Planning =
Strategic Thinking**

**Strategic Thinking =
Positive Outcomes**

We are challenged to be innovative as we focus on outcomes that will support our mission. Our mission should be evident in all that we do. Quality of Life for the citizens of South Carolina will improve as a result of our efforts.

Future Vision

It's 2025 in South Carolina, it is the state with the lowest per capita fire injury and death rate, lowest firefighter injury rate and zero firefighter fatalities. Thanks to the perseverance of those who have served before us, the Division of Fire and Life Safety provides the most effective and efficient delivery of fire and life safety service programs in the country. This vision is accomplished through the dedicated efforts of the greatest team of emergency service and support providers available.



History

The appointment of Chief Adolf Zubia in Feb. 2011 as South Carolina State Fire Marshal by Gov. Nikki Haley, with consultation by former LLR Director Catherine Templeton, brought continuations of a shared vision of the state fire service. This vision is similar to the South Carolina Fire Focal Point, with focus on a state-wide delivery system for fire and life safety services designed to protect life and property from fire and other all-hazard events.

Chief Zubia conducted an internal and external survey regarding the current condition of the State Fire Marshal's Office. The response to the surveys was acceptable and the information provided was helpful in establishing a new direction. The internal results revealed staff shared satisfaction and dissatisfaction like the external customers. The majority of the external surveys focused on the Fire Academy and Deputy Fire Marshal's in the field.

Highlights include:

- * 95% of the employees were "satisfied"
- * Almost 50% of the employees knew we were not as responsive as we should be to the customer
- * Internal survey results revealed we should **empower and communicate**
- * 24% of customers were not satisfied with our Division, the majority of those being toward the Fire Academy.



In evaluation of internal and external comments, 94 percent of the negative issues have been addressed through the implementation of projects, policy changes, personnel directives, and/or on-going assessments. However, change results in other issues, which we will continually improve by utilization of the strategic planning process.

In December 2011, the Division of Fire and Life Safety announced the intent to begin a strategic planning process that would be unlike others in the past. This journey would be a transition for staff members and the division. As William Bridges describes in his book *Managing Transitions*, "Transition is internal, change is external." We wanted to transition from the negative internally, accentuate the positive, and create welcomed changes for our external stakeholders. The transition, based on initial assessment, was that we should focus on outcomes more than process. As noted in many leadership and management books, the best way to focus on outcomes is professional development of personnel.



The following is a list of projects that have been reported:

- On-line Registration (multiphase project)
- On-line Training (multiphase project)
- Fire Service Certification
- Modular Training for up to FFI
- Wildland Firefighter Programs (Partnership with Forestry)
- Traffic Highway Operations (Partnership with SCDOT)
- Behavioral Health (NFFF)
- Course Updates
- Acquired Structure Burns (ISFSI, NIST partners)
- Car Fire Test (Honeywell)
- School Bus Burns and Training Development (SCDOE)
- Training Structure Fuel Packages
- Site Plan Update and Mater Plan
- Regional Realignment and Cross Functionality
- Medical First Responder (DHEC)
- EdVenture Partnership and Improvements
- Cafeteria Controls and Accountability

At the start of the New Year, the strategic planning process was initiated using the Goldstein, Nolan, and Pfeiffer's Applied Strategic Planning model. Because the outcome is dependent on all organizational guiding members envisioning a better future, this process was open to all team members..

Using the model, we began with training workshops to evaluate the mission, establish a clear vision, and capture our values. Outside consultants were brought in with specialty in the fields of vision and organizational change, but all input and output was from internal and external stakeholders. As the vision, mission, and values were captured, all Division of Fire and Life Safety employees had a chance to participate in meetings, brainstorming sessions, and electronic surveys.

Separate workshops were created to involve our external stakeholders, especially the fire service. We built off the previous survey and conducted open workshops to share our progress and capture their concerns. With the compilation of the information, we brought the groups together to share the findings and ensure the direction was correct. Throughout the process, we visited many local level fire chiefs, firefighters, fire

instructors, fire marshals, industry, and political associations to receive feedback. This feedback was valuable to the process and the relationships established will endure for years.

We quickly moved into project management. This is where we began to implement operations necessary to fulfill the vision and carry out the mission utilizing our values and guiding principles. This is the place in the transition where we stop some actions, start some programs, and continue serving. Project teams were created based on initiatives and interest. We did not assign projects or people, they came from the recognized needs of the people within the organization.

There were challenges during this portion. Due to limited time able to be allotted for training and the need to

balance existing work with the planning process and new projects, many struggled to understand the process of project management and the actions required. The positive, however, was that many projects were started, and some completed that ensured positive outcomes. This also provided an opportunity to see examples within our organization.

This is a system that will be institutionalized within the Division of Fire and Life Safety as we continue the progress. Many advancements have been made and more will be realized in the future as we continue the planning process and create new project teams.





Project Management and Our Service

Many people and projects are required to carry out the vision of our leadership and the mission of our division and agency. All projects have a beginning, life, and an end, which will include many milestones. Some will be short and simple. Some may take years. The key is they relate to the mission, fulfill the vision, and are accomplished in accordance with our values.

According to James P. Lewis, author of *Fundamentals of Project Management*, a project is a multi-task job that has performance, scope, time and cost requirements that is only done one time. We have utilized these project characteristics to make changes focused on outcomes. Many projects are currently under way and many will continue as the division, the agency, and our state move forward.



Organizational Realignment

“Put the right people in the right places.” – John Maxwell

“People are not your most important asset. The right people are.” – Jim Collins

To analyze the feedback given, assess current reality, and past practices, State Fire Marshal’s Office senior management team participated in several working sessions. These sessions were intended to increase effectiveness and accountability through objectivity and efficiency, with the right positions serving as needed role models with the right people who have joy in work.

Dennis Bakke, author of *Joy in Work* states, “God intended that the workplace be beautiful, exciting, and satisfying. It was to be filled with joy.”

We are the first contributors to joy at work as individuals. We control our feelings as individuals. If we aren’t happy in our positions, because of our own desires, we have to work to transition. Placing the right people with the desire and capabilities to make a difference is important to a positive outcome. Using Jim Collins analogy of the “right people on the right bus,” means that we didn’t create the bus. We can only rearrange the seats, it still has a destination, this is our mission. If we are on the wrong bus, none of us may get where we are going.

For example, if you have always wanted to be a firefighter and you are an office worker, you may not be on the right bus or, at the least, in the right seat. Your action, initiative, and environment play a large role in the organizational outcomes. We all have to be a team focused on outcomes and work together in support of one another and our mission.

Dr. W. Edwards Deming always began his presentations with the following question and answer:

Q: Why are we here?

A: We are here to come alive, to have fun, to have joy in work.
(we might add “and to serve”)

Deming continues to elaborate explaining that, “the aim of management, management’s job, is to enable everybody to enjoy his work.”

Another way he stressed the importance was by sharing that, “leadership’s overall aim should be to create a system in which everybody may take joy in his work.”

Who but Deming would have thought, or dared, to raise such a far-reaching, concept as “joy in work”? How can we achieve “Constancy of Purpose” for continual improvement (Deming’s Point 1) without joy in work? How can we “Adopt the New Philosophy” (Deming’s Point 2) without joy in work?

Many realize that “Joy in work” is not a new idea, it is more a forgotten idea. But it comes on good authority and we should strive to find it in our daily work lives. We will work together to find our joy in work, and make sure we are all on the right bus and in the right seat.

It is up to us! What is it? Who is it?

“It” is our mission, our service, our ability, our action, our passion...the OUTCOME!

We will provide:

- * Safe
- * Current
- * Appropriate
- * Realistic
- * Useful

“Us” is the Division of Fire and Life Safety, the agency of Labor, Licensing and Regulation, the Office of the Governor, the legislature... South Carolina!

We are part of a team placed in service to serve the citizens, the fire and emergency services, and visitors. We can provide this service to our maximum capability if we serve each other with a focus on outcomes mutually beneficial to all.



In summary, it’s important to remember that your Senior Leadership Team wants you to:

- * Utilize our capabilities to support Labor Licensing and Regulation within the state government of South Carolina
- * Be responsive to citizens, fellow employees, local, state, federal, private, and internal stakeholders
- * Realize you are part of a team and your duties impact the health, safety, and well-being of those we serve
- * We are about Outcomes! Process, systems, and controls are necessary, but only as positive influences on the OUTCOME
- * Ensure that we re-invest our resources in our mission for the benefit of our internal and external customers

FIRE/RESCUE

TRAINING

South Carolina Fire Academy

Resident Training

Develop New R.T Organization Structure: (Busby, Brown, Bailey)

Develop a new structure to equalize workload enabling us to provide better customer service for the State of South Carolina at no cost to the agency by July 1, 2012.

Status: Structure completed on time. At this time, new PD's are in the process and will be ready for delivery to Resident Training Manager by July 13, 2012.

Create a Course Expense Form for Resident Training Programs: (Busby, Brown)

Develop a tracking system for all resident programs, both on and off site at no cost to the agency by July 1, 2012.

Status: Excel Spread Sheet has been created to track all Resident training programs to include all total cost from start to finish on programs delivered. This form is available on the FA server. Programs are listed by course code and section numbers.

Create an Assistant Instructor Reporting Form for Site Workdays: (Hall)

Develop a form to track assistant instructors that report for workdays while not teaching a class at no cost to agency by July 1, 2012.

Status: Form has been created and in the process of adding it to an Excel Spreadsheet. Excel completion goal date is July 27, 2012. This spreadsheet will be available on the FA server.

Hazmat Operations Skills Video Shoot: (Coates)

Video shoot hazmat operation skills for online hazmat ops training. There are 12 demonstration skills that need to be recorded. All skills should be shot in an estimated 80 hour time period; total number of instructors to use should not exceed five per day. Instructor pay for the agency shall not exceed \$5,000.00 for total project.

Status: The skills shooting project should be completed by August 17, 2012. This project is currently ongoing.

Review of Current Safety and Operations AG: (Davis)

Review our current safety and operations AG003 to update and/or correct to create a better document and process for our daily operations at no cost to the agency by August 31, 2012.

Status: Project is in process at this time.

Create Chapter Summaries for the Online FFI Program: (Ferreira)

Develop chapter summaries to go along with online FFI videos at no cost to the agency by Sept.1, 2012.

Status: This project is in process at this time.

Update Industrial Fire Training fee structure: (Bailey)

Review present FA industrial courses, fees, expenses, and to determine comparison of costs, research competitors. To maximize revenue to benefit the State's Fire Service, update fee structure (as allowed in SC 2013 budget proviso 65.1), where needed, to ensure that the SCFA is not losing money presenting these classes. To be completed by September 4, 2012.

Status: Ongoing and on time

SCFA Safety Committee and related Safety Policies: (Bailey – Chair, Brazell, Moore)

Review all DFLS safety policies and combine them into one administrative guideline. Determine the future direction of the Safety meetings and create a comprehensive plan to disseminate staff. For ease of dissemination, tracking, and trending, create electronic medical forms. To be completed by August 1, 2012.

Status: Ongoing and on time

Meal Ticket system for Site use: (Rowe, Williams, Busby, Brown)

Create a meal ticket and store coupon system. By creating an individual ticket, with course name and date ranges, students will receive meals during the class as intended. This will eliminate any fraud. Create a process where as the meal tickets and coupons are created, issued to instructor(s) and dorm coordinator. Each student will receive a meal ticket and customer service is provided. The cafeteria can minimize its expenses through lost meal payment and food preparations. To be implemented by July 31, 2012.

Status: Ongoing

Scientific Burns – Spartanburg City (Russell)

Educate our State's fire service on interior fire attack tactics. By meeting all air quality, city code and NFPA requirements, the SCFA will facilitate scientific acquired structure burns in Spartanburg to be conducted October 2012.

Status: Ongoing and on time

SCFA Budget Communications and Coding (Russell)

Using a budget approved by the State Fire Marshal and Superintendent, present the budget to SCFA management. To assist in ensuring the budget reflects true and actual expenses within specific areas, communicate all procurement codes to staff and create procurement "code sheet" for all internal requisitions/ credit card statements for all future purchases. To be completed by July 2012.

Status: ongoing and on time

Cell Phone utilization (Russell)

To determine through usage the cell phones issued to SCFA staff that need cellular service, and those that have the service and are not using service. Reduce the number of cell phones by turning off service for those phones not used. Then make a determination of those that may need "smart" phone technology to maximize communications and job functions. To be completed by July 31, 2012.

Status: ongoing and on time

FA Regional Restructuring

Regional Instructor Issues: (Rucker, Martin, Smalley)

Task	Scope	Time	Budget
IOW Issues	In order to make our instructor certification program more effective and efficient, Appendix A was completely revised	Re-write complete and approved. Effective July 2012	\$0
AP-10 (Instructor Recert Policy)	Many parts of this policy are outdated and need re-writing.	Will have final re-write completed by July 16 and will submit to Russ Friar for approval.	\$0

Future Region Operations: Cassidy, Baker, Canup, Williamson, Anderson, Smalley, Rucker, Martin, Brandt

Task	Scope	Time	Budget
Regional Realignment	To better serve several counties, the committee voted to combine Regions 3 & 4, move Kershaw & Fairfield to Region 6 and move Allendale to Region 5	Effective January 2013	Minimal
Personnel Issues	To provide better customer service and be more visible, coordinators should be more mobile within the regions and flexible with work schedules.	Effective as soon as feasible	Minor increase in operating expenses with state vehicles.
	To provide better customer service in Regions 2 and 7, both of those regions need to hire a part-time administrative assistant to work in their offices.	Effective as soon as feasible	For the combined positions: \$45-49,000/yr.
Office Requirements	To provide the best customer service possible, the regions will maintain offices at alternate locations.	Regions 1 to relocate to Boiling Springs Fire Dept site. Region 5 to relocate to North Charleston City Hall.	Combined savings of \$60,000/yr (approx.) from both leases. Small one-time expense related to moving
	Intermediate Sized Vehicles needed for all regional offices.	When available	Purchase option varies around \$28,500/ea.

Regional Training Needs and Issues/ Training Related: (Anderson, Canup, Williamson, Cassidy, Martin)

Task	Scope	Time	Budget
Training in Volunteer/Rural Departments	Volunteer depts. have many issues that affect their training needs/abilities. To make personal contact with Chiefs and introduce them to SCFA processes, regional coordinators need to have flexible schedules in order to be available nights/weekends. To be more helpful, we should lower the minimum number of students on the classes they host and consider customized training to meet functional levels	Effective July 2012	Ongoing, Reg. Coordinators
Regional Recruit School Standards	To have consistent recruit schools throughout the regions, we should adopt the following: Lower minimum number of students to meet needs of the hosting dept, minimum courses should be 1152, 2727, 2728, 1152, 3330 and 1154, students should complete entire program. Additional courses are allowed only after completion of required courses. SCFA should also consider Driver/Operator and HAZMAT recruit schools.	Effective January 2013	As requested
Regional Props	To enhance FFI training, SCFA should have props at each regional office: rope for knot-tying, 8x8 roof prop, door prop-commercial OR door prop-attachment commercial, and a 7x12 utility trailer.	Purchasing should be complete by January 2013	Rope: \$400 Roof Prop: \$150 Door Prop-Commercial \$5100 Trailer: \$1600 <u>TOTAL: \$7700 per trailer</u>
Access to current Policies	For regions to have access to the most current AP's (policies) and AG's (guidelines), each office should have access to the drive in which they are located.	Completed March 31, 2012	\$0
Testing Issues	Consider education level of student when writing exams. (Students feel written exams are intentionally written to be confusing, so they are discouraged and do not retest.) Consider allowing "couriers" to pick up/deliver test boxes (issue with transporting test boxes). Consider dual path testing or module exams for courses more than 40 hours Conduct training to add test proctors as needed. Re-write end of course exams into common terms	Effective January 2013, except re-writing end of course exams	4 hours to train new proctors/couriers
Catalog vs. Request-based delivery system	To maximize time and finances, we should consider going back to a request-based course delivery system (depts have difficulty planning 10 months in advance, and high cancellation	Effective January 2013	Will likely save time

	rate on catalog courses is a burden for regional offices). The catalog would include only courses where the dept doesn't already have the minimum number of students. Need to relax the notification and registration deadlines		
Out-of-Date Courses	A review of courses is necessary to determine which will be updated or discontinued. We should allow instructors to make recommendations.	Start immediately and be ongoing	Ongoing
Quarterly Fire Marshal Updates	To maximize time and efficiency, the regional offices should not handle 8506 paperwork. Currently, there is a severe lag time due to multiple mailings of each package.	Agreed by Tim Wojcik. Effective June 2012	Savings of \$200/yr in mailing costs

Region 5 Pilot Project: Try new ideas in Region 5 only, as a way of testing "How the regions will operate in the future." (Williamson, Friar, Ray)

Task	Time	Budget
Re-write position descriptions for the new coordinator and for Amy. Research how the two positions will work together to get everything accomplished, without overlapping duties. Focus on a team mentality.	Immediately	TBD
Revise Amy's job title to "assistant regional coordinator."	Immediately	No cost
Under the direction of the new regional coordinator, Amy will work on the majority of course coordination, instructor hiring, etc. (which will allow the coordinator to get in the field). The new coordinator will help with courses that are difficult to staff, handle any instructor "issues," apprenticeships, etc.	Immediately	No cost
Hire the new coordinator. Must immediately be mobile. Consider that Amy may also be available for limited mobile duties.	Immediately upon hire of new coordinator	An increase of operational costs related to state vehicle
Eliminate part-time position from the Region 5 Office	Immediately	Savings of approx \$10,000/yr
Move Region 5 office to North Charleston City Hall (donated space)	As soon as feasible	Savings of approx \$31,937/yr in lease expense
Provide a "take-home" means of communication for the coordinator and Amy.	Immediately upon hire of new coordinator	The cost of an additional cell phone
When necessary, the new coordinator will participate in mobilization response activities within the region.	Immediately upon hire of new coordinator	No cost

3rd Fall Recruit Program (T. Brown)

To meet increased demand for the recruit program by in-state firefighting students, determine our ability and feasibility to provide an additional recruit program during September, October, and November. To be completed by August 1, 2012.

Status: Ongoing

Web-Based Delivery Group

Learning Management System Upgrade:

Build and implement an upgraded LMS site used to deliver the academy's web based training by June 1, 2012 while limiting cost to the current levels.

Status: Complete - Moodle 2.2 site launched June 1, 2012 at the same cost as the 1.9 version.

Basecamp

Establish and implement web-based project management for project and curriculum development teams that is user-friendly and interoperable with multiple devices by May 2012 with minimum cost.

Status: Complete - Basecamp, a project management tool was tested and implemented for not only the strategic planning process but several curriculum projects on March 6, 2012.

Fire Talks

Develop the infrastructure and procedures for capturing, editing and publishing video-based dialogue segments that are used to generate an interest in Fire Service training by July 1, 2012 with no cost to the academy.

Status: Complete – Two segments were produced and published using the Fire Talks feature on the SCFA Online Learning Community. A third segment is in production currently.

Instructor Resource Center (IRC)

Develop the infrastructure and procedures for publishing and distributing instructor resources in a web-based format by July 1, 2012 with no cost to the academy.

Status: Complete – Working with the Regional staff, a web-based resource center was completed June 10, 2012 on the SCFA Online Learning Community. This site page contains links to restricted pages for instructor resources. Currently, 8 curriculum packages have been loaded and used for distribution to regional instructors.

Additional: The need for a Regional Resource Center (RRC) was discovered and built in conjunction with the IRC.

Office of State Fire Marshal

Fire Marshal Inspections Strategic Plan/Projects July 2012

Project Name	Date	Team assigned	Cost
Improve use of existing Relay system and fully implement to LLR standards (all licensing and permitting)		?	
Implement a file storage upgrade to meet LLR standards (all files scanned into the computer data storage) for all Fire Marshal Files		?	Man hours
Update Deputy Fire Marshal Position Description, EPMS and the career path plan	September 1, 2012	Tina Robinette +	Man hours
Zero-based analysis of OSFM inspection requirements	September 7, 2012	Ray Hoshall + team Roper	Man hours
Phase I analysis of all types of inspections			
Phase II Evaluate and realign inspections to eliminate inspections not specifically required by statute, regulation or interagency contract	October 1, 2012		
Coordinate with Pyrotechnics specialist to improve process of permitting and licensing facilities and shooters and approving Public display and proximate audience permits and inspections			Man hours
Coordinate with the LP gas specialist to improve the process for permitting and licensing for facilities and permitting personnel and providing inspections			Man hours
Develop the SOG for our CodePal System	September 7, 2012	Tina Robinette +	Man Hours
Develop an SOG for all inspections		Danny McKinney +	
Develop an SOG for uniforms and purchase uniforms	September 7, 2012	Ray Hoshall+	Est. 15,000
Develop SOG to handle complains and investigations related to all areas of the Fire Marshal Statutory Authority, Rules and Codes.	August 31, 2012	Roper	

Project Position Description/EPMS/Career Path (Robinette)

Revision of PD & EPMS

Create uniform PD's, EPMS's and an acceptable career path for each employee.

Status: Project began with updating FM deputy PDs.

PD & EMPS for Inspector II position

Created a new PD for an Inspector II and an EPMS for an Inspector II.

Status: Need approval from Admin & HR to continue

FF Mobilization/ Urban Search & Rescue (McManus, Thompson)

Online data base to integrate with FA/SCFFA/Forestry/FFMOB/DHEC.

Status: Vendor is assessing project cost. Need more meetings with all parties to ensure we are not going our separate ways .

Sustain US&R program with reduced budget of 30 percent.

Status: Reworking annual budget by 30 percent. Focus will be on training little to no spending on sustainment of equipment.

Public promotion of FFMOB/US&R.

Status: Working with SCFFA and with updated literature/ promotional items to bring better program awareness to customers.

Formalizing an all encompassing program with a formal identity and structure within the Division of Fire & Life Safety. The “Emergency Services Unit” will coordinate FF Mobilization, State US&R, Helicopter/Water Rescue, Canine Teams, Statewide Hazardous Materials Coordination, Homeland Security and LLR State Emergency Response Obligations.

Status: Outcome of project will be loosely based on the organizational structure of the division and other projects such as using FA regional personnel in the field. Still in planning phase.

Strategic Planning Projects/

EMS Related (T. Wojcik)

Begin offering EMS oriented courses at a cost neutral to the agency no later than July 1, 2012.

Status: The 1800 series of courses have been assigned to EMS oriented classes. We have held two EMS oriented seminars/courses (one on site and one regional offering) at no cost to the agency other than books that will be purchased at cost by future students.

Begin teaching an Emergency Medical Responder program that will allow students to be eligible for the National Registry exam at a cost not to exceed \$1000 for materials by October 1, 2013.

Status: Project slightly delayed due to the desire to collaborate with the 4 EMS Regions and the State EMS Office. A committee is beginning to look at developing a bridge course from the “old” Red Cross curriculum to the “new” Brady EMR curriculum. This is being done to bring our instructors up to speed and to meet the requests of local departments.

Fire Code Training (T. Wojcik):

Develop a multi-year curriculum outline for Fire Marshal Quarterly training at no cost to the agency and have it implemented by the 3rd quarter of 2012.

Status: Project completed ahead of schedule and curriculum outline published to the web and shared with stakeholders.

Create online version of the Fire Marshal State Rules and Regulations Course at no cost to the agency other than development time no later than July 1, 2012.

Status: Delayed due to vacancies in LP Gas, Pyrotechnic and the Community Risk positions. Project to be revised with a January 1, 2013 implementation date.

Develop and release a “Company Officer Inspections Course” to provide baseline knowledge for those wishing to increase their knowledge or become Resident Fire Marshals at no cost to the agency other than development time no later than September 1, 2012.

Status: Delayed due to staffing shortages in the OSFM.

Develop and release an “Introduction to Fire Inspection Principles and Practices Course” to provide baseline knowledge for those wishing to increase their knowledge or become Resident Fire Marshals at no cost to the agency other than development time no later than September 1, 2012.

Status: Delayed due to staffing shortages in the OSFM.

Pyrotechnics (T. Wojcik):

Develop and publish a policy on continuing education for pyrotechnicians at no cost to the agency by June 1, 2012.

Status: Completed ahead of schedule and published to the web.

Create a flyer that presents a step-by-step streamline process for obtaining public display permits at no cost to the agency by August 1, 2012.

Status: To begin after the July 4th “busy season” is over.

Implement a process for completing background checks on pyrotechnicians at no additional cost to the agency no later than July 1, 2012.

Status: Delayed due to the hiring process for the pyrotechnic specialist. Project revised to include additional options and a new completion date of August 1, 2012.

Community Risk Outreach (T. Wojcik):

Hire a Community Risk Reduction Coordinator (Outreach) and part-time team member to serve in an outreach capacity including operations at EdVenture Children’s Museum at no additional cost to the agency no later than August 15, 2012.

Status: One part time team member has been hired. Another is in the process of being hired. Interviews are ongoing for the Outreach Coordinator position.

Begin “zero based” needs analysis for public fire and life safety education in South Carolina at a cost not to exceed \$500 no later than October 1, 2012.

Status: Awaiting hire of Outreach team.

Develop strategic plan for the use of resources and the partnership we have with EdVenture Children’s Museum to include programming and capital improvement plans at a cost neutral to the agency no later than January 1, 2013.

Status: Awaiting hire of Outreach team.

Basecamp Project List

South Carolina Fire Academy — Highway Safety Traffic Control

Event	Initial Meeting	By	Rick D.	Today
Event	Celebration: Release Introduction video, online course and pilot operations programs.	By	Holt B.	Today
Event	Evaluation: Final Reviews completed and tested	By	Holt B.	Today
Event	Production Drafts: Online course elements, video and web-based production drafts completed	By	Holt B.	Today
Event	Development: Topographical outlines complete to include storyboard for online program	By	Holt B.	Today

South Carolina Fire Academy — Instructor II Rewrite

File	 4172 Practical Skill Evaluation Form.doc	Uploaded by	Clarence B.	Jul 16
File	 pre-course assignment.doc	Uploaded by	Clarence B.	Jul 16
Message	Revised student workbook	Posted by	Clarence B.	Jul 13
File	 4172 student workbook.doc	Uploaded by	Clarence B.	Jul 13
Comment	Re: Realistic Timelines	Posted by	Clarence B.	Jul 12

South Carolina Fire Academy — Wildland Firefighter Interface

Comment	Re: Objectives for Segment 2, Chapter 6 - Weather	Posted by	Alan A.	Jul 11
Comment	Re: Objectives for Segment 1, Chapter 1 - Introduction	Posted by	Tim R.	Jul 10
Comment	Re: Objectives for Segment 2, Chapter 6 - Weather	Posted by	Tim R.	Jul 10
Comment	Re: Objectives for Segment 2, Chapter 6 - Weather	Posted by	Alan A.	Jul 7
Message	Next Step	Posted by	Don A.	Jul 6

South Carolina Fire Academy — Regional Restructuring

File	 Instructor Committee Outline.doc	Uploaded by	Amy W.	Jul 9
Event	Instructor Committee: deadline for completion of AP-10 re-write	By	Amy W.	Jul 9
File	 Training Committee Outline.doc	Uploaded by	Amy W.	Jul 2
File	 Region 5 Pilot Outline.doc	Uploaded by	Amy W.	Jul 2
File	 Operations Committee Outline.doc	Uploaded by	Amy W.	Jul 2

South Carolina Fire Academy — Basic Fire/Arson Investigation

File	 3213 Performance Task Manual continuous.doc	Uploaded by	Mike D.	Jul 9
Message	Printed material for Aug 2012 class	Posted by	Mike D.	Jul 9

File  [Skills sheet #3 E.doc](#)
File  [Skills sheet #4 E.doc](#)
File  [Interview Evaluation Scripts.doc](#)

Uploaded by Mike D. Jul 9
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South Carolina Fire Academy — EdVenture Outreach

Message [Countdown to Kindergarten](#)
File  [Final Vendor Letter 2012.doc](#)
Comment [Re: Countdown to Kindergarten](#)
Event [Countdown to Kindergarten](#)
Event [Senior Firefighter Camp](#)

Posted by Tim W. Jul 3
Uploaded by Tim W. Jul 3
Posted by Tim W. Jul 3
By Tim W. Jul 3
By Tim W. Apr 18

South Carolina Fire Academy — IOW Committee

Event [IOW Committee Meeting](#)
File  [AP10 - R7 - Draft.pdf](#)
Milestone [Projected IOW AP-10 Project Deadline](#)
File  [IOW Committee Members Contact List 06152012.pdf](#)
File  [Appendix A Rev. 07012012.pdf](#)

By Keith G. Jul 1
Uploaded by Keith G. Jun 29
Reopened for Keith G. Jun 15
Uploaded by Keith G. Jun 15
Uploaded by Keith G. Jun 15

Chance Zobel Highway Safety Project
July 19, 2012

Project Statement: The South Carolina Fire Academy will create a comprehensive highway safety awareness and traffic operations course in honor of Chance Zobel, Columbia Firefighter LODD, by January 15, 2013 for a cost not to exceed \$25,000.

Welcome and Introductions	
Mission of committee	Shane Ray
Curriculum development/delivery and certification	Russ Friar
Base Camp Presentation	Holt Black
Overview of the NFPA standard	Jeff Allen
Emergency Traffic Control Outline discussion	Gladden Smoke
Responder Safety.com	Rick Dunn
Demonstration of Online course	
Discussion of time frames/benchmarks	
Adjourn	
(Please keep all comments and discussions brief)	

Committee Benchmarks

The following benchmarks are suggested time for the completion of each part.

- September 1 *Planning:* Literature Review (what programs and information already exists), share ideas on Basecamp and develop *outlines* for Awareness and Ops programs

- October 1 *Development:* Topographical outlines complete to include storyboard for online program

- November 15 *Production drafts:* Online course elements completed, video and web-based production completed, and operations course elements (i.e. Lesson plan, PowerPoint, student activities, testing) completed

- December 15 *Evaluation:* Final Reviews completed and tested

- January 15 *Celebration:* Release Introduction video, online course and pilot operations programs. Roll-up with press event, webcasts, etc. for marketing

Commitment Matrix

Commitment Matrix								
Activity		People			Resources			Costs
WBS	Task	Whose Responsible	Whose Involved	Training Needs	Facilities	Equipment	Materials	Budget
1.1	Literature Review	Rick Dunn	Entire Team	Google and Cell Phone Usage	SCFA Library	Computer	respondersafety.com	None
1.2	Development of Highway Safety Awareness	Brantley Hannah	Columbia FD, Irmo FD, Grassy Pond FD, Clarendon Co. FD	Review Instructions for template use	SCFA and FD's	Laptop Computers and Printers	Video by Holt	\$5,000
1.3	Development of Traffic Operations Program	Gladden Smoke	SCFA, DSP, SCDOT, Local FD's	Lots	All	Bunch	Holt manages Basecamp	\$0
1.4	Production Drafts	Rick Dunn	Entire Team	Remediation	SCFA Think Tank	Holts Magic Studio	Holt gives Thumbs up	\$5,000
1.5	Evaluation	Jeff Allen	Entire Team and External Stakeholders	Test	SCFA	Pencil	Red Markers	Priceless

Potential Opportunity Analysis

Potential Opportunity	P	S	Trigger	Cause	Promoting Actions	Exploiting Actions
Additional funding from grant	L	M	Call from DHS	Additional funding available	Write the Grant	Fingers Crossed
Quicker Production Time	M	M	Teamwork and utilization of existing material	Great Literature Review and outreach	Call other experts	Publish on website and blog
Governor Roll Out of Program	H	H	Early Notification	Good Relationship with State Fire Marshal	Letter with follow-up phone call	Contact to Governors Office by Chance's Family

Potential Problem Analysis

Potential Problem	P	S	Trigger	Cause	Preventative Actions	Contingent Actions
Lack of Cooperation	L	H	No Participation	Personalities	Be Nice	Do it without them
Lack of Time	L	M	Delays	Poor Project Management	Put Holt in charge of timeline police	Change Roll-out date
Certification not prepared	M	H	No Test	Certification Process	Make sure test and certificate process is prepared	Issue Certificate and be prepared to retroactive
Project Scope Grows Too Large	H	M	Identified Need in each agency	Lack of training	Clarify Project Statement	Break the project into phases