

“We cannot live better than in seeking to become better.” — **Socrates**

## **Introduction**

While it is broadly understood that firefighters must often work in dangerous environments, under adverse conditions, and with significant risk exposure, it is less commonly known how this risk is safely mitigated during the successful completion of their mission. Firefighter training in the State of Washington is governed under the Washington Administrative Code (WAC) 296-305 Safety Standards for Firefighters. While firefighters do frequently operate in dangerous environments; fire departments are none the less required by the WAC to, “effectively establish, maintain, and enforce a safe and healthful working environment.” The guidance provided in the WAC is intended to reduce the risk to firefighters by ensuring they are sufficiently trained to perform their assigned duties.

In the span of the 100 plus years that the firefighters of the Kennewick Fire Department have been providing emergency services to its citizenry, the scope of those services has grown considerably beyond fire suppression to now include multiple additional disciplines such as Emergency Medical Services (EMS), hazmat, and technical rescue. Each of these specialty areas introduces specific job requirements and training needs which can only be addressed effectively through an organized, comprehensive, and well-resourced training program. The Kennewick Fire Department is committed to the development of such a plan with the understanding that it will require clear department policy & procedure, the provision of the necessary tools and equipment, and the development, accessibility, and delivery of a high quality curriculum.

This document is a reflection of our ongoing efforts to better meet this challenge and is intended to provide guidance for the purpose of establishing meaningful goals that can direct the maintenance, development, and sustainability of the fire department training program in both the immediate and long term time frames. The report is divided into four sections:

### Section I – Current State of Training

Summarizes current processes for the training of firefighters from “hire to retire” as well as administrative procedures for the maintenance and operation of the division.

### Section II – Certifications for Department Personnel

Identifies the number of firefighters holding relevant professional certifications.

### Section III – Strengths, Weaknesses, Opportunities, Threats Analysis (SWOT)

Provides a structure for the analysis of factors affecting the training environment and plan. Results are a reflection of analysis conducted after receiving input from multiple internal stakeholders in the department.

### Section IV – The Path Forward

Identifies priorities to be addressed within a series of short, medium and long-term strategic goals and their associated tactical objectives. End outcomes are identified for each goal and fall into three categories including certification, competency, and compliance. The short-term goals include a brief gap analysis and action plans for their completion.

## **Section I: The Current Station of Training**

### **Initial Training – Fire & Rescue**

New recruits begin a 16-week Onboarding process that is divided into four phases that are completed prior to filling an Operations position for their assigned shift. The Onboarding process is designed to orient them to the city and fire department as well as provide them the entry level knowledge, skills, and abilities they will need to perform the job of an entry level Firefighter/EMT or Firefighter/Paramedic.

#### *Phase I: Department Orientation*

New recruits spend up to three weeks assigned to the Training Division where they initiate their apprenticeship in the Washington State Joint Apprenticeship and Training Committee (JATC) Program. Additionally, during this initial phase these recruits also receive new employee orientation training, National Wildfire Coordinating Group (NWCG) Firefighter II (FFT2) certification, Washington State Emergency Vehicle Incident Prevention (EVIP) driver's certification, and completion of the Incident Command System (ICS) series of I100, I200, I700, and I800. At the completion of Phase I Onboarding new recruits are ready to begin their academy training.

#### *Phase II: Fire Academy*

The Washington State Patrol operates the Fire Training Academy (FTA) in North Bend and has been the primary location for KFD recruits to receive their initial basic training since 2000. The FTA provides a 12-week weekday academy that consists of 496 hours of instruction and delivers testing for IFSAC certification at the Hazardous Materials Awareness, Hazardous Materials Operations, Firefighter I and Firefighter II levels. Currently, all new hires attend the academy and participate in the IFSAC testing process regardless of any previous training and/or certifications they may hold at the time of hire. The JATC recognizes the time spent at the FTA as RSI which provides the opportunity for each recruit to obtain 29 college credits through an arrangement with Bates Technical College.

#### *Phase III: EMS Orientation*

Upon successful completion of the academy and IFSAC testing process, new hires return to Kennewick for the completion of the final two phases of their Onboarding training. Phase III is their final week working a day schedule and includes an orientation to the Benton-Franklin Counties EMS system, KFD specific equipment & procedures, critical EMS skills such as High Performance CPR (HPCPR) and a brief refresher of topics delivered in Phase I.

#### *Phase IV: Internship*

The final phase of Onboarding begins with their first day on their assigned shift and continues for up to three 24-hour shifts. During this time new hires are demonstrating basic level skills to their assigned crews and receiving their final orientation to KFD processes. At the conclusion of this phase these recruits are line-qualified and begin filling a minimum staffing position on their assigned shift's schedule.

### **Initial Training – EMS**

All new hires that do not possess an Emergency Medical Technician (EMT) certification at the time of hire are required to complete EMT training and certification within one year, as a condition of employment. Both Columbia Safety, Inc. and Columbia Basin College (CBC) provide local initial EMT training. The initial training takes approximately 12 weeks and provides 150 hours of instruction including 10 hours of clinical practice time. Three to four initial courses are provided annually in the area. After successful completion of the program,

recruits must successfully obtain a National Registered Emergency Medical Technician – Basic (NREMT-B) for initial certification in WA State as an EMT. Once certified in WA State, KFD EMTs are automatically enrolled into the Benton-Franklin Counties Ongoing Training & Evaluation Program (OTEP) that has been approved by the Washington State Department of Health for the delivery of their annual EMS training requirements. New hires that possess a Washington State EMT certification at the time of hire are recognized by the department at that certification level and the State is notified of their employment status with KFD. Those individuals that have an EMT from another state must apply for initial certification with the WA State DOH, and have a current NREMT credential, along with proof of passing the NREMT test within the last 12 months. Upon completion of these steps these recruits are entered into the regional OTEP program described above.

New hires possessing a paramedic credential, must follow a similar pathway as EMT. However, they must additionally accomplish the MPD requirements for initial paramedic certification outlined in the Benton Franklin Counties Pre-Hospital Care Guidelines; Appendix AB-2, County Operating Policy 2. In addition to the initial State requirements for paramedic certification, paramedics must also accomplish local mandates of the MPD to be a Lead ALS provider. This consists of ACLS, PALS, Advanced Airway and leading 20 calls under the supervision of another Lead ALS Provider.

### **Incumbent Training – Fire & Rescue**

Ongoing annual training is required of all firefighters throughout their careers and is directed by requirements found in Washington State law, City of Kennewick requirements, and industry best practices. With the exception of monthly Safety and annual Hazmat training, the WAC does not set specific minimum hour requirements for firefighter training and instead specifies that, “The fire department must develop an ongoing proficiency cycle with the goal of preventing skill degradation.”

All department assigned training is tracked in Vector Solutions via member specific credentials that are organized on either a quarterly, annual, or in the case of live fire, a three-year requalification schedule. The responsibility for entering completed training records into the system is placed on the individual member when training alone and on the Company Officer (CO) when firefighters are training in groups of two or more. Officers are provided monthly status reports on the completion of required training and are responsible for ensuring that their assigned personnel have completed 100% of their required training by the designated due date.

Firefighters have access to the jointly operated KFD and Benton County Fire District 1 Fire Training Center at 19<sup>th</sup> & Ely for conducting practical skills training as well as classroom based training. The facilities are reserved for KFD personnel on Tuesdays and Fridays and for Benton County Fire District 1 personnel on Wednesday evenings, Thursdays, and every other Saturday. All other use of the facilities is on a first-come first-served basis unless reserved ahead of time through the Training Division.

### *Operations, EMS and Training Division Requirements*

All firefighters working in the Operations, EMS, and Training Divisions are line qualified and have the same annual Fire and Rescue training requirements including the topics of fire suppression, annual Refresher Training for Wildland Fire Fighting (RT-130), EVIP refresher training (driver’s training), technical rescue, hazmat operations, and live fire (required every 3 years). Additionally, all firefighters in these divisions must maintain an EMT certification.

### *Prevention Division Requirements*

All firefighters working in the Prevention Division are required to be line qualified and have the same assigned training requirements as Operations/EMS/Training personnel. On top of the fire suppression related training, the firefighters also have role-specific training requirements of up to another 120 additional hours (See Table 2).

*Administration Requirements*

Currently, there are no identified training requirements for the positions of Deputy Chief and Fire Chief, nor for the Administrative Assistant to the Chief or the Data Analyst.

**Incumbent Training – EMS**

All uniformed firefighters, with the exception of the DC and Fire Chief positions, must maintain at least an EMT certification as a condition of employment (firefighters hired as Firefighter/Paramedics since March 3, 2015 have a contractual agreement to maintain paramedic certification as a condition of employment). The EMS OTEP program is delivered through Vector Solutions via quarterly assigned credentials and is a competency based program that meets Washington State Department of Health Office of Emergency Medical Services OTEP requirements that are detailed in WAC 246-976-163.

The regionally customized curriculum is set to a three-year rotation, consistent with the three-year credential cycle of EMS providers in WA State. The curriculum consists of topics selected according to direction provided in the WAC, input from Benton Franklin Counties OTEP Technical Advisory Committee (TAC), and guidance from Medical Program Director (MPD) Kevin Hodges, MD, FACEP. In addition to the quarterly assigned requirements, all department firefighters complete annual training in HPCPR, AED, and ROSC Management. Additional training is required of Paramedics who must also maintain certifications in ACLS, PALS, and Airway Management (each is on a 2-year recertification cycle). Both the cognitive and psychomotor elements of the training program include an evaluation component. Written exams that are used to measure cognitive retention require a minimum passing grade of 80% and successful demonstration of psychomotor skills are evaluated using regionally approved skill sheets.

**Professional Development Training***JATC – Firefighter Program*

New firefighters are enrolled in the 3-year Washington State Firefighter JATC Program and are advanced from one year to the next upon the completion of a department assigned apprentice taskbook and 2000 hours of On-the-Job Training (OJT) per year as mandated in the JATC Standard. Apprentices earn Journeyman status upon the successful completion of the three years of OJT and 860 hours of Related Supplemental Instruction (RSI) which includes time spent in academy, EMT certification, and five Fire Science college courses (Strategy and Tactics, Fire Protection Hydraulics, Fire Protection Codes/Inspections, Building Construction and Fire Protection Systems). Apprentices must maintain a C grade or higher in each class.

*Aerial Operator (AO) AHJ Qualification*

Journeyman Firefighters with an interest in becoming an AO may seek out additional training to qualify for this position. Selection as a trainee is based on the needs of the department and vacancies for new trainees are filled at the request of the BC. Each of the three shifts maintains up to a maximum of seven qualified operators and/or active trainees. Prior to filling the AO position, a trainee must complete the department assigned taskbook which includes both written and practical skills assessment components. At the time of their appointment, trainees are assigned to a qualified AO who will act as a mentor during the initial training. Qualified operators must maintain their certification through the completion of an annually assigned credential in Vector Solutions.

*Paramedic Training*

Since December 31, 2016, all Firefighters who obtain paramedic certification are eligible to transfer to the position of Firefighter/Paramedic when a vacancy exists, or with approval from the Fire Chief. Firefighters who

would like to receive department supported paramedic training with the goal of moving into a Firefighter/Paramedic role, must submit a letter of interest to the department. All firefighters that are selected will receive department support via tuition, fees, and time off to attend class when they are scheduled to work. Selections are made based on merit, current paramedic staffing levels and budget considerations. Those accepted into the paramedic program attend Columbia Basin College's accredited two-year program which offers new cohort start dates every 6 months.

### *Specialty Team Training*

The Kennewick Fire Department supports two specialty teams each consisting of nine members per team. Those with an interest in the specialty teams must submit a letter of interest to the department and are selected through an interview process that is initiated when a position on the team comes open. The Technical Rescue Team (TRT) members are required to complete 48 hours of annual specialized training that covers the three disciplines of rope rescue (high and low angle), confined space rescue, and trench rescue. The department's Hazmat Team (HZT) members each receive 24 hours annually of Technician level hazardous materials training.

### *Officer Development*

Firefighters that have completed their firefighter apprenticeship are eligible to enter into the Company Officer (CO) Development Program. This program consists of two taskbooks which include specific job related skills and behaviors that must be successfully demonstrated under the supervision of a Company Officer. The taskbooks also contain requirements for the completion of position specific classes including four NWCG classes (S-131 Squad Boss, S-230 Single Resource Boss, S-231 Engine Boss, S-290 Intermediate Fire Behavior), ITAC for the Company Officer, IFSAC Fire Officer I, IFSAC Fire Instructor I, and Incident Safety Officer. Firefighters that complete Company Officer Taskbook I are eligible to act up in the CO role. Members that complete Company Officer Taskbook II are eligible to test for the position of CO.

Captains who have held the rank for at least three years are eligible to enter into the Battalion Chief (BC) Development Program. Similar in format to the CO program, the BC program consists of two taskbooks which require participants to demonstrate the knowledge, skills and abilities of a KFD Battalion Chief through the supervised completion of critical tasks. The taskbooks also include requirements for the completion of position specific classes including IFSAC Fire Officer II, ICS 400 training, two additional NWCG courses (S-215 – Wildland in the Urban Interface and S-330 – Strike Team Leader), WSP Hazmat Incident Command, and the WCIA Supervisory Skills Series. The first BC taskbook includes a requirement for a 40 hour "internship" which provides each candidate the opportunity to act in the position under the direct supervision of a BC supervisor. Firefighters that complete BC Taskbook I are eligible to "upgrade" into the BC role and firefighters that complete the BC Taskbook II are eligible to test for the position of BC.

The department schedules quarterly off-duty officer meetings for all incumbent and upgrade eligible officers that include an officer development component. They are scheduled on two consecutive days to permit all officers the opportunity to attend without the interruption of emergency calls.

### **Records Management**

The Training Division utilizes and maintains three separate Records Management Systems (RMS) to organize, deliver, and record all aspects of assigned training in the department. The Training Division is currently in transition to a paperless system and as of June 1, 2020, has discontinued the practice of retaining paper based training records and now maintains only digital records within the employee's training folder in OnBase. All paper records acquired prior to June 1, 2020 are in the process of being digitized into OnBase and will ultimately

be destroyed once the transition is complete (firefighters will have the option of receiving their paper based training folder should they desire to keep it).

OnBase – Is the RMS platform in use by the COK and is utilized by the Training Division as the repository of all training documents that are not assigned in Vector solutions. All completed taskbooks and certificates received for classes completed outside of assigned annual training are maintained in OnBase. As stated previously, all hard copy training records for existing employees are in the process of being digitized and filed in each employee’s individual training folder in OnBase. The OnBase folders are compliant with Washington State Records Retention policies.

Vector Solutions (VSO) – Is a web based RMS in use by KFD Since 2017 and is utilized to assign, deliver, record, and track both fire and EMS related training that is assigned to each member within quarterly and annual credentials. The platform offers pre-built content that is used to augment custom built KFD content in order to meet state training requirements.

Incident Qualification System (IQS) – An RMS developed by the National Association of State Foresters and is used to keep track of all wildland related qualifications, training completions, completed taskbooks, fitness qualifications, and experience records related to wildland firefighting. The Training Division uses the system to generate qualification “Red Cards” to eligible individuals who have an interest in responding on State Mobilization incidents.

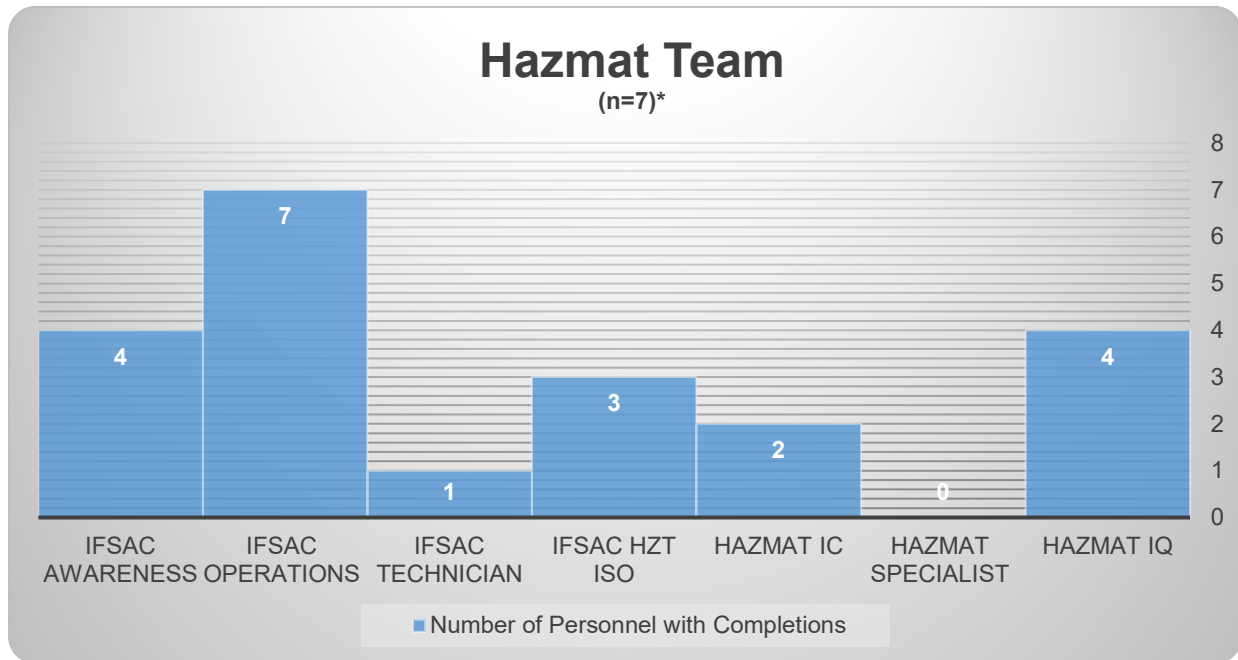
**Section II – KFD Member Certification Levels**

As discussed previously in the Introduction, the scope of services provided by KFD have a direct impact on the types of training that must be provided and maintained for those firefighters delivering the service. Tables 1 and 2 along with Charts I and 2, identify industry related training and the number of personnel who have completion documentation on file (current as of 10/28/2021). The trainings that are listed include classes, taskbooks, and certifications (e.g. IFSAC).

<b>Table 1: KFD Prevention Specific Certifications</b>			
<b>Certification</b>	<b>Prevention Division Uniformed</b>	<b>Prevention Division Fire Prevention</b>	<b>Operations Division Shift Investigators</b>
ICC – Fire Inspector I	4	1	0
ICC – Fire Inspector II	4	1	0
ICC – Fire Plan Review	3	0	0
ICC – Permit Technician	0	1	0
IFSAC – Fire Investigator	3	0	2
IFSAC – Public Fire & Life Safety Educator 1	0	1	0
NFA – Youth Firesetter Intervention Specialist	1	1	0
NICET- Fire Sprinkler System Testing 1	1	0	0
NICET – Fire Alarm 2	1	0	0

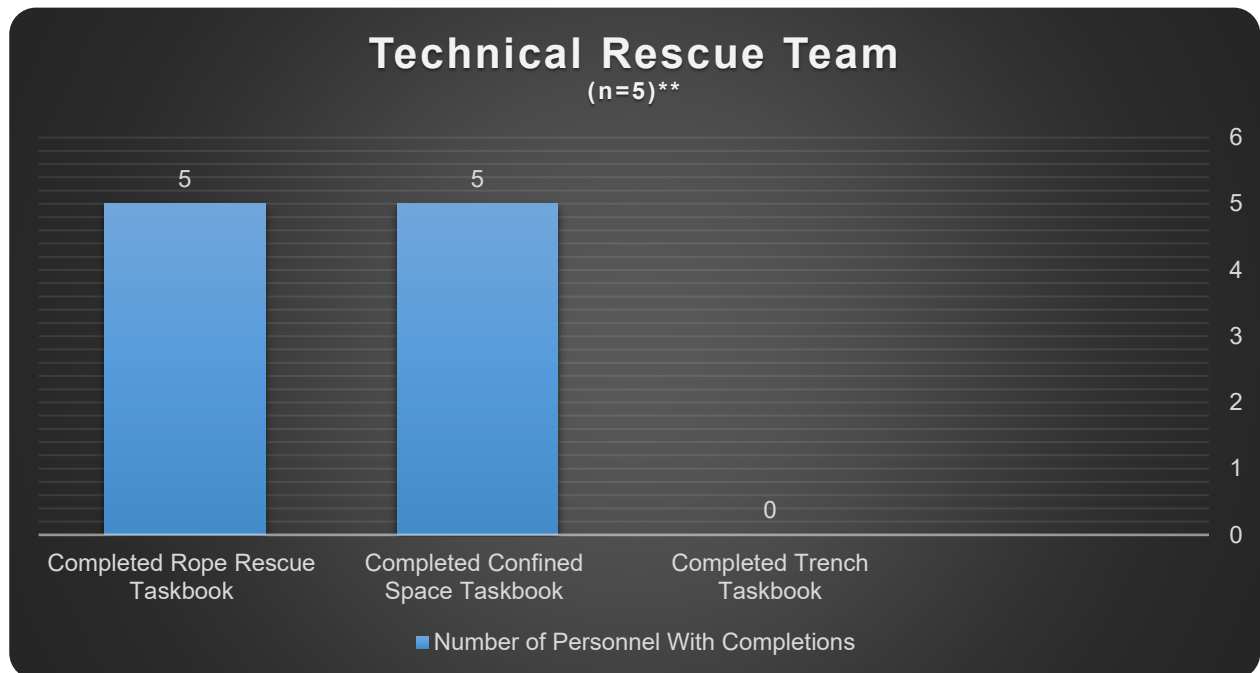
<b>Table 2: KFD Member Certification Levels Per Division (Total Uniformed Firefighters = 92)</b>				
<b>Certification</b>	<b>Operations (n=86)</b>	<b>Training (n=1)</b>	<b>EMS (n=1)</b>	<b>Prevention (n=4)</b>
NIMS 100	58	1	0	0
NIMS 200	60	1	0	1
NIMS 300 Intermediate	34	1	0	1
NIMS 400	14	1	0	1
NIMS 700	61	1	0	3
NIMS 800	66	1	0	2
NWCG FFT2	79	1	1	3
Carded in 2021	5	0	0	0
NWCG FFT1	35	1	1	1
Carded in 2021	5	0	0	0
NWCG Engine Boss	7	0	0	0
Carded in 2021	4	0	0	0
NWCG Strike Team	3	0	0	0
Carded in 2021	2	0	0	0
IFSAC PumperOperator	1	0	0	0
EVIP 3.0	86	1	1	4
EVIP 3.0 Instructor	0	1	0	0
Aerial Operator	11	0	0	0
IFSAC HZT Awareness	62	1	1	2
IFSAC HZT Operations	76	1	1	2
IFSAC HZT Technician	1	0	0	1
HZT-IC	4	1	1	0
HZT-ISO	3	0	0	1
IFSAC Firefighter 1	76	1	1	2
IFSAC Firefighter 2	77	1	1	2
IFSAC Fire Officer 1	18	1	1	0
IFSAC Fire Officer 2	7	1	0	0
IFSAC Instructor 1	46	1	1	3
IFSAC Instructor 2	1	1	0	0
IFSAC Fire Inspector 1	0	0	0	3
Incident Safety Officer	13	1	1	0
Public Safety Fire	0	0	0	0
Public Information	1	1	1	1
EMT	54	1	0	4
Advanced EMT	4	0	0	0
Paramedic	33	0	1	0
CPR Instructor	0	0	0	0
First Aid Instructor	0	0	0	0
EMS Evaluator	24	1	0	0

**Chart 1. Hazmat Team Training**



\* Two open positions as of 10/27/2021

**Chart 2. Technical Rescue Team Taskbooks\***



\* There are no IFSAC or equivalent certifications for TRT

\*\* Four open positions as of 10/27/2021



### **Section III: Strengths, Weaknesses, Opportunities, & Threats Analysis (SWOT)**

A SWOT Analysis is a simple and effective way of performing a strategic analysis of an organization. The process provides insight on the current state of operations through an examination of internal strengths and weaknesses while identifying opportunities and threats that may exist in the external environment. Strengths can be leveraged to take advantage of identified opportunities and weaknesses that may need to be addressed to minimize exposure to identified threats.

#### **Overview**

The Training Division conducted a SWOT analysis that included input from all divisions within the department. Meetings were held with each BC who was encouraged to seek input from their individual shifts prior to the scheduled meetings. These meetings focused on perceived strengths and weaknesses of the department training program. Additional meetings were conducted with the DC of Operations, the DC of Support Services, the EMSO and the Deputy Fire Marshall.

#### **STRENGTHS**

**Personnel:** Firefighters are engaged, motivated, and desire access to opportunities for high quality and meaningful training.

**Facilities:** The Fire Training Center (FTC) is centrally located in the City and accessible to crews for the completion of assigned training. A versatile training tower, props, and dedicated classroom space provide the means to perform practical skills training as well as to deliver classroom based instruction.

**Planning:** The training calendar includes the WAC required training topics and are assigned via member specific credentials. The individual activities are scheduled on the shift calendar to both distribute the workload evenly on the calendar and to synchronize training topics across all shifts.

**Learning Management System (LMS):** A robust fire service specific LMS is in place and is utilized by the Training Division to assign, track, and report on department training.

**Scheduling:** KFD has a long standing practice of dedicating Tuesdays and Fridays as training days to provide personnel time to complete required training.

**Officer Development Program (ODP):** KFD Officer Position Taskbooks (PTB) provide a clear preparatory path for the Company Officer and Battalion Chief Positions. Courses required in the PTB are offered to those with open PTB every other year to ensure that firefighters have local access to the required training.

**EMS OTEP Program:** The Benton Franklin Counties OTEP Technical Advisory Committee (TAC) represents a longstanding regional collaboration that standardizes EMS training in the region. Multiple agencies work together to share the load of planning, developing and implementing ongoing EMS training for incumbent providers in all participating agencies.

**Partnership with BCFD1:** KFD and BCFD1 have a longstanding partnership through the co-management of the FTC. This relationship has benefited both agencies through a cooperative sharing of the responsibilities for providing, managing, and maintaining the facilities and resources at the FTC.

#### **WEAKNESSES**

**Access to EMS Evaluators:** There are an insufficient number of EMS evaluators on each shift which makes it difficult for firefighters to complete quarterly skill evaluations. Ultimately, the lack of access leads to more frequent movement of crews out of their 1<sup>st</sup> due areas in order to meet up with another station that has an evaluator.

**Apprentice (AP) Taskbooks:** The volume of work within the AP taskbooks is placing an undue time burden on front-line staff in order to complete the assigned activities during an increasingly busy workday. The AP taskbooks are currently under review with an anticipated revision of all three books to be completed by 1/1/2022.

**Access to Outside Training:** Firefighters desire increased opportunities to participate in training delivered by industry leading instructors from outside the department.

**Computer Based Training (CBT):** CBT is not generally preferred and is frequently perceived as excessive by firefighters. The canned courses from Vector Solutions are not highly regarded.

**Tactical Decision Making:** Insufficient officer specific training, especially with respect to tactical decision making.

**Training Division Staffing:** The division's staffing is currently limited to a single Captain.

**Live Fire Training:** The close proximity of neighboring properties have made conducting live fire with Class A fires that utilize Oriented Strand Board (OSB) at the FTC problematic due to the impact of smoke exposure in and around those properties. Additionally, while 93% of personnel are in compliance with WAC live fire training requirements, there is not a formal plan and schedule to ensure compliance and proficiency training in this area.

**Well-defined Goals:** The Training Division has not previously established well-defined goals and objectives that are aligned with department priorities and vision.

**Operational Consistency:** Lack of established operational guidelines to promote consistency across all shifts and in the development and delivery of assigned training. This has been further brought to light from feedback from firefighters who have identified differences between academy graduates and incumbent personnel.

**Line Qualification Standards:** Minimum requirements for maintaining line qualification have not been established. Firefighters who are on extended leave currently return to the line and are reintegrated into an Operational role without any consideration for training needs that may exist due to missed mandated training during the absence.

**Incomplete Assignments:** Historically, the department has not mandated that assigned training be completed in its entirety by the assigned due date. This has contributed to deficiencies in meeting WAC mandated requirements.

**Training Records Database:** Audits of department training records have identified missing documents, duplicate completion reports, and expired certifications in Vector Solutions, OnBase and IQS.

**Hazmat Team (HZT):** Standards for the selection process to the team, initial training requirements, ongoing training requirements, and documentation of previous training is either missing or incomplete. Only one member of the Hazmat Team possesses an IFSAC Hazmat Technician certification.

**Technical Rescue Team (TRT):** Standards for the selection process to the team, initial training requirements, ongoing training requirements, and documentation of previous TRT training is either missing or incomplete.

**Missing or Inadequate Curriculum:** Services currently being provided by KFD personnel but without an identified training curriculum on which to build refresher training includes operator training for Type III engine, Awareness Level technical rescue training for Operations personnel, annual hazmat training for Incident Commanders (IC), hazmat operations level training, active shooter training, water rescue, pumper/operator for Journeymen, and Hazmat Operations.

**Call Volume Impact on Available Training Time:** There is an inverse relationship between call volume and the time available for training. As units are increasingly busy with emergency response, there is a corresponding decrease in available time to complete the mandated training requirements. This can result in missed training sessions or incomplete sessions where units are called away and are unable to participate fully.

### *OPPORTUNITIES*

**Revenue Generation:** The facilities at the FTC provide the potential to generate revenue from rental fees which can assist with operational funding needs.

**Wildland Urban Interface (WUI):** The WUI represents the primary wildland related hazard in our jurisdiction. Ensuring that wildland training efforts are more focused on this threat will better prepare our firefighters to operate in this environment.

**Strategic Planning:** Organizationally, the strategic planning process that began in October of 2021 will provide greater clarity regarding department priorities, needs, and capacities. This information coupled with ongoing direction from the DC of Operations will provide enhanced focus on the highest priority training needs balanced against the limiting factors of available time and funding.

**BCFD1 Partnership:** Enhancements to the FTC with the addition of Class B live fire capability, additional props, and expanded joint training exercises are areas that have potential to address identified weaknesses while utilizing existing strengths.

**Regional Collaboration:** Enhanced collaboration of Fire and Rescue training between regional departments modeled after the EMS OTEP Program has the potential to create improvements in services provided while utilizing existing resources more effectively. Areas of potential collaboration include a Regional Training Academy for new hires, Regional Live Fire Training, Regional Hazmat Operations Training utilizing Hazmat IQ, a unified approach in developing and delivering WAC mandated training assigned through Vector Solutions, and optimizing the use of facilities in the region.

**Lateral Hiring:** The JATC Program permits participating agencies to hire firefighters with previous experience. It is possible that a lateral entry program could reduce the initial training requirements and provide a pathway in the hiring process that reduces the dependency on the FTA at North Bend.

**Best Practices Training:** The facilities at the FTC provide the space and resources needed to host training from outside instructors. Contract instructors providing training on industry standard best practices could be utilized to enhance the delivery of training in the department and the region.

**Hazmat Technician Program:** The delivery of hazmat services across the region is currently undergoing a revision. Enhanced clarity from newly established program standards will provide guidance on the necessary elements to bring KFD up to the regionally accepted standard.

**Technical Rescue Technician Program:** It is anticipated that Technical Rescue services in the region will undergo a similar review process as is currently being conducted on Hazmat. Enhanced clarity from newly established program standards will provide guidance on the necessary elements to bring KFD up to the regionally accepted standard.

**Training Division Staffing:** The Utility Firefighter position previously assigned to the Training Division is tentatively scheduled to be refilled in April of 2022. During the time in which this position was filled in 2019-2020, membership responded favorably to the structured hands-on skills training that was provided to them at the FTC during “Tuesday Training.”

### THREATS/CHALLENGES

**Fire Training Academy at North Bend:** The FTA typically conducts three academies per year and when operating at full capacity can accommodate 24 recruits per class. Demand at the FTA has fluctuated in recent years but is currently seeing an upswing as departments across the state are experiencing unprecedented turnover. The recent increase in demand has highlighted a vulnerability regarding KFD's ability to get new hires their initial training in a timely way should the required number of vacancies not be available.

**Class A Fuels:** Class A fuels including the use of Oriented Strand Board (OSB) have been preferentially utilized at KFD and in the region secondary to the realistic fire behavior/fire dynamics present with this fuel source. The use of OSB is falling out of favor at the FTC due to negative impacts to the surrounding community and with regional and national efforts to discontinue its use secondary to its carcinogenic properties. As it becomes more difficult to provide realistic Class A fuel based fires it will underscore the need to identify alternative and effective methods for the teaching of fire suppression skills including tactical decision making.

**Capital Improvements at FTC:** The FTC is an aging facility in need of significant improvements. A facility assessment conducted in 2020 has indicated there are repairs in excess of \$1.2 million that need to be performed in order to maintain the facility in good repair and to reduce excessive maintenance and operational needs in the future.

**Volatility of Consumable Prices:** The price of OSB and lumber has exceeded budgeted amounts and has limited use of the vent and forcible entry props at the FTC.

**Curriculum Deficiencies:** Failure to provide adequate training to firefighters could lead to compromises in service delivery and an increased potential for injury. Additionally, failure to meet WAC mandated training requirements could create a legal liability for KFD and the City.

**Staff Turnover:** Over 25% of the department is currently in the JATC Apprenticeship program. The number of new and inexperienced personnel creates a significant time demand for the training of new personnel. Additionally, there is a loss of valuable institutional experience with each retirement. Additional retirements in the near term have the potential to exacerbate both of these issues.

### Section IV: The Way Forward

#### *Training Division Goals for 2021-2022:*

At the beginning of the year in 2021, four specific goals for the Training Division were identified for the 2021-2022 biennium and which included the development of a comprehensive training plan, introduction of a skills assessment component to training, the implementation of realistic multi-company drills to support tactical decision making, and the implementation of a sustainable regional live fire training plan with our regional municipal partners. These goals impact some of the elements identified during the preparation of this document, especially the SWOT analysis. Rather than wait for the completion of this plan, we began implementing strategies early in 2021 to address these four goals and a brief summary of each is provided below.

#### Comprehensive Training Plan

The purpose of the training plan is to ensure that all personnel receive training that prepares them for their assigned responsibilities and that the training delivered is done so systematically to ensure that essential skills are maintained by all firefighters. In 2017, the Training Division established a revised training plan that was developed according to the requirements listed in WAC 296-305. During the detailed analysis conducted in 2021

several areas in need of improvement were identified and included scheduling, curriculum deficiencies, and the volume of assigned training.

Beginning in 2021, coordinated planning is now conducted by the Training Division with the input and assistance of the DC of Operations. This has facilitated improved prioritization of training needs and standardized the scheduling of training across all shifts. The planning process has also clarified the need for greater simplicity and consistency in the annual calendar. The annual training plan has been revised to provide quarterly themes that will repeat each year and which will provide a Q1 Firefighter basic skills focus, a Q2 single company evolution focus, a Q3 Multi-Company (MCO) evolutions focus, and establishing Q4 as time for officers to provide any necessary training that is needed for catch-up on unfinished assignments and/or reviewing proficiency needs. Specific curriculum deficiencies have been identified and will be addressed in the goals section for 2022 and beyond.

#### Skills Verification

In order to verify that firefighters are maintaining their core firefighting skills, individual skill evaluations were implemented in March of 2021. In preparation for these evaluations, the Q1 training focus was identified as basic firefighter skills and firefighters were provided KFD skill sheets that covered the performance requirements for the 7 identified skills which included taking a hydrant, conventional forcible entry, ground ladder carry & placement, VEIS, transitional attack with 2.5" line, interior attack with 1.75" line, and vertical ventilation on a pitched roof. All firefighters were encouraged to practice the assigned skills in preparation for their scheduled evaluations which were conducted with the Training Division and their BC. Each station participated in an evaluation and each member was assigned a single skill to perform at random. Following a similar format, and building on the skills work from Q1, single company assessments were completed in Q3 for all shifts and MCO assessments were scheduled for Q4. Further details for 2022 plans can be found in the short-term goals section.

#### Roll-Up Drills

The planned implementation of roll-up drills is not intended to serve as training but rather as a formative evaluation tool to identify strengths and weakness in individual performance and the strength of the training program as a whole. These drills will provide both an opportunity for skill verification as well as a more realistic performance context that requires personnel to make real-time decisions and perform standard evolutions through the retrieval of prior knowledge and skills developed at previous training sessions. These scenarios will challenge officers to demonstrate command and tactical decision making skills in an environment that more closely resembles operations during an actual incident. Similarly, firefighters will be challenged to demonstrate assigned tasks in a more realistic context that simulates the conditions of an actual emergency response. The first multi-company roll-up drills are planned for each shift during the second and third quarters of 2022. Further details for 2022 plans can be found in the short-term goals section.

#### Regional Live Fire

The training divisions for the Kennewick, Richland, and Pasco Fire Departments began collaborative planning work in December of 2019 with the goal of developing a sustainable live fire training plan for 2021 and beyond. The plan was delayed due to an unanticipated Pasco-Richland regional training academy in the fall of 2021. Alternatively, at the time of this writing KFD has partnered with BCFD1 to conduct live fire training at Walla Walla Fire District 5 (WWFD5) in late October. Discussions have resumed with Richland and Pasco for a planned live fire training in 2022. This will be addressed in more detail in the 2022 short term goals

**Short Term Goals (2021-2022) In Progress:****2021-2022-1: Develop a comprehensive training plan that ensures all mandated training is completed, personnel receive training commensurate with their responsibilities, and core skills are maintained**

Gap: During the detailed analysis conducted in 2021, several deficiencies were identified related to content deficiencies, incomplete assignments left unfinished, and insufficient planning to ensure that core skills are maintained.

Objective: Continue to organize and sequence assigned content in the annual training calendar to reflect the pedagogical principles of spaced repetition, interleaving, and active recall.

Measurement: Verify that the annual training calendar includes multiple exposures to the same assigned core skills, in multiple contexts, and includes a quarterly evaluation component prior to January 1, 2022.

Objective: Ensure that all personnel are assigned Awareness level training annually for the NFPA 1006 Technical Rescue disciplines of Confined Space Rescue and Trench Rescue.

Objective: Ensure that all personnel are assigned Operations level training annually for the NFPA 1006 Technical rescue discipline of Vehicle Rescue.

Measurement: Verify that the 2022 training calendar includes activities addressing the required competencies.

Objective: Establish and assign Hazmat Operations and IC training curriculums based on competencies listed in WAC 296-824-30005 and NFPA 470.

Measurement: Verify that the Hazmat Team Leader has submitted a training plan to the Training Division that delegates instructional assignments to a team technician for each of the quarterly training sessions by April 1, 2022. Verify that BCs are assigned training in 2022 that address the IC related competencies identified in the WAC.

Objective: Offer initial Hazmat IQ training to all Hazmat Team members in 2022 who did not complete it in 2021.

Measurement: Verify all Hazmat Team members that have completed the training via a completions report in Vector Solution by the end of 2022.

Objective: Ensure that all training assigned by the department is completed by the assigned date.

Measurement: Verify that credential completion reports reflect 100% complete prior to the credential expiration date.

Action Plan: The Training Division will submit the annual training plan to the DC of Operations for approval prior to 12/31/21. The plan will include an annual Hazmat Operations curriculum delivery which will be developed by Hazmat Team technicians and vetted by the Training Division and the DC of Operations. All supervisors will be provided with monthly completion reports indicating each member's status regarding the number of activities left in the credential and the overall completion percentage so that supervisors can ensure that assigned activities are completed on time. Training completion reports will be provided to the DC of Operations monthly and as appropriate based on completion of specified milestones. The Training Division will schedule a Hazmat IQ class at the FTC by the end of 2022.



Outcome: Competency and Compliance

**2021-2022-2: Implement multi-company drills to improve fireground effectiveness by providing companies with an opportunity to train in a more realistic fashion**

Gap: In 2021, the department introduced single and multi-company assessments that were based on an assigned lesson plan from the previous quarter's training. These assessments are helpful in verifying company capabilities but they are not necessarily performed under realistic conditions that simulate the stress and time pressures of an actual response. "Roll-Ups" that are based on standard company evolutions but where participants have not been informed of the details of the scenario prior to arrival are a useful formative evaluation tool and can be used to identify where individual firefighters or companies may have areas of weakness and/or for identifying trends across the department from which to adjust the focus of the training plan. Subsequent drills can measure and document the differences in outcomes between evolutions.

Objective: Schedule multi-company "Roll-Up" formative evaluations in Q2 and Q3 of each year that are based on standard company evolutions including structure protection while operating in the WUI.

Measurement: Verify the number of firefighters who complete roll-up drills in 2022 with an activity completions report in Vector Solution and survey those firefighters for feedback on the impact of participating in these drills.

Action Plan: The Training Division will develop and submit a list of potential roll-up drills for the DC of Operations prior to March 1, 2022. The "Roll-Up" drills will be scheduled for Q2 and Q3 by the Training Division with each of the BCs who will record the completed drills in the assigned activity within Vector Solutions.

Outcome: Competency

**2021-2022-3: Initiate a skills assessment component to training that will result in verification of core skill competency**

Gap: Beginning in 2019, the department implemented a formal evaluation process for 1st year apprentices who are now required to complete both a written and skills evaluation prior to the completion of the probationary year. However, unlike first year probationary evaluation and the EMS OTEP program, the fire training program has not previously included a formal skills evaluation component for incumbent personnel and has lacked a method to confirm the retention and competency of core skills.

Objective: Ensure that firefighters have clear guidance on what skills and evolutions are to be practiced.

Measurement: Verify that the assigned training in the Critical Duties section of Quarters 1 – 3 contains identified activities that represent the appropriate quarterly focus of firefighter basic skills, a single company evolution, or multi-company evolution.

Objective: Perform annual skill assessments in Q1 (firefighter skills), Q2 (single company skills), Q3 (multi-company skills) each year utilizing the adopted KFD core firefighter skill sheets and assigned lesson plans.

Measurement: Verify that BCs have recorded completions for quarterly skills assessments in Quarters 1 – 3 via a completions report in Vector Solutions that will be provided to the DC of Operations at the conclusion of each quarter in 2022.

Action Plan: Continue to standardize company and multi-company operations through the development of adopted tactical guidelines that will be made available to all personnel in Vector Solutions as a library of skills sheets and/or lesson plans. As evolutions are vetted and adopted department wide, the Training Division will integrate them into the annual training plan. The DC of Operations will continue to provide direction and approval for planned evolutions.

Outcome: Competency

**2021-2022-4: Implement regional live fire training that will ensure all personnel meet the WAC requirement**

Gap: KFD has previously lacked a formal sustainable plan to ensure that firefighters receive live fire training according to the WAC required frequency of once every three years. Live fire training has been offered multiple times in the last four years but not in a systematic way that is accessible to all firefighters. While a procedure has been in place for tracking WAC live fire training exemptions, it lacks sufficient rigor to ensure consistency and accuracy in recording these exemptions. Plans for 2021 live fire training with Richland and Pasco were initiated in early 2021 but were postponed due to two regional academies held by Richland and Pasco.

Objective: Collaborate with Richland and Pasco to implement a regional, sustainable, and annual live fire BLOCK training program that includes a budget, provisions for live fire instructor training (initial and ongoing), and sufficient opportunities to ensure WAC compliance for every member.

Measurement: Submit the proposed program to the Regional Fire Chiefs group for approval by June of 2022.

Objective: Ensure that all live fire training is documented accurately within Vector Solutions by designating the Training Division as the sole point of entry for these records.

Measurement: Verify all live fire training completions with a year-end completions report in Vector Solutions by the end of 2022.

Objective: Ensure that all live fire exemptions are documented appropriately by using the designated live fire training roster found in OnBase and by designating the BC as the sole point of entry for these records.

Measurement: Verify all live fire exemptions with a year-end completions report in Vector Solutions by the end of 2022.

Objective: Ensure that each member's live fire training status is tracked and reflected in their assigned live fire credential within Vector Solutions.

Measurement: Verify that the live fire forecasting spreadsheet is updated by the Training Division and that status changes for individual firefighters are reflected in the Vector Solutions credential by the end of 2022.

Action Plan: The Training Officers from Kennewick, Pasco, and Richland will continue the development of a regional live fire training program. Meetings are scheduled to resume in early 2022 to finalize program details in preparation for a formal proposal for the municipal Fire Chiefs. Training will be conducted on duty and will be coordinated to minimize the operational impacts. Some firefighters may need to complete the training off duty (OT provided) if their shift isn't scheduled for training prior to their expiration date. The use of exemptions should minimize this possibility.

Outcome: Compliance



**2021-2022-5: Improve the management of electronic training records from date of hire through retirement to ensure the accuracy of data while maximizing simplicity, ease of use and utility at all levels**

Gap: In 2017 KFD changed their RMS to Target Solutions to replace an ineffective system in use by most departments in the region. Ultimately, all departments in the region would make the switch to the new platform and the newly branded Vector Solutions has proven to be a robust, well supported, and effective tool for managing the delivery of all of our training needs. However, implementation decisions made in 2017 have largely not been revisited and several issues have been identified that include duplicate training reports, inefficient organization of the Vector File Center and assigned credentials, and in some cases confusion among end users on how to use the platform. Additionally, there are two other RMS in use (IQS for wildland records management and OnBase for all city related document retention needs) which require the establishment of carefully considered procedures to eliminate duplication of storage and confusion about where to find documents. KFD does not utilize IQS in the way that it is intended as most firefighters in the system never actually qualify due to the annual fitness requirement that goes unmet.

Objective: Reduce the number of non-specialty fire and rescue related credentials that each member must manage in 2022 to a single credential.

Measurement: Verify that all firefighters on each of the shift rosters are assigned to the "Standard-WAC" credential by January 1, 2022.

Objective: Modify the WSRB credentials to an administrative credential (not viewable or accessible by the member) while continuing to track WSRB related completion data in 2022.

Measurement: Verify that all firefighters on each of the shift rosters are assigned to the WSRB credential by January 1, 2022.

Objective: Improve confidence in the accuracy of training related data by simplifying and clarifying the procedures for recording training completions by the end of 2021.

Measurement: Verify data accuracy via a daily completions report audit scheduled in Vector Solutions by August of 2021 (*complet*

Objective: Ensure supervisors are capable of running training reports on their assigned firefighters by January 31, 2022.

Measurement: Survey supervisors by June 1, 2022 to determine level of understanding and confidence in running completion reports.

Action Plan: In August of 2021, changes to procedures for recording completed training were announced via email and on the Vector Solutions homepage. These changes have created greater simplicity and clarity as to who is responsible for logging training. Supervisors are being notified of duplications and are responsible for performing requested duplicate deletions. In October, the Training Division completed three hours of consultation with our Vector Solutions account manager that was focused on our planned update. Prior to assigning training in 2022, all activities, credentials and processes will be complete and which will result in most firefighters having only a single Fire & Rescue credential to manage. Specialty credentials will be assigned as appropriate to firefighters with additional training requirements (e.g. EMS, Apprentices, officer taskbooks, Hazmat and TRT Teams). The Training Division will maintain a master planning spreadsheet that maps out all assigned training delivered over the course of the year as well as a list of the individual credentials that are assigned in the platform. Written procedures will be

established that identify who is responsible for entering training completions, how to run training reports in Vector Solutions, and details for how the division uses each of the three RMS platforms.

Outcome: Compliance

**Short Term Goals (to be initiated in 2022):**

**2022-6: Ensure that all KFD first responders meet NIMS requirements for first-line supervisors**

Gap: A review of all member's certification records has identified that many firefighters are missing at least one certificate for the specified NIMS classes. The department does not have a standard that identifies minimum qualifications for maintaining line qualifications.

Objective: Ensure all personnel have completed all NIMS 100, 200, and 700 courses by the end of 2022.

Measurement: Verify that all personnel have certificates in their OnBase folder for that indicated completion of the NIMS 100, 200, and 700 courses (or equivalents) by the end of 2022.

Action Plan: Firefighters lacking a certificate on file will be notified by email of the missing course(s) and an activity in Vector Solutions will be assigned that supplies the member with the registration information for completing the online course. Time will be provided as part of the annual training calendar for firefighters to complete the courses on duty. Upon completion of the course, firefighters will supply course completion certificates to the Training Division for uploading into OnBase.

Outcome: Compliance

**2022-7: Ensure that all KFD first responders have documentation in their OnBase training folder verifying all IFSAC certifications they have received.**

Gap: A review of all member's certification records has identified numerous missing IFSAC certification records for a significant number of firefighters across the department. The department does not have a standard that identifies minimum qualifications for maintaining line qualifications. Firefighters hired by the department between 1995 and 2005 were trained to the level of *NFPA 1001-Standard for Firefighter Professional Qualifications* but did not receive IFSAC certifications (or IFSAC equivalencies) during their academy training. Several efforts have been made by the department in past budget cycles to offer certification to these firefighters with limited success. Currently, 14 firefighters within these hiring dates are lacking documentation for at least one IFSAC certification and five have no certifications. There are firefighters outside this date range that are missing documentation of their certification but the problem is much more sporadic.

Objective: Ensure that all IFSAC certified personnel have documentation of their certifications in their OnBase folder.

Measurement: Verify that all firefighters with missing documentation have submitted the documentation or confirmed that they do not have it by July 1, 2022.

Action Plan: Firefighters lacking records related to training and/or a certification will be notified by email of the missing course(s) and an activity in Vector Solutions will be assigned that identifies which records are incomplete. Firefighters will supply course completion certificates and/or IFSAC certifications to the Training Division for uploading into OnBase and/or updating of Vector and IQS. Firefighters who cannot provide documentation will document this fact in the activity and the Training Division will identify all firefighters for which there is a confirmed lack of documentation.

Outcome: Compliance and Certification

**2022-8: Identify the role and responsibilities for the Firefighter assigned to the Training Division**

Gap: When the three Utility Firefighter positions were established in 2019, all of the positions had the identical job description. Subsequently, there was a lack of preplanning conducted for how to best utilize the increased staffing in the Training Division. There is a need to ensure that responsibilities of the position are clearly identified and consistent with the stated priorities for the Training Division prior to the position being refilled.

Objective: Identify the roles and responsibilities for the firefighter assigned to the Training Division prior to the anticipated filling of the position.

Measurement: A list of job roles, responsibilities, and training/certification needs for the Training Firefighter position will be submitted to the DC of Operations prior to May 1, 2022.

Action Plan: The Training Division will supply the DC of Operations with the role and responsibilities and necessary training for the position prior to the initiation of the candidate selection process so that those qualifications can be considered during the process.

Outcome: Competency and Compliance

**2022-9: Ensure operational consistency between companies when performing assigned roles at a structure fire**

Gap: A common and consistent complaint from personnel has been the lack of a clear “KFD Way” of doing business. Additionally, a frequently cited problem are discrepancies between what new firefighters have learned at the Regional Tri-City Academy, the FTA at North Bend, the academy at Bates Technical College, and the expectations of incumbent personnel. Information gathered at actual incidents and from AARs also suggests that there may be inconsistencies in how different crews interpret and accomplish similar assignments.

Objective: Establish standards that define the responsibilities of each of the common fire ground company assignments.

Measurement: Verify that company assignment standards have been established prior to the end of 2022.

Objective: Establish standards that define the responsibilities for officers filling a Division or Group Supervisor role.

Measurement: Verify that Division/Group Supervisor standards been established prior to the end of 2022.

Action Plan: This topic will be introduced to the Operations Committee for discussion with the BCs and DC of Operations. This topic will also be introduced at a regional level within the Training Officer group in an effort to achieve interagency consistency. The Training Division will submit a draft document defining each of the identified roles that reflects the consensus of the Operations Committee to the DC of Operation for review prior to September 1, 2022. Training on the established standards will be integrated into assigned quarterly training activities.

Outcome: Competency and Compliance

**2022-10: Increase officer proficiency in initial tactical decision making**

Gap: Anecdotal feedback from officers coupled with input from the BCs have identified that officers desire and need additional training opportunities on tactical decision making. Observations during promotional testing have also identified this as an area of need that will likely be enhanced through an increase in frequency of sets and reps in a simulated decision making environment.

Objective: Ensure that all officers have access to a library of department vetted 10-Minute Training plans.

Measurement: Verify that all 10-Minute Trainings that have been vetted by the Operations Committee and the DC of Operations are made available to all personnel as self-assignable in Vector Solutions by January 31, 2022.

Objective: Ensure that all officers receive tactical decision making mentoring from their supervising officer.

Measurement: Verify the number of hours of tactical decision making mentoring via a completions report via Vector Solutions every month beginning April 1, 2022.

Objective: Ensure that all officers have a high degree of confidence in their tactical decision making skills at structure fires.

Measurement: Survey the officers at the end of 2022 to determine the impact of the provided sets and reps.

Action Plan: A 10-Minute training will be assigned within the Critical Duties topic of the WAC credential quarterly and BCs will deliver and record the delivery to their Company Officers with a goal of conducting monthly sessions with each assigned officer. Monthly completion reports will be provided to the DC of Operations for tracking completions of this activity. The 10-Minute trainings will continue to be vetted through monthly meetings of the Operations Committee and once vetted the lessons will be uploaded into Vector Solutions and made accessible for all personnel by the Training Division. The folder in OnBase will be deleted once all trainings have been transferred into Vector.

Outcome: Competency and Compliance

### **Goal 2022-11: Improve interagency operability through collaborative training**

Gap: Despite extensive use of automatic and mutual aid at incidents the frequency of joint multi-agency training sessions is sporadic and infrequent. All agencies would benefit from increased exposure to one another during training sessions in order to increase familiarity with operational procedures, identify elements that may be unique to individual agencies and to establish confidence in the working relationship.

Objective: Conduct a Command Lab BLOCK Training session between Kennewick, Pasco, and Richland during August of Q3-2022 to ensure consistency across all agencies in the implementation and use of ITAC.

Measurement: Survey firefighters of all three agencies during Q4 of 2022 to determine the training's impact on each participant's level of comfort and confidence in effectively using ITAC during an integrated multiagency response.

Objective: Conduct a Multi-Company Operations (MCO) BLOCK Training session between Kennewick, Pasco, and Richland during April of Q2-2022 to ensure that companies from all three agencies are conducting MCO fire ground evolutions in a similar manner.

Measurement: Survey firefighters of all three agencies during Q4 of 2022 to determine the training's impact on each participant's level of comfort and confidence in effectively integrating into a multi-agency MCO response.

**Objective:** Conduct interagency RT-130 Training with BCFD1 during Q2 of 2022 to ensure that the personnel from the two agencies operate in a similar manner during WUI operations involving each of the two jurisdictions.

**Measurement:** Survey firefighters of both agencies to determine the training's impact on each participant's level of comfort and confidence in effectively integrating into a multi-agency WUI response.

**Action Plan:** The Training Officers for Kennewick, Pasco, and Richland have agreed to scheduled BLOCK Training sessions on these three topics in 2022. The Training Officers for Kennewick and BCFD1 have each expressed a desire to coordinate this RT-130 training and will be meeting to discuss details of how to best coordinate RT-130 training in 2022 with an emphasis on performing WUI operations.

**Outcome:** Competency

**Goal 2022-12: Ensure that the Hazmat Team members are trained and qualified to perform the role of the Hazmat Technician**

**Gap:** Of the seven members currently on the Hazmat Team, only one possesses an IFSAC certification at the Technician level. The department does not have a standard that identifies minimum qualifications for applying to the team or for what team members must do to maintain their qualifications. Team training has been cancelled for most of 2019, 2020 and 2021 due budget constraints, the impacts of the COVID-19 pandemic, and department concerns about Hazmat Technician training in the region. The recent lack of training, certification, and available documentation is a significant concern and has had a negative impact on overall team confidence to carry out the assigned duties.

**Objective:** Ensure that all Hazmat Team members are IFSAC certified technicians by December 31, 2023.

**Measurement:** Verify that IFSAC certificates are in each member's OnBase training folder by December 1, 2022.

**Objective:** Increase Hazmat Team training hours to 44 hours/year for the completion of the regionally adopted Hazmat Team Technician curriculum.

**Measurement:** Verify that funding has been approved for the 2023-2024 biennium when the City of Kennewick budget is finalized in 2022.

**Objective:** Establish an annual curriculum delivery schedule for the regionally adopted Hazmat Team curriculum which will include monthly team lectures, quarterly team drills, and two regional drills per year.

**Measurement:** Verify that the Hazmat Team Leader has submitted a training plan to the Training Division that delegates instructional assignments for each of the training sessions by April 1, 2022.

**Objective:** Ensure that Hazmat Team members complete all required training hours annually.

**Measurement:** Verify that hours are completed via a quarterly completions report in Vector Solutions which will be submitted to the DC of Operations monthly in 2022.

**Objective:** Ensure that new team members have the required competencies to function on the team through the completion of a department issued taskbook.

**Measurement:** Verify that all new team members have a completed and signed taskbook in their OnBase training folder prior to operating in the role.

**Action Plan:** The Training Division will schedule all team members to attend IFSAC Technician training and IFSAC testing in Anniston, AL in 2022 according to member and site availability. The 2023-2024 budget

request will reflect the necessary increase of annual team training hours. An annual team training schedule will be developed in coordination between the Training Division and the Hazmat Team Leader so that the entire curriculum is completed during the year and team technician instructors are assigned to each topic. The team leader will be responsible to record all assigned team training into Vector Solutions using the designated team roster found within the Hazmat Team credential. Monthly completion reports will be provided to the DC of Operations by the Training Division. Taskbooks for new members will be established by the department.

Outcome: Compliance, Certification, Competency

**Goal 22-13: Ensure that TRT Team members have the training and qualifications to perform as TRT Technicians**

Gap: Team training has been cancelled for most of 2019, 2020 and 2021 due to a combination of budget constraints, the impacts of the COVID-19 pandemic, and department concerns regarding insufficient documentation of team training and qualifications. The department does not have a standard that identifies minimum qualifications for applying to the team or for what team members must do to maintain their qualifications. Additionally, there is incomplete documentation for technician level training for all members of the team.

Objective: Ensure that all team members have demonstrated all 1006 JPR Chapter 5 for Technician Level Rope Rescue by the end of 2022.

Objective: Ensure that all team members have demonstrated all 1006 JPR Chapter 7 Technician Level Confined Space by the end of 2022.

Objective: Ensure that all team members have demonstrated all 1006 JPR Chapter 12 Technician Level Trench Rescue by the end of 2022.

Measurement: Verify that all existing team members have documentation of AHJ issued certificates of competency for the three disciplines in their OnBase folder by the end of 2022.

Objective: Ensure that new team members have the required competencies to function on the team through the completion of a department issued taskbook.

Measurement: Verify that all new team members have a completed and signed taskbook in their OnBase training folder prior to operating in the role.

Action Plan: The department will implement an evaluation process to confirm and document competency in each member in each of the disciplines. An annual team training schedule will be developed in coordination between the Training Division and the TRT Team Leader so that all JPR from NFPA 1006 are met during the course of the training year and each topic will have a technician level instructor identified. The team leader will be responsible to record all assigned team training into Vector Solutions using the designated team roster found within the TRT Team credential. Monthly completion reports will be provided to the DC of Operations by the Training Division. Taskbooks for new members will be established by the department.

Outcome: Competency and Compliance

**Goal 22-14: Increase the number of paramedic EMS evaluators on each shift**

Gap: Not every shift has enough paramedic EMS evaluators to facilitate good access for quarterly OTEP evaluations. When shifts get realigned it has the potential to disturb equity of availability to all firefighters. This can lead to delays in the completion of assigned training and increased logistical challenges during the workday to move crews around to gain access to a certified evaluator.

Objective: Ensure that all 3 shifts have a minimum of five certified paramedic evaluators.

Measurement: Verify that selected personnel have completed the EMS evaluator course by the end of June 2022.

Action Plan: Firefighters will be surveyed for interest and selections will be made according to shift need. The training will be provided by the KFD EMSO to firefighters while they are on duty. Training off duty is preferable but will require identifying funding to pay OT for attendees.

Outcome: Certification

### **2022-15: Establish minimum requirements for maintaining line qualifications**

Gap: Currently, KFD has no identified standard for requirements that must be met in order to maintain line qualified status in Operations. This is relevant for firefighters who do not complete assigned training in its entirety or who are filling positions outside of Operations including those on extended leave (e.g. military, light duty assignments, parental leave) and firefighters working in the Training, EMS, or Prevention Divisions.

Objective: Establish minimum requirements for maintaining line qualifications while serving in Operations, EMS, Training, and Prevention Divisions.

Objective: Establish minimum requirements for maintaining line qualifications when returning from an extended absence.

Measurement: Verify that minimum requirements are documented in a Training Policy & Procedure standard by the end of 2022.

Action Plan: Research has been initiated to determine WAC requirements, best practices in the industry as well as a review of roles and responsibilities for positions outside of the Operations Division. The Training Division will submit a draft policy to the DC of Operation for review prior to June 1, 2022.

Outcome: Competency and Compliance

### **2022-16: Ensure that all KFD firefighters have documentation for FFT2 in IQS and in their OnBase training folder.**

Gap: A review of all member's certification records has identified numerous missing FFT2 certification records for a significant number of firefighters across the department. While FFT2 is listed as a requirement for opening a Company Officer taskbook, there is no documented department standard that identifies minimum qualifications for establishing or maintaining line qualifications.

Objective: Ensure that all personnel have documentation of their FFT2 certifications in IQS and a copy of the qualification in their OnBase folder.

Measurement: Verify that all firefighters with missing documentation have submitted the documentation or confirmed that they do not have it by July 1, 2022.

Action Plan: Firefighters lacking records related to training and/or a certification will be notified by email of the missing course(s) and an activity in Vector Solutions will be assigned that identifies which records are



incomplete. Firefighters will supply course completion certificates to the Training Division for uploading into OnBase and updating in IQS. Firefighters who cannot provide documentation will document that fact when completing the activity and the Training Division will identify all firefighters for which there is a confirmed lack of documentation for the qualification.

Outcome: Compliance and Certification

**Medium Term Goals (2023 and 2024):**

**2023-1: Improve the incident command training and certification process for officers**

Objective: Develop and implementation plan for Blue Card command training and certification for company and command officers in order to standardize local incident operations across the organization.

Measurement: Verify that the 2025-2026 budget request from the Training Division includes a new program request for the transition to Blue Card.

Outcome: Competency and Certification

**2023-2: Increase firefighter proficiency in mayday prevention and mayday operations**

Objective: Ensure that firefighters have the knowledge, skills, and ability to respond confidently to firefighter emergencies by hosting the IAFF Fire Ground Survival FGS Training and providing the curriculum to all firefighters of the department.

Measurement: Survey firefighters at the end of 2023 to determine the impact of the IAFF FGS Training.

Outcome: Competency and Compliance

**2023-3: Develop firefighter proficiency in water rescue emergencies**

Objective: Establish rules of engagement for operating at water rescue incidents.

Measurement: Verify that firefighters have received training on the rules of engagement for operating at water rescue incidents by the end of 2023.

Outcome: Competency and Compliance

**2023-4: Increase firefighter proficiency at mid-rise and hi-rise incidents**

Objective: Develop a training program for mid and hi-rise response.

Measurement: Verify the number of firefighters that participated and survey them to determine the impact of the training on their confidence and response capabilities by the end of 2023.

Outcome: Competency and Compliance

**2023-5: Increase firefighter proficiency in MCI response**

Objective: Ensure that firefighters have a high degree of the Knowledge, Skills and Abilities (KSA) when responding to MCI incidents

Measurement: Verify the number of firefighters that participated and survey them to determine the impact of the training on their confidence and response capabilities by the end of 2023.

Outcome: Competency and Compliance



**2023-6: Increase the number of firefighters with IFSAC Pumper/Operator certification**

Objective: Provide firefighters annual access to a local pumper/operator academy that includes IFSAC certification.

Measurement: Verify the number of certified pumper/operators at the end of 2023.

Outcome: Certification

**2023-7: Increase member access to additional training content from industry leaders**

Objective: Develop a system for vetting outside instructors and their curriculum.

Measurement: Submit a proposal to the DC of Operations and DC of Support Services that identifies procedures and the required funding to increase member access to training from outside the department.

Outcome: Competency

**2023-8: Increase regional multi-agency response proficiency to active shooter events**

Objective: Ensure that agencies in the region work collaboratively to establish and implement consistent procedures for the command and control of active shooter events.

Measurement: Verify that officers have received training on the developed procedures via a completions report in Vector Solutions by the end of 2023.

Outcome: Competency and Compliance

**2023-9: Increase proficiency in assisting in a technical rescue response**

Objective: Ensure that all line qualified firefighters are trained to the Awareness level with respect to Rope Rescue as specified in NPFA 1006.

Measurement: Verify that all firefighters have completed the assigned training in 2023.

Outcome: Competency and Compliance

**2023-10: Increase firefighter proficiency at Multi-Family Dwelling (MFD) incidents**

Objective: Develop a training program for MFD incidents.

Measurement: Verify the number of firefighters that participated and survey them to determine the impact of the training on their confidence and response capabilities by the end of 2023.

Outcome: Competency and Compliance

**2023-11: Increase firefighter proficiency at strip mall incidents**

Objective: Develop a training program for strip mall incidents.

Measurement: Verify the number of firefighters that participated and survey them to determine the impact of the training on their confidence and response capabilities by the end of 2023.

Outcome: Competency and Compliance

**2023-12: Increase firefighter proficiency at big box incidents**

Objective: Develop a training program for big box incidents.

Measurement: Verify the number of firefighters that participated and survey them to determine the impact of the training on their confidence and response capabilities by the end of 2023.

Outcome: Competency and Compliance

**Long Term Goals (2025 and beyond):**

**2025-1: Improve company evolution performance**

Objective: Establish company performance standards for all standard fireground evolutions.

Measurement: Verify that all standard fireground evolutions have been established by the end of 2025.

Outcome: Competency

**2025-2: Ensure that all KFD firefighters are able to pursue professional growth and development**

Objective: Facilitate the development of professional development plans for all firefighters that identify the process for each member to pursue in order to reach their individual professional goals.

Measurement: Verify that all firefighters have a professional development plan in place by the end of 2025.

Outcome: Competency

**2025-3: Improve tactical decision making for officers**

Objective: Implement a Fire SIMS training program.

Measurement: Survey officers at the end of 2025 to determine the impact of the simulation program.

Outcome: Competency

**2025-4: Improve firefighter training delivery model**

Objective: Ensure that firefighters are able to complete training on critical duties without interruption via scheduled off-duty training sessions.

Measurement: Survey officers at the end of 2025 to determine the impact of the program.

Outcome: Competency and Compliance