



Blueprint 2030

STEAC WORKING DRAFT

Goal 1: Expand Technology Integration and Advancement

SFT should expand upon existing and emerging technology to provide a secure multifaceted platform that is easily accessible and designed to support students, instructors, agencies, and SFT staff.

Objectives:

1.1 Automate routine processes and maximize capabilities of the RMS so technology can work at full capacity.

- Build a “one-stop shop that includes:”
 - Access to records and information
 - Online course registration and payment
 - Online certification application and payment
 - Use of e-surveys and online reporting systems
 - Leveraging digital outreach applications:
 - Selected social media
 - Smartsheet’s
 - One drive
 - Teams

1.2 Expand electronic learning capabilities:

- Provide online instructor and course updates
- Streamline/align online course resources for instructors and students
- Imbed live links into course plans

Goal 2: Course Delivery Modernization

Design, update, and support the delivery of courses that engage diverse learners and instructors through expanded delivery models.

Objectives:

- 2.1 Keep curriculum current:
 - Update curriculum within two years of NFPA updates
 - All non-NFPA courses within seven years
- 2.2 Build capacity to address emerging trends and threats in training and education:
 - Capability to project, forecast, and monitor _____ so that
- 2.3 Build relationships and accountability with instructors
 - Empower users and instructors to align with code of ethics
 - Imbed ethical practice and training earlier in the educational career (within each level and track)
 - Audit 5-10% of courses annually by priority:
 - ❖ Instructors of concern
 - ❖ Live fire and rescue courses
 - ❖ First deliveries/pilot courses
- 2.4 Explore proven aspects of the learning environment:
 - Expand remote/Hybrid course delivery
 - Explore annual continuing education (CE) requirements
- 2.5 Expand national participation and involvement:
 - Explore what other states are doing
 - IFSAC/PROBOARD expansion
 - Increased IFSAC/ProBoard tracks
 - Participation on IFSTA, J&B textbook review
 - Increase participation with NFPA and NWCG standards and curriculum

Goal 3: Develop Career Pathways

Support clear pathways for individuals to obtain training and education in support of their career goals.

Objectives:

- 3.1 Support in-service training and education programs that:
 - Align and integrate certification tracks with degree pathways from associate through doctoral degrees.
 - FESHE/Degree expansion
 - Academic advisement to other institutions and SFT certification advisement
 - Engage early and mid-career users/stakeholders.
 - Strengthen SFT certification for hiring & promotion.
 - Incorporate quality leadership training programs.
 - Encompasses the entire fire service community of interest, including non-suppression positions such as:
 - Lifeguards
 - Fire district administrative services
 - Fuels management
- 3.2 Provide for reciprocity:
 - Agency transfers/reciprocity
 - Federal/Military into state system
 - Out of state experience/certifications
- 3.3 Support fire service recruitment efforts:
 - Career change (civilian career into fire service)
 - Girls' camps/youth camps presence & support
 - SFT outreach
 - Outreach resources (brochures, appropriate public engagement materials)
 - Recruitment (Pre-Service)
 - Research into improved recruitment (selection) standards

Goal 4: SFT Continuous Quality Improvement (CQI)

Develop a continuous quality improvement program focused on guiding and empowering all stakeholders within our State Fire Training ecosystem. This program will evaluate and validate current and relevant processes based on stakeholders' ongoing feedback and provide recommendations when appropriate.

Objectives:

4.1 Implement a data-driven decision-making process:

- Gather qualitative and quantitative data regarding the overall health of the SFT system.
- Create a SFT scorecard post data analysis that assesses key areas on a consistent basis.
- Provide a formal process to implement data driven changes based on the results of the data.
- Utilize academia to review SFT best practices and methodology from a data driven stance.

4.2 Implement process improvements:

- Develop clear organizational roles, strategic priorities, and responsiveness methods.
- Align regulations and realistic enforcement measures based on current staffing.
- Conduct ongoing research into best practices.
 - Clarify overarching doctrine through the identification of foundational documents.

4.3 Improve customer service and communications:

- Clarify/define who our stakeholders are.
- Define and communicate SFT system value for stakeholders.
- Increase stakeholder outreach, engagement, and customer service through defined performance measures.
- Conduct surveys with representative audiences (students, instructors, training officers, etc.).
 - Create a mechanism for submitting concerns and recommendations.
- Foster closer support from accounting.

4.4 Develop measures of organizational effectiveness:

- Organizational behavior and decisions are based on SFT values, strategic direction, data, clear prioritization, and stakeholder feedback.
- The needs of stakeholders are met through the efforts of positive, well-trained staff members
 - Recognition of staffing/resource reality that preserves and promotes health and wellness of staff
 - Staff investment is demonstrated through succession and employee career planning, professional development, and training/conference participation.

4.5 Develop CQI success indicators (“SFT is most effective when...”) based on:

- Strategic goals and objectives are met in a timely manner.
- Successful stakeholder engagement and responsiveness based on feedback.
- Statewide presence through focused media formats.
- Staff roles, methods, and procedures are clearly defined.
- Timely updates to regulations, policy, curriculum and internal procedures.

Goal 5: Articulate a Vision for Ongoing Sustainable Funding

Articulate SFT staffing and resource needs along with subsequent ongoing, sustainable funding to achieve desired outcomes.

Objectives

5.1 Develop and articulate a blueprint for industry best practices that considers alternatives to user fees to meet fiscally sustainable objectives:

- Address the priority of declining participation in certification and associated costs of the current SFT fee-based system.
 - Capture data and metrics that clearly identify and illustrate the issue
- Articulate a vision for a healthy, robust, and well-funded SFT system
 - Articulate what an ideal system looks like
 - Identify all external/additional resources needed

5.2 Explore the establishment of stable, ongoing funding that is independent of the current stakeholder fee system

- Develop BCP cost schedules for increased funding, staffing, and resources to meet current and emerging needs based on stakeholder input
- Identify potential/alternative revenue streams to achieve financial stability and sustainability
- Explore potential grant/reimbursement programs and staff needed to maintain it

Goal 6: Minimum Standards Mapping

Prepare a needs analysis that includes minimum training and education standards, associated oversight needs, and SFT resources needed for possible legislation that may be adopted by California fire/safety agencies.

Objectives

- 6.1 Articulate a best-practice system POST-like model for SFT
 - Conduct an analysis of industry best practices
 - Research POST
 - Other states' fire training systems
 - Determine desired outcomes/acceptable minimum capabilities and standards for each hazard/sub-discipline
 - Consider fiscal and political issues
 - Examine funding sources and options
 - Evaluate political climate for willingness/support
 - Gather stakeholders to develop and determine system structure
 - Governance structure
 - Labor input/support
 - Volunteer FD viability
- 6.2 Enhance professional certifications by determining:
 - The role of professional certifications within the new system
 - Priorities and funding for additional capabilities
- 6.3 If enacted, monitor the new system and its standards
 - Evaluate effectiveness and minimize risk as system evolves
 - Ensure ongoing resource and fiscal sustainability



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Goals and Objectives Worksheet

Goal: _____

Things to consider:

1. Are these goals and objectives clear and articulate? If not, how would you change it?
2. Which goals and objectives are aligned with our current decentralized SFT System?
3. Which goals and objectives point to a potential centralized SFT system in the future?
4. Which items can be accomplished with existing staff, funding, and resources?