



Training Investment and Serious Accident Review Team (SART) Report Update

January 12, 2017

The Cortland Incident:

- On March 29, 2015, the Fresno Fire Department experienced a tragic Near-Miss Accident. This event is now known as the Cortland Incident.

Immediate After-Incident Response:

- Eight (8) days after the Cortland Incident, a panel of six (6) experts from various fire departments, as well as a member of Local 753, were assembled to investigate the incident and all contributing factors.
 - On January 20, 2016, the SART Team released their report which included **169** recommendations; all intended to assist in preventing the reoccurrence of another such incident.
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Support from City Council, City Manager, and Mayor Swearengin:

In January of 2016, City Council approved a mid-year funding increase (\$1.5m on-going) for the Fire Department to improve training, safety, and oversight:

- \$200,000 increase in Training funds;
 - One (1) new Deputy Chief;
 - Four (4) new Training Officers;
 - Three (3) new Battalion Chiefs;
 - One (1) new Personal Protective Equipment (PPE) Storekeeper.
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How has this investment improved the Department?

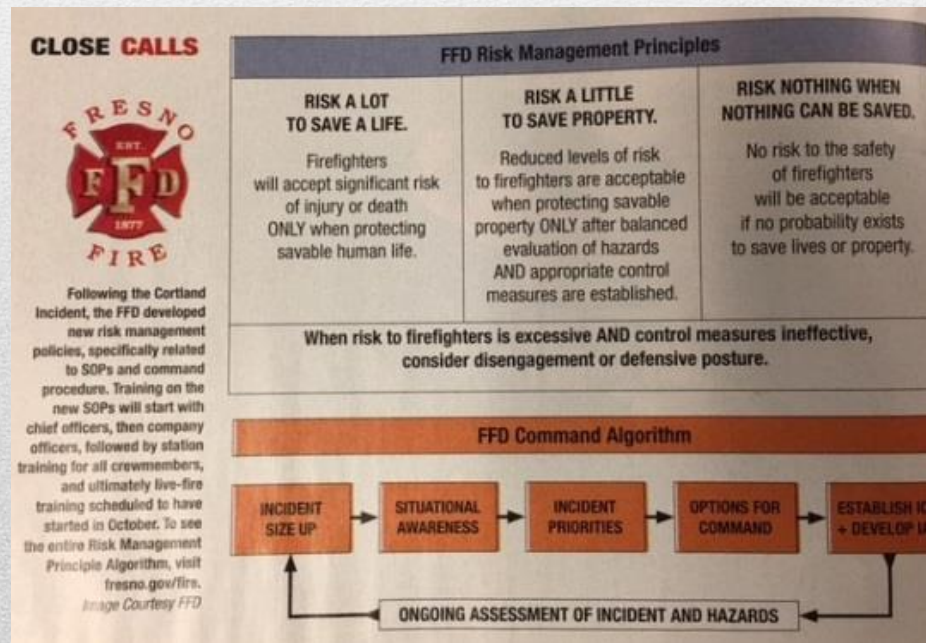
Training Staff Investment:

Training Delivered:

- **63,354** hours of training recorded to date;
 - **4,593** hours of Single-Company Training;
 - **9,392** hours of Multi-Company Training;
 - **12,978** hours of Academy Training;
 - **1,664** hours of EMS Training;
 - **1,961** hours of Officer Training;
 - Lesson Plans completed for all training evolutions;
 - A formal one (1) year Training Plan has been developed;
 - Extensive training has been conducted on the Principles of Modern Fire Behavior.
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Risk Management Policy Created, Published, and Training Initiated:

- **Command Algorithm implemented.**
(See Handout)



Investment Continued:

Improved Emergency Management (Oversight in the Field):

- Third Battalion Chief (BC) in the City opened on August 29, 2016;
- Manages day-to-day operations of multiple stations;
- Span of control improved from 1:8 to 1:6;
- Response times of BC's has improved by 48 seconds;
- Safety Chief Officer response time has improved by 22 seconds;
- Company training enhanced through BC-lead drills in the field.

A Change in Culture:

- Personal Protective Equipment (PPE) (more than turnouts);
 - Each new firefighter is issued PPE, valued at over \$5,500;
 - PPE must be worn properly during firefighting operations;
 - Maintenance and care of PPE - NFPA 1851;
 - Attitude of "button up";
 - "Slowing down" to ensure safety is first priority for fellow firefighters;
 - Members are open to and welcome new training curriculum;
 - Re-energized attitude in training.
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Investment Continued:

- **PPE Storekeeper:**
 - Maintain inventory of all PPE, including reserve stock;
 - Coordinate washing, repair and inspection of PPE;
 - Procure new PPE when needed (service life is 10 years);
 - Protect our investment of over \$1.5 million dollars.
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Within six (6) months of the **SART** Report release, remarkable progress has occurred:

- A SART Implementation Committee has been put in place, chaired by Captain Brad Driscoll;
 - 163 recommendations have been categorized into 21 objectives;
 - Prioritization is conducted based on risk level, timeline and cost factors;
 - 30 recommendations have been completed;
 - 83 recommendations are currently in process;
 - 54 recommendations have been prioritized and placed in the queue for completion.
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SART Report Actions Continued:

- Training Staff is in the process of developing an Officer's Academy;
 - Leadership Training for all Officers (BC and Captain) through several classes;
 - A Command and Control Subcommittee has been assembled;
 - Policy updates and integration;
 - Training to standardized incident management to include worksheets and tools;
 - Three (3) new training props have been custom built to support hands-on training.
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Future Training Investments:

- Two (2) Recruit Academies in 2016;
 - FFD received Local Academy Accreditation from the California State Fire Marshal's office;
 - Plans to refurbish or develop professional training facilities, including:
 - A Variable Pitch Roof and Flat Roof prop for ventilation training;
 - Modular Live Fire Prop for conducting realistic training on SART recommendations;
 - The FFD and Fresno City College are looking to future collaboration opportunities for our agencies through facilities, staffing, equipment and training opportunities.
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Leading in the Fire Service:

- No less than four (4) separate articles have been published on the Cortland Incident and FFD's response;
- Firehouse World Presentations (2016 & 2017)



A Playbook for Change

Facing a tragedy head on makes meaningful change possible

On March 29, 2015, Fresno, CA, Fire Captain Pete Dern was critically injured after falling through the roof of a residential structure while attempting to perform vertical ventilation. The incident, which was captured on video and broadcast through the Fresno Fire Department's YouTube channel, thrust the Fresno Fire Department's members into the global spotlight. Firehouse World's board of directors and members of the fire service globe pounced on the incident, casting a shadow of shame on everyone involved. The incident, which was captured on video and broadcast through the Fresno Fire Department's YouTube channel, thrust the Fresno Fire Department's members into the global spotlight. Firehouse World's board of directors and members of the fire service globe pounced on the incident, casting a shadow of shame on everyone involved. The incident, which was captured on video and broadcast through the Fresno Fire Department's YouTube channel, thrust the Fresno Fire Department's members into the global spotlight. Firehouse World's board of directors and members of the fire service globe pounced on the incident, casting a shadow of shame on everyone involved.

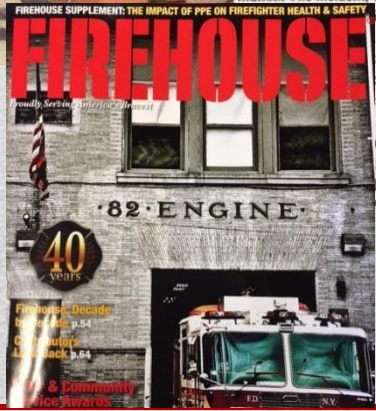
While reviewing the Cortland Incident, the SART also reviewed 77 NIOSH reports from fire fatalities over the last 10 years. Disturbingly, but not surprisingly, the team identified the same factors that contributed to the Cortland Incident were also found and documented in 70 of the 77 NIOSH reports.

At the recent Fire Service Safety Summit, these 16 factors were confirmed to be critical factors that can reduce firefighter injuries. Sadly, now 12 years later, we continue to suffer the consequences of these predictable and preventable incidents.

To some, a

The Cortland investigation will undoubtedly become a playbook for change and opportunity.

One of the most poignant and critical questions posed by the SART, and what I believe to be a critical takeaway, is this: "Why, with these factors being common in so many serious injury and LODD



Fire Captain Falls Through Roof

Part 2—Reviewing tragic incidents can help departments better evaluate the reality of their policies

On March 29, 2015, while performing vertical ventilation on a residential garage fire, Fresno Fire Department Truck Company Captain Pete Dern fell into the well-involved fire compartment, due to penetration of "roof decking burn-through" with direct fire impingement of the lightweight truss. Captain Dern sustained critical burn injuries, but fortunately survived. The details of this event are available both in last month's issue of Firehouse Magazine as well as on Firehouse.com and the Fresno Fire Department website.



In Summary:

- The Cortland Incident forever changed the FFD resulting in inspired and improved safety practices;
 - The FFD's actions are a model for the fire service;
 - The Department is steadfast in the commitment to implement recommendations of the SART Report.
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