

Table of Contents

INITIATIVE 1: Define and advocate need for cultural change.....	1
INITIATIVE 2: Enhance personal and organizational accountability in safety and health.....	2
INITIATIVE 3: Integrate risk management and incident management at all levels	4
INITIATIVE 4: Empower all firefighters to stop unsafe acts	6
INITIATIVE 5: Develop/Implement national standards for firefighters based on duties expected.....	7
INITIATIVE 6: Develop and implement national medical and fitness standards for firefighters based on duties expected	8
INITIATIVE 7: Create a national data system and research agenda.....	9
INITIATIVE 8: Use technology that can enhance safety and health.....	11
INITIATIVE 9: Investigate all line-of-duty deaths (LODDs), injuries and near misses.....	12
INITIATIVE 10: Grants to support safe practices and/or mandate safe practices for eligibility	13
INITIATIVE 11: Develop/Champion national emergency response policies.....	14
INITIATIVE 12: Develop/Champion response policies for violent incidents	15
INITIATIVE 13: Firefighters and families must have access for counseling and psychological support	16
INITIATIVE 14: Public education or PubEd must receive appropriate resources and be championed as critical fire and life safety program	17
INITIATIVE 15: Advocacy must be strengthened for code enforcement and home fire sprinklers	18
INITIATIVE 16: Safety must be primary consideration in apparatus and equipment design	19
ADVOCATE ROLE	20
POLICYMAKER ROLE.....	22
FIRE CHIEF ROLE	24
FIRE OFFICER ROLE.....	27
FIREFIGHTER ROLE	30
Additional Resources	33

Define and advocate need for cultural change.

Define and advocate the need for a cultural change within the fire service relating to safety; incorporating leadership, management, supervision, accountability and personal responsibility.

ADVOCATE

- Encourage personal and organizational introspection to define the culture of the organization, reinforce successful policies, procedures and behaviors.

POLICYMAKER

- Access and utilize the NFFF Vulnerability Assessment Program (VAP) for assistance

FIRE CHIEF

- Access and utilize the NFFF Vulnerability Assessment Program (VAP) for assistance
 - Access and utilize the information within the USFA National Culture Change Initiative, when available. Using FLSI Initiative 1, focus on organizational leadership as well as personal responsibility.

FIRE OFFICER

- Support departmental evaluation of culture within the organization, your company and peers
- Using the FLSI Initiative 1, focus on leadership as well as personal responsibility at the company level critical in creating the culture change needed to promote firefighter safety in the company.

FIREFIGHTER

- Awareness of personal and department culture, especially in those areas that affect your competence and safety.
- Support company level implementation of cultural change when necessary
- Using FLSI initiative 1, focus on personal responsibility critical in creating the culture change needed to promote firefighter safety.

Enhance the personal and organizational accountability for health and safety throughout the fire service.

SUBSET A:

Safety.

ADVOCATE

- Provide technical assistance for policy, standard operating procedure (SOP) development.

FIRE CHIEF

- Draft and approve policy and procedures that meet industry standards.
- Ensure a safe and healthful work place.
- Recommend compliance with applicable industry standards to political entities.
- Ensure grant applications meet all requirements and are submitted in a timely manner.
- Ensure all grants meet agency needs as they relate to safety and industry standards.
- Support the implementation of grants through appropriate policy, procedures, training and maintenance.
- Use a safety officer cadre for operations.

FIRE OFFICER

- Lead by example.
- Insist on compliance with SOPs.
- Insist on safety in all practices.
- Empower members to advocate for safety.
- Pass along and advocate safety and grant ideas.
- Report safety concerns to seniors.
- Participate as a safety officer.
- Conduct after-action critiques.
- Provide after-action information to training officer.
- Conduct company “stand-to” or line-up at the start of tours to inspect equipment and deliver daily safety messages.

FIREFIGHTER

- Follow SOPs, established practices.
- Inspect/Maintain personal protective equipment, equipment, and apparatus.
- Participate in safety committees.
- Participate in after-action critiques.
- Provide peer support for safety.
- Support the 16 Life Safety Initiatives (LSIs).
- Recommend safety initiatives for grant consideration.
- Assist in grant preparations.

SUBSET B:

Health.

ADVOCATE

- Provide technical assistance for policy, SOP development for firefighter fitness.
- Provide/Share incentive program information.

POLICYMAKER

- Support healthy, fit firefighters.

FIRE CHIEF

- Plan for fitness.
- Fund fitness programs, including medical screenings.
- Provide time, place and equipment for fitness activity.
- Develop and enforce policy for fitness.
- Provide for training/education for fitness advocates, trainers, agency leadership.
- Provide public information officer outreach for community awareness.
- Provide support and leadership for incentive program.
- Develop smoking cessation program.
- Develop weight control program.
- Set wellness standards for jobs to be performed.
- Provide healthy station environments to include removal of apparatus exhaust gases.

FIRE OFFICER

- Lead by example in fitness.
- Monitor fitness programs.
- Provide adequate time for fitness program participation.
- Monitor fitness program equipment for safety and usability concerns.
- Ensure members take advantage of fitness program.
- Qualify as a fitness mentor/leader.
- Support wellness programs.

FIREFIGHTER

- Participate in wellness initiatives.
- Workout to achieve/maintain fitness.
- Serve as a fitness advocate.
- Provide peer-to-peer encouragement.
- Report equipment problems.
- Volunteer and serve on committees and related functions.

Focus greater attention on the integration of risk management with incident management at all levels, including strategic, tactical, and planning responsibilities.

SUBSET A:

Risk Management (RM).

ADVOCATE

- Provide models of programs.
- Provide information for educational opportunities.
- Reach out to state and local governmental associations for joint training opportunities.
- Facilitate peer-to-peer awareness and sharing for RM issues and ideas.
- Peer-to-peer communication with state and regional advocates for info sharing.

POLICYMAKER

- Insist on agency RM program.

FIRE CHIEF

- Include self and staff in RM training/education.
- Initiate program.
- Audit, review practices, adjust Standard Operating Procedures (SOP) accordingly.
- Constantly monitor for RM items and improvement.

FIRE OFFICER

- Become trained in RM.
- Apply RM practices and SOPs in station, at training, during calls, for outside duties, off-premise activities, and other areas related to the fire department.
- Provide input for RM improvements.
- Include RM discussions in daily training.
- Readily accept input of subordinates regarding RM.

FIREFIGHTER

- Advocate for RM.
- Provide peer-to-peer mentoring.
- Volunteer for committee work in RM.
- Be observant and make recommendations for improvement.
- Disengage and stop activities counter to RM policy or intent.

SUBSET B:

Incident Management (IM).

ADVOCATE

- Provide IM information.
- Provide National Incident Management System information.
- Provide generic or working SOPs.

POLICYMAKER

- Insist on agency adoption and use of an Incident Management System (IMS).

FIRE CHIEF

- Institute IMS and develop department SOPs.
- Provide training at all levels.
- Assure accountability for IMS use.

FIRE OFFICER

- Become proficient in using IMS on all calls.
- Train members in IMS.
- Provide peer mentoring.
- Use IMS on every call.
- Follow IMS documentation requirements.
Use After Action Reviews as part of RM system

FIREFIGHTER

- Become trained in IMS.
- Use IMS on every call.
- Provide peer-to-peer mentoring.
- Advocate for full use of IMS.

All firefighters must be empowered to stop unsafe practices.

ADVOCATE

- Provide technical assistance for policy development.
- Advocate for this change on operational policies.
- Share successful program information.

POLICYMAKER

- Support culture of safety.
- Provide resources to ensure safe operations.

FIRE CHIEF

- Draft and approve effective policy and procedures.
- Publicize procedures and policies.
- Check and evaluate how well policy is implemented.
- Support certification and continuing education to meet national best practices for positions within the organization through continued funding.
- Conduct research and use networking opportunities to increase organizational safety.
- Develop a comprehensive RM plan that follows identified industry standards and uses the organization's policy and procedures.
- Support the dissemination of information to all levels of the organization.
- Support the recognition, communication, and stoppage of unsafe work conditions and practices.
- Develop and use an incident safety officer (ISO) program.
- Celebrate safety.

FIRE OFFICER

- Enforce policy and procedures.
- Obtain and maintain incident safety officer certification.
- Facilitate after-action reviews following all incidents.
- Advocate the need for changes in policy and procedures that improve safe operations.
- Mentor subrogates in situational awareness and safe operations.
- Use nationally developed tools and resources to improve safety.
- Support the flow of information between all levels of the organization.
- Encourage recognition, communication, and stoppage of unsafe work conditions and practices.
- Support firefighters to stop unsafe acts.
- Become an incident safety officer.
- Mentor firefighters.

FIREFIGHTER

- Prepare yourself with technical competency to recognize unsafe actions.
- Understand the process to stop unsafe acts.
- Participate in after-action reviews for unsafe acts.
- Consider safety beyond the fireground.
- Mentor peers.
- Celebrate success.

Develop/Implement national standards for firefighters based on duties expected.

Develop and implement national standards for training, qualifications, and certification (including regular recertification) that are equally applicable to all firefighters based on the duties they are expected to perform.

ADVOCATE

- Provide standards information.
- Assist chiefs in participating in standards process.
- Monitor standards.
- Share success stories.

POLICYMAKER

- Support your agency in participating in standards process.

FIRE CHIEF

- Participate in standards process.
- Monitor standards.
- Ensure task analysis for agency members reflects expected duties.
- Pursue training opportunities.
- Ensure staff coordinates training and standards requirements.
- Advocate for duty-based standards.

FIRE OFFICER

- Lead by example.
- Provide training to achieve, maintain standards.
- Lead, participate in task analysis.
- Document training/shadowing/education activities and outcomes.
- Pursue training opportunities.
- Develop training plans for team members.
- Review status, expectations with members.
- Participate in standards-making process.
- Advocate for duty-based standards.

FIREFIGHTER

- Participate in training.
- Maintain certifications.
- Participate in standards development.
- Participate in task analysis.
- Provide documentation for compliance.
- Pursue training opportunities.
- Advocate for duty-based standards.

Develop and implement national medical and fitness standards for firefighters based on duties expected.

Develop and implement national medical and physical fitness standards that are equally applicable to all firefighters, based on the duties they are expected to perform.

ADVOCATE

- Recommend organizations meet current applicable standards.
- Supply information on standards.
- Assist state and local training entities in adoption and enforcement of appropriate requirements for fitness based on task required.
- Share success stories.

POLICYMAKER

- Support healthy and fit firefighters.
- Provide fiscal resources to maintain program.

FIRE CHIEF

- Ensure that the requirements are met or restrict the individual's ability to participate in strenuous and stressful duties, including firefighting, other emergency response duties, and operational training — make no exceptions to medical and fitness requirements.
- Provide training to support the fitness standards.
- Monitor fitness.
- Participate in regular training/education forums to stay current on fitness standards issues.
- Ensure appropriate medical expertise and exams.
- Celebrate and publicize success stories.

FIRE OFFICER

- Advocate for fitness standards for line personnel.
- Participate in fitness program.
- Provide mentoring for fitness activities and program.
- Participate in department fitness committees.
- Keep team members informed on program and updates.
- Monitor team members' fitness for duty within Health Insurance Portability and Accountability Act constraints.
- Provide training and opportunities so that members may maintain or achieve required fitness levels.
- Monitor team members' documentation of medical fitness to be sure it is not outdated.
- Seek out and participate in fitness education/training.

FIREFIGHTER

- Advocate for fitness.
- Document participation in fitness program.
- Record benchmarks and progress.
- Provide support for peers.
- Participate in committee work.
- Maintain and account for all equipment.
- Ensure program activities follow safety and hygiene standards.

Create a national research agenda and data collection system that relates to the initiatives.**SUBSET A:**

Reported vs. nonreported.

ADVOCATE

- Look at reported vs. nonreported issues.
- Assist with reports/investigations as requested.

POLICYMAKER

- Look at reported vs. nonreported issues.

FIRE CHIEF

- Review agency data for accuracy and completeness.

FIRE OFFICER

- Accurately enter National Fire Incident Reporting System (NFIRS) and other data.
- Encourage reporting of safety matters.
- Record and pass along issues of safety and health concerns.

FIREFIGHTER

- Accurately enter NFIRS and other data.
- Encourage full reporting of safety matters.

SUBSET B:

Research reports/findings need to be passed down.

ADVOCATE

- Make reports available.

FIRE CHIEF

- Read/Digest reports.
- Pass reports to training officer.
- Pass reports to staff.
- Participate in research when possible.
- Share appropriate research with policymakers.
- Ensure nonincident injury data is captured.
- Reward complete/accurate reporting.

FIRE OFFICER

- Plan training program based on research.
- Read/Understand findings.
- Share findings.
- Review all reports for completeness and accuracy.
- Insist on reports from all personnel.
- Use “near-miss” reports for training.

FIREFIGHTER

- Follow research projects.
- Read reports.
- Ask for specific training.
- “Push” reports forward.
- “Push” questions forward.

Utilize available technology wherever it can produce higher levels of health and safety.

ADVOCATE

- Provide information on current and emergent technology.
- Share benchmark information.
- Share success stories.

POLICYMAKER

- Monitor technology information.
- Provide resources to support safety and health program.

FIRE CHIEF

- Provide methods for updates and monitoring developments for safety and health.
- Support training and continuing education.
- Prepare plans and economic information to support timely enhancements of programs.
- Be able to calculate and do cost/benefit analysis for programs.
- Attend professional development conferences or have members attend on your behalf to look toward emergent technologies.

FIRE OFFICER

- Provide information on emergent technology.
- Ensure new technology adaption includes training on use and processes.

FIREFIGHTER

- Participate in training for new technology applications and equipment.
- Provide information and suggestions for use and adaption of new technology.
- Serve on committees and teams considering emergent technology.
- Support use of emergent technology that will enhance safety and health.

Thoroughly investigate all firefighter fatalities, injuries, and near misses

ADVOCATE

- Provide information.
- Forward reports and data.

POLICYMAKER

- Support by policy and resources.
- Provide legal review and assistance.
- Advocate open communications.

FIRE CHIEF

- Provide knowledge of policies and procedures.
- Form boards, panels, teams to provide investigative services or to support investigations.
- Share reports on LODDs, injuries and near misses.
- Act on results of reports on LODDs, injuries and near misses.

FIRE OFFICER

- Serve on panels and teams to review or investigate LODDs, injuries and near misses.
- Insist on all personnel reporting near misses and injuries.
- Forward reports.
- Include results of report in training and other after-action activities.
- Restructure work to avoid repetition of near misses and injuries.

FIREFIGHTER

- Monitor work environment for injuries and near misses.
- Report injuries of all kinds.
- Report all possible near misses.
- Provide peer-to-peer mentoring for near-miss reporting.
- Engage in training or program changes as a result of near miss, LODDs and injury reports.
- Serve on investigative teams or panels considering LODDs, injury or near-miss events.

Grants to support safe practices and/or mandate safe practices for eligibility.

ADVOCATE

- Advocate for safe practice-based grants.
- Provide agencies information regarding these grants.

POLICYMAKER

- Support safe practice policies.
- Advocate for grants programs at all levels.
- Support agency grant application.

FIRE CHIEF

- Advocate for safe practice grants through legislative delegations and professional associations.
- Apply for safe practice grants.
- As a grantee, execute safe practice grants fully and to the intent of the grant.
- As a grantee, ensure data supporting the grant's goals/objectives.

FIRE OFFICER

- Advocate for safe practice grants through legislative delegations and professional associations.
- Assist in grant preparation.
- Assist in grant execution.
- Lead outreach and public education activities.

FIREFIGHTER

- Advocate for safe practice grants through legislative delegations and professional associations or labor unions.
- Assist in preparation of grants.
- Participate in outreach and public information activities.

National standards for emergency response policies and procedures should be developed and championed.

ADVOCATE

- Advocate for national response policies.
- Champion best practices.
- Provide information on best practices.

POLICYMAKER

- Insist on following national response standards and policies.

FIRE CHIEF

- Advocate for national response policies.
- Develop response guidelines and SOPs.
- Provide information and training for response policies.

FIRE OFFICER

- Lead firefighters in execution of response policies.
- Insist on response policy compliance.
- Participate in outreach programs regarding response policies.
- Serve on committees adopting, modifying or developing response policies.

FIREFIGHTER

- Adhere to response policies.
- Advocate safer response policies.
- Serve on committees adopting, modifying or developing response policies.

National protocols for response to violent incidents should be developed and championed

USFA Active Shooter and Mass Casualty Incidents; National Fallen Firefighter Foundation (NFFF) project regarding dangerous and “baited” incidents.

ADVOCATE

- Provide/Share information on and encourage implementation of information in USFA Active Shooter and Mass Casualty Incidents document, and The Life Safety Initiatives website (Initiative 12) for all levels.

POLICYMAKER

- Provide/Share information on and encourage implementation of information in USFA Active Shooter and Mass Casualty Incidents document, and The Life Safety Initiatives website (Initiative 12) for all levels.

FIRE CHIEF

- Analyze current response guidelines for applicability and effectiveness. Work with partner organizations whenever possible.

FIRE OFFICER

- Provide/Share information on and encourage implementation of information in USFA Active Shooter and Mass Casualty Incidents document, and The Life Safety Initiatives website (Initiative 12) for all levels

FIREFIGHTER

- Apply and deploy information on and encourage implementation of information in USFA Active Shooter and Mass Casualty Incidents document, and The Life Safety Initiatives website (Initiative 12).

Firefighters and their families must have access to counseling and psychological support.

ADVOCATE

- Advocate for support for members and families.
 - Provide program information to agency leadership.
 - Follow up for feedback and national assistance.
 - Consider development of regional capacity for smaller agencies.
 - Provide best practices and benchmark information.
- Refer all levels to the resources available at the Firehero and Eveyonegoeshome websites

POLICYMAKER

- Provide policy support for family and firefighter support programs.

FIRE CHIEF

- Develop policies for family and firefighter support.
- Develop support teams and protocols within agency/region.
- Provide training for members.
- Consider regionalization of program.

FIRE OFFICER

- Provide mentoring for peers and subordinates.
 - Participate in committees and training.
 - Monitor self and members for unmet needs.
 - Be accessible and available for discussion of individual, group and family needs.
- Understand and deploy After Action Reviews (AAR)

FIREFIGHTER

- Assist colleagues and families as appropriate.
 - Advocate for support programs.
 - Participate in training regarding support programs.
- Ask for help when you need it

Public education must receive more resources and be championed as a critical fire and life safety program

ADVOCATE

- Advocate for Public Education programs.
- Provide best practices information.
- Assist agencies in cost/benefit analysis for PubEd programs.

POLICYMAKER

- Insist on a sound PubEd effort by department.

FIRE CHIEF

- Champion PubEd through civic and professional organizations.
- Provide active outreach to public.
- Direct resources toward PubEd.
- Engage agency members in PubEd activities.
- Be able to discuss cost/benefit for PubEd and prevention programs.

FIRE OFFICER

- Lead company in PubEd efforts.
- Participate in PubEd programs and training.
- Mentor peers.
- Hold staff accountable for PubEd activities.
- Include PubEd in company training activities.

FIREFIGHTER

- Participate in PubEd programs.
- Serve on PubEd team and committees.
- Champion PubEd with peers.

Advocacy must be strengthened for code enforcement and home fire sprinklers.

ADVOCATE

- Educate yourself on code enforcement and residential fire sprinklers.
- Provide agencies timely, accurate information on available resources.

POLICYMAKER

- Champion strong fire prevention.

FIRE CHIEF

- Become technically proficient to discuss code enforcement and residential sprinklers.
- Champion fire prevention.
- Champion residential sprinklers.

FIRE OFFICER

- Be able to lead company inspections.
- Be able to discuss residential sprinkler systems.

FIREFIGHTER

- Understand the pros/cons for residential sprinklers.
- Be able to conduct company inspections.

Safety must be a primary consideration in the design of apparatus and equipment.

ADVOCATE

- Advocate for safety consideration in equipment and apparatus specs, procurement and use.
- Provide best practices and benchmark information.
- Share regional/state practices internally and across the advocate net.

POLICYMAKER

- Insist on following safe practices and design in equipment procurement and use.

FIRE CHIEF

- Make procurement decisions that are based on safe design/function criteria.
- Evaluate suggestions against safe design criteria.
- Ensure equipment is used within safe design criteria and provide adequate training to do so.

FIRE OFFICER

- Serve on committees developing criteria, evaluating suggestions, and planning future acquisitions.
- Educate yourself on safety matters regarding fire apparatus and equipment safe design.
- Communicate safety matters for equipment quickly to department leadership.
- Get involved with standards-making organizations and processes.

FIREFIGHTER

- Serve on equipment committees.
- Advocate for best practices.
- Provide mentoring for peers.
- Participate in technical workshops to maintain competence in safety matters.
- Monitor professional publications to look at reports of best practices.
Take advantage of the safety systems in place
Wear your Personal Protective Equipment (PPE) the way it was designed.

INITIATIVE 1: Define and advocate need for cultural change.

- Continue full support of all 16 FLSI to assist all levels

INITIATIVE 2: Enhance personal and organizational accountability in safety and health.

SUBSET A: Safety.

- Provide technical assistance for policy, SOP development.

SUBSET B: Health.

- Provide technical assistance for policy, SOP development for firefighter fitness.
- Provide/Share incentive program information.

INITIATIVE 3: Integrate risk management and incident management at all levels.

SUBSET A: Risk Management (RM).

- Provide models of programs.
- Provide information for educational opportunities.
- Reach out to state and local governmental associations for joint training opportunities.
- Facilitate peer-to-peer awareness and sharing for RM issues and ideas.
- Peer-to-peer communication with state and regional advocates for info sharing.

SUBSET B: Incident Management (IM).

- Provide IM information.
- Provide National Incident Management System information.
- Provide generic or working SOPs.

INITIATIVE 4: Empower all firefighters to stop unsafe acts.

- Provide technical assistance for policy development.
- Advocate for this change on operational policies.
- Share successful program information.

INITIATIVE 5: Develop/Implement national standards for firefighters based on duties expected.

- Provide standards information.
- Assist chiefs in participating in standards process.
- Monitor standards.
- Share success stories.

INITIATIVE 6: Develop and implement national medical and fitness standards for firefighters based on duties expected.

- Recommend organizations meet current standards.
- Supply information on standards.
- Assist state and local training entities in adoption and enforcement of appropriate requirements for fitness based on task required.
- Share success stories.

INITIATIVE 7: Create a national data system and research agenda.

SUBSET A: Reported vs. nonreported.

- Look at reported vs. nonreported issues.
- Assist with reports/investigations as requested.

SUBSET B: Research reports/findings need to be passed down.

- Make reports available.

INITIATIVE 8: Use technology that can enhance safety and health.

- Provide information on current and emergent technology.
- Share benchmark information.
- Share success stories.

INITIATIVE 9: Investigate all LODDs, injuries and near misses.

- Provide information.
- Forward reports and data.

INITIATIVE 10: Grants to support safe practices and/or mandate safe practices for eligibility.

- Advocate for safe practice-based grants.
- Provide agencies information regarding these grants.

INITIATIVE 11: Develop/Champion national emergency response policies.

- Advocate for national response policies.
- Champion best practices.
- Provide information on best practices.

INITIATIVE 12: Develop/Champion response policies for violent incidents.

- Provide/Share information on and encourage departmental implementation of information in USFA Active Shooter and Mass Casualty Incidents document.

INITIATIVE 13: Firefighters and families must have access for counseling and psychological support.

- Advocate for support for members and families.
- Provide program information to agency leadership.
- Follow up for feedback and national assistance.
- Consider development of regional capacity for smaller agencies.
- Provide best practices and benchmark information.

INITIATIVE 14: Public education or PubEd must receive appropriate resources and be championed as critical fire and life safety programs.

- Advocate for PubEd programs.
- Provide best practices information.
- Assist agencies in cost/benefit analysis for PubEd programs.

INITIATIVE 15: Advocacy must be strengthened for code enforcement and home fire sprinklers.

- Educate yourself on code enforcement and residential fire sprinklers.
- Provide agencies timely, accurate information on them.

INITIATIVE 16: Safety must be primary consideration in apparatus and equipment design.

- Advocate for safety consideration in equipment and apparatus specs, procurement and use.
- Provide best practices and benchmark information.
- Share regional/state practices internally and across the advocate net.

INITIATIVE 1: Define and advocate need for cultural change.

- Understand the existing culture of the organization, reinforce positive traits and change negative behaviors

INITIATIVE 2: Enhance personal and organizational accountability in safety and health.

SUBSET B: Health.

- Support healthy, fit firefighters.

INITIATIVE 3: Integrate risk management and incident management at all levels.

SUBSET A: Risk Management (RM).

- Insist on agency RM program.

SUBSET B: Incident Management (IM).

- Insist on agency adoption and use of an IMS.

INITIATIVE 4: Empower all firefighters to stop unsafe acts.

- Support culture of safety.
- Provide resources to ensure safe operations.

INITIATIVE 5: Develop/Implement national standards for firefighters based on duties expected.

- Support your agency in participating in standards process.

INITIATIVE 6: Develop and implement national medical and fitness standards for firefighters based on duties expected.

- Support healthy and fit firefighters.
- Provide fiscal resources to maintain program.

INITIATIVE 7: Create a national data system and research agenda.

SUBSET A: Reported vs. nonreported.

- Look at reported vs. nonreported issues.

INITIATIVE 8: Use technology that can enhance safety and health.

- Monitor technology information.
- Provide resources to support safety and health program.

INITIATIVE 9: Investigate all LODDs, injuries and near misses.

- Support by policy and resources.
- Provide legal review and assistance.
- Advocate open communications.

INITIATIVE 10: Grants to support safe practices and/or mandate safe practices for eligibility.

- Support safe practice policies.
- Advocate for grants.
- Support agency grant application.

INITIATIVE 11: Develop/Champion national emergency response policies.

- Insist on following national response standards and policies.

INITIATIVE 12: Develop/Champion response policies for violent incidents.

- Support and encourage departmental implementation of information in USFA Active Shooter and Mass Casualty Incidents document.

INITIATIVE 13: Firefighters and families must have access for counseling and psychological support.

- Provide policy support for family and firefighter support programs.

INITIATIVE 14: Public education or PubEd must receive appropriate resources and be championed as critical fire and life safety programs.

- Insist on a sound PubEd effort by department.

INITIATIVE 15: Advocacy must be strengthened for code enforcement and home fire sprinklers.

- Champion strong fire prevention.

INITIATIVE 16: Safety must be primary consideration in apparatus and equipment design.

- Insist on following safe practices and design in equipment procurement and use.

INITIATIVE 1: Define and advocate need for cultural change.

- Understand and deploy the NFFF VAP as soon as possible to determine risk
- Using FLSI Initiative 1, focus on organizational leadership as well as personal responsibility critical in creating the culture change needed to promote firefighter safety in the department.

INITIATIVE 2: Enhance personal and organizational accountability in safety and health.

SUBSET A: Safety.

- Draft and approve policy and procedures that meet industry standards.
- Ensure a safe and healthful work place.
- Recommend compliance with applicable industry standards to political entities.
- Ensure grant applications meet all requirements and are submitted in a timely manner.
- Ensure all grants meet agency needs as they relate to safety and industry standards.
- Support the implementation of grants through appropriate policy, procedures, training and maintenance.
- Use a safety officer cadre for operations.

SUBSET B: Health.

- Plan for fitness.
- Fund fitness programs, including medical screenings.
- Provide time, place and equipment for fitness activity.
- Develop and enforce policy for fitness.
- Provide for training/education for fitness advocates, trainers, agency leadership.
- Provide public information officer outreach for community awareness.

- Provide support and leadership for incentive program.
- Develop smoking cessation program.
- Develop weight control program.
- Set wellness standards for jobs to be performed.
- Provide healthy station environments to include removal of apparatus exhaust gases.

INITIATIVE 3: Integrate risk management and incident management at all levels.

SUBSET A: Risk Management (RM).

- Include self and staff in RM training/education.
- Initiate program.
- Audit, review practices, adjust SOPs accordingly.
- Constantly monitor for RM items and improvement.

SUBSET B: Incident Management (IM).

- Institute IMS and develop department SOPs.
- Provide training at all levels.
- Assure accountability for IMS use.

INITIATIVE 4: Empower all firefighters to stop unsafe acts.

- Draft and approve effective policy and procedures.
- Publicize procedures and policies.
- Check and evaluate how well policy is implemented.
- Support certification and continuing education to meet national best practices for positions within the organization through continued funding.

INITIATIVE 4: (continued)

- Conduct research and use networking opportunities to increase organizational safety.
- Develop a comprehensive RM plan that follows identified industry standards and uses the organization's policy and procedures.
- Support the dissemination of information to all levels of the organization.
- Support the recognition, communication, and stoppage of unsafe work conditions and practices.
- Develop and use an incident safety officer corps.
- Celebrate safety.

INITIATIVE 5: Develop/Implement national standards for firefighters based on duties expected.

- Participate in standards process.
- Monitor standards.
- Ensure task analysis for agency members reflects expected duties.
- Pursue training opportunities.
- Ensure staff coordinates training and standards requirements.
- Advocate for duty-based standards.

INITIATIVE 6: Develop and implement national medical and fitness standards for firefighters based on duties expected.

- Ensure that the requirements are met or restrict the individual's ability to participate in strenuous and stressful duties, including firefighting, other emergency response duties, and operational training — make no exceptions to medical and fitness requirements.
- Provide training to support the fitness standards.
- Monitor fitness.
- Participate in regular training/education forums to stay current on fitness standards issues.

- Ensure appropriate medical expertise and exams.
- Celebrate and publicize success stories.

INITIATIVE 7: Create a national data system and research agenda.

SUBSET A: Reported vs. nonreported.

- Review agency data for accuracy and completeness.

SUBSET B: Research reports/findings need to be passed down.

- Read/Digest reports.
- Pass reports to training officer.
- Pass reports to staff.
- Participate in research when possible.
- Share appropriate research with policymakers.
- Ensure nonincident injury data is captured.
- Reward complete/accurate reporting.

INITIATIVE 8: Use technology that can enhance safety and health.

- Provide methods for updates and monitoring developments for safety and health.
- Support training and continuing education.
- Prepare plans and economic information to support timely enhancements of programs.
- Be able to calculate and do cost/benefit analysis for programs.
- Attend professional development conferences or have members attend on your behalf to look toward emergent technologies.

INITIATIVE 9: Investigate all LODDs, injuries and near misses.

- Provide knowledge of policies and procedures.
- Form boards, panels, teams to provide investigative services or to support investigations.
- Share reports on LODDs, injuries and near misses.

INITIATIVE 9: (continued)

- Act on results of reports on LODDs, injuries and near misses.

INITIATIVE 10: Grants to support safe practices and/or mandate safe practices for eligibility.

- Advocate for safe practice grants through legislative delegations and professional associations.
- Apply for safe practice grants.
- As a grantee, execute safe practice grants fully and to the intent of the grant.
- As a grantee, ensure data supporting the grant’s goals/objectives.

INITIATIVE 11: Develop/Champion national emergency response policies.

- Advocate for national response policies.
- Develop response guidelines and SOPs.
- Provide information and training for response policies.

INITIATIVE 12: Develop/Champion response policies for violent incidents.

- Support and encourage departmental implementation of information in USFA Active Shooter and Mass Casualty Incidents document.

INITIATIVE 13: Firefighters and families must have access for counseling and psychological support.

- Develop policies for family and firefighter support.
- Develop support teams and protocols within agency/region.
- Provide training for members.
- Consider regionalization of program.

INITIATIVE 14: Public education or PubEd must receive appropriate resources and be championed as critical fire and life safety programs.

- Champion PubEd through civic and professional organizations.
- Provide active outreach to public.
- Direct resources toward PubEd.
- Engage agency members in PubEd activities.
- Be able to discuss cost/benefit for PubEd and prevention programs.

INITIATIVE 15: Advocacy must be strengthened for code enforcement and home fire sprinklers.

- Become technically proficient to discuss code enforcement and residential sprinklers.
- Champion fire prevention.
- Champion residential sprinklers.

INITIATIVE 16: Safety must be primary consideration in apparatus and equipment design.

- Make procurement decisions that are based on safe design/function criteria.
- Evaluate suggestions against safe design criteria.
- Ensure equipment is used within safe design criteria and provide adequate training to do so.

INITIATIVE 1: Define and advocate need for cultural change.

- Using FLSI Initiative 1, focus on leadership as well as personal responsibility at the company level critical in creating the culture change needed to promote firefighter safety in the company.

INITIATIVE 2: Enhance personal and organizational accountability in safety and health.

SUBSET A: Safety.

- Lead by example.
- Insist on compliance with SOPs.
- Insist on safety in all practices.
- Empower members to advocate for safety.
- Pass along and advocate safety and grant ideas.
- Report safety concerns to seniors.
- Participate as a safety officer.
- Conduct after-action critiques.
- Provide after-action information to training officer.
- Conduct company “stand-to” or line-up at the start of tours to inspect equipment and deliver daily safety messages.

SUBSET B: Health.

- Lead by example in fitness.
- Monitor fitness programs.
- Provide adequate time for fitness program participation.
- Monitor fitness program equipment for safety and usability concerns.
- Ensure members take advantage of fitness program.
- Qualify as a fitness mentor/leader.
- Support wellness programs.

INITIATIVE 3: Integrate risk management and incident management at all levels.

SUBSET A: Risk Management (RM).

- Become trained in RM.
- Apply RM practices and SOPs in station, at training, during calls, for outside duties, off-premise activities, and other areas related to the fire department.
- Provide input for RM improvements.
- Include RM discussions in daily training.
- Readily accept input of subordinates regarding RM.

SUBSET B: Incident Management (IM).

- Become proficient in using IMS on all calls.
- Train members in IMS.
- Provide peer mentoring.
- Use IMS on every call.
- Follow IMS documentation requirements.

INITIATIVE 4: Empower all firefighters to stop unsafe acts.

- Enforce policy and procedures.
- Obtain and maintain incident safety officer certification.
- Facilitate after-action reviews following all incidents.
- Advocate the need for changes in policy and procedures that improve safe operations.
- Mentor subrogates in situational awareness and safe operations.
- Use nationally developed tools and resources to improve safety.
- Support the flow of information between all levels of the organization.
- Encourage recognition, communication, and stoppage of unsafe work conditions and practices.
- Support firefighters to stop unsafe acts.

INITIATIVE 4: (continued)

- Become an incident safety officer.
- Mentor firefighters.

INITIATIVE 5: Develop/Implement national standards for firefighters based on duties expected.

- Lead by example.
- Provide training to achieve, maintain standards.
- Lead, participate in task analysis.
- Document training/shadowing/education activities and outcomes.
- Pursue training opportunities.
- Develop training plans for team members.
- Review status, expectations with members.
- Participate in standards-making process.
- Advocate for duty-based standards.

INITIATIVE 6: Develop and implement national medical and fitness standards for firefighters based on duties expected.

- Advocate for fitness standards for line personnel.
- Participate in fitness program.
- Provide mentoring for fitness activities and program.
- Participate in department fitness committees.
- Keep team members informed on program and updates.
- Monitor team members' fitness for duty within Health Insurance Portability and Accountability Act constraints.
- Provide training and opportunities so that members may maintain or achieve required fitness levels.
- Monitor team members' documentation of medical fitness to be sure it is not outdated.
- Seek out and participate in fitness education/training.

INITIATIVE 7: Create a national data system and research agenda.

SUBSET A: Reported vs. nonreported.

- Accurately enter NFIRS and other data.
- Encourage reporting on safety matters.
- Record and pass along issues of safety and health concerns.

SUBSET B: Research reports/findings need to be passed down.

- Plan training program based on research.
- Read/Understand findings.
- Share findings.
- Review all reports for completeness and accuracy.
- Insist on reports from all personnel.
- Use "near-miss" reports for training.

INITIATIVE 8: Use technology that can enhance safety and health.

- Provide information on emergent technology.
- Ensure new technology adaption includes training on use and processes.

INITIATIVE 9: Investigate all LODDs, injuries and near misses.

- Serve on panels and teams to review or investigate LODDs, injuries and near misses.
- Insist on all personnel reporting near misses and injuries.
- Forward reports.
- Include results of report in training and other after-action activities.
- Restructure work to avoid repetition of near misses and injuries.

INITIATIVE 10: Grants to support safe practices and/or mandate safe practices for eligibility.

- Advocate for safe practice grants through legislative delegations and professional associations.

INITIATIVE 10: (continued)

- Assist in grant preparation.
- Assist in grant execution.
- Lead outreach and public education activities.

INITIATIVE 11: Develop/Champion national emergency response policies.

- Lead firefighters in execution of response policies.
- Insist on response policy compliance.
- Participate in outreach programs regarding response policies.
- Serve on committees adopting, modifying or developing response policies.

INITIATIVE 12: Develop/Champion response policies for violent incidents.

- Support departmental implementation of information in USFA Active Shooter and Mass Casualty Incidents document at the company level.

INITIATIVE 13: Firefighters and families must have access for counseling and psychological support.

- Provide mentoring for peers and subordinates.
- Participate in committees and training.
- Monitor self and members for unmet needs.
- Be accessible and available for discussion of individual, group and family needs.

INITIATIVE 14: Public education or PubEd must receive appropriate resources and be championed as critical fire and life safety programs.

- Lead company in PubEd efforts.
- Participate in PubEd programs and training.
- Mentor peers.
- Hold staff accountable for PubEd activities.
- Include PubEd in company training activities.

INITIATIVE 15: Advocacy must be strengthened for code enforcement and home fire sprinklers.

- Be able to lead company inspections.
- Be able to discuss residential sprinkler systems.

INITIATIVE 16: Safety must be primary consideration in apparatus and equipment design.

- Serve on committees developing criteria, evaluating suggestions, and planning future acquisitions.
- Educate yourself on safety matters regarding fire apparatus and equipment safe design.
- Communicate safety matters for equipment quickly to department leadership.
- Get involved with standards-making organizations and processes.

INITIATIVE 1: Define and advocate need for cultural change.

- Using FLSI Initiative 1, focus on personal responsibility critical in creating the culture change needed to promote firefighter safety.

INITIATIVE 2: Enhance personal and organizational accountability in safety and health.

SUBSET A: Safety.

- Follow SOPs, established practices.
- Inspect/Maintain personal protective equipment, equipment, apparatus.
- Participate in safety committees.
- Participate in after-action critiques.
- Provide peer support for safety.
- Support the 16 LSIs.
- Recommend safety initiatives for grant consideration.
- Assist in grant preparations.

SUBSET B: Health.

- Participate in wellness initiatives.
- Workout to achieve/maintain fitness.
- Serve as a fitness advocate.
- Provide peer-to-peer encouragement.
- Report equipment problems.
- Volunteer and serve on committees and related functions.

INITIATIVE 3: Integrate risk management and incident management at all levels.

SUBSET A: Risk Management (RM).

- Advocate for RM.
- Provide peer-to-peer mentoring.
- Volunteer for committee work in RM.
- Be observant and make recommendations for improvement.
- Disengage and stop activities counter to RM policy or intent.

SUBSET B: Incident Management (IM).

- Become trained in IMS.
- Use IMS on every call.
- Provide peer-to-peer mentoring.
- Advocate for full use of IMS.

INITIATIVE 4: Empower all firefighters to stop unsafe acts.

- Prepare yourself with technical competency to recognize unsafe actions.
- Understand the process to stop unsafe acts.
- Participate in after-action reviews for unsafe acts.
- Consider safety beyond the fireground.
- Mentor peers.
- Celebrate success.

INITIATIVE 5: Develop/Implement national standards for firefighters based on duties expected.

- Participate in training.
- Maintain certifications.
- Participate in standards development.
- Participate in task analysis.
- Provide documentation for compliance.
- Pursue training opportunities.
- Advocate for duty-based standards.

INITIATIVE 6: Develop and implement national medical and fitness standards for firefighters based on duties expected.

- Advocate for fitness.
- Document participation in fitness program.
- Record benchmarks and progress.
- Provide support for peers.
- Participate in committee work.
- Maintain and account for all equipment.
- Ensure program activities follow safety and hygiene standards.

INITIATIVE 7: Create a national data system and research agenda.

SUBSET A: Reported vs. nonreported.

- Accurately enter NFIRS and other data.
- Encourage full reporting of safety matters.

SUBSET B: Research reports/findings need to be passed down.

- Follow research projects.
- Read reports.
- Ask for specific training.
- “Push” reports forward.
- “Push” questions forward.

INITIATIVE 8: Use technology that can enhance safety and health.

- Participate in training for new technology applications and equipment.
- Provide information and suggestions for use and adaption of new technology.
- Serve on committees and teams considering emergent technology.
- Support use of emergent technology that will enhance safety and health.

INITIATIVE 9: Investigate all LODDs, injuries and near misses.

- Monitor work environment for injuries and near misses.
- Report injuries of all kinds.
- Report all possible near misses.

- Provide peer-to-peer mentoring for near-miss reporting.
- Engage in training or program changes as a result of near miss, LODDs and injury reports.
- Serve on investigative teams or panels considering LODDs, injury or near-miss events.

INITIATIVE 10: Grants to support safe practices and/or mandate safe practices for eligibility.

- Advocate for safe practice grants through legislative delegations and professional associations or labor unions.
- Assist in preparation of grants.
- Participate in outreach and public information activities.

INITIATIVE 11: Develop/Champion national emergency response policies.

- Adhere to response policies.
- Advocate safer response policies.
- Serve on committees adopting, modifying or developing response policies.

INITIATIVE 12: Develop/Champion response policies for violent incidents.

- Awareness of information in USFA Active Shooter and Mass Casualty Incidents document.
- Support company level implementation of information in USFA Active Shooter and Mass Casualty Incidents document.

INITIATIVE 13: Firefighters and families must have access for counseling and psychological support.

- Assist colleagues and families as appropriate.
- Advocate for support programs.
- Participate in training regarding support programs.

INITIATIVE 14: Public education or PubEd must receive appropriate resources and be championed as critical fire and life safety programs.

- Participate in PubEd programs.
- Serve on PubEd team and committees.
- Champion PubEd with peers.

INITIATIVE 15: Advocacy must be strengthened for code enforcement and home fire sprinklers.

- Understand the pros/cons for residential sprinklers.
- Be able to conduct company inspections.

INITIATIVE 16: Safety must be primary consideration in apparatus and equipment design.

- Serve on equipment committees.
- Advocate for best practices.
- Provide mentoring for peers.
- Participate in technical workshops to maintain competence in safety matters.
- Monitor professional publications to look at reports of best practices.

Additional Resources

For further readings and specific details regarding the 16 LSIs, the following are recommended:

- <http://www.lifesafetyinitiatives.com/>
- <http://www.lifesafetyinitiatives.com/intro.html>
- <http://everyonegoeshome.com/>
- <http://www.lifesafetyinitiatives.com/initiatives.html> (This site contains additional resources including PowerPoint presentations, handouts and posters as well as detailed explanations of each initiative.)
- <http://www.lifesafetyinitiatives.com/initiativesesp.html> (in Spanish)
- (877) EGH-0361 - Everyone Goes Home®
- info@everyonegoeshome.com (NFFF email for 16 LSIs and related matters)

REMEMBER: EVERY SEATBELT, EVERY TIME! EVERYONE GOES HOME!