ESSENTIALS OF FIRE FIGHTING FACILITY FIRE BRIGADES AIRCRAFT RESCUE AND FIRE FIGHTING LEADERSHIP FOR THE WILDLAND FIRE OFFICER





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IFSTA

ANNIVERSARY 1933 - 2023

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Introduction

This publication was developed to provide an overview of the history of International Fire Service Training Association (IFSTA) and Fire Protection Publications (FPP) at Oklahoma State University (OSU) on the occasion of their 90th anniversary. These organizations have a dynamic history of providing firefighters and fire departments with the most current and reliable information on providing fire protection services to their communities. No other organization has had the same level of influence in preparing firefighters and other first responders in performing their jobs effectively, efficiently, and safely than IFSTA/FPP. We hope that you enjoy this report.

The Evolution of IFSTA/FPP

In the year 2023, IFSTA will mark the 90th year since a few people saw a need and got together to fill a need for quality fire training materials as best they could. Former Managing Editor Everett Hudiburg remembers what it was like then on those hot July days in the mid-1930s when a group of firefighters first began writing down how to be a firefighter:

We met in a steaming hot upstairs recreation room of the downtown fire station in Stillwater, OK. A heavy haze of fetid cigar and cigarette smoke hung suspended over the heads of a mere dozen delegates. Most of their shirts displayed great stains of sweat as badges of discomfort. Mostly, ties were undone and collars open. Jackets were a "no-no," displaying an assortment of suspenders and bellies hanging over non-existing belts. This marked the beginning to validate someone's concept of a draft for a fire service training manual.

These first meetings were part of a growing movement in the fire service. Firefighters wanted to know how to do their jobs better, whether they were career or volunteer firefighters. Though some were content to go on throwing water on a fire as they had in the past, others had recognized that the times were changing.

Motorized apparatus had replaced the horse-drawn pumper. Heavier population densities in congested urban areas demanded quicker response times. New materials and chemicals used in building construction and industry, particularly the petroleum industry, required new techniques for fire prevention and suppression. The age of technology had come, and the firefighter had to become a part of it.

The Prelude

Training schools and short courses began to appear in most states in the 1920s and 1930s, but written descriptions of how to fight fires were still rare. The Oklahoma Fireman's Association (OFA; known today as the Oklahoma State Firefighters Association [OSFA]) actually began conducting firefighter training classes as part of their annual state firefighter's convention as early as 1917. By 1926, these sessions grew into a 4-day fire school.

As the fire school continued to prosper and grow, it became increasingly difficult for the leadership of the OFA to manage it. In 1931, the OFA leadership approached the administration of Oklahoma A&M College (now known as Oklahoma State University) and asked them to assume the full-time role of running the annual fire school and providing year-round training for Oklahoma's firefighters. The college accepted this duty and initially assigned the program to the Oklahoma State Department of Vocational Education, which was part of the college at that time.

In that same year of 1931, the first training manual emerged from the annual state convention fire school. John E. Taplin, a former school teacher and fire chief from Blackwell, Oklahoma, had written a small manual called *The Essentials of Firemanship* (Figure 1). This manual was published with support from the OFA, the University of Oklahoma, Oklahoma A&M College, the Oklahoma Municipal League, and the State Board of Vocational Education, and it was endorsed by the National Board of Fire Underwriters. The manual was not a true training manual in today's sense. It was more of a compilation of various fire equipment manufacturer's product descriptions and use instructions. However, the manual quickly gained national recognition and orders for the little book flowed in.

Another significant event in the history of the OSU fire programs occurred in 1931. Chief John Raymond "Ray" Pence had moved to Stillwater from Healdton, Oklahoma, and had set about making the Stillwater Fire Department a model in the nation (**Figure 2**). A devout believer in firefighter training and education, Pence was an officer in several state and regional firefighters' organizations and had supported fire training schools and their move to Oklahoma A&M. Pence quickly integrated himself into the Stillwater and college communities and his influence on the development of the fire programs would be a major factor in years to come.

In 1932 and 1933, the fire schools operated successfully in Stillwater. In 1933, Oklahoma A&M College moved the fire training program from the Department of Vocational Education to the College of Engineering, Architecture, and Technology (CEAT). It remains attached there to this day. The Department of Vocational Education would soon be removed from the control of Oklahoma A&M College and become an independent agency within the State of Oklahoma government structure. Its offices remain in Stillwater to this day and it is the only state agency in Oklahoma whose headquarters is not located in Oklahoma City.

Meetings took place at the Stillwater fire station at Ninth and Lewis, with Pence acting as host. Knowledgeable persons from outside the fire service were



Figure 1



Figure 2

invited to speak at the school, including Col. Clarence Goldsmith, chief engineer of the National Board of Underwriters; Harry K. "Smokey" Rogers and Richard Vernon of the Western Actuarial Bureau, a regional subdivision of the National Bureau of Fire Underwriters (NBFU); Professor H.R. Brayton of the inorganic chemistry department at Texas A&M College; and Ed Stewart of the Kansas Inspection Bureau, and H.J. Clark of the Oklahoma Inspection Bureau, representing the state fire insurance industry. During the 1932 meeting when one of these outside speakers was called home unexpectedly, a member of the audience was asked to replace him. That was how Fred Heisler came into the fire service.



Figure 3

Heisler, a veteran teacher in the Ponca City, Oklahoma, school system, had come to the trade and industrial education department at Oklahoma A&M as an itinerant teacher trainer in 1932 (**Figure 3**). He firmly believed that workers, even in unskilled jobs, would work better and with more satisfaction if they understood the basic processes and purposes behind the job. As fire fighting then was considered unskilled or barely skilled work, Heisler was interested in the fire training schools. That he knew nothing about fire fighting mattered little because he brought a peculiar talent to the sessions of the fire school. Heisler knew instinctively how to draw ideas out of others, collate them and present them in a logical, learnable manner.

Heisler's talent became especially useful as an old problem re-emerged from the discussions at the training schools. The firefighters attending the schools needed training manuals to train in their hometown fire departments. Since no one knew a firefighter's job better than a firefighter, several experienced chiefs were asked

to return to Stillwater to participate in a series of meetings to analyze the business of fire fighting. Because Heisler had successfully handled the earlier meeting, a committee consisting of Pence, Taplin, and Edward Haley of Ada, Oklahoma, asked him to design a course of study for firefighter training.

Under Heisler's leadership the chiefs, working with Brayton, Clark and Goldsmith, met in July 1933 and discussed all aspects of fire fighting — its tools, techniques, and terminology. Together, they identified 10 basic fire fighting skills:

- Forcible entry, rope and portable extinguisher practices
- Ladder practices
- Hose practices
- Salvage practices
- Fire stream practices
- Fire apparatus practices
- Ventilation practices
- Rescue practices
- First aid practices
- Inspection practices

Heisler took this raw information and compiled it during the winter of 1934 to produce *An Introductory Course*, the first of a long series of manuals (**Figure 4**). This first manual, and a second one on ladder practices that followed in the spring of 1935, were simple 8½ x 11 inch, handbound, mimeograph productions that were sold in the college bookstore for 35 cents each.



Figure 4

Word spread quickly about what was being done in Oklahoma. Pence had a network of contacts in the fire service throughout Oklahoma, the southwest, and the nation because of his membership in several fire service organizations. He also sent out a newsletter full of information and reports of fire fighting activities. Word of his accomplishments frequently appeared in the National Fire Protection Association's (NFPA's) *Volunteer Fireman* magazine through his friendship with the organization's chief engineer, Horatio Bond. Thus, word of Oklahoma's attempt to produce training manuals to support their training programs reached a wide audience and soon led to a further movement to improve firefighter training.

It was not surprising that the next move came from the fire insurance industry. Naturally, the industry saw the benefits of better-trained firefighters and was willing to help prepare the necessary written materials. In November 1934, an insurance industry trade group named the Western Actuarial Bureau sponsored a conference in Kansas City, Missouri, to showcase the activities that were going on in Oklahoma to representatives from other states. The representatives of four state rating bureaus were:

- Milt Parker of Missouri
- Ed Stewart of Kansas
- Walter Plyngman of Arkansas
- H.J. Clark of Oklahoma

Also in attendance were numerous fire chiefs and officials. These personnel met with Heisler and Emmett T. Cox of the Western Actuarial Bureau to determine how best to publish and distribute training manuals beyond Oklahoma. Since they knew of Heisler's work at Oklahoma A&M, they decided to form an alliance that would develop and validate the training material as a group and use the Oklahoma organization to finish and distribute the work. They named this alliance the Fire Service Training Association (FSTA) and word spread quickly from one state rating bureau to another. By the next meeting of the conference a year later, membership had already grown to 16 states, roughly the middle third of the continental United States.

This unified effort had several benefits. The manuals developed could be wider in scope than any produced by a single agency and publication costs could be reduced. Oklahoma A&M was willing to publish the manuals if they were allowed to retain the copyrights. Oklahoma had already found an experienced and capable writer in Heisler. Because of these assets, Stillwater and Oklahoma A&M were the logical headquarters of the new association.

Thus, began what came to be known as the *validation conferences* that have convened annually ever since. At some point early in the life of the association, the second full week in July was chosen as the annual meeting time and Stillwater as the location. As the loosely organized Fire Service Training Association had no policies for choosing delegates, attendance was voluntary and at each person's expense. 'The delegates came because of their interest the organization,' said Glenn Boughton, a retired Stillwater assistant fire chief and Kansas state fire training instructor. It was an organization that a person came to give rather than to receive. Those who attended soon came to share something of a revival spirit. The best known and respected members of the fire service came to Stillwater each July: fire chiefs, state fire marshals, and state training directors. With them came representatives of the insurance industry (Cox of the Western Actuarial Bureau was always there), educators from colleges and universities, government agency officials, delegates from firefighter organizations, and manufacturers of fire apparatus and equipment. Only a handful came at first, of course, but veterans of the conferences recruited colleagues who brought still others. Many came year after year into a second generation.

Accommodations and entertainment were unsophisticated in the early days. Delegates stayed at the fire station or at local hotels and motels for about \$3 a night (**Figure 5**). Nightly entertainment was usually a poker game, and delegates enjoyed eating watermelon and "apple-less" pies at the Heisler's home.

HAZARDOUS MATERIALS TECHNICIAN FIRE PROTECTION, DETECTION, AN



Figure 5

The conferences also followed the pattern Heisler laid down in 1934. Between yearly meetings, Heisler compiled the information contributed at the last conference. He wrote the text on yellow legal paper, then had it typed up and sent it out to area fire chiefs and other knowledgeable people for their comments and criticism. Some manuals or parts of manuals were written by others in the field. Hudiburg wrote some sections and so did Chief Lothar Smith of Edmond, Oklahoma. It should be noted that Smith was the father-in-law of Harold Mace, who later became Director of the fire programs at OSU.

Revised drafts were then presented at the next conference for validation. Delegates met at Stillwater's No. 1 (Central) Fire Station until 1938 when the No. 2 Campus Fire Station was constructed (Figure 6). After the Student Union was built on the Oklahoma A&M campus, delegates worked in the basement "Howdy Room," dodging the posts to see the speaker. Until the last move, Heisler himself sat up front and read the draft aloud word for word to the whole group. When anyone objected to a point in the draft, the participant spoke up. Discussion (or argument) followed until the question was resolved. Then the reading continued. New material could be created this way, and in time, older manuals were revised.

As Heisler initially knew little about fire fighting, the material in the manuals had to come from those who did. From their experience, conference delegates gave expert advice about equipment and techniques, but some material came from other sources. Professor R. J. Douglas, head of the Department of Firemanship Training at Oklahoma A&M,



Figure 6

provided some information (**Figure 7**). Formed in 1937, this degree program is now known as the School of Fire Protection and Safety Engineering Technology. A chemist and high school football coach before he became a volunteer firefighter and fire chief in West Virginia, Douglas was respected as a researcher in fire prevention and control. As head of the first academic program for fire fighting in the United States, he sometimes turned to his students for the "how-to" of the job. He also liked to film his students in practical exercises with his movie camera. At times, fire protection students contributed information directly to Heisler, who liked to give them problems to solve using some piece of equipment.

IALS OF FIRE FIGHTIN

It should be noted that the first actual fire protection-related degree program in the U.S. dated back to 1911 at the Illinois Institute of Technology (IIT) in Chicago. However, this was a fire engineering program, not a fire service program. Longtime OSU Fire Protection and Safety Professor Pat Brock was an alumnus of the IIT program. That program was ultimately discontinued.

Whatever the source of the material in the manuals, demand for them soon allowed their production to move out of the amateur class. In 1937, Heisler's secretary, Doris Walton, began typing the manuals on a specially purchased long-carriage typewriter. The typed text was illustrated by a young architecture student, Fred Pojezny. After review by Heisler's expert advisors, the drafts were professionally printed and bound in the red covers that became a tradition for IFSTA manuals. Eventually, ten (10) "Red Books" covered each of the 10 basic skills identified at the meeting in 1933, and many others were added later, as the need arose (**Figure 8**).

Note that the red covers were not something that Heisler chose. They were actually the stock cover material that was used to bind all texts at the Oklahoma A&M printing shop where the manuals were produced. The connection of red to the fire service was merely a coincidence. However, red remains a major component of IFSTA manual covers to this date.

Figure 7



Figure 8

By 1945, the manuals were an indisputable success. Delegates to the validation conferences took a proprietary interest in the manuals and recommended them to colleagues. The Western Actuarial Bureau also encouraged use of the manuals in local firefighter training programs as a way to lower a city's insurance rating. The NFPA also publicized the availability of the manuals in *Volunteer Fireman* magazine and announced the appearance of each new manual addition to the series. Several states adopted the "Red Books" as their official training manuals and distributed them under their own cover. Pennsylvania was the first, followed by Arkansas, New Mexico, Indiana, North Dakota, Wisconsin, Alabama, Florida, Georgia, Iowa, Kansas, Kentucky, Michigan, and Missouri. The U.S. Armed Forces also began using the manuals. Heisler reported an order from the military for 2,000 copies in April, 1945. The manuals had also gone overseas to military installations and foreign officials. By 1953, an estimated one-half million copies were in use.

This growth continued for several years as the demand for training materials increased. Following the example of Oklahoma A&M (which became Oklahoma State University in 1957), many colleges and universities began offering academic credit for new courses in fire protection. Many of the returning World War II veterans who inundated college campuses in the 1940s and 1950s enrolled in these courses. Since most of these new programs preferred to avoid the expense of producing their own texts, many adopted what was already available — the "Red Books."

The manuals also remained popular with state and municipal training programs. Two (2) Canadian provinces adopted the "Red Books" as their official training materials in 1955, and the alliance changed its name to the International Fire Service Training Association (IFSTA). By 1962, firefighters in all 50 states and several Canadian provinces used the manuals, 28 states had officially adopted them and the Army and Navy used them on bases all over the world.

In spite of such growth, basic production had not changed since 1934. Heisler still edited the manuals, even though his official university position changed over the years, and Oklahoma A&M (State) still published them. The manuals were put together and published from a wing added to the Industrial Arts Building for Heisler's offices in 1937. The method of distribution was still the same, too. Orders were handled by the university bookstore. What had changed was the number of titles.

In the 1950s, other changes began to take place. The distribution of the books came under new management. CEAT Dean Melvin R. Lohmann, who had the ultimate responsibility for publishing the manuals, believed a new distribution method would improve their growth. There was no objection from the university bookstore, since its management did not care for the additional responsibility. So Lohmann advanced funds from his own college to set up a new distributor and placed Douglas in charge of it. This required building an addition onto the sprinkler laboratory at the Campus Fire Station and hiring one part-time and one student employee to handle the manuals. The part-time employee was Stillwater firefighter

Richard Giles. He would serve in that role until he retired from the fire department and became the head of OSU Fire Protection Services in 1960. The new arrangement worked so well the loan was paid off in five (5) years.



Figure 9

Douglas hired Everett Hudiburg in 1952 to serve a three-year apprenticeship as associate editor before Heisler retired in 1955 (Figure 9). Hudiburg had attended all the validation conferences and had written parts of some of the earlier manuals, so he was already familiar with the publications and the process. When he took over as editor in 1955, he was able to maintain the continuity of the program. By 1959, the university offered 29 IFSTA manuals and several packages of visual aids.

All of the fire programs suffered a tragic setback on January 22, 1962,

when Professor Douglas suffered a fatal heart attack at his home. The programs went through a variety of leaders following his passing.

Beginning the Modern Era

As the fire programs continued to grow in the late 1960s, Dean Lohmann realized that a stronger leader would be required to organize and lead the effort. In 1969, he hired Harold R. Mace as that person. At the time, Mace was an elementary school principal in Oklahoma City. Although he had worked in the insurance industry for a short time before getting involved in education, his knowledge of the fire service was limited. He was able to glean some information from his father-in-law, Lothar Smith, who was the fire chief in Edmond, Oklahoma, and a major figure in Oklahoma state fire organizations. Oklahoma State Firefighter's Association Executive Director Andy T. Miller told Lohmann that if he wanted a true leader, he had one for him. He was right.

Mace was originally hired to lead OSU Fire Service Training (FST), but Dean Lohmann soon recognized his leadership potential and also placed FPP under Mace's leadership. Both organizations prospered under Mace's leadership. By the time Mace retired in early 1992, his list of accomplishments was prolific. Some of the more major ones were:

- Serving as the chair of the first NFPA Fire Fighter Professional Qualifications (1001) committee.
- Increasing the sales of IFSTA and FPP products from \$300,000 per year in 1974 to over \$5 million per year at the time of his retirement in 1992.

- Increasing the staffing of both operations. Hudiburg's FPP staff consisted of himself, an associate editor, an artist, and full-time and part-time secretaries. There were about 40 full- and part-time employees, as well as 6 student employees, at the time of Mace's retirement. Similar growth occurred at FST during this period.
- Building the current FST Professional Skills Training Center, west of Stillwater.
- Moving FPP and FST from the Quonset hut on campus to a new building that housed both operations, including the warehouse, in the Technology Park on the northwest side of campus in 1976.
- Building the first portion of the stand-alone FPP warehouse in 1980.
- Building the current FPP front office building in 1989.
- Creating the International Fire Service Accreditation Congress (IFSAC) in 1990.
- Serving as the department head in OSU's School of Fire Protection and Safety Engineering Technology program from January 1986 until the time of his retirement. During his tenure in that position the enrollment in the program increased nearly 300%.

Publication of the manuals remained much the same through the 1960s. Hudiburg carried on Heisler's methods. Mace's reorganization work, coupled with an administrative transfer to Engineering Extension in 1973, resulted in the department in charge of producing the manuals officially becoming known as Fire Protection Publications (FPP).

Later, Fire Service Training and Fire Protection Publications were split into separate organizations, each with their own manager. Once Mace split FPP into a stand-alone organization, the position of Managing Editor would be the direct leader of daily FPP operations. This position was held by Hudiburg until he retired in 1975. He was replaced by Charles Thomas from July 1 to December 1, 1975. John Paige assumed the position on January 1, 1976, and held it until December 31, 1977. Jerry Laughlin was Managing Editor from January 1, 1978, until Gene Carlson took over on January 1, 1980. Carlson would hold the position for more than 15 years, before switching to a position involving growing IFSTA's presence outside of North America.

The validation conferences went on as before. Many of the same people returned and brought with them a new generation. They, like the earlier delegates, took a proprietary interest in the manuals they helped produce and thus encouraged the sales of the books. However, as more people wished to participate in the IFSTA validation process, it was clear that some changes would be needed. In the early 1960s, the organization created an advisory committee to help plan and structure the validation conference. The members of this committee were self-appointed but approved by Hudiburg and Cox. Following the incorporation of the organization as a legal nonprofit organization in the early 1970s, a formal, elected Executive Board and Executive Director were established. The Executive Director must be an employee of FPP.

Today, most board candidates are nominated by a Nominations and Election committee that considers criteria such as geographical location and fire service specialty to get a fair and equal representation on the board. The Executive Board now serves as a sounding board for the editorial and administrative staff of Fire Protection Publications. Board members are also concerned with the philosophy of the organization, the policies and procedures pertaining to the manual committees, and any practical matters, such as changes to the validation process or conference. A Constitution and By-Laws change in 2004 allowed for a potential increase in the Board size to 18 members, with up to six of those positions being appointed (with full board approval) by the Executive Board Chair, Vice Chair, and the Executive Director. Appointed Board members typically represent other major fire service organizations with which IFSTA and FPP have important relationships. The full board meets twice a year, at the January IFSTA Winter Meeting and during the July IFSTA Validation Conference. The IFSTA Executive Board members in 2022 are listed in **Appendix A**.

By 1980, the conference had outgrown the available facilities and resources and several important changes were made. The first was limiting attendees to an "invitation-only" basis. It was soon also determined that Heisler's method of having all the attendees work on the same book together was not feasible with the growing scope of work facing the organization. That forced IFSTA to organize the participants into separate committees for each manual being written or revised. Although it has been refined considerably, the basic concept of an invitation-only conference and manual-specific committees remains in place today.

Even on an invitation basis, the number of projects that were being developed continued to grow. Stillwater's hotel and OSU's campus resources were soon stretched to their limits of their ability to host the validation conference. The first crack in the tradition occurred in 1990, when the Oklahoma State 4-H Convention was scheduled in Stillwater for the same week as the IFSTA Conference was traditionally held. This meant there would be no hotel rooms available for IFSTA delegates, nor meeting space in the OSU Student Union. After a variety of options were explored, the decision was made to relocate the 1990 IFSTA Validation Conference to the Sheraton Kensington Hotel in Tulsa, Oklahoma. At the time, this was foreseen as a one-time adjustment.

In 1991, the conference returned to Stillwater. However, staff and delegates determined that the one held the previous year in Tulsa had a number of advantages over the traditional OSU/Stillwater location. This included:

- A more modern hotel facility with meeting spaces in the hotel
- Nicer meeting rooms as compared to the Student Union
- No transport was needed between the hotel and meeting site
- Easier transportation from the airport to the meeting site
- More options for restaurants and evening activities
- FPP employees felt more a part of the conference since they were staying in the hotel with the delegates, as opposed to returning to their homes each evening.

Thus, in 1992 the conference returned to Sheraton Kensington Hotel in Tulsa. Since then, it has been held in variety of hotels, in either Tulsa or Oklahoma City, every year.

Shortly before his retirement, Mace altered the role of the Managing Editor to strictly management of the editorial functions. By now, the Editorial and Graphics Units of FPP had grown to more than a dozen people. Lynne Murnane was the first person to hold this modified position in 1991. In 1998, former Managing Editor Jerry Laughlin returned to assume his old position. In 2000, Laughlin returned to his native Alabama and long-time FPP employee Mike Wieder was promoted to replace him.

Following Mace's January 1992 retirement, Douglas Forsman assumed the role of Director of FPP, FST, and IFSAC in the summer of 1992. Control of the academic program was returned to CEAT at that time. Forsman was an OSU School of Fire Protection alumnus who had served as Chair of the IFSTA Executive Board and at the time of his hire was the Fire Chief in Champaign, Illinois. Forsman remained the Director of the three programs until his departure in 2000. Following his departure, CEAT administration decided to eliminate the overarching position of Director of all of the fire programs and placed a Director or Manager in each of the three (3) units who reported directly to the CEAT Dean of Extension Programs.

In July of 2001, Chris Neal was hired as the director of FPP. Neal, also an OSU fire protection alumnus and former IFSTA Executive Board member, was working in OSU's Fire and Emergency Management Master's Degree (FEMP) program when he was hired by FPP. He had previously served as the fire chief in Stillwater and Claremore, Oklahoma.

Following Neal's departure in 2009, Craig Hannan was promoted to Director of FPP. Hannan previously served the fire department in his hometown of Colbert, OK. He was also a nationally registered paramedic and worked in EMS operations in southern Oklahoma and northcentral Texas. Craig held an undergraduate

Both of the previous FPP Directors chose to also serve as the IFSTA Executive Director. Upon Hannan's hire, he and CEAT Dean Carl Reid agreed that the roles should be split and Mike Wieder was recommended to, and approved by, the IFSTA Executive Board to serve as the IFSTA Executive Director. This more evenly split the roles of these two duties. At the time of this report, both were still handling those positions. Wieder had the dual role of FPP Associate Director/Managing Editor (as well as IFSTA Executive Director) until 2018 when Colby Cagle assumed the role of Managing Editor. Wieder maintained his role as Associate Director of IFSTA.

Fire Protection Publications Today

SENTIALS OF FIRE FIGHTIN

As much as the IFSTA organization grew and changed based on need, so has Fire Protection Publications (FPP). The first OSU fire program, Fire Service Training (FST), was originally organized within the Oklahoma State Department of Vocational Education in 1931 and by 1933 it was moved to its present home in OSU's College of Engineering, Architecture, and Technology (CEAT). The first office was located in the OSU Industrial Arts building. This is where FPP was first located when it was started in 1934. Following completion of the Campus Fire Station (CFS) in 1938, all of the fire programs were moved to that facility. They would remain there until FPP and FST were moved to Quonset #2 on the OSU Campus in 1965. These Quonset huts were located on land that is now behind the CEAT Advanced Technology Research Center (ATRC) where the ramp to the lower level of Boone Pickens Stadium is located. The Fire Protection and Safety degree program would remain housed in the CFS until a move to Cordell Hall in 2003 and later on to Engineering North.

In 1976, a modern facility was built in the Technology Park on the northwest part of the OSU campus (Figure 10). This facility, called the Fire Building, would house all the offices of FPP and FST, as well as the warehousing operation for the books and materials. By 1980, it was necessary to build a stand-alone warehouse immediately west of the Fire Building and covert its old space to offices (Figure 11). The warehouse would receive significant additions including high-rack storage in 1985 and again in 1995. Today, it boasts nearly 30,000 square feet of space, much of it high-rack storage (Figure 12).

The spectacular growth of FPP through the 1980s required the construction of new and larger office facilities. A modern two-story office building, known



Figure 10



Figure 11



Figure 12

as the FPP Building, was constructed and occupied across the street and immediately west of the warehouse in 1989 (Figure 13). Some portions of the FPP operation remain in that building today.

Due to increasing growth and lack of office space to support it, the Editorial and Curriculum Units were moved to leased office space in west Stillwater in the mid-1990s. The building that they were located in previously served as the original headquarters office for Frontier Engineering, Inc. (Figure 14). FPP only used part of that building. Other office space was used by the OSU Athletic Department during the Gallagher-Iba Arena construction project, as well as the local office for the Federal Bureau of Investigations (FBI). FPP staff would remain there until the old FPP space in the original Fire Building became available and was renovated for them in 2001.

The number of staff members continued to grow as time moved on. Both the Editorial/Curriculum space in the Fire Building and office space in the FPP building were stretched to their limits. It was determined that the best solution would be to construct a new building containing office and meeting space that would be attached to the west side of the existing FPP office building. Following the design of the new facility, construction started in March of 2015. The building was officially dedicated on July 6, 2017, although staff members had moved in prior to that date (**Figure 15**).

The original FPP Building currently houses the administrative functions of the organization, as well as the electronic products, information technology, sales/marketing, and customer service. The new building is home to the Editorial, Curriculum, and Graphics units, as well as extensive meeting space. The meeting space is dedicated to former Director Harold Mace. The individual meetings rooms are named after Everett Hudiburg, Fred Heisler, and Ray Pence. Bios of these four (4) gentlemen can be found in **Appendix I**.

From its origins of one editor and a secretary shared with FST and the degree program, at the time this document was developed, FPP employed more than 80 full-time, part-time, and contracted employees. FPP is a fully functional, professional publishing firm. With two (2) exceptions, FPP performs all of the functions of producing and distributing fire training manuals from within their



Figure 13



Figure 14



Figure 15

own house. The exceptions are the development of manual indexes and printing and binding the manuals. The development of manual indexes is sent to contractors skilled in this practice.

FPP does not have the printing capabilities to produce final print products in-house. Smaller projects can be printed at the Oklahoma Career Tech printing operation located a few blocks from the FPP Building. The majority of the projects are produced at the OU Printing Services located at the University of Oklahoma (OU) in Norman, Oklahoma. Because this operation is also a state agency, FPP can send projects to them without going through a bid process. This saves a number of weeks in getting the manuals on the press and out to the users. *Essentials of Fire Fighting* does continue to go out for bid by commercial printers. This was primarily due to the OU printing operation not having the equipment to print extremely large manuals in a large enough quantity to make it economically feasible. This is expected to change when the 8th edition of *Essentials* is released and OU will likely print that as well.

As it has since 1934, FPP remains as an integral outreach part of the OSU College of Engineering, Architecture, and Technology (CEAT). At the time this document was written, CEAT was being led by Dean Dr. Paul Tikalsky. Assistant Dean Ed Kirtley has direct, daily responsibilities for all of the Engineering Extension programs, including the non-academic fire programs FPP, FST, and IFSAC. Prior to assuming his role at CEAT, Kirtley served as the Editorial and Curriculum Supervisor at FPP and also Director of Fire Service Training.

Recruitment, Leadership, Collaboration (RLC) Project

The Recruitment, Leadership, and Collaboration (RLC) Project was formed in 2019. The purpose of the RLC project was to identify organizational/personal leadership opportunities and work collaboratively to complete initiatives established by the group. It came about after a group of FPP employees attended a seminar titled "Leadercast" that was presented by the Meridian Technology Center in Stillwater. The program was packed with information and ideas for organization growth, culture, and leadership.

Following the seminar, FPP Director Craig Hannan asked the attendees to identify "three for me and three for FPP." This meant that they should identify three ways that they can better themselves and three ways they can better FPP. The information obtained through this process would help shape the needs that the RLC needed to address.

The group met every two weeks to discuss ideas and work on a plan to implement them. Progress was slowed as a result of the COVID pandemic response that resulted in changes to work schedules and locations. The project moved ahead full-force once the office operations returned to normal. A number of committees/ initiatives resulted from these meetings and discussions. These are summarized below:

- **FIT Team** This team was charged with refining and improving the hiring process for new FPP employees. A detailed plan was developed to guide the selection and interview process. This was designed to ensure that FPP was a good fit for the selected candidate and the candidate had a high chance meeting FPP's needs for the position. The team's moto was "hire tough, manage easy."
- Onboarding Process/Improve Communication Group This group's mission was to develop a process of familiarizing a new employee with policies, their role, and the organization's culture. The goal was to create a workplace that the employee is comfortable enough to interact with colleagues and establish social relationships. This included developing and implementing initiatives and activities that increase the exchange of important and relevant FPP information. The goal was to also communicate successes, activities, project outcomes, and other information relevant to the individuals within and outside of FPP.
- Sustainability Task Group The type of work performed by FPP employees can at times be stressful and wear down their performance and job satisfaction. This group was assigned to work hand-in-hand with FPP's Healthy Committee to help build and maintain a sustainable workforce. The Healthy Committee was actually formed prior to the start of the RLC project. The Healthy Committee found ways to promote

healthy options for the workplace. This includes presentations on health considerations, healthy snack options, fire prevention week activities, various relaxation options, and informational monitors in the two buildings.

As well, it was determined that the staff needed a space, outside of their offices and meeting/conference rooms, where they could go to refresh themselves and collaborate with other employees in a less formal way than sitting around a conference table. This idea also came out of the Healthy Committee. Following the retirement of the two FPP librarians, it was determined that the contents of the library would be shipped to the National Fire Heritage Center in Emmitsburg, Maryland. That made the library space available to be repurposed into the Staff Development Center (SDC) (Figure 16). The center was equipped with various furniture and video options to provide staff with an array of options on how they wished to use the space.

Mental health weeks were established as one way to combat this condition. The weeks occur quarterly, including the weeks following the IFSTA meetings in January and July. During these weeks no meetings are scheduled, internal emails are prohibited, and a variety of social activities are held that employees may choose to participate in.

- **Community and Collaboration Group** This group's mission was to establish horizontal collaboration and connections that strengthen the sense of community at FPP. A commitment was made to bring a "growth mindset," learning all we can to help folks feel they are an important, valued part of our organization, and that individuality is an asset!
- **Telling our FPP Story Group** This group was charged with communicating the FPP story to internal staff and suggest information to tell the IFSTA story externally to the fire fighting industry.
- Mission, Values, and Culture Evaluation Group This group's charge was to survey employee perception of the work environment and discover organizational needs. The results would help management shape organizational improvement plans. Their purpose was as follows:
 - Draft a revised FPP mission statement based upon feedback from the RLC
 - Present draft mission statement to the RLC for discussion and review
 - Lead discussions about the new mission statement
 - Revise and finalize new mission statement based upon RLC feedback





staff members working from remote locations.

Once office operations returned to normal, the group set out to develop the employee survey to evaluate the organizational culture. The original draft version contained 183 questions. It was determined that qualified assistance would be required to refine the document. FPP staff sought assistance from the University Assessment department who ultimately helped to narrow the survey down to 30 questions contained in 6 blocks. The survey was administered to employees from June 26th through July 7th of 2021. The results were finalized on September 30, 2021. The information provided insight on how the culture could be improved in the future. The plan is to repeat this survey every two to three years to identify cultural changes.

- FPP Leadership Series "Growth Seekers" Group The purpose of the FPP Leadership Series was to connect our staff to industry leaders through open communication to build an understanding of how the Mission and Values of FPP impact the fire service and emergency response communities.
- Meeting Guide Group The purpose of this group was to develop guidelines to be used during the RLC meetings. These guidelines would encourage participation, creative thought, and innovative ideas to be shared.

Historically, employees met with their supervisor once a year to discuss progress and performance when they were getting their CEAT annual appraisal. The RLC group determined that it would be helpful to all of those involved if a modified version of the annual appraisal would occur on a more frequent (quarterly) basis. An appraisal form was developed to guide the discussions. There is a specific topic for each one of the sessions.

Lastly, a showcase program was developed to provide information on what the role of specific departments/individuals are within the total organization. Members of each department do a presentation to the rest of the staff highlighting what they do and how they do it. These are presented on a monthly basis.

Towards the end of the RLC project, a group of supervisory level employees was assembled to devise a plan on how to develop these skills and qualities. The group produced a three-tier approach to developing qualities and skills needed to assume leadership roles at FPP. Each tier provided information on what qualities were required to meet the requirements of that tier (**Tables 1 through 3**).

All of the various RLC committees and groups made significant progress and accomplished their assigned tasks. Based on that, in October 2021, FPP Director Hannan declared the project a success and that all aspects were complete so the project was concluded. A video detailing the RLC process and works was developed in December 2021.

Manual Development Process Through the Years

Just as the fire service, its equipment, and techniques have evolved since IFSTA's formation in 1934, so has the manner that the training materials are physically developed. At the validation conference, someone such as Heisler or Hudiburg, would sit in front of a room full of delegates and read the draft to the group. Comments were discussed and changes made to the draft as required. When everyone was comfortable with the draft and its changes, it was considered validated and ready for publication.

Once validated, the staff would take the draft back to the office and prepare it for publishing. The text was edited and proofed. Most of the illustrations were hand-drawn and there were few photographs in the early manuals. The manuals were all published in black and white. They were reproduced by lithograph and then bound into manuals for sale. The manuals were sold out of the Oklahoma A&M College bookstore.

	Table 1					
	Tier 1 – Qualities/Skills that Every FPP Employee Should Have or Build in Their Time Here					
	Coordinators Group Response	Synonyms	FPP Definition			
1	Collaboration	Team player/Dependable/ Authentic, Communication/ Honest, Truthful, Respectful	Work with others to produce or create something of value to our stakeholders.			
2	Initiative	Self-motivated, Engaged	Assess and/or act on FPP's Mission independently or as part of a team.			
3	Life-long learning	Leadership	Embrace continuous development and improvement of the knowledge and skills needed for professional and/or personal fulfilment.			
4	Resilience	Flexible	Respond to and recover from adverse circumstances and expectations.			
5	Mission Driven	Focused, Motivated, Extrinsic, Committed	Aligned with the purpose of advancing the mission of FPP.			
6	Accountability		An obligation and willingness to accept responsibility for one's actions.			
7	Integrity		Consistently aligning conduct with values and principles.			
8	Trust		Faith given in another's ability and character traits to do what is right. Trust is earned and validated through an individual's actions.			

Fier II – Three to Five Qualities/Skills We Want in Our Managers, Supervisors and Leaders				
	Coordinators Group Response	Synonyms	FPP Definition	
1	Courage		Consistently does the right things for the right reasons in difficult situations.	
2	Team Builder		Effective recruiting, hiring, engaging, developing and retaining individuals that can work collectively toward a shared purpose or goal.	
3	Coach	Advocate	Nurture team members through experience and shared knowledge to advance FPPs Mission and Values.	
4	Emotional Intelligence		Understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict.	

		Table 3			
	Tier III – Top Three to Five Qualities/Skills We Want/Need Our Department Coordinators to Have				
	Coordinators Group Response	Synonyms	FPP Definition		
1	Mentor		Guiding by using experiences to help build knowledge for others with the ultimate goal of enhancing personal and professional growth.		
2	Champion		Represent FPP, engage in discussions, and create opportunities to push the mission and values of FPP forward to our stakeholders and partners.		
3	Visionary		Thinking about or planning the future with imagination and wisdom.		

From its earliest days as Oklahoma A&M College, orange and black were selected as the school colors. The school's first nickname was the Tigers. This was because much of the college was modeled after Princeton University in New Jersey. This included the architecture style and colored brick patterns used on the outside of the buildings on campus, which continues to be used on new construction today. Princeton's mascot is a tiger and their school colors are orange and black. Many people referred to Oklahoma A&M as the "Princeton on the Prairie."

The university was renamed Oklahoma State University in 1957. The nickname was changed to the Cowboys, however orange and black remained the official colors. Although the design of the IFSTA manual covers has changed dramatically over the years, red is still the primary color used in the cover design, which is why they continue to be referred to as the "Red Books."

As technology advanced, it became more feasible to print copies of the drafts for each member of the validation committee. These drafts were mailed to the committee members several weeks prior to the conference. They would make notes in their copies and bring them to the meeting. At the meeting, the draft was reviewed page-by-page. The committee secretary maintained the master copy. This copy was commonly referred to as the "dog-eared" copy, as the secretary would fold over the top corner on every page of the master draft that had a change the committee agreed upon. As in the older system, once the entire draft was validated, the dog-eared copy went back to FPP for publishing.

As mentioned previously, in the earliest years of the organization, all of the work to develop the actual text of the manuals was done on typewriters. Initially, manual typewriters were the only option available. Electric typewriters entered the picture and were placed in service at in the mid-1970s. Later versions had an option where you could white out a typo and make a correction on top of it. Final drafts were sent to Graphics where phototypesetters would enter the text into a phototypesetting machine. The machine would turn the text into long strips of a special type of paper that a graphic designer would cut into pieces in order manually lay out each page of the manual.

The development of manuals using digital means began in the late 1980s. FPP Editorial employees received their first desktop computers around 1987. These were stand-alone units that had very minimal capabilities beyond basic word processing. They were basically glorified electronic typewriters. The word processing program used with these devices was called Xywrite. There was no choice of font types and very limited choices of font size. Bold, underlined, and italic types were available. The data was stored on 6-inch floppy disks. The disks had to be shared back and forth among the people who were working on a particular project. Graphic design and layout were not yet being done digitally, but they could take the text files off of the disks and use them for layout.

Print product development took a major step forward when FPP moved into its new office building in 1989. The building was equipped with a computer network and all Editorial and Curriculum staff had new, networked IBM computers at their workstations. Microsoft Word was selected as the word processing program that would be used in the future. The network allowed files to be stored and shared much more efficiently than the previous method. It also allowed photographs and illustrations to be stored and accessed. Although system upgrades occurred along the way, this was the primary way that content was developed and stored until 2019 when the Google Docs system was implemented. This brought the FPP content development process into the modern age.

Once the content of a manual has been prepared, the next step is to turn it into a format that is ready for printing. In the earliest days of the organization, these duties were shared by the editor and the printing operation. As the number of manuals grew and the complexity of finalizing them for print increased, the need to hire someone with these special skills became clear. In 1972, Ann Moffat was hired to assume these duties (**Figure 17, p. 22**). Ann was a recent OSU graduate and she quickly integrated into her new role. Her talents were quickly visible in the new manuals that she was working on. A more professional look for IFSTA manuals began to emerge.

Within a few years, as the organization continued to grow, it was clear that Ann could not keep up with all of the work by herself. In 1979, Don Davis was hired to develop a graphics design department. He quickly hired a fulltime artist to develop the illustrations that were needed. Ann specialized in the design and layout of the manuals headed to the printer, although she continued to develop illustrations, as well. When the switch was made to using phototypesetting to develop the text for layout, two phototypesetters, Desa (Porter) Kinnunen and Karen (Murphy) Flora, were added to the Graphics Unit to develop this component.

As new technologies became available, the Graphics Unit sought to transition to total electronic product development. The IBM computers that were introduced with new FPP building were not suitable for the type of electronic design work that the Graphics Unit was transitioning to. Apple Macintosh computers were much more suitable for this type of work and the Graphics Unit switched to these to perform their work, including layout and graphics design. Apple computers remain the Graphics Unit computer of choice to this day.



Figure 17

Today, almost all of the pre-press print product development is performed digitally, using a number of design programs to meet the needs of our organization. This includes the development of art and illustrations, preparation of photographs for print, and layout of the pages in preparation for going to the printer. Files are sent to the printer digitally.

Changes to the Validation Process

In addition to changes in the organizational and leadership structures, so too has the validation process changed as the organization grew during the 1970s. As was previously noted, the first change was to split conference participants members into individual manual committees, as opposed to all attendees listening to one person read the draft to them (**Figure 18**). In this new system, occasionally some members assigned to a committee were not true subject-matter experts on the topic being addressed. There was also concern that the make-up of the committees may be biased towards a certain population or region of the fire service. Yet another change to the process was needed.



Figure 18

Ultimately, the delegate selection process was significantly refined. Today, IFSTA advertises new manual committees seeking members though a variety of media means. There is a set deadline for applications. A standard application form was developed to guide the applicants in providing IFSTA with the information needed to determine if they will be selected to the committee to which they applied. The number of candidates selected to each committee varies with the topic of that manual and FPP budget constraints. The average size ranges from 15 to 20 delegates per committee. Certain more popular manuals, such as *Essentials of Fire Fighting* may have slightly larger memberships.

The IFSTA Executive Board Chair selects a Delegate Selection committee to review the applicants for each manual committee and select a balanced roster of members. The IFSTA Executive Board Vice-Chair serves as the standing Chair of the Delegate Selection committee. The committee consists of the IFSTA Executive Director, two members of the IFSTA Executive Board, and two IFSTA delegates at large.

Committee balance is a hallmark of the IFSTA validation process. The Delegate Selection committee goes to extraordinary lengths to select members for each committee who are not only highly knowledgeable on the topic being covered, but also represent a diverse section of the fire service who will use the information in the manual. Each committee has delegates who come from career and volunteer departments, large and small departments, regionally diverse locations, fire training agencies, or who are special experts on the topic at hand. North America is divided up into seven (7) geographical regions and every effort is made to ensure that there is representation from each of these regions (**Figure 19**). This committee balance ensures that the information in the final product is representative of the broad spectrum of the fire service who will be training with it.





This practice had to be adjusted around 2020 when the NFPA redesigned their standards development process and schedule. In the long term, all NFPA manuals will continue be revised on at 5-year cycle. However, during the interim phases of the changes, some current editions were revised in less than five years. Others, for example NFPA 1001, *Standard for Fire Fighter Professional Qualifications* would actually not be revised for six (6) or seven (7) years.

This impacted the development and release of several IFSTA manuals, including the 8th edition of the *Essentials of Fire Fighting* manual which is based on NFPA 1001. This manual would not be able to be released until two (2) years later than originally planned. Much of the content was already developed before the brakes were put on the project. Staff closely monitored the development of the new NFPA 1001 as it was revised to determine what changes would be needed to the draft that was already under development. This was aided by the fact that Director Craig Hannan was a Principal Member of the NFPA 1001 committee and Associate Director Mike Wieder was his Alternate Member on the committee. They were able to determine what changes would need to the new *Essentials* early on so that is could be released when the new standard was released.

As noted earlier, for many years the validation committees simply met each July. As the manuals became larger, more complex, and needed to be released on schedule with their appropriate NFPA standard, it was clear that changes needed to be made to the validation process. Keep in mind that these times were before the ability to hold meetings by electronic means. Starting in the mid-1990s, committees were allowed to meet once a year between IFSTA Validation Conferences. This allowed information to be validated in a faster manner and sped up the release of the manuals. These meetings were scheduled in various locations and varying dates throughout the year. FPP paid the travel expenses for delegates to attend these interim meetings. Delegates were still responsible for covering their own costs to attend the annual IFSTA Validation Conference each July.

Worthy of note is that the Executive Board began meeting twice per year as well. As with the Validation committees, the interim Board meetings were held in different locations each time. These meetings typically occurred in January of each year.

Making the meeting arrangements for multiple meetings held at different times and locations became somewhat of a burden on FPP meeting planning and travel staff members. It was also more expensive than holding a combined meeting in one location. In 2008, it was determined for ease of scheduling/planning purposes that all interim committee meetings and the Winter Executive Board meeting would be held at same time and location. They would be held in either Tulsa or Oklahoma City and they would be scheduled in mid-January of each year. This event became known as the IFSTA Winter Meeting and it is still held annually. FPP continues to pay the travel expenses for delegates to attend this meeting, while the delegates continue to maintain the responsibility for travel expenses associated with the July IFSTA Validation Conference.

Additional changes came to the validation process when the technology to hold virtual meetings became realistic for IFSTA and FPP. At the heart of this process was the ability post a digital copy of each draft chapter online and have all of the committee delegates enter their comments on that single document. Thus, every delegate could review all of the comments prior to holding a virtual meeting of the entire committee to review, edit and approve them. Most committees typically met on a monthly basis, for two (2) to three (3) hours, to perform the validation tasks between the two (2) in-person meetings.

When the validation committee completes validation of a manual, they make a report. The report documents the process that was followed and provides other information for consideration. This report is then reviewed and acted upon by the IFSTA Executive Board. A manual is not officially validated until the IFSTA Executive Board approves this report. The draft is then turned over to FPP staff for final publishing.

ENTIALS OF FIRE FIGHTING

The July Validation Conference also serves as the backdrop of the annual International Journal of Fire Service Leadership and Management Research Symposium. The Journal, created by FPP in 2004, is the only refereed, academic journal on fire service leadership and management issues in North America. This journal and symposium are for fire service academics to publish and debate their ideas. The symposium draws a significant number of fire service academics, researchers, and leaders who would not otherwise be present at the Validation Conference. The Journal and the symposium have been managed by retired OSU Political Science Professor Dr. Robert England since their inception. Bob's son, Eric England, also assists with the journal.

Supplemental Products

Following the release of the first editions of the various NFPA Professional Qualifications standards in 1972, firefighter training programs became more structured and consistent throughout the fire service. It became apparent to IFSTA/FPP leadership that simply producing the training manuals alone would not meet all of the needs of our customers in the long run. Materials to supplement the content of the manuals was a burgeoning market need for both firefighters and instructors alike.

The first foray into the supplemental product market was introduced into the IFSTA product line around 1977. This manual, IFSTA 500, *Firefighter Study Guide*, was authored by former FPP Editor Carl McCoy, who at the time was working for the State of Illinois Division of Personnel Standards and Education. The text aided in studying the content of several IFSTA manuals that were on the market at that time. It quickly became outdated as new editions of the manuals were released.

The first in-house supplemental product was developed in conjunction with the first edition of IFSTA 200, *Essentials of Fire Fighting*, that was released in 1978. A manual titled *Self-Instruction for IFSTA 200, Essentials of Fire Fighting*, was released in early 1980 (**Figure 20**). It provided learning objectives and other assistance in studying the contents of the manual.

The second edition of *Essentials of Fire Fighting* was released in June, 1983. Note that by this time the manual numbering system had been discontinued. Two supplemental texts were developed for this edition. One of them was the *Self-Instruction for IFSTA Essentials of Fire Fighting* (2nd edition). It was developed in much the same manner as the previous edition.

The second supplemental text was titled 500 Competencies for Firefighter Certification (1st edition). It was considered a 1st edition because it was a new product. However, it was written in conjunction with the 2nd edition





of *Essentials*. It was written by Samuel Goldwater, who at the time was serving as FPP's marketing specialist and working on a Master's degree. The text was developed to serve several functions. First, it could be used as a study guide for the student outlining exactly what had to be learned. Second, it served as a guide for developing lesson plans for instructors outlining what had to be taught. Third, it served as a permanent record of the student's ability to demonstrate what they have learned. The manual was designed so that the student would check off boxes when they completed the various tasks.

Essentials of Fire Fighting (3rd Edition) was released in November, 1992. This was the first manual to have a supplement titled Study Guide, rather than Self-Instruction. The *Study Guide for Third Edition of Essentials of Fire Fighting* was released shortly after the manual came out.

However, the most significant supplement that was developed for *Essentials of Fire Fighting* (3rd Edition) was a full curriculum package to support the teaching of the content of the manual. This was IFSTA/FPP's first significant foray into the instructional materials development market. Susan S. Walker, a curriculum developer for the Oklahoma Department of Vocational-Technical Education, was hired away by FPP to develop the curriculum.

It also included overhead transparencies for projecting from an overhead projector in the classroom. Overhead projectors and 35 mm slide projectors were the only means available to project still images onto a screen at that point in time. Graphics laid out the information for each overhead transparency and then they were shipped to The Brady Company in Maryland that actually produced the final overheads. In all, the curriculum package accounted for about 2,000 pages/overheads. The package came in a box with a lid. The size of the box was similar to a box for copy machine paper. Because of the magnitude of the project and Susan was the sole developer, the package was released about two (2) years following the release of the manual.

The acceptance and appreciation of the *Essentials* curriculum and supplemental products by the IFSTA customers made it clear to the FPP leadership that they needed to increase their availability for more of the higher selling manuals. The second curriculum that was developed by Susan was for a new edition of the IFSTA *Company Officer* manual. Shortly after that was completed, Susan retired from FPP. The decision was made not only to replace her, but hire two additional instructional developers and a working supervisor to assist in developing a growing number of instructional packages to support other larger selling IFSTA manuals. Susan's successor, Dr. William (Bill) Robinson, served as the supervisor in the group of three.

Other changes to the curriculum development process occurred once the three new (3) staff members set out to work. The formatting of the two (2) existing curriculums was reviewed and revised to reflect how our customers were using the current product and what changes they would like to see in future curriculums. The customers wanted to be able to modify the materials to meet their own local needs, but the current formats made it difficult, at best. The previous ways to project information into the classroom were being replaced by a new digital projection program called PowerPoint (PPT). This allowed FPP to change the curriculum materials from print to a digital format. It also allowed the customers to more easily modify the various components to meet their specific needs. Rather than providing the customer with a large box full of printed materials, they were now getting everything on a CD with editable files they could use to make the necessary modifications. These changes were major factors in the growth and popularity of IFSTA/FPP instructional materials.

As time progressed, FPP developed some level of instructional materials for many of the better-selling IFSTA and FPP manuals. The level of instructional materials developed vary depending the on the historical sales levels of the manual. Improvements in technology allow us to more efficiently develop these types of materials and in the future, we will develop them for more of the manuals that we produce and sell.

IT Operations and e-Products

ALS OF FIRE FIGHTIN

Obviously, IFSTA/FPP began its mission in the days well before the electronic capabilities that we have today. Most of the work that was done within FPP was all done by typewriters, linotype machines, hand drawn art, and paper records. This included both the product development and business functions for the organization.

Early Computerization of FPP – Business Functions

The computer age at FPP began in 1981 with the purchase of an IBM System/34 mainframe computer that was installed in a specially-prepared room in the Fire Building that FPP shared with Fire Service Training at the time. The room had a special electric system designed to meet the demands of the computer. The room's walls were covered with a thick layer of sound absorbing insulation to enable staff working in the room to not have to wear hearing protection. The computer was used to manage the business functions of the

organization. This included order taking, billing, recordkeeping, and product inventory. One fulltime FPP staff member, Rita (Harrison) Gleason, managed the computer with the assistance of a graduate business student employee by the name of Steve Beck.

It didn't take very long for FPP to outgrow the capabilities of the IBM System/34 computer. The organizational growth and increasing sales, business, and warehousing/shipping functions required increased computer capabilities. In 1985, FPP upgraded to an IBM System/38 computer. This unit did well in supporting the growing business-related needs of the organization.

When FPP built its new, modern two-story office building in 1989, it included computer networking capabilities to all offices. This was a first for FPP. The computer chosen to run the new system was an IBM Application System/400 (AS/400). This was part of a new family of easy-to-use computers that IBM designed for small and intermediate-sized companies that was first introduced in 1988. The AS/400 was capable of supporting all of the business and product development (editorial, curriculum, and graphics) functions of the organization.

This was also a major step in modernizing the product development process. The new computer facilitated the sharing of files among all the people that were working on a particular project. This greatly streamlined the development process and reduced the time that it took to get manuals and other products to market. The files were stored on the system for future use. When it was time to develop a new edition of a manual, the files from the current edition could be used as the basis to start with, rather than having to re-key the existing information into new files. Again, this was another major step in the product development process.

IT Operations Today

FPP's Information Technology department served as a model for other small campus departments, businesses, and organizations. In addition to supporting the FPP business and product development functions, it also supports the IFSTA ResourceOne learning management system that will be discussed in more detail later in this document.

The efficiency and effectiveness of FPP IT operations was not a well-kept secret on campus. The leadership within the College of Architecture, Engineering, and Technology (CEAT) noticed it, as well. CEAT had struggled with their information technology system for many years. On November 15, 2015, CEAT leadership asked FPP Director Craig Hannan if some of FPP's IT staff could assist with strengthening the IT infrastructure for the entire college. FPP IT Manager David Eller and several other FPP IT staff members took on the task. As project progressed, Eller realized that additional full-time staff were needed to strictly to work on the CEAT project and the necessary people were hired. The CEAT leadership was so pleased with the improvements that were made, that on March 31, 2016, Dean Paul Tikalsky requested that all IT functions within CEAT formally be the responsibility of the FPP IT department. All of the new staff members hired to manage the IT functions formally became FPP staff members. Some of them were housed in the FPP office and others in the CEAT facility.

In 2022, the decision was made to once again make a standalone CEAT IT unit that was not tied to FPP. FPP staff who hired to work on the CEAT IT functions were transferred over to the new department. FPP IT Manager Mike Melancon left FPP to lead the new department.

The Evolution of eProducts

As time progressed, FPP leadership realized that the key to longevity was entering into the world of electronic learning products (eProducts). There was an increasing demand for these in all aspects of society, including the fire service. The two main questions for FPP at the time were what do we want to try first and how we were going to get these products developed? The current staff had no experience in developing these kinds of products.

The initial production of the CD/ROMs were done by a contracted company. In 2000, FPP started the process of trying to produce our own CD/ROM study guides. FPP purchased the authoring software and tasked a staff member with the project. It had limited success due to lack of ability to support and maintain the program once products were being sold. Later versions of this product were retitled as "Exam Preps".

In 2007, FPP Curriculum Manager Dr. Bill Robinson was appointed as leader of the new eProducts group. In 2008, Margie Cooper was charged with developing a learning management system (LMS) to support the IFSTA product line. The South Carolina Fire Academy was enlisted to test the product. In 2010, the Wyoming State Fire Academy would become involved in the development process, as well.

In an effort to reach new markets, FPP launched their own YouTube channel on January 27, 2009. This channel was used to provide customer access to one free skills video from the *Essentials of Fire Fighting* manual each Monday. It was both a service and an advertisement hoping that customers would go on to purchase more of them. Later on, skill sheets from other manuals were used as well.

In 2012, Robinson and IT Manager David Eller set out on a search to find a firm that could develop apps for FPP. The demand for this type of learning tool was growing quickly. A developer was chosen and the first app was completed later that year. It was a very basic app that contained flashcard questions based on the *Essentials* (5th edition) manual. A second app based on the *Fire and Emergency Services Instructor* manual was released in 2013. The interest and sales of the new apps made it clear that there was a market for these for most of the IFSTA manuals. Thus, FPP started developing apps based on the study guides/exam preps for both current edition IFSTA manuals that had already been released and new manuals moving forward. The vendor that helped FPP develop the second round of apps was the Western Fire Chiefs. They found a developer and FPP created an agreement with them in which they developed the apps for FPP and FPP marketed and sold them. The apps were later developed in partnership with a company called NickleFox. At the time this document was develop, FPP had nine (9) apps for purchase. They were available on both Apple and Android platforms.

<u>ResourceOne</u>[®]

FPP started working on a proprietary learning management system as early as 2008. However, it was not decided until 2012 to go ahead and make it an actual product. That is when it was named ResourceOne (R1) (**Figure 21**). Originally, it was

Figure 21

composed of FPP R1 assets combined with e-Learn assets that were acquired in FPP's purchase of e-World. Later on, only FPP assets were used. R1 was an online fire service training solution based on IFSTA manuals and curricula. It was designed to help instructors meet the training needs of their departments for inclassroom, blended, and online training. Some of the features included:

- It provided IFSTA curriculum materials at no cost to the agency.
- It allowed delivery of the content of a course in a "virtual classroom" environment.
- It supported both face-to-face training and online instruction.
- It allowed instructors to focus in-person classroom time on skills-based training rather than cognitive content presentations.
- All tests and quizzes were automatically auto-graded.
- It provided students with course materials, such as syllabuses, quizzes, homework, skills sheets, and standard operating procedures online.

- It supported the provision of customized content for students to personalize training courses and meet local requirements.
- It could host department-specific content such as videos, SOP/SOGs, and student handbooks.

R1 was clearly a smash hit with FPP's customers. By 2018, R1 reached the 100,000-user mark. Three years later, in 2021, that number doubled to 200,000 users. This was clearly the most successful eProduct launch in the history of the organization.

The release of *Essentials of Fire Fighting* (6th edition) in 2013 was accompanied by several eProduct supplemental products that were new to the organization. These included:

- Exam Prep+ app for *Essentials* (6th edition [(E6]). This app was the first of its kind in the FPP lineup of apps. It contained the same content as the print and interactive versions of the E6 Exam Prep, but in an app format. It allowed the learner to create and take an unlimited number of practice exams. It tracked the results of each exam and allowed questions to be placed in a study deck for future reference. One thing to note about the E6 Exam Prep+ is the level of success it achieved not only for FPP, but as an app in general. Of the 80,000 educational apps in the Apple app store at that time, the E6 app was in the top 40 in terms of downloads and in the top 30 in terms of revenue. Considering all 1.2 million apps in the app store, the E6 app ranked in the top 700 in number of downloads and in the top 800 in revenue.
- *Essentials* 6th Skills Series Videos. The set included 192 skills videos that were published on DVD (developed for offline viewing) and incorporated into the Firefighter I and II ResourceOne courses.
- Completed work on an iPad version of the highly successful E6 Exam Prep+ app and modified the E6 Exam Prep+ app so it can be sold via Amazon. This gave the app presence in all three major app stores.

The release of *Essentials of Fire Fighting* (7th edition) in 2018 was accompanied by several eProduct supplemental products that were new to the organization. These included:

- An Essentials 7 companion app, that included the Exam Prep questions
- The Essentials 7 FFI and FFII interactive course
- Access to all 173 skills videos for offline viewing
- An audiobook covering all 27 chapters of the manual

Another new product that was developed in conjunction with the release of *Essentials* (7th edition) was a Spanish translation of the manual that was made available in print, eBook, and audiobook formats. FPP worked with the FIRES Foundation to accomplish this task. A unique feature of this translation was that it lined up page by page with the English version. This allowed students to use the supplemental products without there being page differences between them and the text.

It is worthy of note that this was actually not the first time that an edition of *Essentials* was translated into Spanish. In 1996, FPP entered into a contract with the U.S. Department of Defense (US DoD) to translate *Essentials, Fire Department Pumping Apparatus*, and *Aircraft Rescue and Fire and Fighting* each into Spanish, German, Italian, and Turkish for use by the base fire departments in those countries. FPP retained the right to use the content for our own means. The only manual that FPP chose to print and market was the Spanish version of the *Essentials* (IVth edition) text. For a variety of reasons, sales of this manual never took off. Only a small number were sold, a number of them were given away, the bulk of the printing was sent to recycling.

FPP entered the world of eBooks with the release of *Essentials of Fire Fighting* (6th edition) in April of 2013. There was a growing interest for these from our customers and FPP wanted to meet that demand. More titles would follow shortly after that. Initially, we developed and sold them with the help of MBS Direct until December 31, 2014, when MBS Direct got out of the eBook business. FPP was forced to find another vendor to help develop them. There was a gap of about seven (7) months that we were unable to sell eBooks. Eventually, a company named VitalSource was chosen to assist in development and to start selling eBooks again. They

started selling them in August of 2015. At the time this document was developed, FPP had 78 eBooks available to the fire service. This included present and past editions of many of the manuals.

Initially, there was concern that eBooks would eventually have a strong impact or exceed the sales of the print versions. This could have a negative impact on overall sales income and warehousing inventories of the print manuals. At the time this document was developed, although eBook sales were steadily rising, the concern about sale of the print version was unfounded. Print versions were still selling at considerably higher numbers than the eBooks.

FPP had been receiving requests for audio files or books going back to the early 1990s. The requests were typically directly from individuals who had reading disabilities or from organizations who were assisting these individuals. Some requested files of our manuals in a certain format that they could use them to develop their own. Of course, sending our files out was not an acceptable option for us. Several options for developing them in-house were explored. FPP's first venture into audio books was the development of one for *Essentials of Fire Fighting* (7th edition). It went on the market in December 2019. It was developed in partnership with a company named NextThought. The second audio book to be developed was *Hazardous Materials for First Responders* (5th edition) that was released July, 2021. *Fire and Emergency Services Company Officer* (6th edition) was released early in 2022 and *Chief Officer* (4th edition) followed later that year. More audio books would soon follow.

FPP developed the concept of an eLibrary late in 2019. With a yearly subscription, the eLibrary provided access to all IFSTA manuals for every member of a fire department. It was actually a modern version of the print version of the IFSTA library that had gone on the market with a number of years earlier. Customers could purchase either the entire suite of print manuals or select a custom package to meet their needs. They could purchase one for use at a single location or purchase multiple sets and place them at multiple locations within their agency, such as fire stations and the training facility. For career fire departments, it was common for the labor agreement to require that at least one copy of every manual to be used on a promotional exam be placed in each station for candidates to study. The eLibrary made this even easier.

Historically, the FPP Customer Service unit was a standalone department within the business section of FPP. They were responsible for taking customer inquiries that came in by phone or mail. In later years, they also processed the orders that came in digitally. As interest and demand increased for the growing number of eProducts FPP was putting on the market, a large percentage of the inquiries were related to those products. FPP leadership determined that the process could be streamlined if Customer Service was merged into the eProducts unit. They would still take traditional orders, but have more direct assistance when eProducts orders and inquiries came in. This merger occurred on October 18, 2021.

A similar experience was noted on the "Ask an Editor" portal on the IFSTA website. Originally intended to make it easy for customers to contact IFSTA/FPP with questions on manuals or instructional materials, by the early 2020s, a high percentage of these inquiries were regarding assistance with eProducts.

Essentials of Fire Fighting®

Following the establishment of the Joint Council of National Fire Service Organizations in 1970, they established the National Professional Qualifications Board (ProBoard) in 1972. One of the ProBoard's missions was to develop a set of consensus standards for various positions within the fire service. This would help standardize the manner that firefighters and other fire service positions would be trained and qualified throughout fire service and provide more consistency in operations involving more than one department. It would also allow a certification process to be developed.

The first committee that was formed was charged with developing a standard for the firefighter level. This group was called the *Committee on Fire Service Professional Standards Development for Fire Fighter Qualifications*. FPP Director Harold Mace was chosen to chair that committee. FPP Editor Everett Hudiburg was a principal member of the committee. OSU Fire Protection and Safety students Wes Beitl, Ed Hawthorne, and Jim Weigle also served on sub-committees for this document. This became NFPA 1001, *Standard on Fire Fighter Professional Qualifications*, with the first edition being released in 1974.

Mace realized that in order to do the training needed to meet the requirements and get certified to the new NFPA 1001 standard, instructors and students would be required to purchase at least 7 or 8 of the individual topic IFSTA manuals that derived from the original 10 "Red Books" and were still being used at the time. Even if someone purchased all of those books, it was likely that they would not contain all of the specific requirements of the new standard. He surmised that IFSTA needed to develop a manual that specifically covered all of the fire fighting requirements contained in NFPA 1001 in one manual. Although the initial standard contained medical requirements for firefighters, we would leave those for the authority having jurisdiction (AHJ) to address.

Mace took his idea to the IFSTA Executive Board, who agreed with the idea for this new manual and approved forming a committee to develop it. Before this could begin, they needed to decide on what to call it. Reportedly, the discussions were intense at times and there was difficulty gaining a consensus. Then, Carrol Herring, who was the Director of the fire training program at Louisiana State University (LSU) and also a member of the first NFPA 1001 committee, told the group that they already had a similar program at LSU and they called it *Essentials of Fire Fighting*. After a lengthy discussion, the board decided that this would be the best title for the new IFSTA manual.

A validation committee was chosen and the first edition of the IFSTA *Essentials of Fire Fighting* was released in March of 1977 (**Figure 22**). It quickly gained popularity in the fire service and during the course of this edition sold more than 121,000 copies. It was clear that this manual would be a mainstay in the IFSTA product line from this point on. It was decided that a new *Essentials* manual edition would be developed in conjunction with the release of each new version of NFPA 1001, which is updated every five (5) years.

The second edition of *Essentials* was released in June of 1983 (**Figure 23**). It became clear that the previous edition was becoming increasing popular with the fire service. Through its lifecycle, more than 495,000 copies were sold.

IFSTA/FPP were not successful in meeting the 5-year release plan between the 2nd and 3rd editions. There were a variety of reason for this, including insufficient staffing to get it done and the other manuals that needed updating done in the same time frame. The 3rd edition was finally released in November of 1992 and it would ultimately become the largest selling edition (in a 5-year cycle) of any edition of this manual. More than 504,000 copies were sold (**Figure 24**).



Figure 22



Figure 23



Figure 24

IALS OF FIRE FIGHTIN

About the same time that the IVth edition was in its early stages of development, FPP entered into a contract with the U.S. Department of Defense (DoD) to translate three (3) IFSTA manuals each into four (4) different languages. The manuals included *Essentials, Pumping Apparatus*, and *Aircraft Rescue and Fire Fighting*. The languages were Spanish, Turkish, Italian, and German. Assistant Director Nancy Trench managed the project. The manuals would be used to train native-speaking firefighters on military base fire departments in countries that spoke those languages. FPP developed the manuals to be printready, and then sent the files to the DoD who printed them for their use. FPP retained the rights to print any of the 12 versions for our use and sales.

Also, about the same time, FPP had been receiving more requests for manuals in Spanish. Not only from Spanish speaking countries, but from departments in the U.S. who had Hispanic members on their departments. The decision was made to test the market by printing a Spanish version of the IVth edition of the *Essentials* manual, as that would be the one most likely to be successful (**Figure 26**). This version was printed and added to the IFSTA market line. Unfortunately, perhaps for a variety reasons, this version failed to produce any significant level of sales. Some of them were given away to fire service people who went on missions to Hispanic-speaking countries and the bulk ended up being sent to recycling. It would be 20 years before FPP made another effort to enter into the foreign language market.



Figure 25



Figure 26

This would not be the only interesting thing that happened during the lifespan of the IVth edition. As mentioned above, the IVth edition was based on the 1997 edition of NFPA 1001. The next edition of NFPA 1001 would be released 2002. FPP Senior Editor Mike Wieder was on that committee. As the committee went through the review process, it was determined that there was no need to make any changes in the NFPA 1001 document. Thus, the 2002 version of the standard was just a mirror of the 1997 version.

This posed a major question for the IFSTA/FPP leadership. Do we develop a new edition of *Essentials* just because we committed to developing a new edition of the manual for each new edition of NFPA 1001? Or, do we stick with the IVth edition that met the requirements of the new edition of the standard? This question was pondered by IFSTA/FPP leadership and was posed to many of the major customers/training agencies that used the manual. It was also posed to hundreds of people at various fire trade shows that were going on at this time.

The overwhelming consensus of those who were polled was to continue selling the IVth edition. This would eliminate the need for organizations to revise their curriculums, tests, and other components of their training programs that would not be required to meet the new edition of NFPA 1001. Thus, the IFSTA/FPP leadership decided to delay the development of a 5th edition of *Essentials* until the 2007 edition of NFPA 1001 would be released. The group also decided at that time that regardless of whether or not there were any changes in the 2007 version of the standard, IFSTA would develop the 5th edition of *Essentials* at that time. If for no other reason, the manual would look dated and the design of it would not be consistent with other IFSTA manuals being developed during that period.

Over the 10-year life cycle of the 4th edition, more than 795,000 copies of the edition were sold. This averaged out to a little less than 400,000 copies per five-year cycle of the NFPA 1001 standard.

Little did the group know at the time of this decision, what a profound effect it would have on the future of the IFSTA/FPP organization. Sensing that IFSTA/FPP dropped the ball and that there would be a market demand for a new *Essentials*-like manual in response to the 2002 version of NFPA 1001, a large trade and industrial publishing corporation, Thomson-Delmar Learning (commonly referred to as simply Delmar), released a manual titled *Firefighter's Handbook: Essentials of Firefighting and Emergency Response* in 2000. It not only covered the requirements of NFPA 1001, but also contained information on hazardous materials and terrorism.

Interestingly, a significant number of those same customers who asked IFSTA not to develop a new *Essentials* for the 2002 version of NFPA 1001, jumped at the chance to adopt the Delmar manual. They had varied reasons for why they chose to make the switch, but the most common one was that they wanted something fresher looking than the IFSTA manual. It didn't necessarily have anything to do with the quality of the content in the Delmar manual. Delmar also had a number of other advantages over IFSTA, including the fact that they were a public corporation that was able to do things such as buy customers meals, pay for them to assist in reviewing drafts of their manual, and pay for them to travel to meetings, not only travel expenses, but also a stipend for their participation. These were all things that FPP was not able to do because the restrictions of being a state-government agency. Unfortunately, this did influence the decisions made by many potential customers who made the switch to Delmar. For reasons that will be explained later, this was the only edition of their manual that was developed and released.

A second competitor to the *Essentials* market came in 2006. Jones & Bartlett Learning (J&B) was a worldleading provider of instructional, assessment, and learning-performance management solutions for the secondary, post-secondary, and professional markets. They were already one of the two major publishers in the emergency medical services (EMS) market. They released their first edition of *Fundamentals of Fire Fighter Skills and Hazardous Materials Response* that year. The timing of their release put into question their understanding of the NFPA standards-making process. Their manual was based on the NFPA 1001, 2002 edition and was released less than a year before the new NFPA 1001 came out in 2007.

This miscalculation did not seem to hurt them. They soon passed Delmar as the number two seller in the *Essentials* market. This eventually led Delmar's choice to not develop a new edition of their manual and ultimately to leave the market. While at the time that this paper was written, J&B's manual was in its 4th edition, it is not believed that their market share has greatly exceeded what Delmar had when they first came out. The IFSTA *Essentials* manual remains the dominant leader in this market.

Early in the process of IFSTA/FPP developing the 5th edition of the IFSTA *Essentials* manual, FPP leadership was contacted by representatives of Brady-Pearson previous Publishing (hereafter referred to as simply Brady) to discuss a possible collaboration on the development of the 5th edition. Brady-Pearson was a unit within the much larger Prentice-Hall publishing conglomerate. They were invited to Stillwater to discuss their ideas. At the meeting, it became evident that if we chose not to work together with them, they were going develop their own version. They would been a much more formidable challenge to deal with than either of the other two previous publishers. They were much larger and had more resources than the other two. As well, they already had a significant presence in the fire publishing market, particularly in the higher education fire science textbook market. They had a much better idea of how to market to the fire service than the other two did. They were also the dominant publisher in the EMS training market.

IFSTA/FPP had already decided to print two versions of the new edition. One would simply address the fire fighting requirements of NFPA 1001 and second one would cover the fire fighting, EMS, and hazardous materials requirements contained in that standard. In the discussions with Brady, it was determined that IFSTA would develop the first 20 chapters of material that would be the fire content and Brady would develop three chapters on first aid and hazardous material awareness and operations. The basic version of the manual contained only the 20 chapters of fire service requirements (**Figure 27, p. 34**). IFSTA developed the content for those chapters and published the basic version. The expanded version would include the exact content,

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FPP and Brady would each sell both versions of the manual, but they would have to purchase the different versions from each other for resale. Brady would focus their marketing on academic programs and major metropolitan fire departments, while FPP focused on the remainder of the fire service market, although neither were restricted from making sales in each other's market.

This agreement worked well through the lifecycle of the 5th edition. Combined, more than 381,000 copies of the two versions were sold. This was very close to the five-year sales numbers for the 4th edition. Based on these numbers, there was an automatic renewal clause that was met to continue the agreement for the 6th edition of the manual. The 6th edition versions were released in 2013 and they went on to sell a combined total of a little over 112,000 copies (**Figure 28**).

During the course of the 6th edition, FPP leadership determined that we were better positioned to develop the supplements to the manual, as well as, we had more marketing resources to handle the entire market than we did when we entered into the Brady agreement. The decision was made that the 7th edition of *Essentials* would be solely an FPP product (**Figure 29**). We would use our own hazmat content and develop our own EMS content for the new edition. Brady does remain a distributor of the IFSTA/FPP product line, but that was the sole connection left with them.



Figure 27



Figure 28

At the time that this report was being developed, the final sales numbers for the 7th edition were not in. However, the preliminary figures were looking like the numbers would about the same or slightly lower than then the 6th edition.

In reviewing the sales of each edition over the years, it becomes obvious that the total sales were dropping after the 3rd edition was released. Just slightly less sales with the 4th edition, but then more rapidly with subsequent editions. Why was this happening?

It would be easy to say that it was due to the various competitors that entered the market and took market share. However, sales of the *Essentials* manual significantly exceeded the competitors' sales. It was estimated that *Essentials* still held at least 70-75 percent of the market. The real cause for this decline was a shrinking market, period.

Historically, the estimates for the numbers of firefighters in service in the



Figure 29

United States ranged from 1 to 1.2 million members. Generally, about 25% were career firefighters and 75% were volunteers. That ratio has changed a small amount in recent years as some departments that were once volunteer have transitioned to career departments. This transition has occurred for two general reasons:

The communities being served experienced substantial growth in population and commercial/industrial facilities that was beyond what their volunteer departments had resources to cover.

There has been a significant decrease in the number of volunteers wanting serve on these departments. The reasons included increased call demand, increased training requirements, needing to work two jobs, competition with other family/community service organizations, athletic programs, other activities that potential volunteers found more attractive than serving on fire departments.

One example of this can be found in the State of Pennsylvania. According to the Pennsylvania State Department of Community and Economic Development, in 1975 there were an estimated 360,000 volunteer firefighters in the state. A more recent study conducted in 2018 showed that number had decreased to 38,000, a nearly 90% total decrease. The results would likely be similar in any state or province that were polled.

What this meant to IFSTA/FPP is that in that one state alone, there was an 90% decrease in the potential for sales of *Essentials* and other manuals. Declining sales are not because of the quality of our product or growth in the popularity of our competition. It is simply because we were operating in a shrinking market. Even if communities switch from volunteer to career departments and continue to use our manuals, there will likely be a substantially a smaller number of career firefighters serving those communities than there were when they had volunteers. This this impacts the demand for *Essentials* and other manuals.

What Makes IFSTA/FPP Unique?

IFSTA is not an organization where a single person plays the leadership role. IFSTA is its members. Their network of support spans the globe, with a common vision to foster better communication, develop safer practices through our materials, and a commitment to do the right thing. These values have carried us for many years and will help to carry us for years to come. We are proud of our relationship with OSU, our rich heritage and tradition, and the strong relationships and partnerships we have and continue to nurture.

Unlike our competitors, publishing fire service training materials is all we do. It is not just another product line in a broad corporate strategy; *it is all that we do*. Many of our employees served long careers in the fire service, some continue to volunteer, and even those who did not come from the fire service have completed firefighter training courses to learn more about the field in which they now work. We walk the walk.

As a non-profit, university-based, educational organization, IFSTA/FPP does not answer to corporate executives and stockholders. They answer to the customers: the fire and emergency services. Our customers have told us that they want the highest quality, most technically sound, training materials at a fair price. Meeting that expectation has been our goal for 90 years. We do this by operating the most comprehensive material validation process in the emergency services publishing industry. We take extraordinary measures to ensure that the information in our manuals is reflective of all walks of the fire service and truly are best practices.

IFSTA/FPP's home base within CEAT at OSU also distinguishes us from commercial publishers. We operate in the public sector, just like our customers do. We are surrounded by endless resources in the latest educational technologies and research. FPP has conducted and participated in formal research projects with organizations such as the United States Fire Administration (USFA), Home Safety Council, ProLiteracy Worldwide, NFPA, Oklahoma State Department of Education, and the National Fallen Firefighters Foundation. The knowledge gained from this research goes directly into IFSTA manuals so that you can base your practices on verifiable research, not someone's opinion or age-old fire service lore.

IFSTA/FPP is not "dipping its toes" in the fire service market, as our competitors have done. We have been fully immersed in the fire service for 90 years. Our member and customer loyalty to us and our loyalty to them is the cornerstone of nine (9) decades of success. When you are as truly committed to firefighters as we are, loyalty cannot be bought. Credibility must be earned, and that commitment is not dependent on profit. All IFSTA manuals (**THE** "Red Books," including **THE** *Essentials of Fire Fighting*) are written by firefighters for firefighters. So, when it really comes right down to it, it's about values and relationships, like the ones we share with our staff, our IFSTA partners, and our customers. When it comes to responder safety and expertise, there's no question where we stand. Over the years, in both good and bad times, we have not deviated from that course. We'll be here for emergency responders now and in the future as well. It is one thing to simply state that IFSTA and FPP are mission-driven and have the most comprehensive manual validation and development process in the industry. But what does that really mean to our customers?

- The content of our materials truly reflects internationally recognized best practices
- NFPA and other appropriate standards are covered appropriately and completely
- The wide range of fire service demographics is recognized: large/small departments; career/volunteer/ combination/industrial departments; diversity in the workplace; all regions of the country, etc.
- We produce products designed to ensure that firefighters are taught the most efficient and safest ways to perform their duties

We are aware of our obligations to our customers based on these factors and we understand that our customers have choices in where they turn for their training materials. Know that while some other products may have a red cover or use "Essentials" somewhere in the title, it isn't IFSTA. Make no mistake, if it isn't IFSTA, it isn't THE "Red Books" and everything that it represents, including a product that is:

- Written by firefighters for firefighters
- Backed by the experience gained from a history spanning 90 years
- Validated by firefighters from across North America and beyond,
- Supported by the commitment and strength of Oklahoma State University
- Based on a mission, not a profit margin
- First and foremost focused entirely on emergency responder safety and effectiveness.

IFSTA and **FPP** Recognize Excellence

IFSTA and FPP have five award programs to recognize outstanding people in the fire training field, within the IFSTA/FPP organization, and in academic research. The IFSTA Executive Board gives the annual Everett E. Hudiburg Award to a fire service individual who has made an outstanding contribution to fire service training. It could be interpreted as a career achievement award. The award was named after Hudiburg to recognize his many years of excellent service to IFSTA. Biographical information on Hudiburg may be found in **Appendix H** of this document. A list of Hudiburg Award recipients can be found in **Appendix B**.

In 1981, the FPP staff created the Marvin T. Austin Distinguished Leadership Award to recognize those people who put a great deal of time and effort into making the annual validation conference a success (**Figure 30**). The staff gave the first award, which is not necessarily given every year, to Austin, who was then executive secretary of the IFSTA Executive Board. A list of all of the Austin Award recipients can be found in **Appendix C**.

In 2016, the IFSTA Executive Board created the John W. Hoglund, Jr. Award to recognize meritorious service to the IFSTA Executive Board. This is voted on by the current members of the board. Recipients can no longer be serving on the board. This award is not necessarily given out every year, but only when a nomination is sent to the Executive Board. John Hoglund was the first recipient of the award (**Figure 31**). Hoglund passed away in January 2020. A list of John W. Hoglund Award recipients can be found in **Appendix D**.



Figure 30



Figure 31

In 2007, The International Fire Service Journal of Leadership and Management (IFSJLM) announced the creation of the Dr. John Granito Award for Excellence in Fire Leadership and Management Research. The award honors Dr. Granito, one of the premier fire and public safety researchers and consultants in the U.S. Dr. Granito was the first recipient of the award in 2008. Future recipients of the Dr. Granito Award present the keynote address at the next annual *IFSJLM* Research Symposium just prior to the start of the IFSTA Validation Conference. A list of Granito Award recipients can be found in **Appendix E**.

In 2014, the IFSJLM also established the Legacy Award to recognize individuals who made key contributions to the development and continued production of the research journal. A list of Legacy Award recipients can be found in **Appendix F**.

NOTE: All of these awards are represented by permanent plaques hanging in the lobby of the main FPP building on the Oklahoma State University campus.

USFA and Other Externally-Funded Research

Starting in the late 1990s, IFSTA/FPP became a greater part of the university's research mission. IFSTA/ FPP was approached by the United States Fire Administration to assist with developing research reports on various fire service topics. The USFA would contract with IFSTA/FPP and provide the funding to complete the projects. For governmental contracting/funding reasons, the reports would need to be published under the IFSTA brand rather than the OSU-FPP brand.

FPP Assistant Director Nancy Trench was the point of contact for these projects and she managed the business aspects of the projects. Associate Director Mike Wieder managed the report development efforts. All of the report content development work was subcontracted out to qualified subject-matter experts, in part, because FPP Editorial staff did not have the time to work on them.

In the early days of these projects, FPP was required deliver print-ready final documents. This required final editing by FPP Editorial staff and FPP Graphics staff to do the final production. In recent years, FPP has only been required to send the files to the USFA and they would complete the layout and final production.

There were a number of benefits to IFSTA/FPP for taking on these projects. Some of these included:

- It provided a certain level of prestige for the IFSTA/FFP organization within our industry.
- It increased the visibility of IFSTA/FPP to markets that otherwise may have not been familiar with us, including those beyond the fire service.
- It provided content that could also be used in our publications before the report was released, if we needed it. This was because the information was considered government-domain. Competitors would not have access to the information until after the report was released to the public.
- The grant money could be to offset the salaries of FPP staff who were working on the project. For example, if an employee was spending 25% of their time on the USFA project, that amount could be deducted from the grant. The same amount could then be used by FPP towards other salary needs for FPP operations.

Some of these projects included the following:

- *Traffic Incident Management Systems (TIMS) Technical Research* Researching and developing technical guidance including training systems and programs for fire and emergency services in TIMS for enhanced compliance with the US DOT *Manual of Uniform Traffic Control Devices (MUTCD)* and the National Incident Command System (NICS).
- *Emergency Vehicle Conspicuity Study* This study looked at the effectiveness of reflective markings marking used on all sides of emergency vehicles. It complimented other research performed for the USFA on effective emergency vehicle lighting.

- *Funding Alternatives for Emergency Medical and Fire Services* This report looked at additional sources of funding that were available to emergency response organizations that are beyond their normal revenue streams. These would allow organizations to improve and grow the level of services that they provide to their communities. Opportunities at the local, state, and federal levels were explored.
- *Emergency Vehicle Safety Initiative* This project examined the hazards associated with the operation of emergency vehicles while responding to, or returning from emergency calls, as well during normal operations. Historically, vehicle crashes account for approximately 25% of all firefighter line-of-duty fatalities on an annual basis.
- Safety and Health Considerations for the Design of Fire and Emergency Medical Services Stations — This report examined the health and safety hazards associated with the design and operations of emergency response stations and made recommendations on these can be mitigated in the future.

In addition to the research reports developed for the USFA, FPP also completed research that was funded by the USFA Assistance to Firefighters Grant (AFG) program and other sources. These included:

- *Fire Safety Solutions for People with Disabilities* A smoke alarm installation and education project for people with vision, hearing and mobility disabilities throughout Oklahoma. It included *How to Be Fire Safe* for adults with mild to moderate mental retardation who live independently. (Funded by an Assistance to Firefighters grant)
- *Fire Safety for Young Children* A developmentally appropriate classroom curriculum delivered by early childhood educators with key assistance from the local fire department and parents. It was focused on 3-, 4-, and 5-year-old children. (Funded by an Assistance to Firefighters grant)
- Volunteer Firefighter Safety Research A project to determine the effectiveness of self-study to increase knowledge and change attitudes related to volunteer firefighter safety and their volunteer fire departments' safety practices. (Funded by an Assistance to Firefighters grant)
- *Identifying Leadership and Management Best Practices for Reducing Firefighter Deaths and Injuries* This project provided a list of good/best practices that result from effective, safety-oriented leadership and management practices and focused on the statistical fact that the annual rate of firefighter deaths in fire departments in the United Kingdom (England, Scotland, and Wales) were only one seventh of the United States rate, when corrected for the number of fires. (In partnership with the National Fallen Firefighters Foundation and the Public Entity Risk Institute [PERI])

The cutting-edge information and results gleaned from these research projects is provided to the public at no charge. It is also used to ensure that IFSTA and FPP's training manuals and other materials have the latest, verifiable information and technologies contained in them.

Supporting the Mission of OSU

Oklahoma State University is Oklahoma's flagship, land grant institution. Land grant universities have a three-fold mission: education, research, and extension. FPP is an extension program of the College of Engineering, Architecture, and Technology (CEAT). The FPP operation is the largest extension program in CEAT and one of the largest in the entire university system. Probably no other OSU entity can boast of more direct impact and community presence throughout North America and many other portions of the world then can FPP. IFSTA and FPP manuals and training materials are used by the vast majority of U.S. and Canadian fire departments, as well as U.S. Department of Defense and Canadian Armed Forces fire departments, and in many other countries around the world. The use of these materials has a direct impact on those individuals who use them and the communities they serve. This is what outreach is all about.

As part of the university mission to spread out beyond the borders of our country, our materials have been translated into numerous other languages under contract agreements with other agencies who translate them for use in their jurisdictions/countries and they provide a royalty back to FPP based on their sales. Some of the languages that our materials have been translated into include French, German, Italian, Turkish, Japanese, Chinese, Korean, and Hebrew, with several other languages in progress at the time this document was written. FPP recently experimented with doing our own translation by producing a Spanish version *Essentials* 7th edition. The project went well, and additional manuals are planned be translated in-house in the future.

Supporting Other Organizations

During the 1970s, IFSTA became more active on the national fire service scene. It was part of the first Williamsburg conference in 1970 that created the Joint Council of National Fire Service Organizations. The Joint Council, as it was known, was made up of 10 fire groups that wanted to establish a national fire academy and develop professional standards for the fire service. IFSTA's Everett Hudiburg served as one the first chairs of the Joint Council. With the support of the council, the National Fire Academy and the U.S. Fire Administration were created. With the cooperation of the National Fire Protection Association, they formed the National Professional Qualifications Board (NPQB) and developed professional standards for firefighters, fire officers, fire investigators and inspectors, and fire instructors. They also created a certification system. The NPQB remains an active function and remains housed at the NFPA in Quincy, MA.

Due to some organizational difficulties, the Joint Council was dissolved in 1989, but IFSTA and FPP still maintain positive working relationships with major fire service organizations including the National Fallen Fire Fighter's Foundation (NFFF), the International Association of Fire Fighters (IAFF), the International Association of Fire Chiefs (IAFC), the North American Fire Training Directors (NAFTD), and many more.

In addition to supporting the mission of Oklahoma State University, IFSTA and FPP provide a variety of support to numerous other fire service organizations. The following is just a partial listing:

- National Fire Protection Association IFSTA is the largest participant in the professional qualification standards making process. We have members on virtually all of the committees and our representatives chair a number of the committees. We also have members on a selected number of non-professional qualifications standard committees.
- National Fallen Firefighters Foundation In the past, we provided graphic production, warehousing, shipping, and sponsorship of some of their activities. We also assisted them in publishing and marketing their *Understanding and Implementing the 16 Firefighter Life Safety Initiatives* (1st edition) textbook.
- **Congressional Fire Service Institute (CFSI)** We are a major supporter of their annual fundraising dinner and also participate on their National Advisory Committee (NAC). In 2022, FPP Director Craig Hannan became Chair of the National Advisory Committee. Dennis Compton previously represented IFSTA in that same role. Along with the CFSI, IFSTA also co-sponsors the Dr. Anne B. Phillips Award for Leadership in Fire Safety Education that is presented each year at the National Fire and Emergency Services dinner.
- National Volunteer Fire Council Provided at-cost warehousing and shipping of NVFC materials for many years. We also have representatives on some of their task groups, including the health and safety task group.
- Oklahoma State Fire Chiefs and Firefighters Associations Sponsored meetings, congressional meeting trips, seminars and awards.

- Vision 20/20 This program develops national strategies for fire loss prevention. It is hosted by the U.S. Branch of the Institution of Fire Engineers. The organization provides opportunities for collaboration, communications, and data-based solutions to save lives and property. IFSTA/FPP has several representatives in this organization.
- International Association of Fire Fighters (IAFF) We are a major sponsor of their annual Fallen Fire Fighter Memorial Service program.
- Firefighter Cancer Support Network Participate in their conferences and other functions.
- North American Fire Training Directors (NAFTD) Co-sponsor and attend their annual meeting.
- Metropolitan Fire Chiefs Association (Metro Chiefs) Co-sponsor and attend their annual meeting.
- National Incident Management System Consortium Participated in the formation of this organization and publish the two Incident Management Procedure Guides they developed. We continue to participate in the organization.
- National Fire Heritage Center Participate in the leadership of this organization and donated our entire collection of library materials to them.

The West Point of the Fire Service

In an address he gave at the opening session of the 1942 National Fire Protection Association (NFPA) Annual Meeting, then NFPA Chief Engineer (CEO) Horatio Bond noted the growing impact of Oklahoma State University in the field of fire protection by dubbing OSU the "West Point of the Fire Service." This nickname is still used to describe OSU and its fire and safety programs, and it is well-deserved.

Oklahoma State University maintains the most comprehensive collection of fire protection and safetyrelated programs and initiatives of any institution, educational or otherwise, in the world. Individually, each of these world-class programs is recognized as leaders in their respective parts of the industry. In addition to the IFSTA/FPP operation, the following other programs and initiatives are housed at OSU.

- Oklahoma Fire Service Training (FST) FST is the oldest of the fire programs at OSU, with its roots tracing back to 1931. As an extension program within CEAT, FST is responsible for delivering training and educational services to Oklahoma firefighters and emergency responders. Their accredited programs allow Oklahoma first responders to meet nationally recognized standards of professional competence and become nationally certified in those areas. (www.osufst.org)
- The School of Fire Protection and Safety Engineering Technology (FPST) Dating back to 1937, this is the oldest, continuously operating fire-related degree program in North America. This program prepares students with the knowledge and skills to reduce the loss potential in municipal and industrial settings with respect to fire, safety, industrial hygiene, and hazardous material incidents. It is the only ABET-accredited program of its type in the U.S. Many important leaders in the fire service over the years have been graduates of this program. The program operates an extensive educational laboratory on the north campus near FST and FPP.

FPST also manages the *Fire and Emergency Management Program* (FEMP) courses that originated within the OSU Political Science Department and now resides in CEAT. They offer MS and PhD degrees in Fire and Emergency Management Administration that are designed to provide a sound educational foundation for those who are currently serving or aspire to serve as managers or administrators in fire service or emergency management agencies. (http://fpst.okstate.edu/). The latest degree program that has been added is a MS in Engineering Technology with an option in Fire Safety & Explosion Protection (FSEP).

- International Fire Service Accreditation Congress (IFSAC) IFSAC was founded in 1990 and is a peer-driven, self-governing system that accredits both fire service certification and fire-related higher education degree programs worldwide. It is the largest fire-related accreditation organization in existence. (www.ifsac.org)
- *CEAT Non-Credit Continuing Education* This CEAT outreach program is a leading provider of customized fire protection, safety, industrial hygiene, and hazardous materials training programs for fire, safety, and industry professionals. These programs are offered both on the OSU campus and at client locations worldwide. (http://fire.ceat.okstate.edu/)
- OSU Fire Council Research and development on fire-related issues at OSU is not limited to the programs within CEAT. Currently, there are 22 different departments within OSU that have some type of involvement in fire and safety related research. The OSU Fire Council meets on a regular basis to provide information on all of the various projects that are in progress and to facilitate interaction and collaborative efforts between the various departments.

Conclusion

That IFSTA/FPP has succeeded in its purpose is obvious from its long-term status as the leading producer of fire service training manuals on a national and international basis. Ninety (90) successive validation conferences, as well as winter meetings, show that IFSTA's methods of operations continue to work. What Pence, Heisler, Hudiburg, Cox, Mace and the other IFSTA founders/leaders did was to see a need, fill it, and fill it well. Those who followed them have continued to do so for nine (9) decades. This is the legacy that you are now an important part of in the future.



The following Appendices provide specific information of various aspects of our organization.

Appendix A IFSTA Executive Board — 2023

Chair	Members
Mary Cameli, Mesa (AZ) Fire Department	Stephen Ashbrock, Indian & Madiera Hills (OH) Joint Fire District (Retired)
Vice Chair Josh Stefancic, Safety Harbor (FI) Fire Department	Thomas Breyer, International Association of Fire Fighters
josh oteranete, ourely marbor (12) The Department	Bradd Clark, Palm Coast (FL) Fire Department
Executive Director	Dennis Compton, Mesa and Phoenix (AZ) Fire Departments (Retired)
Mike Wieder, Fire Protection Publications	Tom Jenkins, Rogers (AR) Fire Department
	Dr. Scott Kerwood, Hutto (TX) Fire Department
	Wes Kitchel, Gardnerville, NV
	Gordon Lohmeyer, Texas A&M University
	Jonathan Lund, Des Moines (IA) Fire Department
	Jeffrey Morrissette, Connecticut Commission on Fire Prevention and Control
	Dan Ripley, Lincoln (NE) Fire Department
	Dr. Denis Onieal, U.S. Fire Administration (Retired)
	Dr. Demond Simmons, Oakland (CA) Fire Department

Henry Damon Smith — 1972 Andy Miller - 1973 John W. Hoglund — 1974 Louis J. Ambili — 1975 Glenn A. Boughton — 1976 Richard Calhoun — 1977 Carl McCoy – 1978 Kenneth Stanton — 1979 Carrol Herring — 1980 Elmo Anderson - 1981 Keith Royer — 1982 Joseph L. Donovan — 1983 Martin Grimes — 1984 Alan Brunacini — 1985 Arlen D. Gross — 1986 Gerald E. Monigold – 1987

Marvin Austin — 1988 Howard Boyd — 1989 Catherine B. Lohr — 1990 Harold R. Mace — 1991 Max McRae — 1994 Dr. John Bryan — 1995 Paul H. Boecker, Jr. – 1996 William J. Vandevort — 1997 Carl Holmes — 1998 Gene P. Carlson – 1999 Raymond C. Davidson – 2000 J. Faherty (Jim) Casey — 2002 Hugh Pike — 2003 Steve Edwards (MFRI) – 2004 Dr. Denis Onieal – 2005 William Goldfeder — 2007

Michael A. Wieder — 2008 Meri K. Appy — 2009 Christopher Neal — 2010 Chuck Burkell — 2011 Ron Siarnicki — 2012 Dr. Anthony Brown — 2013 Kevin Roche — 2015 Ronny Coleman — 2016 William Troup — 2016 Russ Sanders — 2018 Ed Kirtley — 2019 Nancy Trench — 2020 Keith Bryant — 2021 Tonya Hoover — 2022

Appendix C Marvin T. Austin Award Recipients

Marvin T. Austin — 1981 Roger K. Sweet — 1983 Max and Vera Thomas — 1986 Harold R. Mace — 1992 Dennis Compton — 1998 William J. Vandevort — 1999 Carol M. Smith (Morrison) — 2000 John W. Hoglund — 2001 Gene P. Carlson — 2002

- Jimmie and Charlotte Badgett 2005 Don E. Davis — 2007 Jim and Kay Simms — 2008 Barbara Adams — 2009 Richard Giles — 2009 Arlen and Ardith Gross — 2010 Frank Cotton — 2011 George Dunkel — 2013 Dr. Robert England — 2014
- Richard and Kathy Pippenger 2015 Lynne Murnane — 2016 Glenda Bentley — 2017 Steve Ashbrock — 2018 Ann Moffat — 2019 Nancy. J. Trench — 2021 Cynthia Brakhage — 2022

Appendix D John W. Hoglund, Jr. Award Recipients

John W. Hoglund, Jr. — 2016 R. Paul Valentine — 2021 Dr. Lori Moore-Merrill — 2022

Appendix E Dr. John Granito Award (Research Journal)

2008 — Dr. John Granito, Professor and Vice-President Emeritus, State University of New York at Binghamton

2009 — Dr. Denis Onieal, Deputy U.S. Fire Administrator

2010 — Dr. Lori Moore-Merrell, President & CEO, International Public Safety Data Institute

2011 — Dr. Edward T. Dickinson, MD, Professor and Director of EMS Field Operations, Department of Emergency Medicine, Perelman School of Medicine, University of Pennsylvania

2012 — Dr. Daniel Madrzykowski, Research Engineer, UL Firefighter Safety Research Institute

2013 — Dr. Anne Eyre, Independent Consultant, Trauma Training, Coventry, United Kingdom (UK)

2014 — Chief Dennis Compton, International Fire Service Training Association, Fire Protection Publications, Oklahoma State University

2015 — Dr. Denise Smith, Tisch Family Distinguished Professor, Department of Health and Human Physiological Sciences, Director, First Responder Health and Safety Laboratory Skidmore College (NY) and Research Scientist, University of Illinois, Fire Service Institute Champaign, IL 2016 — Dr. Sara A. Jahnke, Director and Senior Scientist Center for Fire, Rescue & EMS Health Research, National Development & Research Institutes — USA

2017 — Chief Ronald J. Siarnicki, Executive Director, National Fallen Firefighters Foundation

2018 — Dr. Jefferey L. Burgess, MD, Associate Dean for Research and Professor, Mel and Enid Zuckerman College of Public Health, University of Arizona

2019 — Dr. Gavin Horn, Research Engineer, UL Firefighter Safety Research Institute

Columbia, MD

2020/2021 — No awards given due to Coronavirus Pandemic

2022 — Dr. Kenny Fent, Research Industrial Hygienist and Team Leader of the *National Firefighter Registry Program*, Centers for Disease Control and Prevention

Appendix F Legacy Award (Research Journal)

Dr. Robert England — 2014 Christopher Neal — 2014 Dr. Denis Onieal — 2015 Glenda Bentley — 2017 Dr. Anthony Brown — 2017 Barbara Adams — 2019

Appendix G FPP Mission and Values

Mission

In support of the Oklahoma State University mission, and in partnership with the International Fire Service Training Association, the mission of Fire Protection Publications is to be an international leader in the fire and emergency services by producing and distributing high quality, technically accurate, and affordable fire and emergency response training materials.

Values

Fire Protection Publications employees place the highest value on:

Accountability — As individuals, we will be accountable to the organization, our mission, and each other.

Communication — Open and honest communication engenders trust and commitment to a common goal.

Courage — We embrace change.

Integrity — We are committed to do the right thing.

Professionalism — We undertake always to follow the Golden Rule. To adopt a positive attitude, to be respectful, tactful, and courteous to all, and to use discretion when talking about the organization and its employees. **Quality** — We measure quality by our customers' satisfaction.

Safety — We recognize that safety is a fundamental element of all of our activities, products, and services.

Unity — We endeavor to work together in cooperation.

Appendix H IFSTA Constitution and Bylaws (2022)

Constitution

Article I — Name, Purpose, and Values

Section 1. Name and Identity

The name of this organization is the International Fire Service Training Association (IFSTA). The organization is an independently governed association that supports the international extension mission of Oklahoma State University, a land grant institution.

Section 2. Purpose

The purpose of the International Fire Service Training Association is:

- To identify areas of need for training materials for the fire service and related disciplines.
- To foster the development of and validation of training materials for the fire service and related areas.
- To enable Fire Protection Publications to benefit from cost-effectiveness of large-scale production of training materials to pass the savings on to the end users.
- To extend the validation process and the availability of training materials to all nations.

Section 3. Values

- a. The International Fire Service Training Association supports and advocates the values of Oklahoma State University, Fire Protection Publications.
- b. The International Fire Service Training Association recognizes the demographics and diversity of the fire service and related disciplines. The Association is committed to the principle that its training materials and processes must reflect that diversity.
- c. The International Fire Service Training Association is committed to the principles of ethical governance and operation in all aspects of its affairs.
- d. Validation is viewed as a dynamic process that

occurs as a result of the application of Association values to committee selection, deliberation, material development, and approval so as to reflect in the fire service a broad base of acceptance of the final work in theory and practice.

Article II — Governance

Section 1. Name

The name of the governing body is the Executive Board of the International Fire Service Training Association.

Section 2. Purpose

The purpose of the Executive Board is to establish policies for the International Fire Service Training Association so long as the policies are not in conflict with either the laws of the United States of America, the state of Oklahoma, or the policies of the Board of Regents of Oklahoma State University.

Section 3. Executive Board

The Executive Board shall be comprised of no less than 15 and no more than 18 members and the Executive Director, all of whom vote on Executive Board issues. Twelve members of the Executive Board shall be elected for a term of three years by the delegates at the Annual Validation Conference. Not less than three and no more than six members shall be appointed for a term of three years to the Executive Board from a list of nominees prepared by Executive Board officers and submitted to the Executive Board for a confirmation vote. Confirmation requires a two-thirds vote of eligible board members. Appointed Executive Board members being considered for reappointment must abstain from votes taken concerning their own appointment. Board members shall take office at the end of the Annual Validation Conference.

a. Duties of the Board: It shall be the duty of the Executive Board to govern the affairs of

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the Association including but not limited to, establishing policies, establishing standing and ad hoc committees, discontinuing projects, establishing new projects, approving the scope statements and titles for new and revised training materials, reviewing and accepting/rejecting technical committee final validation reports, advising Fire Protection Publications on pertinent matters, and maintaining external relations with other organizations.

- b. Officers and Duties of the Officers: (1) The officers of the Executive Board shall be the Chair, Vice Chair, and Executive Director. (2) The Chair shall be elected by simple majority of the Executive Board by secret ballot to serve a term of three (3) years. The tenure of the Chair shall not exceed a two (2) term or six (6) year period. The Chair of the Executive Board must retain Board Membership. The Board Chair shall preside over all Executive Board and General Assembly meetings. The Chair shall appoint all standing and ad hoc committees as required. The Chair shall designate a recording secretary. (3) The Vice Chair shall be appointed by the Chair from the Executive Board membership. The person appointed to this position shall serve a term concurrent with his or her Executive Board term. The duties of the Vice Chair are to act in the absence of the Chair, to chair the Delegate Selection Committee, chair special meetings at the Annual Validation Conference, and to accomplish other duties as assigned by the Executive Board. (4) The Executive Director shall be an employee of Oklahoma State University who is approved by the Executive Board. The Executive Director is empowered to act autonomously for the Executive Board in questions of policy that are of concern to the Association until such time as the Executive Board can give those questions due consideration.
- c. Elected Executive Board Membership Eligibility: To be eligible for election to the Executive Board, a person must have attended two (2) previous IFSTA Validation Conferences. Attendance at previous IFSTA Validation Conferences is not required for appointed members.
- d. Nominations and Elections: A Nominations and Election Procedures Committee shall be appointed annually by the Chair at the Validation Conference.

The committee shall consist of five (5) members, two (2) of whom are at-large delegates and three (3) of whom are members of the Executive Board whose terms are not expiring during the year. A staff member shall be assigned for support by the Executive Director. The committee is responsible for reviewing all nominations received and for preparing a slate of nominees for election. The committee will prepare a slate of two (2) nominees for each vacant elected position.

- e. Executive Board Vacancies: Should an Executive Board member submit his/her resignation, his or her position on the Executive Board will be filled at the next regular election. The person elected shall serve the remainder of the unexpired term. Resignations of appointed Executive Board members shall be filled at the discretion of the Executive Board.
- f. Removal from the Executive Board: A member or officer of the Executive Board may be removed by the Executive Board, for cause, by a two-thirds majority vote of the Executive Board.
- g. Executive Board Meetings: The Executive Board shall meet annually prior to the scheduled General Assembly meeting in July. The Executive Board may also meet from time to time as deemed necessary by the Chair. A special meeting of the Executive Board may be called by a simple majority of the Board members upon notification of the Chair, in writing. A simple majority of members of the Executive Board shall constitute a quorum. Regular meetings require thirty (30) days' notice and special meetings require fifteen (15) days' notice to all Executive Board members.

Article III — IFSTA Participation

Section 1. Participants

- a. Delegates: A delegate is a person who has received an invitation to the winter meeting and/or the Annual Validation Conference and is assigned to a committee.
- b. Voting Members: Voting members include current calendar year delegates, emeritus members, current executive board members and FPP staff members. FPP staff members eligible to vote include those

whose roles are established in the IFSTA/FPP Meeting Standard Operating Procedures, FPP Senior Staff, and those who are assigned as liaisons to working validation committees.

- c. Emeritus: Emeritus status may be bestowed either upon a person who has at least twenty (20) years of service as a delegate to the International Fire Service Training Association and is no longer active in his/her fire service or related career or upon a person who has been so designated by the Executive Board. These individuals shall retain the highest title held in their International Fire Service Training Association participation, be invited to all validation conferences, receive a copy of all Conference Proceedings, and may attend committee meetings and speak at the pleasure of the committee Chair.
- d. Guests: A guest is a person who has received an invitation to the Annual Validation Conference and is registered for that conference but not assigned to a committee. Guests shall have no voting privileges.
- e. Contributor: A contributor is an individual who contributes to the development of IFSTA training materials but who does not attend the Annual Validation Conference. Contributors shall have no voting privileges.

Section 2. Delegate Selection

A Delegate Selection Committee shall be appointed annually at the Validation Conference by the Chair. It shall consist of two (2) at large delegates and three (3) Executive Board members, one (1) of whom shall be the Vice Chair of the Executive Board and who shall chair the committee. A staff member shall be assigned for support by the Executive Director. The Delegate Selection Committee is responsible for identifying subject-matter experts to be invited to the Annual Validation Conference as delegates.

Section 3. General Assembly of Delegates

The General Assembly of delegates shall consist of all delegates attending the Annual Validation Conference. The assembly members shall serve as the electorate of non-appointed Board Members and shall hear reports from the Executive Board on validation of training materials.

Article IV — Relationship with Oklahoma State University

Oklahoma State University shall have the right to produce all training materials validated by the International Fire Service Training Association. All training materials produced shall be copyrighted in the name of the Board of Regents for Oklahoma State University. The staff of Oklahoma State University Fire Protection Publications shall assume all responsibility for the details of the Validation Conference and the production of all training materials.

Article V — Conduct of Business

Section 1. Rule of Order

Executive Board and General Assembly business shall be conducted in compliance with the current edition of the "Robert's Rules of Orders."

Section 2. Meetings

Meetings of the Executive Board, General Assembly, and the Material Review Committees shall be open. Participation of non-delegates and debate shall be at the discretion of the respective Chair. The Executive Board meetings may be closed at the discretion of the Executive Board.

Article VI — Amendments

These Constitution articles may be amended at any Executive Board meeting by twelve (12) members of the Executive Board. Due notice of the proposed amendment shall be given to the Chair of the Executive Board at least sixty (60) days prior to the meeting and distributed to the members of the Executive Board at least thirty (30) days prior to the meeting.

Bylaws

Chapter 1 - Executive Board

Section 1. Executive Board Diversity

Executive Board diversity should be given consideration by the Nominations and Election Procedures Committee and the Executive Board officers when nominating and appointing individuals for Executive Board membership. Diversity considerations include: industry affiliation, geographic representation, key partner organizations, industry stature, and others.

Chapter 2 - Election of Non-Appointed Executive Board Members

Section 1. Nominations

A nomination form shall be sent to current and past IFSTA delegates at least sixty (60) days before the Nominations and Election Procedures Committee meeting. All nominations should be sent to the Fire Protection Publications office in care of the Nominations and Election Procedures Committee Chair. All nominations shall be submitted to the Committee Chair before this meeting.

Section 2. Voting Procedures

After the Nominations and Election Procedures Committee's slate of candidates has been confirmed, a ballot shall be prepared. Voting shall be done by mail secret ballot. Ballots shall be mailed to voting members no later than May 1st. Ballots must be postmarked by the established deadline, no later than 30 days after the date of initial mailing. The deadline shall be clearly posted on the ballot and the return envelope. Returned ballots shall be logged in as received but shall not be opened until the Annual Validation Conference. Ballots received shall be held in a secure container under lock until the Nominations and Election Procedures Committee assembles for counting at the Annual Validation Conference. Secret ballots shall be opened, certified, and counted by members of the Nominations and Election Procedures Committee at the Annual Validation Conference. The candidates receiving the highest number of votes cast for the number of positions available will be elected. Results of the election shall be posted and announced during the Validation Conference. Newly elected board members shall take office at the conclusion of the Annual Validation Conference.

In the event of a tie that prevents the election of members to the total number of available positions, a run-off ballot shall be prepared by the Nominations and Election Procedures Committee and shall be administered as a secret ballot to voting members present at the Annual Validation Conference. Candidates eligible for the runoff ballot shall be limited to those tied for an available position.

Chapter 3 - Emeritus Status

An application may be submitted from anyone wishing to obtain emeritus status. Fire Protection Publications staff shall determine from Association records when a person is eligible for emeritus status and the candidate shall then be notified.

Chapter 4 - Meetings

Section 1. Annual Meeting

The official meeting of the International Fire Service Training Association is the Annual Validation Conference. This meeting shall be held during the second full week of July in the state of Oklahoma. There are two (2) types of meetings held at this conference: Executive Board and General Assembly of Delegates.

The Executive Board meeting shall be held on the day preceding the opening day of the General Assembly meeting. The General Assembly of Delegates shall be officially opened by the Executive Board Chair on the date and time specified in the invitations. Although a General Assembly meeting may last for several days, it shall be considered one (1) meeting. The intermediate adjournments, for the purpose of committee work or recesses from day to day, do not destroy the continuity of the meeting. The meeting shall be officially adjourned by an approved motion from the floor on the final day of the Validation Conference at the time the Chair determines that all business has been concluded.

Section 2. Winter Meeting

In addition to the official meeting of the International Fire Service Training Association at the Annual Validation Conference, the Executive Board and active validation committees will also hold a concurrent winter meeting. This meeting shall be held during the second or third full week of January in the state of Oklahoma. There are two (2) types of meetings held at this conference: Executive Board and active validation committees. The Executive Board meeting shall be held on the two days preceding the opening day of the validation committee interim meetings.

Section 3. Interim Meetings

Each Validation Committee may hold interim meetings during the periods between the Annual and Winter in-person meetings. These meetings are conducted using electronic, on-line media. These meetings are called and scheduled by the project Lead Senior Editor in consultation with the Committee Chair. If an interim meeting is used as the first official meeting of a new validation committee, a new member committee orientation session must precede any committee validation action.

Chapter 5 — Validation Committees

Section 1. Types, Assignments, and Attendance

A Validation Committee shall be selected for each project by the Delegate Selection Committee. Selection is based on subject matter expertise, geographical location, and time commitment. Committee meetings may be held at the Annual Validation Conference, the Winter Meeting, and interim, electronic meetings may be held as determined by the Lead Senior Editor in consultation with Committee Chair. The Validation Committee shall remain intact until the assigned project is completed.

Section 2. Committee Formation

Each Validation Committee shall consist of a Chair, Vice Chair, Secretary, and appointed delegates. The number of appointed delegates may fluctuate if necessary. Appointed delegates assigned shall work under the direction of the Chair. In the absence of the Chair, the Vice-Chair shall preside. If both the Chair and Vice Chair are unable to attend the committee meeting, an Acting Chair shall be appointed by the Committee Chair. If for some reason an Acting Chair was not appointed before the meeting, the FPP Lead Senior Editor will assume that responsibility, for that specific meeting. It shall be the responsibility of the Committee Secretary to record only recommendations, which reflect the desires of the majority of the committee. The Committee Secretary in collaboration with the Committee Chair shall prepare the required annual committee meeting report to the General Session and the final validation report to the Board. Interim (or electronic) committee meeting reports that occur throughout the year should be submitted by the FPP Staff Liaison to the IFSTA Recording Secretary.

Section 3. Participation

Delegates participating in all committee meeting(s) shall be prepared to work on their assigned draft manual and be willing to complete assignments. A committee report shall be prepared at each meeting of the committee and submitted to the IFSTA Recording Secretary. The Committee Secretary, or a committee member so designated by the Chair, shall read the committee report(s) to the General Assembly at the July Validation Conference or January Winter Meeting and present a copy to the IFSTA Recording Secretary for inclusion in the Annual Validation Conference Proceedings. The Committee Secretary, or committee member so designated by the Chair, shall submit the final validation report to the Executive Board at the July Validation Conference or January Winter Meeting for acceptance or rejection. A copy of the validation report along with Executive Board action shall be presented to the IFSTA Recording Secretary for inclusion in the next Annual Validation Conference Proceedings.

Chapter 6 - General Assembly of Delegates Voting

All delegates shall have an equal voice and vote in the General Assembly of Delegate sessions.

Chapter 7 - Amendments to the Bylaws

Section 1. Amendments

The chapters of the Bylaws may be amended by vote of % (two-thirds) of the Board members present at any Executive Board meeting. Any proposed amendment shall be sent or given to the Executive Board Chair at least sixty (60) days prior to the meeting and then distributed to all Executive Board members at least thirty (30) days in advance for their review and consideration.

(January 2020)

Appendix I

Early IFSTA Leaders

Many people have built IFSTA into the organization it is today, but few have had the lasting impact of Ray Pence, Fred Heisler, Raymond J. Douglas, Emmett Cox, Everett Hudiburg, and Harold Mace.



Figure 32

Ray Pence

John Raymond Pence was a self-sufficient, unsmiling man, appearing to some to be brash, arrogant and addicted to the limelight (Figure 32). Others, however, remember his dedication to fire fighting and his act of undemonstrative kindness. Above all, they remember that he was a mover and a pusher — a man that got things started and a man of vision.

Born in Globe, Arizona, on December 2, 1893, John Raymond Pence lived a colorful and adventurous life. At the age of 12, he traveled to Alaska and supported himself for several months doing odd jobs. Four (4) years later he became a cross-country automobile racer, as Glenn Boughton recalled, anyone who ever rode with Pence would realize. Though he had little formal education, he was a skilled mechanic, which earned him a job with a gold-mining firm in Chile.

By 1919, he was a mechanic for the Sinclair Oil Co. and followed the oil boom to Healdton, Oklahoma, where he married Margaret Forte in 1925. In Healdton, he operated a machine shop, but circumstances soon led him to his final career as a firefighter.

After watching a newly opened hotel burn to the ground for lack of firefighters or equipment, Pence persuaded the oil companies operating in Healdton to buy a fire truck and house it in his machine shop. In return, he promised to train volunteer firefighters to operate it. He also got the oil companies to send him to firefighter training in Los Angeles, California. As the oil companies have suffered enough losses to appreciate the idea, they fell in love with his plans. Pence remained in Healdton as fire chief until 1931, when he moved to Stillwater to replace their retiring chief. During all this time, Pence was active in state, regional and national firefighters' organizations and held offices in several. He also participated in firefighter education programs as a trainee and an instructor, and he was a member of the board of supervisors of the Oklahoma Fire School for nearly 20 years.

As chief of the Stillwater Fire Department, Pence emphasized discipline and training for volunteers, paid firefighters, and the "sleepers." The "sleepers" were Oklahoma A&M College students (like Glenn Boughton, Ray Davidson, and Everett Hudiburg among them) who helped finance their educations by taking night duty at the fire station. In those hard times of the Great Depression, Pence urged the city to acquire modern fire fighting equipment, sometimes building it himself. A fire truck salesman reportedly once told Pence, "Bring your own refreshments to the convention. You build your own fire trucks." But equipment manufacturers, recognizing Pence's skills as a mechanic and an inventor (he developed an improved fog nozzle in the early 1940s), often sent new equipment to Stillwater for testing. Pence's efforts improved the city's insurance ratings, and the grateful City Commission backed his recommendation to build a second fire station on the Oklahoma A&M campus, a unique joint city/college project. Pence and his firefighters helped build the building, and when it became the home of the first academic firemanship program in the nation, Pence supervised the practical training of the student firefighters.

Pence loved public attention. He worked to make Stillwater's fire department one of the best in the nation and made sure everyone knew it. His activities and articles regularly found their way into the NFPA's

Volunteer Fireman magazine (four times in 1943) through his friendship with the organization's chief engineer, Horatio Bond. To help alleviate the personnel shortage during World War II, Pence trained co-ed firefighters and startled the FDIC by taking their "chief" to the 1944 meeting as a delegate. Even so, Pence's love of publicity helped more than it harmed. He focused attention on the need for and benefits fof better firefighter training. He used his ties with firefighters in other cities and states to promote training, especially the Oklahoma A&M academic program in its early, struggling years. Above all, he added the force of his dynamic personality to the movement for better firefighter training.

Pence died in his sleep while on-duty at the Campus Fire Station in January 1945.



Figure 33

W. Fred Heisler

Fred Heisler was a special person (**Figure 33**). A skilled teacher and speaker with an innate gift for working with groups, he came to the fire service at just the right moment to use his special talents for the benefit of firefighters. Like Ray Pence and R. J. Douglas, Heisler came into the fire service from another area entirely; he was a teacher, not a firefighter. What's more, he was well past the age when most people decide what they are going to do with their lives.

William Fredrick Heisler was born July 1, 1887, the son of Phillip Heisler of Etna Green, Indiana. He grew up in Indiana and attended Valparaiso University for two years. Then he moved to Howard, Kansas, and married his wife, Florence. Heisler taught school there six years before moving his family to Ponca City, Oklahoma. He taught in the city school system there for the next 16 years. During

that time, Heisler finished his Bachelor's degree at Oklahoma A&M College and developed and interest in industrial education.

Heisler firmly believed that workers would do their jobs better if they understood the basic process behind their work. As many unskilled workers had little education, Heisler began to develop elementary science and mathematics courses, first as the supervisor of industrial education at Ponca City High School and later as an itinerant teacher/trainer for trade and industrial education at Oklahoma A&M. His work with oil field workers was incorporated into his Master's thesis in 1935, but he applied his philosophy of education to janitors, mechanists, welders, electricians, mechanics, morticians and finally to firefighters.

Heisler became actively involved with fire service training when he took part in a 1932 meeting to train fire department instructors. Though he attended as an observer, his superiors, L. Keith Covell and Professor Charles Briles, called on him to fill in after the invited speaker from the U. S. Department of Vocational Education was called home. Heisler was 45 and had had little experience with firefighters, but this was the beginning of a new career for him.

By the next year, 1933, Heisler had designed a course called "Elementary Science as Applied to Fire Fighting," which he taught at the July meeting of fire department instructors. At the same meeting, participants were invited to help lay the foundation for a book of the same title, which Pence proudly reported was in publication by the end of the year.

From then on, Heisler worked for and with firefighters, first in the fire service training and later as editor of the "Red Books." When Oklahoma A&M agreed to help Stillwater build a campus fire station that would also house the nation's first academic program for firefighters, Heisler gave the project his support. When the first classes began in September 1937, Heisler designed the curriculum and administered it as head of the new School of Technical Training. In the years that followed, Heisler continued to use his skills as a group leader and writer to compile the manuals until his retirement in 1955. At the same time, he learned the business of fire fighting and became a popular speaker at fire schools all over the nation and at FDIC and NFPA meetings. Three (3) of his speeches, "Forever Amber," "Ana Lyza" and "Tappin' Wheels," inspired many in

the service. In the last, Heisler stressed his philosophy of technical training: the need for workers to know how to do their jobs and why.

Delegates to the annual validation conference got to know Heisler as a friend and host as well as a teacher. Some were especially stuck by Heislers' kindness and understanding toward their children. Though husband and wife were intelligent, several of their children were mentally handicapped. In a day in which most people kept such children out of sight, the Heisler presented them openly as family members and encouraged all of their children to go as far with their education as possible.

Most of Heisler's acquaintances knew him for his kindness and easygoing nature. A hard-working man, he rarely lost his temper and was a natural peacemaker, a characteristic that came in handy at validation conferences. Heisler was an active member of the Baptist Church. He was also a temperance man, a fact that did not sit well with all firefighters. But those who knew him in his earlier years remembered Heisler as someone special, "the Will Rogers of the fire service" as Charles S. Morgan of Volunteer Fireman called him.

Heisler died in 1962 at the age of 74.



Figure 34

Professor Raymond J. Douglas

Professor Raymond J. (R. J.) Douglas, head of the firefighter training program at Oklahoma A&M College, was a researcher as well as a teacher (**Figure 34**). He channeled his efforts into the growing body of technical information on fire prevention and control. He was also chairman of IFSTA's executive board and oversaw the publication of the manuals.

Like Fred Heisler and Ray Pence, Douglas came to the fire service from another sphere. Like Heisler, he was a teacher first. He was born in 1902 in Grafton, West Virginia, and attended Davis and Elkins College, a small Presbyterian school. Later, he earned a Master's degree in chemistry at the University of West Virginia. For 10 years, until 1937, he taught science and mathematics and coached football at the high school in Morefield, West Virginia. One day he watched a home burn

down for lack of organized fire protection, and shortly thereafter, he was made chief of the new volunteer fire department.

As Douglas knew nothing about fire fighting, he began reading what he could on the subject and attending training schools. His interest in fire fighting soon became a hobby and then a new career. He became an instructor in the West Virginia fire schools, thus combining the two things he loved most: teaching and fire fighting.

By 1937, Douglas's reputation was such that Dean Philip Donnell of the College of Engineering at Oklahoma A&M offered him an instructor's job in the new department of firemanship training. After some thought, Douglas and his wife, Sallie, decided to accept.

They were not entirely sure they had made the right decision. Oklahoma in 1937 had the reputation of being one of the states most severely affected by the Great Depression. Everyone in the East had seen the pictures and tasted the grit blowing out of the Dust Bowl. As Douglas drove out from the green mountains of West Virginia, he expected to find a desert somewhere west of Arkansas. The fact that Stillwater was green and had trees made him secretly very thankful. In no time, it was home for the whole family.

The position in the new department also pleased Douglas, and except for the war years 1942 to 1946, when he was fire marshal for Beech Aircraft in Wichita, Kansas, he was its mainstay. As a teacher, Douglas was loved and respected by his students because he took a personal interest in each one. As a researcher into the chemistry of fire suppression, he was nationally recognized, and he was proud of his appointment to the National Academy of Sciences' Fire Research Conference. As an administrator, he was responsible for the

academic department, the state fire service training program, and the publication and distribution of IFSTA training manuals.

Douglas stayed busy with related matters. He traveled widely to promote fire service training. He and Heisler attended the FDIC regularly and spoke at fire schools, and Douglas lectured about fire protection on Oklahoma City's WKY (NBC affiliate) television station.

In his spare time, Douglas was active in community affairs. He was a Rotarian, a member of the Chamber of Commerce, a Boy Scout Leader, a long-time Sunday school teacher, an elder in the Presbyterian Church, and a volunteer firefighter.

Douglas's sudden death in January 1962 was a shock and great loss to his many friends and colleagues in the fire service, his family, and the many students he had taught, guided and inspired.



Figure 35

Emmett T. Cox

Few men have given more than their lives to the fire service then Emmett T. Cox (**Figure 35**). For almost 60 years, he was a firefighter, a fire marshal, and a fire instructor. He never missed an IFSTA meeting in 46 years.

Cox grew up near Marian Station on the eastern shore of Maryland. He loved railroading and left home to become a railroad telegrapher. By 1922, he was in Sullivan, Indiana where he served on the volunteer fire department. Five (5) years later his new avocation became a career when he switched to paid fire fighting. His interest led him to attend several of the training sessions at Oklahoma A&M College in the early 1930s and he met Fred Heisler and learned of the innovations being made in fire service training in Stillwater. Cox became the first out-ofstate firefighter to earn a certificate from Oklahoma's state fire service training

program. He also supported the new academic program begun in 1937. He donated a bed for the student firefighters living in the Campus Fire Station's second-floor dormitory.

Cox attended that first Kansas City meeting called by the Western Actuarial Bureau where IFSTA was born. At the time, he was a member of the Indiana fire marshal's department; he later became its director of education. He was also a fire department instructor for the Indiana Rating Bureau. In 1942, he became an engineer for the Western Actuarial Bureau and during World War II he was senior civilian protection officer for the U. S. Office of Civil Defense. But no matter what his official capacity, Cox never lost his interest in IFSTA. He chaired almost every editorial committee in the history of the organization and was chairman of the IFSTA Executive Board from 1961 to 1975.

A big man with a big smile, Cox was a popular delegate at the validation conferences. Elmo Anderson said he was a good "front man" in the best sense of the term. He had the ability to absorb the ideas of others and present them in acceptable form to the full group. He also knew how to expedite the proceedings. Opening the 1970 conference, Cox explained that "all motions must be given to the secretary in writing for two reasons: one, to keep the record straight and, second, to reduce the number of motions. For if I had to write one, I just wouldn't make it in the first place."

In 1970, IFSTA recognized Cox's 35 years of contributions to the organization by putting his picture on the front cover of the proceedings. At the same time, Oklahoma Governor Dewey Bartlett made him an honorary "Okie," and the College of Engineering at Oklahoma State University made him an honorary faculty member.

Cox didn't limit his fire service activities to IFSTA. After his retirement in 1969, he continued to work with the NFPA, the International Association of Fire Fighters (IAFF) and the Fire Department Instructor's Conference (FDIC), which he co-chaired with Richard Vernor and chaired alone from 1958 to about 1970. He

also chaired the IAFF's first Redmond Safety Conference, which continues today on a biannual basis. He also was active in the Masons and the Boy Scouts. His death in June 1981 was a loss to many especially to those in the fire service.



Figure 36

Everett E. Hudiburg

It would be hard to write a history of IFSTA without mentioning Everett Hudiburg. (Figure 36). Like Ray Pence and Fred Heisler, Hudiburg was there almost from the beginning. He was an integral part of the publications, and he continued his interest in the organization after his official retirement and until the time of his death on February 11, 1987. In return, IFSTA has honored him by naming its award for outstanding achievement in training for him.

Like many others, Hudiburg happened into the fire service while planning a career in another direction. In the spring of 1932, while attending college at Oklahoma A&M, Hudiburg met Pence. Since jobs were scarce during the Great Depression, Hudiburg accepted Pence's invitation to live in the fire station as a "sleeper" while continuing his education. Pence provided much of that education;

he trained Hudiburg and took him to conferences and training schools over the next several years. In 1933, Pence took Hudiburg and some others to Chicago to work a week with the Chicago Fire Insurance Patrol. By 1934, Hudiburg was qualified to accept a captain's appointment on the Stillwater Fire Department.

Hudiburg stayed with the department until his retirement in 1952, but he made a few detours along the way. In 1936, he left the department temporarily to become the state's first itinerant fire instructor. But he returned to the fire department later in 1942 and was promoted to assistant fire chief and drillmaster. He trained many young men as firefighters and sometimes he filled in as an instructor in Oklahoma A&M's academic fire degree program.

His close association with the students led him during World War II to begin a small newsletter called *The Booster Line*, through which he hoped to keep contact with student firefighters in military service. The first monthly edition, which went out in August 1942, consisted of two pages of news, addresses, and breezy gossip. Over the next three years, *The Booster Line* grew in size and content. It listed fire alarms answered, discussed national policy toward the fire service, printed technical items, passed on personal news, and gave out addresses (until the censors curtailed that practice). Some of the items found their way into the NFPA's *Volunteer Fireman* magazine. By the end of the war, the mailing list had grown to 150 and issues went wherever American forces were stationed.

One of the last issues recorded Pence's death and Hudiburg's promotion to replace him. While Hudiburg served as assistant chief and then chief, he continued an interest in IFSTA and its work in publishing fire service training materials. Though Hudiburg had not attended that Kansas City meeting where the organization was born, he had attended every validation conference since, and had worked closely with Heisler, even writing parts of some of the manuals. So, it was natural when Hudiburg retired as fire chief in 1952 that he began working as an associate editor for the "Red Books." He held that position for three (3) years, learning from Heisler and Douglas, until Heisler's retirement in 1955, when Hudiburg was named editor of the manuals.

As editor, Hudiburg provided continuity. He continued using the Heisler format and the time-tested Heisler method of compiling and checking materials at the validation conferences. Hudiburg, who remembered getting excited about distributing 1,000 manuals a month, saw distributions reach nearly 100,000 a year before his retirement in 1975. Hudiburg passed away on February 11, 1987.



Figure 37

Harold R. Mace

No one has had more of an impact on the modern era of IFSTA and FPP than Harold Mace (**Figure 37**). His influence could also be felt in the modernization of Oklahoma Fire Service Training, the renaissance of the School of Fire Protection and Safety, and the creation of the International Fire Service Accreditation Congress. On the national level, he was a pioneer in the development of the NFPA professional qualifications standards and a major figure in national fire service politics.

Harold Raymond Mace, an Oklahoma City native, was born on May 23, 1939. He was raised on a farm in what is now the general area of the I-35/I-44 interchange in north Oklahoma City. He earned undergraduate and graduate degrees from Central State University (now the University of Central Oklahoma

[UCO]) in Edmond. After college, he worked in the insurance industry for a short time before becoming an elementary school teacher and later becoming an elementary school principal, in Oklahoma City. In 1969, he was hired as the Director of Fire Service Training at Oklahoma State University. Shortly thereafter, he also was named Director of OSU Fire Protection Publications/IFSTA.

Harold's impacts on the fire programs at OSU and the fire service on the national level were immediate and unprecedented. He was instrumental in the formation and operation of the Joint Council of National Fire Service Organizations and the National Professional Qualifications Board. He was actively involved in the Joint Council's development of a national professional qualifications standards and certification system. In 1972, he was named Chair of the first Fire Fighter Professional Qualifications committee and this committee developed the first edition of what is now known as NFPA 1001, *Standard on Fire Fighter Professional Qualifications*, upon which the IFSTA *Essentials of Fire Fighting* manual would later be based on.

IFSTA and Fire Protection Publications experienced enormous growth under Mace's leadership. During his tenure, IFSTA formalized its organizational status with a Constitution and By-laws and initiated an Executive Board to oversee its operations. The IFSTA validation conference grew to the point that it had to be made an "invitation-only" function to maintain its manageability. Fire Protection Publications grew from a handful of employees with \$100,000 year in sales to more than 40 employees and \$5 million dollars in sales at the time of his retirement. In his last years, Mace set into motion actions that would result in FPP continuing to nearly double its staff and sales in the years following his retirement. Because of Mace's leadership IFSTA/FPP grew to and remains the world's largest publisher of fire service training materials.

Mace was also instrumental in the growth and improvement of Oklahoma Fire Service Training. Under his leadership FST's staff and budget expanded considerably. He was responsible for the initial construction of FST's first full-scale practical training facility west of Stillwater. FST also became an accredited training organization during Mace's tenure.

In January 1986, in addition to his duties as Director of FPP and FST, Mace was named Department Head of the School of Fire Protection and Safety Engineering Technology. Under his leadership, the school increased its enrollment from 60 to nearly 200 students, added faculty members, instituted an Advisory Board, and enjoyed a large growth in alumni support and donations.

Just prior to his retirement in January 1992, Mace initiated the formation of the International Fire Service Accreditation Congress (IFSAC). Building on the framework he developed, IFSAC would become the largest fire service accreditation program in the world, accrediting both training certificate and college fire degree programs.

In addition to the professional accomplishments listed above, perhaps Harold's greatest achievement is as a mentor to several generations of fire service leaders. His influence on the many students and employees who passed through the OSU system during his tenure, as well as the many IFSTA participants and other At the time of this publication, Harold was enjoying his retirement with his wife, Saundra, children, and grandchildren. He resides in Stillwater and is a regular visitor to the FPP office.

Appendix J

References

Several different sources of information were used to produce this document. Much of the early historical information contained in this document was reproduced from a publication called *IFSTA/FPP* — *The First 50 Years* in 1983. That publication was written by former FPP Editor Bill Vandevort. It was based on a number of sources, including personal interviews with people who were involved with IFSTA from its first days. They included Everett Hudiburg, Doris Walton, Mrs. R.J. Douglas, Glenn Boughton, and Elmo Anderson. Others who provided information were Larry Borgelt, Gene Carlson, Harold Mace, and Lothar Smith.

FPP Associate Director Mike Wieder updated Vandevort's work by writing *IFSTA/FPP* — *The First 75 Years* in 2008. Later information in this document came from Wieder's work. Special thanks are given to Harold Mace, Chris Neal, Bill Vandevort, Ann Moffat, and Richard Giles for reviewing that document.

Much of the basic research was done during 1981 as part of a Master's thesis, "Fifty Years of Fire Protection Training at Oklahoma State University" by Mary Jane Warde (Oklahoma State University, 1981). Especially valuable were Everett Hudiburg's *Beside the Still-Water: A Fire Protection Chronicle, 1885-1977* (Oklahoma City Metro Press, Inc., 1977) and *The First Forty Years: A History of Early Day Fire Service in Oklahoma*, published in Oklahoma City by the Oklahoma State Firefighters Association. Files in Special Collections at OSU's Edmond Low Library, the Stillwater Municipal Library, and the FPP archives hold numerous clippings and other items that provide information on IFSTA history. Appreciation also goes out to Bob Noll at Oklahoma State Fire Museum for his help in finding information needed for this report. Retired FPP IT Specialist Rita (Harrison) Gleason provided information on the history of computer operations at FPP.

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