

## IFSTA Update

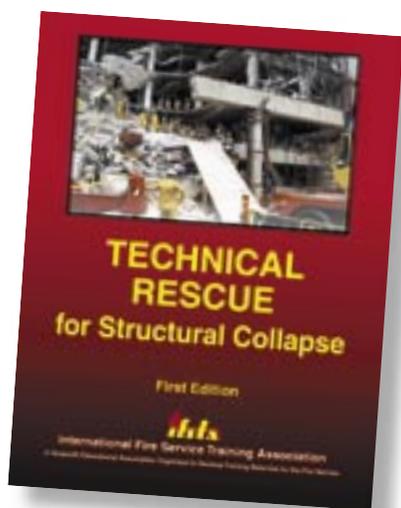
### Technical Rescue for Structural Collapse

By Lynne Murnane

Any kind of emergency — whether it is a fire, hazardous materials spill, or rescue situation — is likely to generate a call for the assistance and skills of fire department personnel. Structural collapses are no different, and they are among the most dangerous and challenging situations rescue teams must face. The emergency scene may be literally unstable, on fire, leaking hazardous materials, and contain any number of unseen victims. Nonetheless, firefighters must still conduct size-up, set up an incident management system, control crowds, preserve evidence of a crime, put out fires, stabilize damaged structures, search for victims, coordinate with heavy equipment operators and other specially skilled workers — all the while guarding against injuries to bystanders or to rescuers.

Because the causes of structural collapse are so varied — earthquake, wind, floods, snow, heavy rain, construction problems, natural gas explosions, structural decay, fire, transportation accidents, and terrorism — firefighters may have to mitigate a structural collapse situation in nearly any location. Doing so

*continued on page 3*



*The noise at an emergency scene can make it nearly impossible for rescuers to communicate important information.*

*Courtesy of Massachusetts Urban Search and Rescue Task Force.*

## From the Director

### How Are You Doing?

One of the good things about living in a small town in this part of the country is that everyone knows just about everyone else. Interestingly, the *bad* thing about living in a small town in this part of the country is that everyone knows just about everyone else. To complicate matters, this is a small town in Oklahoma. It's a place that a good friend of mine says he likes because our idea of being in a hurry is a lot different than everyone else's. It's true; you find that you can't run a short errand because there isn't such a thing. Face it, "chat rooms" aren't new; they've been in existence in every store on Main Street in my hometown for years. Inevitably, when you come across someone downtown or at the store, the kickoff question in the discussion is "How are you doing?" and the conversation just grows from there. What really got me thinking about this in detail was my son, a student here at OSU, who called this morning. The first thing out of his mouth was "How ya doin', Daddy-O?!" The fact that the second thing that he asked for was money only underscores that he really wasn't interested in my well-being at all, beyond perhaps my continued ability to provide a steady source of income (higher education is indeed a wonderful thing!). Instead, he, like so many of us, has let a genuine concern and appreciation of someone's well-being be transformed into an informal way of breaking the ice. Not bad, really, in my son's case, at least he's still talking to me.

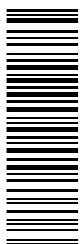
So, how are you doing? Although I am making a light-hearted attempt to make a point, I know that for most of you there's not much "light-hearted" about what you face today. In many ways, these are good times for the fire service. And yet, they are also difficult times. If I were to guess, I would bet that you are trying to find time to read this issue of *Speaking of Fire* by forcing a few minutes into an already crammed schedule of meetings, appointments, jobs, calls, e-mails, training, etc. And since it's spring, many of you undoubtedly are deep into a budget process that further draws on your already limited time. Whether you are the chief, on the line, training officer, fire marshal, or volunteer or full-time, you have much in common:

- More threats than ever to those you serve and indeed, to *you*,
- More responsibilities than ever and still more on the horizon,
- More scrutiny by the public, the press, other agencies, and city hall all with
- Fewer resources, including the most critical of all — financial,
- Smaller staff, and as we have noted,
- More demands on your time.

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**SPEAKING OF FIRE**  
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## FPP Profile: Glenda Bentley

Glenda Bentley has only been with FPP for a little more than a year – but it’s been enough time to realize how valuable her skills are to the organization. Glenda actually started out as a receptionist and moved on to her current position as travel and meeting coordinator. Whenever staff members need to attend out-of-town meetings, conferences, or trade shows, they go to Glenda. She also assists visitors coming to Stillwater by organizing their travel itineraries so everything runs smoothly for the traveler.



Glenda Bentley : Travel & Meeting Corrdinator

“This is job heaven for me. I really like it,” she says of her many responsibilities. “I love dealing with people – I always like to know where they come from and the places I send them to. I’m in awe of the people that I come into contact with and what they’ve accomplished.”

One of her responsibilities is coordinating the logistics of the meeting site for the upcoming International All-Risk Symposium, which will be held October 26-28, 2004, in Baltimore, MD. The Symposium will draw upon the resources of agencies involved in large-scale disaster planning and management and will be a tool for improved cooperation and performance. Glenda’s responsibilities, among other things, are to organize lodging to accommodate the participants. She will also be working with sales and catering representatives, the convention and visitor’s bureau, hotel reservationists, and travel coordinators.

Glenda is extremely excited about the Symposium because of the opportunities that come with planning such a large international event. This is the first time she’s dealt with something on this scale and she’s up to the challenge.

“I know it sounds cliché to say I’m a people person, but it’s true,” she says. “You can always find out something interesting in a person.”

As for working with others, she says her coworkers are the best. She knows she can approach anyone at FPP and get answers. “The people here will go out of their way to help and if they can’t, they will find out who can,” she says. Glenda adds that the low turnover within the organization speaks volumes.

“No one wants to leave,” she says, laughing.

Glenda has many interests outside of work. She says that family, faith, and friends are her priority. “That really keeps me going – especially those grandkids.” Her passions are dancing – any kind of dancing (“If there’s music, I’m dancing”), gardening, and anything that keeps her smiling.

If Glenda has learned anything from her time at FPP, it is the importance of making a good impression. “I represent FPP when I make those calls, so I need to present a positive attitude; people may not remember my name but they’ll remember who I work for.”

continued from page 1  
From the Director

We are also faced with similar challenges in our efforts to meet your, our customer’s, needs. Quite simply, we have reached a breaking point in many areas as we are finding out the hard way that we can’t be everything to everyone. So like you, we are faced with refocusing on our mission and investing our resources in an effort to get the greatest impact for our efforts. In our case, we measure our return by your proficiency and safety. And, we’re doing fine; thanks for asking.

So, how are YOU doing? How will you determine where you will invest your resources in order to best provide for those you serve? How do you measure the return on your investment? In lives saved? In healthy and safe firefighters? In a department and community prepared to handle your unique risks? How are you going to address these challenges in an environment of ever shrinking resources and increasing demands? These are your concerns you struggle with every day, and you can be assured that since they are your challenges, they are ours as well.

*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.*

We are keenly aware of our obligations to you based on this mission and that you have choices in where you turn for your training materials. As you consider your options, know that while some other products may have a red cover or use “Essentials” somewhere in its title, it isn’t IFSTA. And make no mistake, if it isn’t IFSTA, it isn’t THE “Red Book” and everything that it represents, including a product that is:

- written by firefighters for firefighters
- backed by the experience gained from a history spanning more than 70 years
- validated by firefighters from across North America
- supported by the commitment and strength of Oklahoma State University
- based on a mission, not a profit margin, and
- first and foremost - focused **entirely** on your safety and effectiveness.

So, when you consider the best investment for your resources, we hope you will remember IFSTA and FPP because we are in it together and for the same reasons. Let us know what you need. Be safe!

Chris Neal, Director  
*Chris Neal*

# SPEAKING OF FIRE

FIRE PROTECTION PUBLICATIONS • OKLAHOMA STATE UNIVERSITY

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successfully requires thorough pre-incident planning and knowledge of such resources as utilities, heavy equipment operators, lumber suppliers, and special equipment and tools. It is also crucial that rescuers work closely with law enforcement officials, emergency medical personnel, and any other emergency responders who are trained to deal with emergencies of this type.

**Technical Rescue for Structural Collapse** addresses the structural collapse portion of the 2000 edition of NFPA 1006, *Standard for Rescue Technician Professional Qualifications*, and the 1999 edition of NFPA 1670, *Standard on Operations and Training for Technical Rescue Incidents*, as published by the National Fire Protection Association. For additional general information, the reader is directed to the IFSTA **Fire Service Rescue** manual and the FPP **Structural Collapse and US&R Operations** manual, prepared by the National Fire Service Incident Management System Consortium Model Procedures Committee.

**Technical Rescue for Structural Collapse** covers pre-incident planning, scene size-up and hazard control, search techniques, shoring, lifting operations, anchoring and rope rescue, breaching and cutting, heavy equipment operations, medical concerns for rescuers and victims, and incident termination. Although Skill Sheets are included at the end of most chapters to emphasize certain skills and techniques needed during a structural collapse response, they are not intended to substitute for a thorough training program and the practice needed to retain these and other skills. Rescuers must have a solid foundation of training that is periodically reinforced by realistic and challenging training exercises. This manual does not address incident management except in the first chapter because it is assumed that the reader is already familiar with the principles of incident management. It also addresses medical and victim considerations chiefly from a support standpoint because the rescuers are not likely to be the



*Rescuers must not ignore relatively minor injuries if they are to remain effective at the collapse site. Prompt treatment is a must. Courtesy of Massachusetts Urban Search and Rescue Task Force*

emergency responders who provide actual medical care to victims. The manual does address basic care in the field, critical incident stress, coordinating with medical personnel, and patient stabilization and extrication. Hazard awareness and safety precautions for rescuers and victims are addressed. Advanced lift support techniques and skills are the subject of another manual – or another course entirely. Basic lifting techniques and safety precautions are addressed. It is not the job of rescuers to operate heavy equipment, so the chapter on heavy equipment discusses basic safety and communication skills – including hand-signals needed to operate safely at scenes where heavy equipment is in use.

The topics that are covered extensively are as follows:

- **Scene size-up and hazard mitigation:** basic pre-incident planning, tools and equipment, personnel, developing the Incident Action Plan, setting up staging areas, identifying and mitigating hazards
- **Search and rescue:** search safety, area mapping and building marking systems, types of search, void search, hazard reduction and access by structure type, victim concerns
- **Shoring and stabilization:** shoring size-up, shoring for specific building types, shoring personnel and equipment, and shoring techniques
- **Breaching and cutting:** safety, tools and equipment, general techniques

A conscious attempt has been made to describe and illustrate skills and procedures as simply as possible, using equipment that the average fire department is likely to have. For example, the raising and lowering systems discussed in the Rope Rescue chapter focus on the R-P-M (Rack-Pulley-Mariner's) system because it is strong and easy to set up. The 3,4,5 Rule of Shoring is illustrated to help rescuers quickly calculate heights and lengths of shoring members. Simple angles of attachment are illustrated so that rescuers can rig loads for lifting that are stable.

*Lynne Murnane is a Senior Editor with Fire Protection Publications.*

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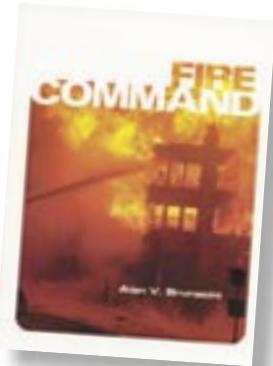
# Fire Command

By Alan Brunacini

The first edition of **Fire Command** was released in 1985. We updated the original text and released the second edition in 2002. The new edition of **Fire Command** reflects seventeen years of refining and tinkering with the system in my own department (Phoenix, AZ). Another piece of the new book was hanging out with firefighters throughout America and listening to their experiences using an incident management system.

The contents of the first edition included:

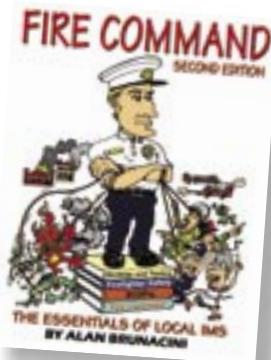
1. The Fireground Commander
2. Standard Operating Procedures
3. Functions of Command (1-7, Functions cover 99 pages)
4. Rescue
5. Fire Control
6. Property Conservation
7. Fire Stream Management
8. Support Activities
9. Apparatus Placement
10. Safety
11. Timeless Tactical/Safety



The second edition of **Fire Command** was published in 2002.

The contents of the second edition include:

1. Introduction
2. Up Front Stuff
3. Functions of Command (1-8, Functions cover 330 pages)
4. Each Function of Command includes a Command Safety overview. This overview gives a brief explanation of how that particular function affects firefighter safety.
5. Appendix – The only Incident Management text that is directly referenced back to NFPA standard 1561.



There is a lot more material in the second edition pertaining to the functions of command. When we developed the original **Fire Command** system, the challenge was to come up with a job description for the Incident Commander. The functions of command provide the template for what it means to actually be in command. Identifying and developing the functions were equal parts management class (where I spent a lot of my wasted youth) and watching the effective ICs operate in my own department.

About half of the original **Fire Command** text addressed strategy and tactics. This material did not make it into the second edition because there wasn't enough room (combining strategy and tactics with **Fire Command** would have put the page count above 800 – not pretty). It made more sense to produce a book devoted to strategy and tactics, and it should be available in the first part of 2005.

Lots of things have changed in the seventeen years that separates the first and second editions of **Fire Command**. I will list the differences between the two editions later on in this article. Right now it probably makes sense to spend a minute on the stuff that hasn't changed:

- Fire / gravity / water
- Anatomy and physiology
- Firefighters
- Big red trucks
- Operational experience

We face the same incident hazards that we did 300 years ago. Firefighters, as remarkable as they are, have not had any significant changes to their biological makeup over the past several millennia. We have not built up an immunity to the products of combustion. The extinguishment method of choice is to use inherently beautiful, red fire apparatus to deliver firefighter directed water onto the fire. Some stuff doesn't change much. Here's the stuff that has:

- We Develop an "Ahead of Time" Plan
- IC Shows Up and Acts Like an IC
- We Have an Incident Action Plan to Follow
- Increased Emphasis on Worker Safety
- Created a Strategic Level of Command
- We Declared War on Freelancing



The key to any incident management system is that it must be local. One of the advantages of the **Fire Command** package is that it is highly adjustable to meet the needs of the wide range of fire departments. Safe and effective operations are the result of using a standard incident management system to manage all of *your* local responders. **Fire Command** describes both the organizational and personal elements that make up a safe and effective incident management system. These system elements are pretty timeless and universal. Much of the content of the first edition remains in the second edition. Most of the new and expanded material in the second edition of **Fire Command** is a result of the evolution that took place over the seventeen-year period that separates the first and second editions. During this time, the Phoenix Fire Department and our neighbors used the system a lot (around 2 million times) and refined it through the application of the action-management model:

- **The Action-Management Model:**
  - SOPs
  - Training
  - Application
  - Review and Critique
  - Revision



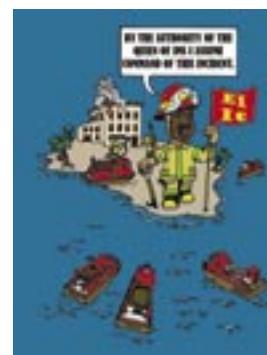
The second edition of **Fire Command** begins with Up Front Stuff. This section of the new book describes how incident management began in the American Fire Service; how it got to where it is today; what it does for us as a group of local, home-town responders; the impact of developing ahead of the event; plans, procedures, and systems that we use to work together and manage incidents with neighboring fire departments and other incident scene responders. The Up Front Section of the book also describes the personal characteristics required

to be an effective IC. Simply stated, safe and effective incident operations, on a day-to-day, every incident basis, are only possible through the application of a locally developed and managed incident management system. We truly are the masters of our own (local) universe.

The main focus of the second edition is the functions of command. What follows is a brief outline of the new material that has been included in these chapters. The first edition had seven functions. The new book has been expanded to eight functions.

Function #4, deployment, is new.

## Function #1: Assumption, Confirmation, and Positioning

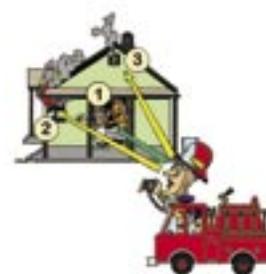


- First IC responsible for all Command Functions – you own it until you delegate it.
- Rank to Role (Focus from who to how.) – more emphasis on the system.
- Command Post Advantages Increased – no strategic level of command until the IC operates out of a command post.

- More detail about the "Command Capabilities" of ICs operating in different command modes.
- Company Officer IC and the fast attack mode.
- Chief Officers setting up a command post and operating in the command mode as quickly as possible.
- Ongoing/escalating events require more command support (CP space & people).

## Function #2: The Situation Evaluation

- New Types of Risks – EMS, HZ, TRT, Law
- Increased Information Gathering Capability
- Improved Data for Worksheet
- Expanded Information in our Evaluation System
- Expanding the Incident Factors



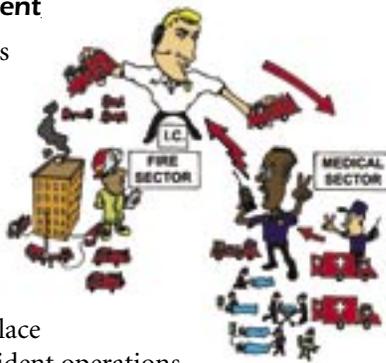
## Function #3: Communications

- Increase in Communication Channels and mediums
- MCT
- FAX Machines
- Microfiche
- Imaging Systems
- Portable Phones
- Real-Time Video
- Greater Expectations on Initial Report
- Greater Expectations on Progress Reports
- Use of Emergency Traffic and May Day



#### Function #4: Deployment

Deployment is the process and systems that the IC uses to apply actions (assign units) to conditions (critical incident factors). The Deployment chapter also describes the systems that must be in place so the IC can manage incident operations (ahead of the event SOPs and "agreements").



- Staging
- Accountability
- RIC Procedures

#### Function #5: Strategy and Incident Action Planning

- Strategy
- Expanded Safety SOPs
- IAP must be focused on Tactical Priorities



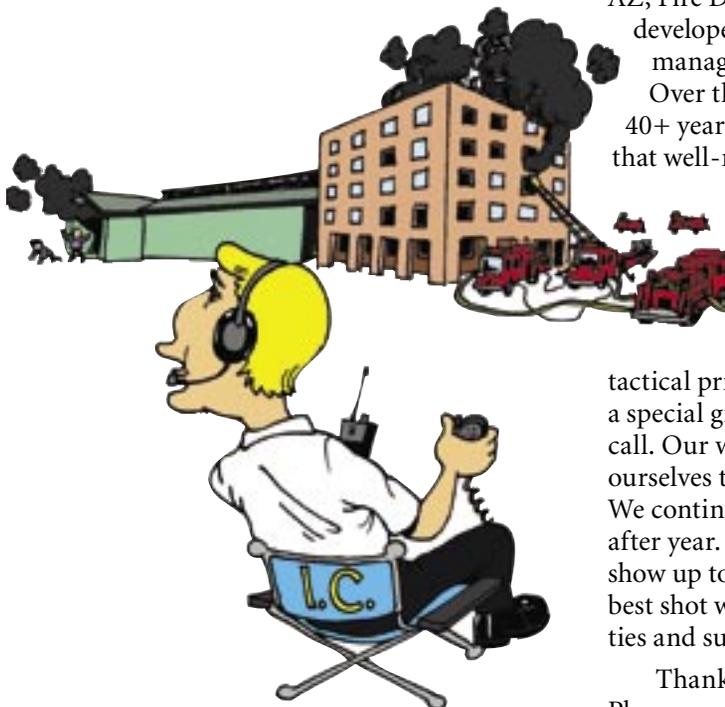
#### Function #6: Organization

- Increased Functional Sectors  
Detailed description of over 21 of the most frequently used sectors:
  - 2 In 2 Out- IRIC Responsibilities
  - Command Team Roles
  - IC
  - Support Officer
  - Senior Advisor
  - Sections - Safety, Ops, Logistics, Planning, Admin.
  - Unified Command Teams



#### Function #7: Review, Evaluation and Revision

- Salvaging Command when Necessary



#### Function #8: Continue, Transfer and Terminate Command

- Factors on HOW to provide Continued Command
- 5 Escalations of Command
- Passing vs. Transferring Command
- Rehabbing the Command Team
- IAP for De-Escalation of Incident

This second edition is also the result of a group of very talented people who taught fire department classes/community college using the first edition. The second edition has been expanded into a complete curriculum package: **Fire Command** textbook, workbook, instructor's guide with PowerPoint™ presentations, a 9-tape video series, and a study guide CD-ROM. This package has been designed to teach incident management in a college class or within your own department.



I wrote the original **Fire Command** text to describe how a local, hometown fire department (the Phoenix, AZ, Fire Department) developed its own incident management system. Over the course of my 40+ year career in the fire service, I have noticed that well-managed incidents always have better outcomes than their poorly managed cousins.

All of our organizations exist to provide emergency services to our customers. When Mrs. Smith's kitchen hosts a fire she calls us to come out and complete the tactical priorities for her event. For the past 300 years a special group of people have always answered her call. Our work force is unique because we will expose ourselves to great risk to protect the Smith family. We continue to injure and kill many of our own year after year. Both Mrs. Smith and the firefighters who show up to help her on kitchen fire day deserve the best shot we have at completing the incident priorities and surviving the event intact.

Thanks for taking the time to look in on us. Please email us with any questions or comments at [firecommand@cox.net](mailto:firecommand@cox.net). Take care.

*Phoenix Fire Chief Alan Brunacini has been a member of the Phoenix Fire Department since 1958. He heads a fire department with over 1,600 personnel that services over one million customers. He is a 1960 graduate of the Fire Protection Technology program at Oklahoma State University and earned a degree in political science at Arizona State University in 1970. He graduated from the Urban Executives Program at the Massachusetts Institute of Technology. He instructs and presents workshops, seminars, and conferences to many fire departments and training institutions throughout the country in various topics that include Fireground Operations, Health and Fitness, Incident Command, Labor/Management Relationships, Command Safety, and Customer Service.*

#### FPP On The Road\*

FDIC - Fire Department Instructor's Conference — Indianapolis, IN  
April 29 - May 1, 2004

Congressional Fire Service Institute  
Washington, D.C.  
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Pennsylvania Fire Expo  
Harrisburg, PA  
May 21-23, 2004

New York Fire Chiefs  
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June 9-12, 2004

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June 10-12, 2004

IFSTA Conference 2004  
Oklahoma City, OK  
July 10-14, 2004

Institution of Fire Engineers  
Annual General Meeting  
Dublin, Ireland  
July 14-16, 2004

Firehouse Expo  
Baltimore, MD  
July 15-17, 2004

\*Please note that show dates may be subject to change.

# Fire Department Media Relations Part II

## The Value of Having a Relationship With the Media

By Julie Watters, Glendale, Arizona, Fire Department

**This is second in a 2-part series on the media and the fire service.**

Getting to know the reporters and photographers in your city is just as important as knowing the lady who runs the bakery on the corner. The owner of the bakery is a potential customer. The members of the media who show up at a fire scene are also customers. The media needs information, and someone from the fire department has to assist them. Maybe they're not the typical customers you serve to protect day in and day out, but for the moments you're dealing with them, they are customers.

There is value in having a relationship with the media. In times of a crisis, you know whom to call at the newspaper or TV station to get your information distributed. When you want to pitch a safety story, you have a contact. When they show up at a scene, you know them by name. All of this leads to knowledge and potential power in getting out the right message for your agency.

Big city fire departments and smaller volunteer-based departments all have to work with the media at some point or another. For some folks, they'd rather have a root canal with no anesthesia. For others, it's a walk in the park. Either way, the strategic groundwork must be laid by creating the connection between your department and the local news.

### Be Accessible

The first step in building a relationship with the media is to make sure someone from your department is accessible at all times. If a fire breaks out at 3:00 in the morning, the media needs to know whom they can call to meet at the scene or get information from. Whether it's a public information officer or the highest-ranking person on duty, someone needs to be ready to handle the media in an instant.

The main reason you want to be accessible is because you want to control the information that is going to be made public. If no one from your department will speak to the local reporter, then you can pretty much bet that reporter will *still* do the story. The reporter will talk to neighbors, witnesses, the police department, and the delivery driver to find out what happened. Then the story will be broadcast or put in print and you know the rest... it is sometimes inaccurate because the reporter never talked to an official.

Reporters have two main characteristics to their job: get a story and make a deadline. Fire departments that have familiarity with the local TV stations and newspapers understand that concept. Those departments are the ones that have built the relationship. They are the ones who know that someone needs to be a spokesperson at 3:00 a.m.

What if your department can't afford a full-time PIO? You're not alone. Many fire departments don't have a full-time PIO, yet they still have a solid working relationship with the media.

Those departments that make it happen tend to think creatively and strategically. Some departments assign a person from every shift to be an on-call spokesperson. That way every shift is always covered. Other departments assign an administrative officer on a 40-hour workweek PIO duty in addition to his other duties. Some departments use civilians who specialize in community relations. In the end, it's just a matter of what works best for each department and to make sure members of the media have a contact person.

One key suggestion for accessibility is to have a specialized pager and/or cell phone that are used only by the media. When the media needs something they can send a page or make a call, and the designated spokesperson can respond.

### Always Give a Safety Message

Most of the time when fire departments deal with the media, it's for something typical like a fire or a car accident. This is when the spokesperson gives out basic information such as who, what, where, when, why, and how.

But what the spokesperson should also do is give a proactive safety message. In fact, every interview should end with a message from the fire department about how to keep citizens safe.



Glendale Fire Assistant Chief/PIO Tom Shannon doing a media interview after a mobile home fire.

For example, after giving out the facts of a house fire, make sure to include the importance of smoke detectors and checking batteries once a month. A car accident (even a fender bender) is another opportunity in which you can remind people to wear seat belts and use child safety seats.

One fire department PIO learned the value of giving out the safety message at a drowning scene. Seconds after ending an interview with five TV cameras surrounding him, he realized he forgot to give a safety message.

The cameras were literally being taken off their tripods when the PIO said, "I have one more thing to add." Click! Those cameras went back on their legs, and the reporters' ears perked up because they wanted to know what else the firefighter had to say. The PIO then gave the safety message. He talked about the importance of using supervision around water.

That night on the 10 p.m. news, all five TV stations aired the drowning story.

In typical fashion, it was the anchors sitting at the news desks who read the facts of the incident. There was only one sound bite from the firefighter, and it was the safety message. That's because the firefighter is the expert. He's the one who has the credibility to give the safety message.

All five TV stations ended up airing the same sound bite of the firefighter advising citizens to use supervision. The public was educated and reminded how to stay safe. The fire department's proactive marketing efforts not only worked; it may have saved a life.

*continued on page 8*

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# ENTRY FORM

## 2005 IFSTA/FPP Calendar Photo Contest



### CONTEST RULES

Entries must be either 35 mm color slides or 8- by 10-inch glossy color prints. Textured prints and/or odd-sized prints will be rejected as unusable. Each contestant may submit a maximum of 20 entries in any combination of slides and prints. However, each entry must be accompanied by a separate, completed entry form (photocopies are acceptable). **DIGITAL PHOTOS:** Digital photos will only be accepted if the following criteria are met. Digital prints must be accompanied by the image file on disc (CD-ROM preferred). Image file must be a minimum of 8" x 11" at 300 pixels per inch (or: 2400 pixels tall x 3300 pixels wide) and saved in either PhotoShop Tiff or JPEG format. Digital entries not accompanied by the image file, or those which are smaller than the size listed above will be disqualified from competition.

### NOTICE

Entries are nonreturnable. Please submit either duplicate slides or prints. Submission of photographs for this contest shall constitute an agreement on the part of the contestant to allow Fire Protection Publications (FPP) to make any reasonable and proper use of the photograph(s), so long as each use of the photograph is credited to the photographer. Photos submitted for this contest (including those selected for the 2005 calendar) may be retained for future use and may be used in IFSTA/FPP's annual calendar, IFSTA/FPP catalogs, IFSTA/FPP manuals, and/or FPP's quarterly newsletter. For each photo selected for future use by Fire Protection Publications, the photographer will be compensated by a one-time payment of no less than \$100.00 at the time of first use, with no further compensation for subsequent use of the same photograph. Unused photographs are not eligible for compensation of any kind.

### IDENTIFICATION OF ENTRIES

**PRINTS:** For each print, fill out an entry form including entry number and a brief description. Attach the form to the back of the print with transparent tape. Please do not write on the back of the photos for any reason. When submitting more than one print, place a sheet of typing paper between each photo to provide proper protection.

**SLIDES:** Put your name and an identifying number on the slide frame, and fill out an entry form for each slide including entry number and a brief description. Please use the same identifying number on the form that you put on the slide.

**DEADLINE — JUNE 28, 2004**

**GO TO [WWW.IFSTA.ORG](http://WWW.IFSTA.ORG) TO PRINT OUT ENTRY FORM**

**ENTRY FORM ON REVERSE SIDE**

# MARK YOUR CALENDAR!

OCTOBER 26-28, 2004 • BALTIMORE, MARYLAND

OKLAHOMA STATE UNIVERSITY (OSU) IS VERY PLEASED TO ANNOUNCE THE FIRST EVER  
**INTERNATIONAL ALL RISK SYMPOSIUM**  
**BRINGING IT ALL TOGETHER**

### Communication between all critical emergency response disciplines

If you are responsible for leading, training, managing, and delivering your community's fire or emergency services, it is inevitable that you will gain definite valuable experiences from attending. The **Symposium** is a concerted effort to communicate those experiences among all critical emergency-response disciplines.

### A unique opportunity

The **Symposium** presents a unique opportunity to learn more about and network with your emergency response partners from around the world. It will encourage interdisciplinary collaboration and enhance the understanding of and solutions to common problems as well as address the need to cooperate and work together for the overall good of the public.

### Who should attend?

Law Enforcement Personnel, Fire Services Personnel, Emergency Medical Services Personnel, Mayors, City Managers, Emergency Services Managers, Public Health Officials, State and Provincial Trainers, International Law Enforcement Organizations, State and Federal Homeland Security Directors, and Public Safety Educators are encouraged to participate.

### Registration Details

**[www.osu-iars.org](http://www.osu-iars.org)**  
Priority Code: 3720  
405.744.2919



BRINGING IT ALL TOGETHER

# ENTRY FORM

## 2005 IFSTA/FPP Calendar Photo Contest



**Fill out and mail with entries to:** IFSTA/FPP CALENDAR CONTEST • OKLAHOMA STATE UNIVERSITY  
FIRE PROTECTION PUBLICATIONS • 930 N. WILLIS • STILLWATER, OK 74078-8045

PLEASE TYPE OR PRINT CLEARLY:

Name \_\_\_\_\_  
 Soc. Security No. \_\_\_\_\_  
 Mailing Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 Home Phone (\_\_\_\_) \_\_\_\_\_ Office Phone (\_\_\_\_) \_\_\_\_\_

I understand that all entries are nonreturnable. By entering these photographs in the IFSTA/FPP Calendar Photo Contest, I am acknowledging that I understand and agree to the terms stated in the contest announcement: Fire Protection Publications has the right to make any reasonable and proper use of the photograph(s) as they deem fit, so long as each use of the photograph is credited to me. For each photograph selected for future use by FPP, I will be compensated by a one-time payment of no less than \$100 at the time of first use, with no further compensation for subsequent uses of the same photograph. Unused photographs are not eligible for compensation of any kind.

I affirm that I am the legal owner or representative of the legal owner of all photographs I have submitted for this contest and that I have the permission of the owner to enter this contest and to take credit for and receive any prizes or remuneration for any winning entry.

Signature \_\_\_\_\_ Date \_\_\_\_\_

**ENTRY INFORMATION** (Complete a separate form for each photo submitted. This form may be photocopied for use as many times as needed.)

Entry No.: \_\_\_\_\_ Description: \_\_\_\_\_

Camera Information (Please fill out as completely as possible.) Type of Camera (Brand, Model, etc.) \_\_\_\_\_

Lens Used \_\_\_\_\_ Film Brand \_\_\_\_\_ ASA/DIN \_\_\_\_\_ Aperture \_\_\_\_\_ Shutter Speed \_\_\_\_\_

Number of Prints Entered \_\_\_\_\_ Number of Slides Entered \_\_\_\_\_ Number of Digital Photos Entered \_\_\_\_\_

### ENTRY DEADLINE

**All ENTRIES must be postmarked no later than midnight, Monday, June 28, 2004**

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The bottom line is that the basic facts (who, what, where, when, why, and how) will almost always be included in the news story. However, the safety message is not part of the facts. That safety message is a chance for your fire department to raise the bar and give a nugget of information that's different than just the typical facts. A good reporter will recognize the nugget and use it.

## Publicity Value

There is an intangible monetary value to having a relationship with and understanding the media. Every time your department's name is in the news, in the good times and bad, that's worth money. And frankly, it's money no fire department could afford to pay for.

*For example, a car dealership that has a one-minute commercial during a 5:00 p.m. newscast may pay tens of thousands of dollars to have that commercial on the air. But during that same time period, one minute of your fire department giving a proactive safety message about "stop, drop and roll" is free. After one year, the publicity value for getting your image out there in the public's eye is worth hundreds of thousands of dollars, if not more.*

And don't forget who's watching the news and reading the newspaper: your customers, the taxpayers. The more your customers see your image, the more they'll know who you are and what you're doing. And when it comes time for a need from the fire department, the citizens will have a good understanding of just how hardworking the local firefighters are because they'll have seen them quite often in the news.

## Bug vs. Windshield

Unfortunately, no department is untouchable from negative publicity. Employees make bad choices, and the next thing you know it's a headline. Be it a personnel issue or a breakdown in the command structure while on a call, there are dozens of possible

scenarios of how your department could be seen in a bad light.

It's sort of the bug versus windshield theory. Some days you're the bug, and some days you're the windshield. No one should ever think that having a relationship with the media would protect them from going "splat" across the windshield for the whole world to see.

However, having an established connection with the media may soften the blow. The reason is because that even in your department's darkest hour, at least you'll know how the media works, what they're going to ask you, and how they might come after you for a response. If you've created a relationship with the media ahead of time, then you can use that as knowledge and strength to get through the tough times.

## Stay Tuned for More News

The news business is not going anywhere. Sure there are downsizing and doing more with less, but the day-to-day business of putting stories on the air, in print or on web pages is only going to grow and evolve.

Establishing a relationship with those entities is a must. But do it with knowledge of how the media works and how you can use the media as a tool for your department.

So when that seasoned journalist calls you and requests personnel records, don't panic. And the

*Glendale Fire Public Information Supervisor Julie Watters gives a watchful and supportive eye to Captain Gary Benson as he's interviewed about a Habitat for Humanity house built by Glendale firefighters.*



next time those TV vans show up at a fire scene don't run the other way. Welcome them in. Perhaps take a few minutes to teach the reporter about ventilation and what the different colored helmets mean. And don't forget to give the reporter your safety message. Build the relationship knowing it's worth it.

And don't forget, it takes two to have a relationship. The media needs the local fire department. Reporters and photographers will always use the fire service to fill empty spaces in their newspapers and black holes in their broadcast waves. It is up to smart leaders in the fire service to understand the dynamics of that relationship and make an investment.

*Julie Watters is an Emmy award-winning television news reporter and anchor who transitioned her skills into becoming the "Public Safety Information Supervisor" for the Glendale Fire and Police Departments. She worked for 14 years in broadcasting including 11½ years at the NBC station in Phoenix. She manages four PIOs in fire and police and all the public information that comes out of public safety. She also teaches fire departments how to work with and build relationships with the media.*