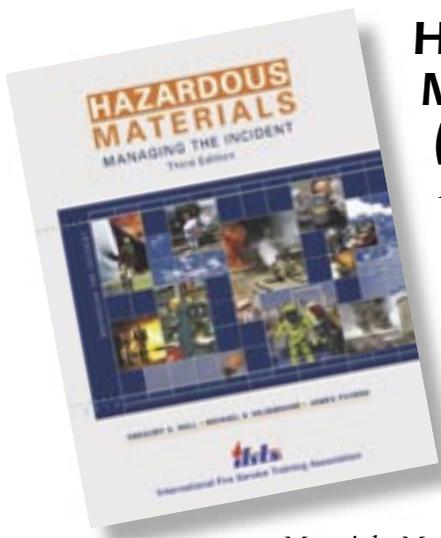


IFSTA Update



Hazardous Materials: Managing the Incident (3rd Edition)

By Leslie Miller

The first edition of *Hazardous Materials: Managing the Incident* by Hildebrand, Noll, and Yvorra was released in 1988, and in the 17 years since its initial release, the book has become an industry standard for training hazardous materials emergency responders to the levels of Technician and On-Scene Incident Commander. The newly revised third edition of *Hazardous*

Materials: Managing the Incident provides updated materials and additional benefits for both training officers and students. It has also been validated by IFSTA to ensure that it meets IFSTA technical standards and covers the requirements for certification to the Hazardous Materials Technician and Incident Commander levels as set forth in OSHA 1910.120, *Hazardous Waste Operations and Emergency Response* and NFPA 472, *Professional Competence of Responders to Hazardous Materials*.

Hazardous Materials: Managing the Incident has been expanded to include materials for an entire training and learning system. The Haz Mat Learning System is designed to provide support for self-guided study and promotion examinations as well as comprehensive materials for training academy programs and college level curriculums. The system is composed of several different, fully coordinated tools including:

- An instructor program developed by JoAnne Hildebrand and Mike Callan that includes learning objectives, an outline of each chapter, learning strategies, case studies, and scenarios. The Instructor's program is supported by a PowerPoint® presentation that includes key points and all art and photography in the textbook.
- A student workbook complete with several hundred multiple-choice questions and answer key as well as scenarios for use in promotion examination study groups.
- A new field operations guide (F.O.G.), developed by Toby Bevelacqua, designed to support on-the-scene tactical and strategic decision-making. The

continued on page 3

From the Director

Securing Our National Treasure

If, like me, you have kids who test the limits of your endurance with today's music (I *guess* that's what it's called), it's always fun to hear certain songs that they think are cool, only to recognize them as remakes of classics that we enjoyed when we were young. What is really eye opening though is to hear remakes of *remakes*! One of those songs that seems to never go away is "Big Yellow Taxi." You know the one with "They paved paradise and put up a parking lot..." Now while it's really not anywhere on my all-time favorites list, there is a line in the song that is worth taking to heart, "Don't it always seem to go, that you don't know what you've got till it's gone..." And in the case of one of our national treasures – the National Fire Academy – it is most appropriate.

Recently, there has been much discussion about budget issues surrounding the National Fire Academy (NFA) – with some suggesting funding levels that literally bring the viability of the institution to question. While U.S. Fire Administrator David Paulison indicated at the IAFC Leadership Summit in February that there is no crisis in funding and that the Academy is indeed *not* in jeopardy, funding of the Academy continues to be a recurring challenge over the years. I appreciate Chief Paulison's commitment and hard work and equally commend his staff at the NFA for its support of his efforts.

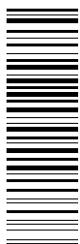
Over my career, I never have failed to be impressed with the leadership and staff at the NFA, its vision and dedication for doing it right and for the right reason and quite simply its plain hard work, all well beyond the call of duty and all in the spirit of serving us. As a student at the NFA, I personally count the knowledge and professional networking that I gained as one of the most influential experiences in my fire service career – even through to my position today. Quite simply, I owe Dr. Onieal, his predecessors, and so many more at the NFA – past and present – more than I can ever repay. And, many of you can say the same thing. Through on-campus and distance-delivery courses, the NFA has touched countless firefighters and departments and, in turn, millions of citizens in our country (and beyond!). It is not only a treasure for our fire service; it is a critical component for us to carry out our mission. Can you imagine if, as the song notes, we were to wake up some day and it was gone? Shame on us if that were to happen on our watch.

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SPEAKING OF FIRE
FIRE PROTECTION PUBLICATIONS • OKLAHOMA STATE UNIVERSITY
A quarterly newsletter of Fire Protection Publications (Headquarters for IFSTA)

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IFSTA/OSU Named 2005 Fire Service Organization of the Year

The International Fire Service Training Association (IFSTA) and its publishing partner Fire Protection Publications (FPP) at Oklahoma State University (OSU) were recently notified that the Congressional Fire Services Institute (CFSI) has selected them as the 2005 Fire Service Organization of the Year. The award will be formally presented at the Seventeenth Annual National Fire & Emergency Services Dinner on April 7, 2005, in Washington, D.C.



Established in 1989 as a nonprofit, nonpartisan policy institute, CFSI is designed to educate members of Congress about the needs and challenges of our nation's fire and emergency services so that the federal government provides the types of training and funding needed by our first responders. Each year as part of the National Fire & Emergency Services Dinner, CFSI presents awards to one fire service individual, one federal legislator, and one fire service organization for their outstanding contributions to improving the readiness of the fire service. In accepting the 2005 award, IFSTA and OSU-FPP join other notable fire service organizations such as the Fire Department of the City of New York (FDNY), International Association of Fire Fighters, University of Maryland Fire and Rescue Institute, and the National Fallen Firefighters Foundation as recipients of this prestigious honor.

Upon receiving the news, IFSTA Executive Director and FPP Director Chris Neal noted, "For fire service organizations, this is our 'Heisman.' What an honor for the thousands who have played such an active role in IFSTA over so many years, and equally a tribute to both the incredible staff at FPP and the unwavering support of OSU leadership. It is this relationship that both defines the success of IFSTA and similarly brings such honor to OSU. Together, we have served and continue to serve the fire service in a way that is unparalleled and in a way that individually could never be accomplished. I am so proud and honored that CFSI has formally recognized this unique strength in partnership with this award."

Formed by a group of state fire training directors in 1934, IFSTA's mission is to develop and validate high-quality training materials for the fire service. Since their inception, IFSTA has worked with Fire Protection Publications to produce and distribute these materials. FPP is an auxiliary enterprise of the College of Engineering, Architecture, and Technology at OSU and is the largest developer and provider of fire training materials in the world. Its operations are funded solely by the sales of the training materials they produce and distribute. Located on the OSU campus, FPP employs approximately 80 full- and part-time employees. IFSTA and FPP produce a full line of fire, emergency medical, and hazardous materials training manuals, study guides, curricula, video products, and associated training materials.

continued from page 1
From the Director

There are many organizations and associations that play an active, ongoing role in maintaining the viability of the NFA. While you should monitor their efforts closely, it is important that YOU play an active part as well. Take action that is consistent with your own professional association's recommendations, but at a minimum, it is critical that you contact your congressional representatives and senators and indicate your support for the Academy and reiterate what a vital NFA means to your local community. The importance of the NFA should be communicated to our elected officials periodically no matter what the budget status is at the time. Some of the keys issues to address include:

- Fully fund the NFA to an appropriate level that allows it to meet its mission.
- Support existing training delivery systems (such as state training agencies) that deliver training programs accredited by the International Fire Service Accreditation Congress (IFSAC) or the National Board on Fire Service Professional Qualifications.
- Encourage DHS Secretary Chertoff to appoint a fire service leader to a senior executive level position within the Department of Homeland Security.

A single communication to your elected officials should by no means be the end of your efforts. Stay in touch, keep informed, stay active and focused, continue a dialogue that is consistent with your professional association's direction, and always be positive and professional. It's ironic that the message we are sending today is no different than that the National Commission delivered in the original *America Burning* report in 1973: "Federal support of the National Fire Academy is a worthwhile endeavor." We have seen over the years how that vision has been validated many times over.

We know what "we've got," don't let it go. Be safe!

Chris Neal, Director

2005 Calendar Correction

In the caption under the July photo, the hill should have been identified as the one within the Coeur d'Alene city limits instead of within the Hayden city limits.

SPEAKING OF FIRE

FIRE PROTECTION PUBLICATIONS • OKLAHOMA STATE UNIVERSITY
A quarterly newsletter of Fire Protection Publications (Headquarters for IFSTA)

Oklahoma State University
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Speaking of Fire newsletter is published four times a year by Fire Protection Publications (Headquarters for IFSTA) to update customers on the latest information about FPP and IFSTA products and other significant issues affecting the fire industry. The views acknowledged in the guest editorial don't necessarily reflect those of Fire Protection Publications or International Fire Service Training Association.

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Hazardous Materials

F.O.G. is supported by companion Incident Commander worksheets designed so they can be used to critique an incident and serve as a record of action taken to mitigate the incident.

The updated textbook includes several new sections and additional information necessary to meet the challenges of today's hazardous materials incidents. New materials include:

- An expanded health and safety chapter with such information as controlling personnel exposures, carcinogens, radioactive materials, cold weather decon operations, and site safety plans
- Case studies and historical summaries of major incidents that were responsible for establishing current regulations and standards for haz mat response
- A new chapter providing an overview of the Eight Step Process®
- A reorganized and updated chapter on identifying and recognizing hazardous materials and their containers
- Additional information about hazard assessment and risk evaluation such as monitoring and sampling strategies, how to select direct-reading instruments, managing hazard information, and developing Incident Action Plans
- New sections on personal protective equipment such as emergency procedures; donning, doffing, and support considerations; and training considerations
- A revised chapter on decontamination including sections on how to evaluate the effectiveness of decon operations, basic concepts of field decon, mass decon, and decon operations inside special buildings

- An expanded chapter on terminating the incident including how to transfer responsibility of the incident scene and operations security (OPSEC) issues
- A detailed index of subject material

Chapter List:

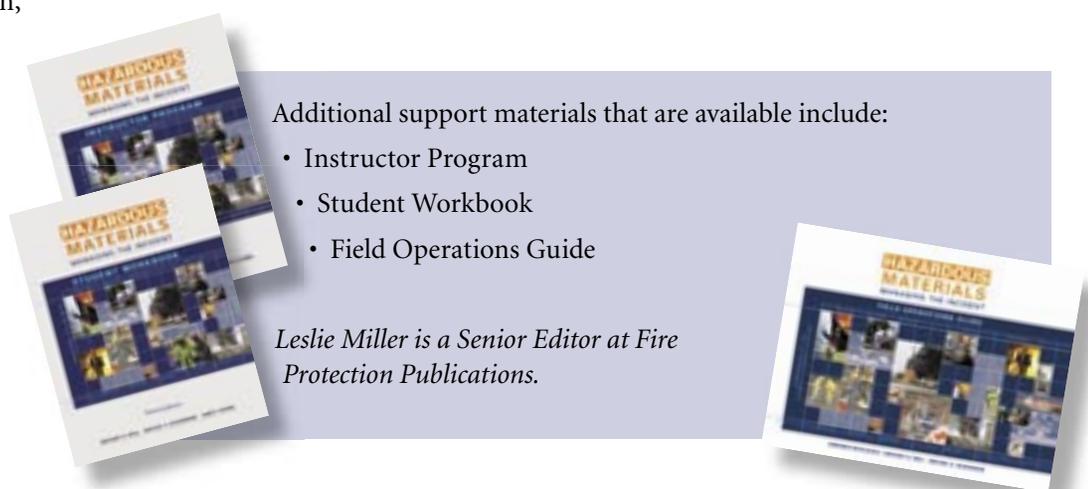
- Chapter 1 The Hazardous Materials Management System
- Chapter 2 Health and Safety
- Chapter 3 Managing the Incident Command System
- Chapter 4 The Eight Step Process®: An Overview
- Chapter 5 Site Management
- Chapter 6 Identify the Problem
- Chapter 7 Hazard Assessment and Risk Evaluation
- Chapter 8 Select Personal Protective Equipment
- Chapter 9 Information Management and Resource Coordination
- Chapter 10 Implementing Response Objectives
- Chapter 11 Decontamination
- Chapter 12 Terminating the Incident

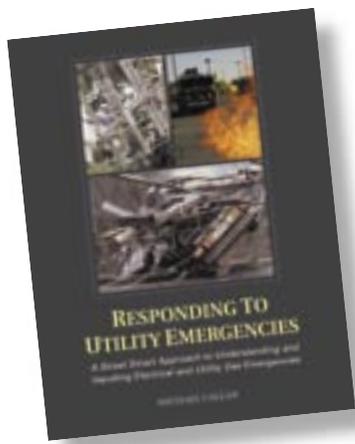


Additional support materials that are available include:

- Instructor Program
- Student Workbook
- Field Operations Guide

Leslie Miller is a Senior Editor at Fire Protection Publications.





Responding to Utility Emergencies

By Lt. Ted O. Padgett, Jr.

The heat of battle is what distinguishes emergency first responders from other public service professionals. Critical decisions must be made under extreme pressure by each officer or supervisor responsible for a workforce.

Unfortunately, and often tragically, the training curriculum for emergency responders across the country currently harbors a huge void concerning utility emergencies. For over twenty years the National Institute of Occupational Safety and Health (NIOSH) has been investigating responder deaths related to this area. The data collected has revealed two certainties: 1) training for emergency personnel about the hazards of electricity is seriously deficient; 2) sound, safe operating procedures for responding to and operating in the electrical crisis arena are blatantly lacking.

While there are currently isolated programs on electrical safety and response, they are limited in scope and/or presented by an insufficient number of instructors. Access to an institutional electrical safety-training program is now one of the most critical issues facing the emergency response industry.

Responding to Utility Emergencies—A Street Smart Approach to Understanding and Handling Electrical and Natural Gas Emergencies was born of Michael Callan's relationships with electrical workers, those street soldiers of the utility companies who come to emergencies at all hours and in the worst weather conditions. This text bridges the gap by incorporating the NIOSH study recommendations into a multilevel training system using productive instructional methods.

The main purpose of this book is to prevent fatalities and emergency scene injuries. The average fire or police department may never have to respond to a terrorist attack. But I am willing to bet that the next house fire or car-versus-pole response will present an electrical and/or natural gas hazard. Technical background information is coupled with comprehensive and definitive response procedures to utility emergencies. The underlying theme addresses awareness, response, hazard/risk evaluation, mitigation implementation as well as roles and responsibilities for superior integration of all emergency response disciplines. Furthermore, what this text presents is truly a collaborative effort. All six chapters include examples of actual case histories collected from today's firefighters and other working first responders.

Responding to Utility Emergencies is organized into six chapters:

Chapter One gives an overview of utility emergency response safety, legislation, and regulations. An important learning tool, the NIOSH Fire Fighter Fatality Reports, is also introduced. Tragically, there have been several fatalities of emergency responders and law enforcement officers from electrical accidents. Nine of these case histories have been included in the text and are explained fully in the student companion CD that provides case histories, quizzes, additional information, and short videos.

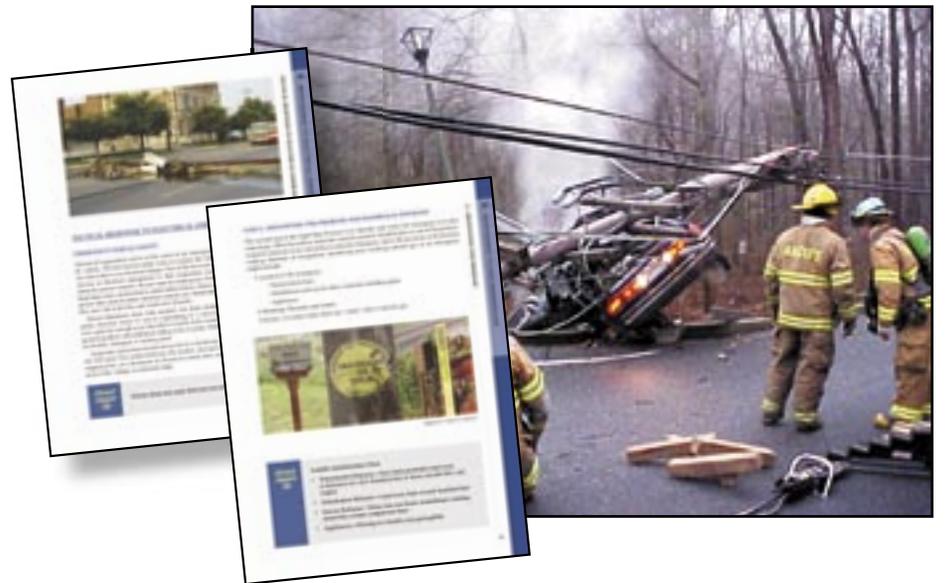
Chapter Two discusses the basic fundamentals of electricity; why responders are in danger; and the principles of voltage, current, and resistance. It examines the phenomenon of *potential* and the critical role it plays in responder electrocutions. Most responders die from *touch potential*, which is contact with an energized source. Also discussed are the human anatomy and the physiological effects of electrocution.

Chapter Three provides an overview of the transmission and distribution facets of the power system. It identifies and explains what the items are on the pole and underground and their functions in the electrical system.

Chapter Four covers the response to utility emergencies and safety factors. It explains how to size up the scene effectively, identify the hazards, and what responders can and cannot do. It concludes with a Safety Check List for a Safety Officer or Incident Commander.

Chapter Five discusses the other utility hazardous to responders--natural gas. It focuses on its dangers, its physical and chemical properties, and the gas pipeline transmission and distribution system.

Chapter Six presents the Eight Step Process® for Hazardous Materials Response, authored by Greg Noll and Mike Hildebrand, on how to respond to a natural gas emergency. It looks at four potential emergency/ releases events: 1) damage no leak; 2) damage with leak; 3) explosion; 4) damage leak and fire.



All emergency personnel require reliable and up-to-date knowledge, protection, and mitigation information. *Reliable information*, by definition, must come from a trusted source who has withstood the test of time. After more than thirty years of teaching firefighters and other responders, Michael Callan has a gift of presenting technical information in an easy-to-comprehend manner, that is easy to apply, which appeals to all public service professionals either through his lectures or in the written word.

NIOSH has drawn attention to the need. Statistics cry for safe engagement in utility emergencies. Knowledge and training will continue to be the essentials by which needless injuries and fatalities can be reduced. Embracing the strategy of lighting a candle rather than cursing the darkness makes this book mandatory for any responder to utility emergencies.

Lt. Ted O. Padgett, Jr.

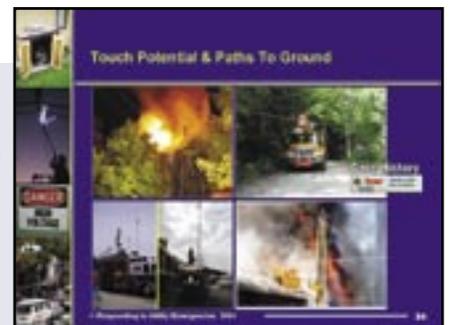
Dallas Fire-Rescue Department

Responding to Utility Emergencies Instructor Program

The Instructor CD-ROM brings an important dimension to fire service training: It includes a multilevel training system using the following instructional methods:

- Instructor guide/lesson plans for each chapter
- PowerPoint® Presentations for each chapter
- A student note-taking guide for each chapter
- Exercises that can be completed individually or as a classroom activity
- Quizzes for each chapter
- Interactive exercises that ask students to use what they have learned
- A fast-paced quiz called the "lightning round" to reinforce chapter lessons
- "Weakest Link" game and a "Jeopardy"-like game that teaches the lessons taught in the text book

The CD-ROM is a tool that allows instructors to fully deliver the text's learning objectives with complete consistency and accuracy. It uses a number of instructional methods: lecture, class discussion, question and answer, scenario case study, and quizzes.





UK - US Train-the-Trainers Symposium



OCTOBER 2005

The ISFSI and Fire Protection Publications are proud to announce the CALL FOR PARTICIPANTS for the 2005 UK-USA Train-the-Trainers Symposium.

Purpose

The purpose of this Symposium is to bring together Brigade Commanders, Fire Chiefs, and Chief Training Officers from the UK and U.S. to discuss issues and concerns faced in managing and leading modern fire departments. The program is also being designed to introduce U.S. Senior Fire Officers to UK fire service policies, apparatus, and operating procedures by providing visits to British and Scottish fire authorities.

Pre-Conference Event

A UK-USA Pre-Conference Event at the Fire Service College in Moreton featuring roundtable discussions among prominent British and American Fire Officials. The Pre-Conference Event and the two-day RE05 conferences will include an extensive and impressive array of speakers. Invited participants from the US include: Chief Chris Neal (Ret.), Chief Jon Hansen (Ret.), Chief Brenda Berkman, Chief Tim Sendelbach, National Fire Academy Superintendent Denis Onieal, and Deputy Director United States Capitol Police Steve Foley.

Overview:

- Ten days and nine nights (Sunday 9 October – Wednesday 19 October) in England and Scotland. Six days and six nights at the Fire Service College in Moreton-in-Marsh, England, and three days and two nights at the Fire Service College in Edinburgh, Scotland.
- An attempt will be made to offer three hours of undergraduate or three hours of graduate credit through Oklahoma State University as directed readings offered by Dr. Tony Brown and Dr. Bob England. Students will need to be admitted to OSU as special students and pay all university tuition and fees.
- Day trip to London to visit London Fire and Civil Defense Authority.
- Optional sightseeing at the attendee's expense: overnight stay in London; London-Houses of Parliament; Warwick Castle; Stratford upon Avon; Edinburgh, Scottish Parliament; Edinburgh Castle/Holyrood.
- Three days at Scottish Fire Service College in Edinburgh, Scotland

Cost for Participants:

Approximately \$1,500 to \$2000 (based on airfare and optional night stay in London)

Participants will be required to pay for their own airfare from the U.S. to London (Currently around \$500 to \$800)

Registration fee: \$600 made payable to Fire Protections Publications

Lodging and most meals provided by Fire Service Colleges in England and Scotland

Lodging and meals for optional night stay in London will be at the expense of the participant

In total, 23 U.S. Fire Training Directors will be selected to attend the seminar in England. In addition, United Kingdom Brigade Commanders and Training Chiefs will also participate in the seminar as part of the Fire Service College's continuing training initiatives.

Applications will be accepted until April 15, 2005. A selection committee will review the applications and rank order the candidates based on (1) experience (fire related and educational) and (2) a one-page

typewritten essay in which you tell the selection committee why you wish to attend the educational event and what you hope to gain from the experience.

How to Apply:

For an application form, e-mail Bob England at englanr@okstate.edu or ask for an application form by mail: Bob England, Fire Protection Publications, Oklahoma State University, 930 North Willis, Stillwater, Ok 74078. If you have any questions call Bob England at 405-744-5590.

FPP On The Road*

FDIC 2005

April 14-16, 2005
Indianapolis, IN

North Carolina Instructor's Conference

May 4-8, 2005
Asheville, NC

Interschutz

June 6-11, 2005
Hanover, Germany

New York Chiefs

June 8-11, 2005
Syracuse, NY

New England Fire Rescue

June 27-29, 2005
West Springfield, MA

IFSTA Conference 2005

July 9-13, 2005
Tulsa, OK

Firehouse Expo

July 28-30, 2005
Baltimore, MD

Fire-Rescue International

August 13-14, 2005
Denver, CO

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

Chief I. David Daniels Appointed to the IFSTA Executive Board

On January 8, 2005, the Executive Board of the International Fire Service Training Association (IFSTA) approved the appointment of Fire Chief I. David Daniels to a three-year term as a member of that Board. Daniels currently serves as Fire Chief of the Fulton County (GA) Fire Department in the suburban Atlanta area. Since Chief Daniels' arrival in Fulton County, the department has established one of the nation's most comprehensive agency level incident management qualification processes and has implemented increased technical rescue and hazardous material response capabilities.

Daniels began his fire service career with the Seattle (WA) Fire Department where he rose through the ranks to Assistant Chief before taking the Fire Chief's position in Fulton County. Among the many positions he held in Seattle were Health and Safety Battalion Chief, Assistant Chief of Safety and Employee Services, and member of Washington FEMA US&R

Task Force 1. In his role with Washington Task Force 1, Daniels responded to the bombing of the Alfred P. Murrah Building in Oklahoma City in 1995.

Daniels is a member of many professional organizations including the Institution of Fire Engineers (IFE), International Association of Fire Chiefs (IAFC), National Fire Protection Association (NFPA), National Fire Service Incident Management Consortium, Fire Department Safety Officer's Association, National Forum for Black Public Administrators, International Association of Black Professional Firefighters - Black Chief Officers Committee, Women in the Fire Service, Metropolitan Fire Chiefs Association, Southeastern Fire Chiefs, Georgia Fire Chiefs, and the Metro Atlanta Fire Chiefs.

Daniels is chair of the IAFC Health and Safety Committee and represents the IAFC on both the NFPA Technical Committee on Fire Service Occupational Safety and Health and the Technical Com-

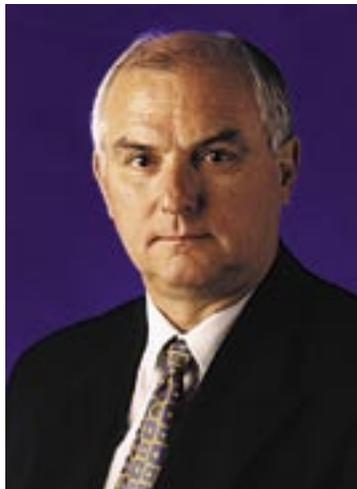
mittee on Professional Qualifications for Incident Management System Functional Positions. He chairs the NFPA 1561 Standard on Incident Management Systems for Emergency Services Organizations Task Group. He is also a member of the International Fire Service Training Association Executive Board, FDIC Advisory Board, International Journal on Fire Service Leadership and Management Editorial Board, National Fire Service Near Miss Reporting System Task Force, Georgia State Fire Standards and Training Council, Association of County Commissioners of Georgia Public Safety Committee, and vice chair of the Fulton County EMS Advisory Board.

The IFSTA Executive Board is extremely pleased that Chief Daniels has accepted this appointment to its Board. His expertise and national presence in the fire service will be an important contribution to maintain IFSTA's role as the leader in the development of fire service training materials.

Technology and Command of Major Incidents

By Dennis Davis

Major incidents are safety critical events, involving complex technical or communication issues and large volumes of information and many agencies. Incidents of this type also have to demonstrate a robustness in application that will withstand considerable external scrutiny because the decisions made and judgements exercised are often major incidents involving losses that are subject to insurance or legal investigations



It is also important to see current decision systems in context. Often the cultural traditions of the fire service together with the managerial and organisational arrangements can set the parameters within which judgements and decisions will be made. Understanding this provides an insight as to how the fire service functions at operations and importantly the relationship between those decisions and time pressured environment in which they are often reached. This foundation may be used to help explain or even justify why the current fire department decision support systems and operational practices are employed.

However it is suggested that command competency and situational awareness, the essential pre-requisites to effective command and control, can be improved through use of a new paradigm that emphasises the better use of data derived from a wider range of sources than are currently used. To assist in gaining this improvement there is real need for the greater integration and exploitation of technology, such as electronic data communications, sensing devices, robotics and visualisation.

Decision-making at major incidents requires fire service officers to exercise not only judgement, but to analyse a great deal of information in a time-sensitive environment. The decisions made not only have a profound effect upon the safety of the public and firefighters and are therefore safety critical, but provide the basis of review in subsequent post-event examinations. Since the events may be costly in human or economic terms, it is important that decisions reached are the best possible.

It is believed that two influences, the managed use of information and cognitive recognition, should be given higher priority than is currently accepted within the adopted concepts of fire service decision-making. Perhaps because it has highly defined structures with uniformed staff and is therefore a 'service' in a military style, the fire service is often perceived erroneously as having a totally hierarchical management and decision-making structure.

The reality is that a rich mixture of decision-making processes exists amongst teams of competent and technically aware individuals. Translating this modern management thinking and utilisation of information technology into an aid for operational decision-making is seen as the natural development of the ongoing management changes introduced within the service and applied to daily decision-making.

Effectively combining modern management techniques and technology systems can ensure that more relevant information, in rapidly useable form, can be presented to emergency workers and the general public at incidents or major emergencies. The safety of both groups is paramount. Firefighters, in particular, must be able to exercise best judgement in the prediction and mitigation of impacts. Protection of the public, which includes them knowing how best to react to any likely off-site environmental and health issues, demands the co-ordination and transfer of accurate information from internal data banks into the public domain.

Whilst there are considerable technical complexities effective communication is essential given the type of information being conveyed, the dynamic nature of major emergencies and the potential fragility of communication systems currently used by the fire service. Finding robust and effective solutions rightly demands priority.

Interoperability with communication between the all emergency services, responding public agencies and government within a jurisdiction can also offer real performance improvements. It may just increase some risks in that additional barriers, stresses and demands may emerge in parallel with action-prioritised operational activities. This overload condition may be recognised but the need to know, preferably simultaneously, of any event or action to achieve a co-ordinated response has to date been the subject of limited research.

Fire service decision support systems are of paramount importance and the development of a comprehensive hazard management system is integral to protecting the public and the firefighter. The experience gained in seeking the solutions

emphasises the importance of a robust and effective information highway between the on site incident and any remote fire service control centre. The key is to facilitate interservice co-ordination and technical support to allow the skilled use of information by the person in the toughest spot, the Incident Commander.

Dennis became an independent fire adviser, working with government and commercial clients in 2004 after 39 years active involvement in the fire service. As HM Chief Inspector of Fire Services for Scotland he was responsible for assessing the performance of all Scotland's brigades and advising Ministers and the Scottish Executive on fire matters. Between 1986 and 1999 he was the Chief Fire Officer for Cheshire Fire Brigade.

Born in Walsall he joined the fire service in 1965 in his hometown. He subsequently transferred on promotion to Cheshire 1971 and, having served in a very wide range of safety, technical and operational posts became the Brigade's Chief Fire Officer. The area has a significant petrochemical industry and his experience includes command management at and contingency planning for major incidents. The Brigade was also extremely active and innovative in the promotion of community safety.

Dennis has led many fire service initiatives working extensively in organisations at a UK and international level. He is a past President of the Institution of Fire Engineers [1988] and has been the IFE's Board Chairman since 1988. He is also past President of the Chief Fire Officers' Association [1997] and is currently a Director of Fire Conferences and Exhibitions Limited, organisers of the annual UK fire conference.

Internationally he represents and promotes the interests of the Federation of British Fire Service Organisations being the United Kingdom's First Delegate to the Comité Technique International de Prévention et d'Extinction du Feu (CTIF). He established and chairs the CTIF's European Union Sub-Commission. The Sub-Commission was established to help create a safer Europe working through the EU Commission and other organisations. Most Member States have a fire representative serving on the CTIF EU Commission. He is cofounder of the US-UK Symposium an annually held event that enables knowledge to be exchanged between the fire services in each country.

Dennis has strong interests in education and technology and has helped introduce degree level fire engineering education internationally and is an active audit team member of the Engineering Council UK.

BUILD Stronger Partnerships

WITH BUILT FOR LIFE™



THE HFSC STEERING COMMITTEE INCLUDES:
 American Fire Sprinkler Association (AFSA)
 Canadian Automatic Sprinkler Association (CASA)
 Home Safety Council
 National Fire Protection Association (NFPA)
 National Fire Sprinkler Association (NFSA)
 State Farm Insurance
 U.S. Fire Administration (FEMA)



The Home Fire Sprinkler Coalition is helping build support for residential fire sprinklers among builders through our BUILT FOR LIFE™ program. The BUILT FOR LIFE program educates builders about fire sprinklers and teams them with fire service experts.

The BUILT FOR LIFE **free education kit** explains:

- how a residential fire sprinkler system is designed and installed
- how trade-ups can reduce construction costs while providing higher-value homes to builders' customers
- how fire sprinklers are an economical way to increase the marketability of new homes and enhance a builder's reputation for quality construction

For a free copy of the BUILT FOR LIFE kit including a DVD narrated by Ron Hazelton, and free builder and consumer brochures, visit www.homefiresprinkler.org or call, **1.888.635.7222** today.

ENTRY FORM

2006 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 2006 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.

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 27, 2005

GO TO WWW.IFSTA.ORG TO PRINT OUT ENTRY FORM

ENTRY FORM ON REVERSE SIDE

Editorial

Planning For Progress

By Chief Dennis Compton

The importance of active, integrated planning in a fire department cannot be overstated. Planning not only assists in change management, but with ongoing progress in existing programs and activities. Many times, when an organization is floundering and appears to lack focus, the reason is directly related to poor planning. The most effective planning processes are those that involve the right people, based on accurate data and assumptions, tiered to cover appropriate timeframes, well communicated, and flexible enough to accommodate course corrections. When planning documents take on a life all their own, separate from the ongoing work of the organization, they often fail. Plans must be integrated into the mission, the work, and key management processes.

A "tiered" planning system serves the needs of any organization. The "tiered" planning model establishes specified planning horizons (time frames) and uses specific planning tools for each. The longer the horizon, the more general the planning content tends to be. A "tiered" planning system usually includes the following components:

- **Strategic Plan:** The Strategic Plan provides a long-term vision for an organization. This document might extend for as long as 10 years. In fact, for activities such as real estate purchases and community infrastructure, the horizon might be longer than 10 years. The Strategic Plan provides general guidance to fire department managers and other members. It is also very helpful to policy-makers outside the fire department. The goals established within a 10-year Strategic Plan tend to be broadly structured to accommodate changing conditions and variables that are common when trying to predict requirements covering such an extended period of time.
- **Operational Plan:** The Operation Plan provides medium term direction for an organization. This document usually addresses a three- to five-year time frame. The goals and objectives are more detailed and specific than those in the longer term Strategic Plan. It is critical that the Operational Plan complements the Strategic

Plan in providing a road map to the future. The Operational Plan, just as the Strategic Plan, must be kept current so that the development of the organization is consistent with actual service delivery and support requirements.

- **Accreditation:** The International Fire Department Accreditation Commission offers an important and useful assessment and planning model for fire departments. Specific goals are identified to establish and maintain the many performance indicators in the accreditation process. An annual progress report is developed and submitted as a requirement of accreditation, and re-accreditation occurs every five years. If managed appropriately, accreditation requirements are integrated into all planning documents. Accreditation provides an excellent opportunity to assess the current performance of a fire department. Even though it is a self-assessment, national and other performance standards can be easily integrated within the accreditation process. Accreditation is viewed as an indicator of professionalism and pride within the fire department and by community leaders.
- **Operating Budget:** The Fire Department Operating Budget is developed at specific intervals and approved by policy-makers. In addition to addressing current service levels, funding issues relating to the Strategic Plan, Operational Plan, and Accreditation are also considered. The Operating Budget provides the financial plan for funding service delivery and support. It is critical that budget status be provided to all managers on a regular basis...this will improve their effectiveness.
- **Capital Improvement Program (CIP):** Funding for major initiatives, such as facilities and other long-term infrastructure needs, emerge within Capital Improvement Programs (Bonds) that must be approved by a public vote at specific intervals and then reassessed annually for sale and project funding. Ongoing operating and debt service costs associated with Bond Projects must be integrated into the operating budget.
- **Program Status Document:** This planning tool usually covers a three-to-six month horizon. It simply identifies specific program objectives and documents progress towards meeting them. It should be collected,

consolidated, and distributed throughout the organization. This planning tool includes the expected outcomes of each program and performance objectives for the upcoming measurement period. These program management guides can be of great historical value. They also contribute to developing sound program management skills among all managers within a fire department.

- **Action Plan:** Action Plans are developed for all projects and team efforts in the organization. They are very specific and assign responsibility for objectives, time frames for completion, and track progress at regular intervals. If teams are to be effective, Action Plans are critical. Tracking the progress of a project or any team effort through the use of detailed Action Plans will improve the team's performance.

Together, these "tiered" planning documents communicate the vision and direction of the fire department, with each adding detail as one progresses through the tier. All members of the fire department are in some way integrated into the planning process at some level...long term, medium term, and/or short term. Budgets, capital improvement programs, accreditation, and other key management processes are integrated as key components of the process. Planning is then brought to life through the mission and work of the organization. People tend to value planning only when they can see the tangible benefits that emerge from planning efforts. I hope these tools help make your organization's planning more effective.

Chief Dennis Compton is a well-known speaker and the author of several books including the When In Doubt, Lead! series, Mental Aspects of Performance for Firefighters and Fire Officers, as well as many articles and publications. He is also the Co-Editor of the current edition of the ICMA's textbook titled, Managing Fire and Rescue Services. He serves as a national advocate and executive advisor for fire service and emergency management issues and organizations.

Dennis served as the Fire Chief in Mesa, Arizona, for five years and as Assistant Fire Chief in the Phoenix, Arizona Fire Department, where he served for twenty-seven years. Chief Compton is the Past Chair of the Executive Board of the International Fire Service Training Association (IFSTA), Past Chair of the Congressional Fire Services Institute's National Advisory Committee, and serves on the Board of Directors for the Home Safety Council (HSC).

ENTRY FORM

2006 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 27, 2005



Line of Duty Deaths (LODD) Update

LODD Project Continues to Move Forward

The National Fallen Firefighters Foundation continues to make steady progress in its efforts to promote the sixteen Firefighter Life Safety Initiatives and support their implementation throughout the American fire service. The Foundation is committed to working tirelessly toward the goal of reducing firefighter line-of-duty deaths and developing a range of deliverables to support that critical mission.

This past February, the Firehouse World Conference hosted a mini-summit in San Diego, California. This was the first of four such mini-summits that have been scheduled for 2005 – each directed toward a particular segment of the fire service or activity area. The focus of each mini-summit will be toward sharpening the efforts to implement the sixteen initiatives within a particular target area. The mini-summits will be held in different geographic areas in conjunction with major fire service conferences and events during the year.

San Diego Summit

The San Diego summit was directed toward the wildland fire fighting community and brought together representatives from agencies and organizations that have a particular interest in reducing the number of firefighter deaths that are related to wildland operations. The participants spent a full day discussing their ideas, concerns, and suggestions to help the Foundation identify the key issues, establish priorities, and refine the approaches that will most effectively deliver the message to this large component of the fire service.

The attendees were placed into work groups to discuss specific areas of concern in the wildland community. The breakout groups focused on operations, equipment and vehicles, and health and wellness issues. Attendees from the mini-summit produced a list of recommended actions and priorities that will be integrated into the overall Firefighter Life Safety Initiative Project. The program management team will analyze the results of this gathering to produce a final report of the mini-summit findings, which will then be widely disseminated. The recommendations will be shared with the United States Fire Administration staff in Emmitsburg and with all of the other groups, organizations, and agencies at all levels of government and the private sector.

Retired Chief Dennis Compton facilitated this mini-summit. It was coordinated by Gordon Routley who serves as the Foundation's subject matter expert in the field of firefighter health, safety, and survivability. The work groups were facilitated by Sam Goldwater, Matt Tobia, Carl Goodson, and Chief John Trenner. Chief Billy Goldfeder provided additional staff support, along with Cathy Hedrick and Jeanne Moreland from the Foundation staff.

Indianapolis Mini-Summit

The next mini-summit has been scheduled for Indianapolis, Indiana, on April 13, 2005, as part of the Fire Department Instructors Conference (FDIC). The primary topic of this one-day gathering will be training elements that can be used to reduce the risk of firefighter deaths; however, it will also examine the problem of how training activities themselves can be made safer to ensure that no deaths occur during these controlled activities. In 2004, more than 10 percent of the U.S. firefighter deaths occurred during training activities. Training exercises and drills must be conducted under safe, highly controlled conditions. If you are going to be in Indianapolis for FDIC, make plans now to come and spend the day discussing this critical fire service issue. We hope you can join us and contribute to these efforts.

Proposal for Fire Act Grant

The Foundation has submitted a proposal for a Fire Act Grant to provide the funds that are needed to manage this program. It is hoped that the Department of Homeland Security will make those awards in the very near future. To date, no awards have yet been announced. If this grant funding comes through, the Foundation will be in a position to immediately begin implementing many of the objectives that have been identified to support the sixteen Firefighter Life Safety Initiatives.

More Information

The findings of the San Diego mini-summit and each planned future event will be sent to all who have signed-up to receive the Foundation's free monthly electronic newsletter that is specifically related to the Firefighter Life Safety Program. Anyone wishing to be added to the mailing list should contact the National Fallen Firefighters Foundation via e-mail at jmoreland@firehero.org and ask to be added to the list. In addition to the monthly electronic newsletter, please continue to check future issues of *Speaking of Fire* for regular stories and updates on the project.