



Summer 2019

ICFEES

The Official Magazine of the International Association of Fire Chiefs



New Technologies Take Safety to New Heights

Page 7



Hidden Hazards
in Rural
Communities

Page 10

Focus on
Community Risk
Reduction

Page 13

Tips to Grow
Volunteer Fire
Departments

Page 14

Meet Your
2019 Fire Chiefs
of the Year

Page 18

And much more!



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PRESIDENT'S MESSAGE

- 5 A Message from the IAFC President, Chief Dan Eggleston

FEATURES

- 7 Chief Technology — A Look Ahead
- 10 Rural Communities: Know Where Hidden Hazards Reside
- 13 7 Ways to Make Community Risk Reduction a Focus of Your Department
- 14 5 Things I Learned from My Dad to Help Grow Volunteer Membership

REPORT FROM WASHINGTON

- 15 Legislative Update

SPECIAL ANNOUNCEMENT

- 18 IAFC Congratulates this Year's Fire Chiefs of the Year

21 INDEX TO ADVERTISERS

POINTS OF LIGHT — IAFC MISSION AT WORK

- 22 A Message from CEO and Executive Director, Mark Light

Cover photo courtesy of the Austin (Texas) Fire Department's (AFD) Robotic Emergency Deployment (RED) Team, part of AFD's Wildfire Division. The Unmanned Aircraft System (UAS) shown comes with a FLIR thermal camera and red and blue ResQBeacons for both daytime and nighttime emergency operations.

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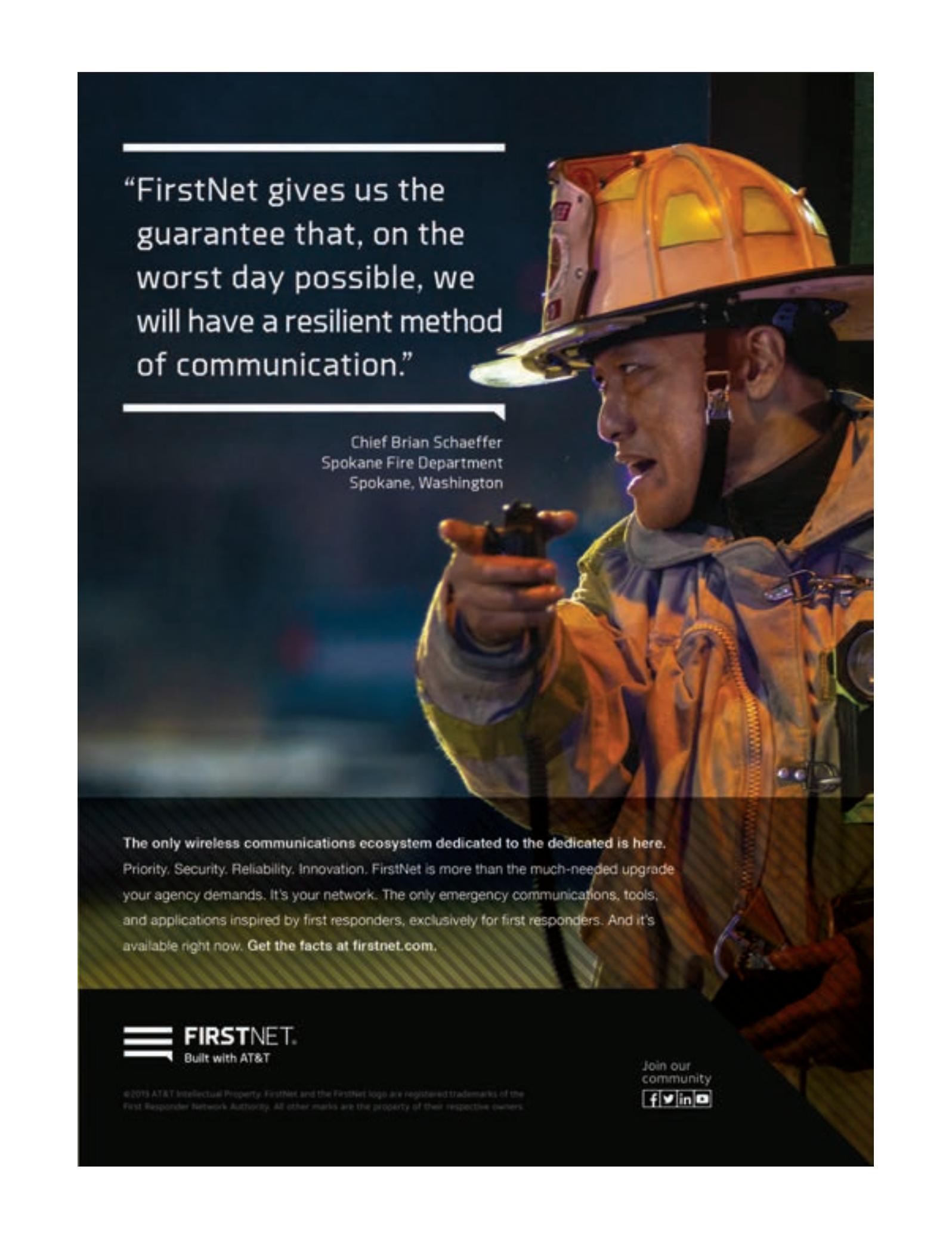
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You may be wondering, "Why a printed magazine?" It's true that digital communications vehicles have many advantages over a print product —

they are more timely, less expensive and often more convenient for the reader.

However, there are still advantages to a print publication. First, a well-written, glossy magazine is a tangible record of what was going on in the fire and emergency service and the IAFC at the time of publication. Second, a print magazine offers opportunities for more in-depth coverage of important issues affecting our industry. Third, sometimes don't you just want to silence your phone, grab some coffee and a book or magazine and find a quiet place to read? Another advantage of a print magazine is it can be shared and passed around the firehouse.

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Thank you to the companies that have committed to advertise in our magazine. Thank you to Matrix Group Publishing Inc. for producing such an attractive magazine. Thank you to IAFC leaders, members and staff who contributed to the inaugural edition of *iCHIEFS*. And thank you to all members and partners for all that you do each day for the fire and emergency service.

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Chief Technology — A Look Ahead

Technological innovation holds the potential for fire departments to significantly advance the emergency services they provide, as well as improve on outcomes for the communities they serve. The following are a few of the new technologies chiefs should familiarize themselves with.

UNMANNED AIRCRAFT SYSTEMS/ DRONES

The use of unmanned aircraft systems (UAS) — or drones — has been growing across North America, both commercially and recreationally. However, there still remains some confusion about how this valuable fire service resource, particularly in the case of wildland fire suppression, can be safely operated within government regulations. Because of this, more programming needs to be put in place to ensure that those regulations are followed, users are properly certified, and the data being obtained is fully integrated into the fire service's command and control training.

UAS technology has advanced over time; the drones that are on the market today are vastly more impressive than the drones of the past. UAS sensor packages collect far more types of data and departments are developing more sustainable UAS programs because of it. This can present a problem for some incident commanders who are

already becoming overwhelmed by the sheer volume of fire-related information being presented to them — it can seem as though the real-time data coming from the drone's sensor package is just adding to the noise. Prior to purchase, departments also need to consider how their drone will be used, and they should not be swayed by the latest gimmicks.

"UAS can be significantly impactful in developing greater situational awareness, but it is not enough to simply go out and buy one from a vendor with a good sales pitch," says Ed Kirtley, assistant dean, College of Engineering, Architecture and Technology at Oklahoma State University. "The chief has to first give thought to how the program will be managed and how personnel will be trained, and only then buying the UAS that meets the specific department needs."

DATA-DRIVEN DECISION MAKING

There are three primary elements to data-driven decision making: measuring performance, measuring outcomes and measuring those results against peer-driven organizations that are consistent with what you are doing.

The challenge facing decision makers today is not in having enough fire-related information to work with; instead the problem is simply standardizing that data at both the input and the output points, so that it can be analyzed and displayed to provide recommendations.

"What we haven't been able to do yet is standardize the entry and the exit of that data so that it can really help us drive decisions with a reasonable assurance that we have consistent and accurate data that is statistically reliable at the nation-wide, regional or even state-wide level," says Sheldon Gilbert, chief executive officer at Emergency Services Consulting International.

The emerging reality of data-driven decision making is based on becoming increasingly proactive through "living reporting," which is the display of real-time data concerning service delivery and outcome measurements. This reporting is being further supplemented by the use of predictive software applications, such as Esri, Intterra and MARVLIS, that are able to provide real-time data and remote sensing to assist with recommending actions that improve response times and outcomes.

"How much more effective could we become if we were looking at real-time conditions on the ground and making decisions in the moment?" asks Gilbert. "We would certainly begin to see better outcomes and greater efficiencies that are making a difference. This is where data-driven decision making is heading."

NATIONAL MUTUAL AID SYSTEM (NMAS)

In the wake of devastating hurricanes in 2005, the IAFC worked with FEMA to develop the Interstate Mutual Aid



The National Mutual Aid System combines data with mapping, allowing users to request, geospatially locate and strategically deploy response resources. See a demo at www.iafc.org/topics-and-tools/nmas.

Assistance System (IMAS), which in 2012 evolved into the Mutual Aid Net, a powerful Excel spreadsheet system that allowed states and departments to see what resources were available. Now the National Mutual Aid System (NMAS) takes this tool to the next level, creating a system where all users can access cutting-edge technology to request, geospatially locate and then strategically deploy response resources.

"We decided in 2017 that we needed to upgrade our system because it was just lacking some features, such as critical GIS mapping technology," says Jeff Dulin, strategic advisor at IAFC, NMAS. "We realized that knowing exactly where resources are, and how away they are from you, is very important for today's fire service."

IAFC partnered with Juvare's WebEOC (whose crisis management software is in use within 44 U.S. states) and mapping company Esri (which produces close to 80% of all maps in the world) to develop the new NMAS system, leveraging the technological know-how and expertise of the two companies with the practical experience of the IAFC and its members.

"NMAS is an excellent example of how IAFC has embraced technology to solve a problem," says Rob Brown, IAFC deputy executive director and chief strategy officer. "But as innovation in public safety continues to develop at an exponential pace, conflicting technologies may offer

more problems than solutions. As such, we must transform our focus and take the opportunity to inspire technology, working with industry and private partners to assure integrated technologies that meet the needs of fire and emergency services."

EMERGENCY MEDICAL SERVICES (EMS)

There have been significant advancements made in the EMS field, particularly with respect to four newer technologies making a difference in patient care: ultrasound, video laryngoscopes, automated CPR devices, and internet-based data transmission platforms.

The use of ultrasound is increasingly providing EMS the ability to obtain images of internal organs and helping to detect life-threatening abnormalities that require specific interventions, such as prompt surgery or transport to a speciality center. Video laryngoscopes provide paramedics with the same tools used by anesthesiologists for placing breathing tubes into critically ill patients. Automated CPR devices are helping to fill the gap in staff shortages — particularly in rural areas — and are assuring that chest compressions are delivered consistently at the right rate and the correct depth.

"Finally, data transmission platforms are allowing quick, two-way communication between EMS and hospitals, which creates more efficient



Video laryngoscopes provide paramedics with the same tools used by anesthesiologists for placing breathing tubes into critically ill patients.

sharing of patient information," says Mike McEvoy, EMS Chief, Saratoga County, New York, and chair of the IAFC EMS Section. "Still in their infancy, these new platforms will significantly improve patient care in the future."

Looking ahead, artificial intelligence (AI) is making its way into EMS practice. This includes AI being used as part of ultrasound machines to alleviate some of the extensive training that current operators need to interpret images. AI is also being used at 911 centers to improve upon the accuracy of emergency operators to detect cardiac arrest and other time-sensitive critical events. Autonomous vehicle technology is also showing promise, potentially leading to self-driving ambulances or, at the very least, working to vastly reduce the number of ambulance crashes.

COMMUNICATIONS/FIRSTNET

FirstNet is a nationwide public safety broadband network that is the only network dedicated solely to the communications needs of public safety. FirstNet stands apart from other broadband networks because it is specifically designed with the first responder in mind.

"FirstNet is dedicated core infrastructure that separates public safety communications from all other traffic on the cell network," says Richard Carrizo, Fire Chief, Southern Platte (Missouri) Fire Protection District, and IAFC Treasurer. "It includes unique features, such as priority and pre-emption, to guarantee that emergency communications will

always come first and enhanced security measures to help keep sensitive data secure and protected."

FirstNet complements current radio systems by enabling responders to utilize data like never before. First responders have been increasingly using FirstNet at numerous large events and disasters, such as wildland fires, and are proving the adage "a picture is worth a thousand words."

"Drones, for example, are capable of transmitting high-quality, overhead shots without interruption, which gives incident commanders a constant video stream to help them make strategic decisions based on a bird's-eye view of the incident," says Carrizzo. "This level of enhanced situational awareness, especially when used with other sources of incident data, helps us to make smarter operational decisions."

In just over a year, FirstNet has launched the dedicated FirstNet core network and added more than 50,000 square miles of coverage of FirstNet spectrum (Band 14). More than 7,250 agencies currently use 600,000 connections on FirstNet, and more than 100 devices — from the latest off-the-shelf smartphones to ruggedized public safety devices — are approved for use on the network.

"I think that the numbers truly speak for themselves and this is really only the beginning for FirstNet," says Carrizzo.

NEXT GENERATION 911 & DISPATCHABLE LOCATION

Next Generation 911 (NG911) aims to transform the current 911 service infrastructure to better meet the needs of an increasingly wireless mobile society. With NG911, there are many possible ways to contact 911, such as enabling the transmission of texts, images, video and other data to public safety answering points (PSAPs) anywhere in the United States.

"When we adopt the NG911 system, we will have a world where no matter what media you may use to access 911, your call is received and processed, and we send out prompt, on-time services," says Gary McCarraher, retired fire chief and chair of the IAFC Communications Committee.

Today's 911 system was designed to run on a legacy telephone system, and PSAPs everywhere will need to upgrade to a new IP-based system to use NG911. This will create a heavy financial burden for many jurisdictions, and several states have already indicated that they will have some difficulty in mustering up enough funds to make the transition to NG911.

Another obstacle for NG911 is related to dispatchable locations. Under a legacy telephone system, any call to 911 is linked to a specific location or address. A wireless phone

is not, however, and this presents myriad technological barriers that will require the coordination of emergency communication, public safety and the government to overcome.

"People wanted cell phone privacy and forgot about what happens in the case of an emergency," says McCarraher. "The IAFC has been working for a number of years with a coalition of partners to try and rewrite the rules in order to provide sufficient accuracy of location for cell phone calls to 911." 🔥


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Rural Communities: Know Where Hidden Hazards Reside



Since 2013, TC Energy has been a partner with the IAFC, supporting the first responders who help keep communities safe.

While rural communities can be picturesque and have much to offer those who choose to live and work there, many fire and hazmat risks exist, both hidden below ground and out in plain sight. This is why it is so important for local fire departments to fully understand those risks and where they are typically found, and how to seek training and assistance before a call to action.

"Intelligence is key to winning a battle," says Joe Kratochvil, IAFC subject matter expert. "For emergency response agencies, the best way to protect and serve their communities is gaining that intelligence prior to an incident. They should plan by knowing what the hazards are, where they are located, what resources are available and what resources will be needed, and whether the community can handle the incident."

PREPARING FOR PIPELINE AND RAIL EMERGENCIES

Since 2013, TC Energy (formerly TransCanada) has been proud to partner with the IAFC to support the first

responders who help keep communities safe. As part of this partnership, a four-year grant from TC Energy was dedicated to the development of the Pipeline Training and Regional Rail Response Program, which trains emergency responders in pipeline and rail emergency response and preparedness.

Pipeline incident response can be considered unique when compared to other types of hazardous materials response — there is generally a larger scale and scope of incident, the quantity of materials being dealt with is greater, and the high pressure of the lines used to transfer material has the potential to displace air in confined spaces. Because of this, local fire departments need to plan and train extensively for these kinds of emergency responses, know the hazards related to the material going through and become familiar with the pipeline companies who operate in their jurisdictions.

Since its creation, the collaboration between TC Energy and IAFC has made it possible to reach 1.2 million emergency responders through a series of regional town halls across the

United States, where IAFC, TC Energy, industry representatives and local emergency responders all gathered in order to exchange ideas on emergency preparedness in the extremely rare occurrence of a pipeline incident.

This partnership also was responsible for the creation of the National Association of State Fire Marshals emergency responders' online training portal, which ensures emergency responders have access to pipeline incident training 24-7. This portal can be found at <http://pipelines.training>.

"We have had great positive feedback on this partnership, from both emergency services departments and first responders," says Jeff Mackenzie, emergency management, major projects at TC Energy. "Post training, these emergency personnel share with us a general consensus of just feeling better prepared for the rare occurrence of a pipeline incident."

The IAFC and the Pipeline and Hazardous Materials Safety Administration recently held a Regional Rail Response training session in Alaska, where the IAFC selected a team of experts to provide six training sessions

to more than 200 rural firefighters and rail employees. The instructors — each who had first-hand experience with rail emergencies — effectively emphasized why factors such as pre-planning, understanding roles and the need for a coordinated effort are paramount for successful rail emergency response.

“This type of training is especially valuable in remote locations where local fire training budgets might not allow for it,” says Tom Covington, director of safety at Alaska Railroad Corporation. “Understanding capabilities, responsibilities and limitations ahead of time allows for both the emergency responder and the Alaska Railroad to develop tactics and strategies, not just for prevention but also for mitigation in the event of a crisis occurring. The training provided by IAFC brought us all another step closer to a much-needed partnership.”

Another example was when the IAFC provided Des Moines County (Iowa) the resources it needed to develop a pipeline annex to the Hazardous Materials section (Emergency Support Function, or ESF) of its County Emergency Operations Plan. Additionally, resources were provided to educate first responders on how to properly respond to pipeline emergencies, and participants were given the opportunity to take part in review exercises and to go over those newly developed plans, policies and procedures to help identify any supplementary training needs.

“The IAFC representatives and TC Energy officials made the process really simple by initially meeting with our local community firefighters, hazardous materials technicians and myself — as the emergency management coordinator — to discuss the kind of program they could offer us,” says Gina Hardin, emergency manager, Des Moines County, Iowa. “This helped us to identify the gaps in our training, exercises and planning, and helped set the stage for the rest of the process.”

Because pipeline risks are out of sight, out of mind most of the time, working through the IAFC’s training process was considered a tremendously valuable experience for participants in Des Moines County.

IAFC President Dan Eggleston testifies on April 2, 2019 before the House Subcommittee on Railroads, Pipelines, and Hazardous Materials about pipeline safety and emergency response.



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"If you get the opportunity to work with the IAFC to assist you with your planning, training and response efforts in regard to pipelines, take advantage of their offer," says Hardin. "They are very helpful, work within your schedule, and the resources that they bring to the table will make your jurisdiction better prepared for a pipeline emergency, should it happen."

While this valuable training has traditionally been presented to mostly rural areas throughout the United States, based on the positive feedback it has received, the IAFC now offers it to emergency service personnel in jurisdictions of all sizes and regions.

THE IMPORTANCE OF EVERYONE BEING PREPARED FOR HIDDEN RISKS

"On a blue-sky day, a hidden risk that presents a potentially large hazard to a community will likely catch everyone flat-footed and will become complicated quickly," says David McGuire, director of public safety communications at the Ashland County Sheriff's Office in Ohio. "As time passes and faces change, you will need to ensure that everyone is aware of the hazards residing in their communities. If you know for certain that your emergency responders are ready, great — but what about members of the public? For us public safety folks, it can be easy to assume that the people in your community are just as dialed-in on emergency preparedness as you are. But, sadly, many are not."

Meeting and training regularly across disciplines is immensely helpful in building — and then maintaining — a high level of awareness between stakeholders. Fire, EMS, law enforcement, public works, local government officials, dispatch, NGOs and commercial partners should all be involved in planning discussions. It is also imperative that members of the public are involved in these discussions. Local officials, plus business and community leaders, will often not realize exactly what first responders need to do in the case of an emergency, and exposing them to the difficult and dangerous work being done will help give them a clearer understanding and deeper appreciation of what it takes.

"Working with the IAFC on this issue really opened up our eyes on how important collaboration is between all agencies and stakeholders," says Brad Winter, fire chief at Seville-Guilford Township (Ohio) Fire & EMS. "After we went through the training course ourselves, the facilitators opened up the floor to anybody who had questions. This gave everyone the chance to interact with each other within a positive setting. Doing this really helped build relationships."

Building relationships within the community can serve other purposes, too. Todd McNeal, fire chief at Twain Harte (California) Community Services

District Fire Rescue Division, and member of the IAFC Wildland Fire Policy Committee, encourages fire chiefs to engage in active and ongoing dialogue with long-standing community organizations and local fire ecologists and historians about the history of wildfire in their regions. "Knowing the fire history of your region, the weather patterns that produce extreme fire behavior in your area and a complete picture of all the risks will help you begin to mitigate wildland fire risks," he says.

Both large and small communities can be affected by wildfire, but for rural communities, the risk is significant since the fire can quickly overpower the limited initial attack resources, adds McNeal. "Wildfire cares not for jurisdictional boundaries or fiscal year budgets and is becoming a larger and larger issue each year, particularly in areas without a significant history of wildland fire occurrence."

McNeal suggests rural fire departments arm themselves with automatic and mutual aid agreements with regional counterparts to help improve initial attack resources, attend industry conferences to learn about risks and strategies and take advantage of industry training.

While rural communities may face different hidden risks than their urban counterparts, there are many training options available — both in person and online. Get in touch with the IAFC, or visit www.iafc.org for details. 💧

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7 Ways to Make Community Risk Reduction a Focus of Your Department



By Fire Chief Michael O'Brian,
CFO, MIFireE, Brighton Area Fire
Authority

On any given day the expanding role of the fire chief may take us from EMS to pre-hospital healthcare, to meeting the growing needs of our communities, to striving for a diverse workforce, to working to reduce personnel exposure to byproducts of a fire, and to ensuring adequate resources. Ever present is our role in reducing the impact that incidents have on our community.

The concept of reducing that impact might be focused on large-scale dangers, such as a hazardous materials incident or a massive fire. Sometimes the focus is on how we can get to an incident faster or how we can get more personnel to do all that we need to do. But reducing incident impacts on a community should include a range of prevention. That can be a challenge since many municipal fire service budgets focus on the operational response while ignoring the need to prevent the incidents we respond to.

In order to move an organization from a traditional to a progressive model, we can incorporate Community Risk Reduction (CRR). This will require additional funding, and most importantly, support from your government leaders and others in your jurisdiction.

How can you take up the CRR mantle in your jurisdiction? Start by learning more about community advocacy from Vision 20/20 by visiting www.toolkit.strategicfire.org. Vision 20/20 pioneered the concept of CRR and has been tracking and evaluating CRR programs for several years.

Here are seven things to think about as you plan to make CRR a focus in your department:

- 1. Understand what CRR is and what its value is to the community.** CRR is a process to formally identify and prioritize local risks, followed by an integrated and strategic investment of resources (such as emergency response and prevention) to reduce their occurrence and impact.
- 2. Confirm community problems through data.** Our firefighters often have a strong gut instinct, but we need to know what the data shows. For example, we may think overdose responses and false alarms are a problem, but we need to look at the run numbers to know for sure.
- 3. It's all about partnerships!** A properly executed CRR plan requires varied local stakeholders. Bringing together the many resources within a municipality often reveals that multiple groups are trying to solve the same problem within the jurisdiction. Leveraging broad-based community

stakeholders to form a solid CRR plan will unite those efforts and will pay dividends in the long run.

- 4. CRR is more than smoke alarms.** Installing smoke alarms may be a key component of your CRR plan, but your plan should identify and respond to other risks and other preventive measures. Your CRR program can use data to guide your community to the most pressing needs.
- 5. CRR is more than just one person and more than the fire department.** CRR is more than establishing a CRR team or hiring a CRR specialist. CRR must be accepted and integrated, from city hall to the chief of police, the fire chief, through personnel and including all facets of a municipality.
- 6. CRR is everyone's job, including the fire chief.** The chief can start the conversation, but effective CRR requires input, participation and support from other managers and leaders within our community.
- 7. CRR is a long-term endeavor.** As we work to reduce risk in data-driven areas, new areas may emerge. It's important to remain nimble and make required changes in our plan over time. This underscores the importance of ongoing CRR evaluation, so our programs adapt to our community needs. 🔥

Michael O'Brian, CFO, MIFireE, is the fire chief for the Brighton Area Fire Authority, in Brighton, Michigan. He serves on the IAFC Board of Directors as the representative from the Fire & Life Safety Section.

5 Things I Learned from My Dad to Help Grow Volunteer Membership

By **Spencer Cheatham**, IAFC

Recently, I had a conversation with my dad, and we discussed how the church he attends is growing.

This was especially interesting given that churches are dealing with decreasing membership. In 1992, 70% of Americans said they were a member of a church. In 2017, that number dropped to 55%.

Sound familiar? In the past 30 years, the number of volunteer firefighters has declined by 12%.

Here are some tips inspired by my dad's church to help grow your fire department:

1. "If a visitor comes to our church, they are approached by a member of our First Impressions Committee. This committee is made up of those who really know how to talk to people and make them feel welcome."
 - » Not everyone in your department is great at welcoming people, and that's okay. Make sure that they know a sentence or two on how to talk to potential members and who they should refer them to.
2. "The First Impressions Committee gets the visitor's contact information and sends them an email within 24 hours. It shows them our website and tells how to take the next steps to join, including when the next orientation session occurs."
 - » Most departments find success when they quickly follow up with interested people. By including specific directions on how to apply to become a member, you set up a clear path for their next steps.
3. "Almost immediately, the new member begins an orientation that is an hour every Sunday for four weeks. You cannot join the church without going through orientation."
 - » One of the areas where new members are most fragile is the onboarding process. What do I do



now? How can I help when I have no training? Who do I turn to when I have questions? If your department doesn't have a system to answer these questions and explain the next steps, you could be missing a great opportunity to get new members off on the right foot.

4. "When someone joins our church, they are told that everyone is expected to serve."
 - » Clear expectations should be part of your efforts to get people interested and should be in any introduction for potential members. When we aren't crystal clear about what new members are getting into, it allows them to make up their own minds on what the department expects. When their believed expectations collide with actual department expectations, they may experience disappointment, regret and possibly anger at not being made aware of the way things operate.
5. "There is something for everyone to do. One of the things you wouldn't think about is the parking team. Each Sunday, they help fill the parking lot in an organized manner and help those who need a little more attention get to the church. Usually those are the people who didn't quite fit into another team or committee, but they love doing that job."

- » People want to be a part of something. It is one of the reasons they join. By having something for everyone to do, their membership brings value to the team, family and organization. That feeling of value is an extremely important aspect of getting and keeping quality people.

The final lesson is to not limit your focus to just other fire departments. Many types of organizations offer positive and negative examples of how to make your department better. Just like the volunteer fire service, to be successful, those organizations need to continue growing their membership by bringing in and keeping quality members.

If you have other civic organizations in your community — and you do — ask them where they have found success and what hurdles they have experienced. You may find some great ideas as well as new advocates for your organization. 🍀

Spencer Cheatham is a project manager for the IAFC's Volunteer Workforce Solutions team and liaison to the Executive Fire Officers Section. He is the recruitment and retention coordinator and past chief of the West Point (Virginia) Volunteer Fire Department.



Legislative Update



By Ken LaSala, IAFC Director of Government Relations and Policy

Welcome to the inaugural issue of *iCHIEFS* magazine! Our hope is to have a column in each issue highlighting the federal legislative, programmatic and regulatory developments affecting the fire and emergency service. The IAFC has a dedicated team that works every day to help federal officials understand the mission and needs of the nation's fire and EMS chiefs. This column will help you understand what is happening in Washington, D.C. and how it can affect you directly.

APPROPRIATIONS

Let's start talking about money! The federal fiscal year starts on October 1

and ends on September 30. This means that President Trump and Congress must reach agreement to fund the federal government for Fiscal Year (FY) 2020 before September 30. Unfortunately, they first must decide how much they would like to spend on defense and domestic spending.

The House has begun to work on passing appropriations bills. The House considered legislation to fund the Departments of Defense, Labor, HHS, Education, State and Energy

(H.R. 2740) on the week of June 17. That week, it also began work on legislation to fund the USDA, the DOT and the Departments of Commerce, Justice, Interior and Veterans Administration, along with related programs. The House Appropriations Committee also reported a FY 2020 DHS appropriations bill on June 11. Below is a chart that shows how fire service programs look under the House Appropriations bills.

The House FY 2020 DHS appropriations bill also would allow DHS

| Program | FY 2018 (Enacted) | FY 2019 (Enacted) | FY 2020 (President's Request) | FY 2020 (House) |
|---|-------------------|-------------------|-------------------------------|-----------------|
| Assistance to Firefighters Grant Program (FIRE) | 350 | 350 | 344.344 | 375 |
| SAFER | 350 | 350 | 344.344 | 375 |
| U.S. Fire Administration | 44.397 | 45.679 | 46.605 | 47.225 |
| Urban Areas Security Initiative | 630 | 640 | 426.461 | 700 |
| State Homeland Security Grant Program | 507 | 525 | 331.939 | 625 |
| Volunteer Fire Assistance/Rural Fire Capacity | 16 | 17 | 11 | 19 |

All amounts are in millions (\$).

to waive the requirements to the SAFER grant program to allow fire departments to use SAFER grants to retain firefighters. It also would allow DHS to extend the period of performance for SAFER grants awarded in FY 2016 for an additional year.

Overall, the House has been very generous to federal fire service programs. However, we will have to see what the Senate does. The IAFC continues to educate Congress about the need to support increased funding for all of these programs.

COMMUNICATIONS ISSUES

The IAFC is active in educating Congress about public safety communications issues. One of the most pressing issues is the pending auction of the T-Band (470-512 MHz). The Middle-Class Tax Relief and Job Creation Act of 2012 (P.L. 112-96) established the spectrum, governance and funding for the First Responder Network Authority (FirstNet), a nationwide public safety broadband network. However, Congress also required the Federal Communications Commission (FCC) in

this legislation to auction public safety spectrum in the T-Band by 2021 with public safety agencies vacating the spectrum by 2023. This legislation will affect the public safety communications of 11 major metropolitan cities: Boston, New York City, Chicago, Dallas/Ft. Worth, Houston, Los Angeles, Miami, Washington, D.C., Philadelphia, Pittsburgh and San Francisco/Oakland. This spectrum is used to support critical public safety land mobile radio communications and provide regional interoperability among first responders. For example, Boston used the T-Band spectrum extensively in the aftermath of the April 15, 2013 marathon bombings.

In 2016, the National Public Safety Telecommunications Council found problems with the T-Band auction requirement. It estimated that it would cost public safety agencies \$5.9 billion to migrate to other spectrum bands. In addition, at least five jurisdictions, including Boston, would not have any spectrum to which to migrate. At the request of the IAFC and other public safety organizations and cities, Representatives Eliot Engel (D-NY) and Lee Zeldin (R-NY) introduced the Don't Break Up the T-Band Act (H.R. 451). The legislation has nine cosponsors. IAFC members are urged to ask their Members of Congress to support this important legislation.

FIREFIGHTER HEALTH AND WELLNESS ISSUES

Congress has started to focus on the issues causing firefighter suicides and Post-Traumatic Stress Disorder (PTSD). Representative Ami Bera (D-CA) introduced the Helping Emergency Responders Overcome Act (HERO Act; H.R. 1646). This legislation would authorize programs at the HHS and USFA to reduce the number of suicides in the fire and emergency service. Specifically, the bill would:

- Establish a system housed at the Centers for Disease Control and Prevention (CDC) to collect anonymous data about public safety officer suicides. The information in this registry could be used by researchers and mental health

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professionals to determine how to mitigate the tragedy of suicide;

- Require HHS to work with fire and emergency services organizations to develop a curriculum for a peer-counseling program. This program would be implemented by individual fire and EMS agencies using their firefighters and EMS personnel as peer counselors;
- Require HHS and USFA to jointly develop educational resources to help mental health professionals treat firefighters and EMS personnel, including chief officers, for service-related mental health issues; and
- Require HHS to review current best practices for treating PTSD and related illnesses. These best practices would be made available to national first responder organizations, local public safety agencies and individual first responders.

Currently, H.R. 1646 has 45 cosponsors.

departments should be issuing W-2 forms to their volunteer firefighters. These W-2 forms should itemize things like end-of-the-year banquets, uniform T-shirts, reduced property taxes and the myriad other benefits that a volunteer firefighter received during the year.

The IAFC thinks that it is unreasonable that volunteer firefighters should have to pay taxes to provide lifesaving service to their communities. So, we are supporting the Volunteer Responder Incentive Protection Act (H.R. 1241/S. 1210). This legislation would protect any property tax benefits and up to \$600 in other benefits from federal taxation. H.R. 1241 has 35 cosponsors and S. 1210 has 10 cosponsors. A related bill, the Setting Every Community Up for Retirement Enhancement Act (SECURE Act; H.R. 1994) would protect the property tax benefits and up to \$600 in other benefits that volunteer firefighters receive for the 2020 tax year. H.R. 1994 passed the House on May 23. The IAFC asks that

its members contact their Senators in support of both H.R. 1994 and S. 1210. We also would like to see the VRIPA (H.R. 1241) pass the House as a standalone bill.

This is an overview of the major issues that we are covering on Capitol Hill. In order to keep up with the issues, please check the Legislative Issues page on the IAFC website (www.iafc.org/gr). You also are encouraged to use our Hot Sheet and Issues Discussion to prepare for meetings with your Members of Congress. Most importantly, please feel free to contact the IAFC's Government Relations and Policy department at 703.273.0911 if we can help you. 🔥

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Ken LaSala, IAFC Director of Government Relations and Policy, manages IAFC's department that represents the voice of America's fire service leadership with Congress, the White House and federal agencies. He served as a congressional staffer from 1997 to 2005.

TAX ISSUES

The IAFC is involved in educating Congress about how the tax code can affect the fire and emergency service. For example, volunteer firefighters currently are taxed for the benefits that they receive from state and local jurisdictions. In fact, local fire

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Chiefs Morrison and Clack Selected 2019 IAFC Fire Chiefs of the Year

By **Jim Philipps**, IAFC Assistant Director of Strategic Communications

Pierce Manufacturing, Inc. and the IAFC are pleased to announce that John Morrison, Vienna (Virginia) Volunteer Fire Department, and James Clack, Ankeny (Iowa) Fire Department, were selected as the 2019 volunteer and career IAFC Fire Chiefs of the Year.

Since 1996, the prestigious Fire Chief of the Year award has recognized one volunteer and one career fire chief for their leadership, innovation and contributions to the fire service. The IAFC presents the awards in partnership with Pierce Manufacturing. The program's media partner is FireChief.com.

"Pierce is proud to once again support the recognition of the Fire Chief of the Year honorees," said Jim Johnson, president of Pierce Manufacturing. "Chief Clack and Chief Morrison are visionary yet humble leaders. Their unyielding commitment to the fire service and their communities is inspiring. Congratulations to Chief Clack and Chief Morrison."

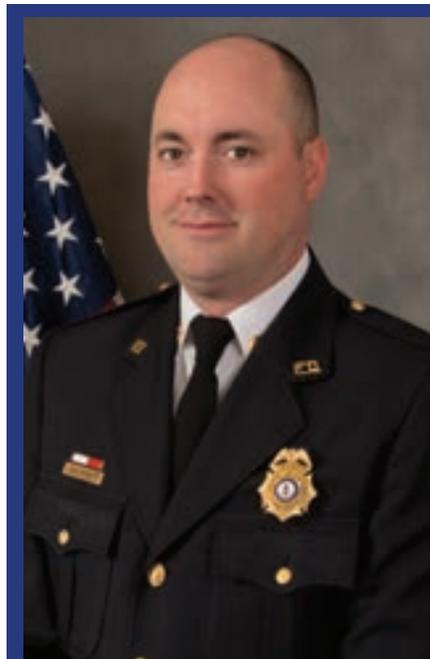
VOLUNTEER FIRE CHIEF OF THE YEAR – CHIEF JOHN MORRISON

Chief Morrison joined the Vienna Volunteer Fire Department in 1996 at the age of 16. He became an emergency medical technician in 1997, a firefighter in 2002, a lieutenant in 2009 and the volunteer chief in 2010. The department staffs 25% of all shifts throughout Fairfax County with a population of more than 1.1 million residents.

Morrison's vision and leadership is an integral part of several overarching, countywide initiatives, including collaborating with internal and external stakeholders in the development of a medical emergency dispatch algorithm focused on reducing call-processing times.

Morrison was nominated by Fire Chief John Butler, Fairfax County (Virginia) Fire and Rescue Department, who said, "Chief Morrison's involvement in all aspects of the volunteer fire and rescue service sets him apart and displays his natural leadership abilities to find creative, unique and common-sense solutions to problems that volunteer systems experience across the country. His innovative methods have become best practice and have undoubtedly contributed to the continued success of the volunteer fire and rescue service, in partnership with the FRD."

Morrison said of his honor, "It is truly an honor to be recognized



Chief John Morrison



Chief James Clack

by one's peers for an award, especially the IAFC's Volunteer Fire Chief of the Year. I'd like to express my appreciation to Pierce Manufacturing, Inc. for their support of this prestigious program. I wouldn't be here without the support I've received from the Fairfax County Fire and Rescue Department, especially Chief John Butler, Congressional Fire Services Institute Executive Director Bill Webb, the members and leadership of the Vienna Volunteer Fire Department and my incredibly supportive family."

CAREER FIRE CHIEF OF THE YEAR – CHIEF JAMES CLACK

Chief Clack is a 33-year member of the fire service and has been the fire chief for the Minneapolis (Minnesota) Fire Department, the Baltimore City (Maryland) Fire Department and the Ankeny (Iowa) Fire Department.

Clack began as a firefighter at Fire Station 11 in Minneapolis in 1986. Over 18 years, he demonstrated leadership abilities that led to his appointment as chief of Minnesota's largest fire department in 2004.



Clack commandeered one of the state's worst roadway emergency incidents in Minnesota history. On August 1, 2007, the I-35W Bridge collapsed endangering more than 100 lives and killing 13. His leadership and command presence brought together local, state and federal agencies as part of the unified response.

Clark was nominated by Deputy Chief Frank Prowant, Deputy Chief Robert Chiappano, Division Chief Daniel Schellhase and Fire Marshal Craig Fraser — all of the Ankeny Fire Department — who said Clack is "truly a consummate professional, servant leader, caring and compassionate fire chief who leads by example. His leadership, values and professionalism have allowed us to improve ourselves as individuals, our dedication to our families, and the service we provide to our community."

Examples of Clack's visions for success are not limited to only his accomplishments but are also demonstrated in the development of his officers and line personnel.

"His caring and compassionate personality extended to how

he manages his personnel," his nominators said. "Each member of the department has been educated in Chief Clack's Leadership Values. These simple concepts have greatly attributed to our organizational success. These values focused upon doing the right thing, that humans are more important than things, communicating effectively, having pride in your profession and the importance of family, faith and taking time for yourself."

Clack said he was very surprised to learn that he had been selected by the IAFC as Fire Chief of the Year.

"Many of my fire service mentors and heroes are on the list of past recipients of this award," Clack said. "When I think about what this honor means to me personally, I can't help but feel gratitude for all the blessings God has poured on Rose and I and our entire family. I want to thank Pierce Manufacturing for sponsoring this award and all of my co-workers and fire service friends who nominated me and continue to work so very hard to keep us all safe." 🔥



Fire Chief John C. Morrison
Vienna Volunteer Fire Department
Vienna, Virginia



Fire Chief James S. Clack
Ankeny Fire Department
Ankeny, Iowa

Congratulations to this year's Fire Chiefs of the Year — two leaders who exemplify dedication to service and community.





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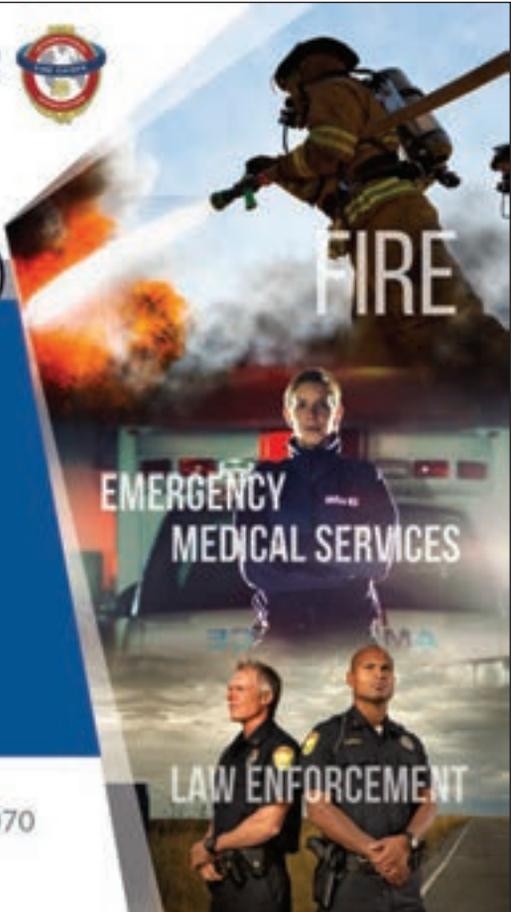
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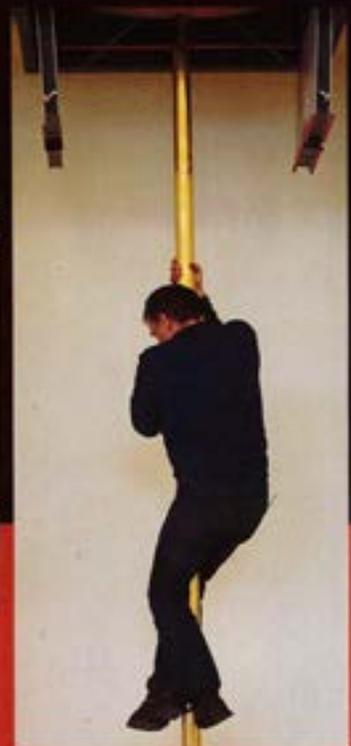
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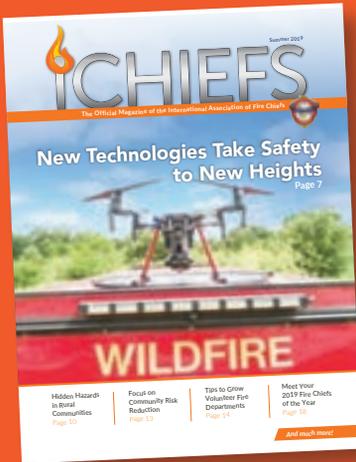
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In April, IAFC leaders met with Acting Secretary of Homeland Security Kevin McAleenan. From left: Richard Carrizzo, Gary Ludwig, Dan Eggleston, Sec. McAleenan, Otto Drozd, Mark Light.

2019 IS PROVING to be a landmark year at the IAFC. Thanks to our dedicated members and leaders, the IAFC remains the most respected and influential voice in the fire and emergency service. Below are a few Points of Light of the IAFC Mission at Work already achieved this year thanks to you:

- In January, the Volunteer and Combination Officers Section released the Federal Compliance Toolkit to assist departments with staying in compliance with FLSA, Social Security Administration and IRS regulations.
- President Dan Eggleston presided at the 2019 International Fire Operations Conference from February 25 to 27 in Manama, Bahrain. More than 450 people, including speakers, nine sponsors and nine exhibitors, participated. The conference was held in partnership with the Fire Protection Department of Saudi Aramco and the Civil Defence of Bahrain.
- The IAFC Volunteer Workforce Solutions grant for recruiting and retaining volunteer firefighters of the future has been completed. Across all 10 pilot departments, a 17% increase in women and a 13% increase in underrepresented groups applying for volunteer positions was achieved. Additionally, an increase of 1,233 new operational members was achieved.
- The IAFC partnered with American Military University and the IAFC Terrorism and Homeland

Security Committee to develop an e-magazine, *Protecting Against Cyberattacks: A Guide for Public Safety Leaders*.

- On February 21, the 13th cohort of the International Fellowship Program graduated from the Myrtle Beach (South Carolina) Fire Department.
- In March, during the successful Wildland-Urban Interface (WUI) Conference in Reno, Nevada, the IAFC Wildland Fire Policy Committee released the WUI Chief's Guide. The guide provides tools and tips to aid wildland-urban interface fire department planning and operations.
- On March 23 to 26, the IAFC Fire & Life Safety Section hosted the inaugural Community Risk Reduction Leadership Conference in Reno, Nevada.
- IAFC President Dan Eggleston, First Vice President Gary Ludwig, Second Vice President Otto Drozd and Treasurer Richard Carrizzo were in Washington, D.C. from April 22 to 26 for CFSI Week to raise awareness on Capitol Hill about IAFC federal funding and legislative priorities. More than a dozen meetings were held with congressional offices and administration officials, including the acting secretary of the U.S. Department of Homeland Security.
- In May, the IAFC launched the new iCHIEFS Podcasts. Each month co-hosts Tom Jenkins, Rogers, Arkansas, Fire Chief and 2017-2018 IAFC president, and Sheldon Gilbert, ESCI chief executive officer, discuss hot-button issues with leaders in the fire and

emergency service. The first episode explores reducing cancer risk for firefighters in conjunction with Safety Stand Down Week.

- In August, the Volunteer and Combination Officers Section (VCOS) and the Executive Fire Officers (EFO) Section released a guide for new and interim fire chiefs.
- In August, the IAFC Diversity Executive Leadership Program (iDELPH), a two-year program developed by the IAFC in 2017 to bring together a group of current and future leaders to help foster a diverse and inclusive leadership and workforce, will graduate its first cohort. The inaugural cohort achieved several successes, including speaking at national conferences, representing the IAFC at national summits and providing feedback to make marketing materials more inclusive. 75% of the cohort were promoted or received new leadership positions at other departments.

The IAFC is on the front lines leading the fire and emergency service. For members, there are many ways you can get involved, such as serving on committees or councils, joining the discussion on KnowledgeNet, becoming an instructor, writing for IAFC publications, participating in grassroots campaigns and becoming a mentor. I urge you to lend your time and talents to the IAFC and the greater fire and emergency service.

MARK LIGHT, IAFC
CEO and Executive Director

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