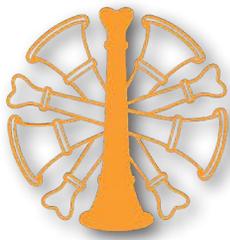


Spring 2024



CHIEFS

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150



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INTERNATIONAL ASSOCIATION OF FIRE CHIEFS

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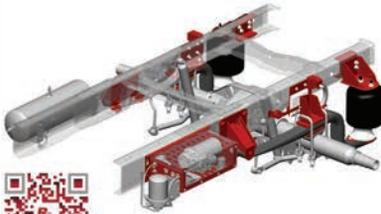


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For the Good of the Members

IN THE WORLD of associations, there is sometimes an ongoing debate about the balance between board-driven and staff-driven leadership. Some believe that boards should take the reins, setting the course and making decisions, while others maintain that staff, with their expertise and day-to-day involvement, should be the driving force.

However, in my opinion, this dichotomy is a false one. Effective associations operate not as board-driven or staff-driven, but as member-driven entities. Our board, elected, appointed, or selected by the membership, represents the collective voice of the International Association of Fire Chiefs (IAFC), while staff, guided by the board's decisions, provide the expertise and resources to implement those decisions.

This collaborative approach, where the board and staff work together, is crucial for achieving our association's goals. As David Westman, renowned association executive and author, aptly states, "The board and CEO roles are complementary, and both are essential for achieving association goals."

At the heart of this collaborative approach lies the Strategic Initiative Plan (SIP), a roadmap that charts our association's course and aligns the efforts of both board and staff. Our SIP is not a document that will be shelved and forgotten; it is a living, breathing entity that is periodically being discussed when I meet with

Effective associations operate not as board-driven or staff-driven, but as member-driven entities.

the CEO and can be updated by the board to reflect the changing needs and aspirations of our membership.

The importance of member-driven leadership is echoed by John Barnes, author and association consultant, who emphasizes that, "A successful association is one that is member-driven, not board- or staff-driven." Barnes further explains, "The board's role is to provide leadership and oversight, while the staff's role is to implement the board's decisions and provide support to the membership."

In the context of our association, the continuum of board leaders, from immediate past president Chief Donna Black, to me, to our first vice president Chief Josh Waldo, to our second vice president Chief Trisha Wolford, exemplifies this collaborative approach. Along with the other leaders on our board of directors, each of these leaders have brought their unique strengths and perspectives to the table, building upon the legacy of those who came

before us and paving the way for those who will follow.

As we move forward, the focus must remain on our members — their needs, their aspirations, and their successes. The board, CEO, and staff, working together as a team, will continue to foster an environment where the members' voices are heard, their concerns are addressed, and their interests are paramount.

In closing, the true measure of the IAFC's success lies not in whether it is board-driven or staff-driven, but in its ability to serve its members effectively. By embracing a member-driven approach, where board, CEO, and staff work together, guided by our SIP and a commitment to the members' well-being, the IAFC can achieve its full potential and make a lasting impact in the fire and emergency services for the next 150 years and then some.

Fire Chief John S. Butler
President and Board Chair

Leveraging Human Performance and Mitigating Stress

Across the Response Continuum



Firefighters and paramedics complete the final day of Snohomish County Fire Training Academy with high acuity response scenarios and debriefings. Photo by Chief Shaughn Maxwell.



Assistant Chief Shaughn Maxwell,
South County Fire

To optimize the performance and sustainability of fire and emergency medical services we must focus on the human response.

When we hear the word response, we think of the dispatcher responding to the person reporting the emergency, the firefighters and paramedics responding to their

apparatus, and the engine and ambulance responding through the streets to the emergency. The human response likely is not the first thing that enters our mind. However, almost every aspect of a response is influenced by and reliant on the human response.

Firefighters and paramedics are humans that are asked to perform extraordinary work, often under

extraordinary conditions. These conditions can be both cognitively and physically challenging and demand rapid sense-making, critical decision-making, and prioritization of actions. The high-consequence, time-sensitive analyses and interventions are inherently stressful and require consistent deployment of technical knowledge and expertise. Regardless of the situation there will always be a human somewhere in the response system and the “human” response is a crucial element to the success and safety of the incident.

To leverage the human response, it is important to optimize stress and performance across the entire response continuum. Doing so will enhance the health and effectiveness of the responder. There are numerous interventions to improve human performance and reduce stress. Here are a few important measures.

SPECIALIZE AND ADJUST TRAINING FOR HIGH-PRESSURE SITUATIONS

It is known that firefighters and paramedics often encounter scenarios that elicit stress. Novel, rapidly evolving, unpredictable environments with limited information are inherently stressful. Even the veteran fire officer needs to be prepared to encounter a situation they have never seen before.

Training tailored to these situations is pivotal. Incorporating scenario-based simulations that create cognitive and physical stress prepare us to respond with competence to these events. If we do not train under stress, we will not perform well under stress.

This psychological training is called stress inoculation. Everyone is different and prepared to handle various degrees of stress. Training must be individualized to be effective. For example, if the scenario is overly complex for a new officer, it will shut down learning and erode confidence. Conversely, experienced officers require a high degree of complexity, otherwise learning is not activated and there is the risk of developing overconfidence and complacency.

Degrees of complexity and stress can be ratcheted up or down using

techniques such as adjusting the volume of decisions that need to be made, adjusting the amount of time available to make decisions, and adjusting the number of conflicting decisions or priorities.

Novelty and perturbation demand a higher cognitive load, which causes stress. Something that is new increases cognitive load because it requires us to make sense before we can make a plan. Perturbation is to create a change or disturbance from the regular course of action, to disrupt the equilibrium of the situation. Again, this is a tool to increase cognitive demand to evoke artificial or training stress. This could be done by having dead batteries in the laryngoscope, tipping over the med box, or removing a section of hose from the bed.

When done appropriately and correctly based on the scenario and individual, it creates stress inoculation. The goal is to build resilience to stress, confidence, and the agility to overcome unexpected challenges.

FOSTERING TEAM COHESION AND COMMUNICATION

Effective teamwork and communication are foundational in emergency response scenarios. We should be developing our teamwork and communications as routinely as stretching hose or practicing CPR. How we respond to others and how they respond to us underpin our communication and teamwork.

Teamwork starts with self-work. The high-performance team is a compilation of high-performance individuals. Individual team members must understand themselves before they can understand others. Knowing oneself requires honest and critical self-reflection. When one is self-aware and works to understand their beliefs, values, and goals, they begin to understand the lens in which they view and process situations.

This understanding optimizes teamwork because when you understand yourself, you increase your ability to consider the viewpoints and perspectives of other team members. This allows us to have better empathy

for our teammates and causes us to be more accepting of new information and ideas.

All these aspects lay the groundwork for camaraderie and psychological safety to grow amongst the team. This safety opens the lines of communication among team members. When everyone feels safe to speak up, to voice solutions and challenges, it maximizes the contributions of each individual. This maximizes the potential for team success. This process of knowing oneself is an ongoing process that enhances one’s ability to be a strong communicator and contributor to the team.

RESET, REFLECT, AND RECOVER

The response industry has become acutely aware of the post (traumatic) stress that affects us after the call. There are meaningful ways to help recover after routine and critical incidents, and it can be highly individualized.

In the same way we are all unique contributors to the team, we have different ways of recovery. It is common knowledge that exercise reduces stress, yet we often think of the cardiovascular and musculoskeletal benefits. We need to remind ourselves that exercise conditions us to physiologically mitigate psychological stress. Knowing the “why” helps us to take action and exercise when we feel least motivated to move. The reason we exercise is to flush out the harmful products created by stress and promote the production of hormones that promote wellbeing. While it is important to exercise regularly, it is also a tool to help us actively rest and recover after a particularly stressful event.

Exercise can be used as an opportunity to reflect on the event either as an individual or a group. (Although, it does not need to be done concurrently with exercise.) Reflecting on an event without the pressure of time provides space to make better sense of what occurred and sometimes why something occurred. It is more likely that we will have an epiphany reviewing an event that has concluded versus during a fast-moving stressful situation.

These insights discovered during reflection provide significant impact for future performance. Review and reflection make the most out of experiential learning. When we take the time to make sense of an incident, it will enhance our future sense-making capabilities. The next time we encounter a similar situation or challenge, we will likely identify it sooner. The situation produces less novelty and should elicit a lower stress response. When we create a routine of recovery that best matches both our individual and group needs, we will mitigate stress. We can use challenging experiences to level up our performance on the next response.

THE MOST IMPORTANT RESPONSE

There are a lot of responses on a call — the response to someone’s call for help, the response to smoke activating the smoke detector, the response of the engine when the start button is pushed, or the response of the defibrillator when we “push-to-shock.”

All of these responses rely on the most important response: the human response. If we want to optimize the performance and sustainability of the fire service, we must focus our attention on optimizing the health and performance of the human response before, during, and after the call — across the entire continuum of the call.

Pursuing these measures is an invaluable service to our people; this will allow them to continue to provide an invaluable service to our communities. 🔥

Assistant Chief Shaughn Maxwell, Psy.M. EMT-P with 35 years in the fire service, leads EMS, Health and Safety for South County Fire, a large urban fire authority in Washington State. Chief Maxwell has a master’s degree in human (performance) factors psychology and is on a mission to share actionable insights that optimize the human response in high-consequence situations. Chief Maxwell writes and speaks about the art and science of raising performance and resilience and can be contacted at shaughnmaxwell@gmail.com.

Individual team members must understand themselves before they can understand others.

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Fighting Fire and Preserving Progress:

The Unsung Role of Portable Fire Extinguishers in Environmental and Life Safety



Retired Chief Greg Rogers,
Fire and Life Safety Section Chair

Those towering city skyscrapers that form concrete jungles symbolizing human achievement and progress are awe-inspiring yet hardly invulnerable. They are susceptible to a destructive force that threatens both life and the environment: fire.

While we can marvel at the breadth and height of the massive structures,

it is important to recognize that it is the small portable fire extinguishers, mostly required by building codes, that play a crucial role in providing life-saving benefits while also mitigating the environmental impact of building fires in our communities.

In the midst of proposals to weaken building codes and remove fire safety features, the importance of fire safety standards cannot be



The full implications of these small, often overlooked devices extend far beyond immediate human safety.

overstated, including the common and yet affordable fire safety features such as the mandate for portable fire extinguishers. When it comes to safeguarding lives, property, and the environment, the layers of protection provided by code requirements are nothing short of invaluable. Sprinklers, fire doors, suppression systems, and training are all part of worthwhile and layered fire prevention.

Yet, it is the portable fire extinguishers that are often the unknown and unreported unsung heroes of firefighting, capable of containing or even extinguishing small incipient fires before they escalate into infernos. The full implications of these small, often overlooked devices extend far beyond immediate human safety.

We must consider the environmental impact of building fires. Beyond the obvious release of toxic smoke and gases, the incineration of building materials can result in the emission of harmful pollutants into the atmosphere. These pollutants not only compromise air quality but also

contribute to the greenhouse gases responsible for climate change.

Moreover, the runoff from firefighting efforts, laden with chemicals, can contaminate water sources, posing risks to aquatic ecosystems and human health. A plastic product manufacturing firm, for example, might not use any hazardous materials, but a catastrophic fire can create toxic combustion byproducts. A routine office building fire can severely impact the environment from the fast burning of interior furnishings, carpets, curtains, rugs, plastics, electronics, maintenance equipment, and so on.

Thus, stopping a flickering flame before it becomes a blazing inferno is paramount. This is where portable fire extinguishers come into play as simple-to-use fire safety devices that are affordable and yet also eco-friendly. By enabling swift action at the initial stages of a fire, these eco-friendly warriors can aid in reducing the amount of building material consumed by flames and pollutants released.

Less severe fires mean less toxic smoke and fewer harmful gases released into the environment. The

ability to minimize the scope of fires also lessens the burden on firefighting efforts, reducing water usage and the subsequent chemical runoff that can harm our natural resources.

The use of portable fire extinguishers can often prevent the need for more extensive fire suppression methods, such as deploying large amounts of water or foam. These methods, while effective, come with their own environmental consequences. Water damage to buildings and infrastructure can lead to significant resource waste.

In essence, the use of portable fire extinguishers is a win-win situation for both life safety and environmental preservation. These devices provide an opportunity to prevent the escalation of fires, minimizing the environmental footprint left behind by such incidents. By adhering to and advocating for layered code requirements, we contribute to not only the safety and well-being of our communities but also the sustainability of our environment.

It is imperative that we foster a culture of fire prevention that recognizes the layered benefits fire extinguishers offer. They are not just tools for crisis management; they are tools for responsible environmental stewardship. It's time we appreciate their role in not only saving lives but also safeguarding the delicate balance of our ecosystems and reducing the ecological toll of building fires. 🔥

Chief Greg Rogers currently serves as the Chair of the IAFC's Fire and Life Safety Section and has a bachelor of science in engineering technology with an emphasis on fire protection and safety and a master's degree in leadership and management from Western Governors University. He started his career at the Oklahoma State Fire Service Training Center, then worked at North Metro Fire Rescue in Broomfield, CO, and then at South Kitsap Fire and Rescue and as Deputy Chief with Spokane Valley Fire Department.

Igniting Excellence in Fire Service Education

The International Association of Fire Chiefs (IAFC) Officer Development Program (ODP) Leadership

Development Certification Series (LDCS) stands as a testament to the commitment of the IAFC and Columbia Southern University (CSU) to advance the knowledge, skills, and ability of fire service professionals. Furthermore, this groundbreaking collaboration not only exemplifies innovation but also contributes directly to achieving one of the central objectives outlined in the IAFC board's new Strategic Initiative Plan (SIP) adopted in early 2023 — the goal of advancing education within the fire service community.

This article examines the details of the ODP-LDCS program, providing an in-depth understanding of its structure and levels and the comprehensive education it offers to Company Officers, Chief Officers, and Executive Chief Officers.



Keith Padgett, Columbia Southern University

PROGRAM OVERVIEW

The IAFC ODP-LDCS is a higher-education collaboration with CSU, offering a three-tiered officer development certification series. These program levels are carefully designed to cater to the specific needs of individuals at different stages of their careers, seeking to enhance leadership capabilities and overall competency.

1. The **Company Officer Level** comprises three courses, each

providing eight units of instruction. Qualified IAFC members deliver the program online and on-site. Successful completion of this level grants three undergraduate college credits (one credit per course) that can be applied to any degree program at CSU. It is available for completion fully online or through a hybrid model with a combination of online and on-site courses.

2. The **Chief Officer Level** is similar to the Company Officer Level. The Chief Officer Level consists of three courses with eight units each. Courses are conducted online and on-site, facilitated by IAFC members. The successful completion of this level results in three undergraduate college credits that can be applied to any degree program at CSU. It has flexible completion options, with a choice between fully online or a hybrid model with a blend of online and on-site courses.

3. The **Executive Chief Officer Level** is the highest tier of the ODP-LDCS, catering to seasoned leaders in the fire service. It comprises three courses, each delivering eight units of instruction. Experienced IAFC members lead the online and on-site courses. Completion of the program awards three undergraduate college credits that can be applied to any degree program at CSU. Participants have the flexibility to choose a fully online experience or the hybrid model with a combination of online and on-site courses.

COURSE STRUCTURE

Each course within the ODP-LDCS program levels is designed to cover essential topics of leadership and fire service management. The curriculum is developed to provide practical knowledge and skills that directly translate to effective leadership.

The program's rigor is shown through each course's structure, featuring eight comprehensive units, or workshops (on-site), each designed with four Unit Learning Outcomes (ULOs) to ensure a consistent and thorough understanding of essential leadership and management principles.

DELIVERY METHODS

Courses within the IAFC ODP-LDCS offer a flexible blend of online and on-site (hybrid) delivery options. This adaptability allows participants to complete the program either entirely online or through a combination of online and on-site courses, ensuring accessibility for a diverse group of learners, such as career, volunteer, or combination organizations. The IAFC facilitates course delivery at premier events like Fire-Rescue International (FRI) and through division and state chief programs, providing participants with a variety of avenues to access the education they need.

For those opting for a fully online experience, the courses are conducted within CSU's Blackboard Learn, a learning management system. Participants will engage with all eight

units and then take a 25-question examination upon completing the entire course. This online format offers an accessible and comprehensive learning environment, ensuring participants can progress through the program at their own pace while still meeting required educational standards.

The hybrid model combines on-site workshops with online components to offer a dynamic learning experience. As an example, a student attending a three-day educational program, focused on one specific course at FRI, would participate in six 90-minute workshops relevant to their desired program level. Following the on-site workshops and departure from the conference, the student would log in to CSU's Blackboard Learn to complete the last two units online, culminating in a 25-question examination. This hybrid approach validates that learning has occurred, allowing for the application of credits and certification.

ASSESSMENT AND CERTIFICATION

Participants undergo thorough assessment through online examinations upon completing each program level. Successful completion of the IAFC ODP-LDCS program levels grants participants three undergraduate college credits for each tier that can be applied toward any degree program at CSU. These credits acknowledge the commitment and proficiency of participants in mastering the leadership and management skills integral to the fire service.

INSTRUCTOR SELECTION

A call for workshop instructors will invite qualified individuals with expertise in various aspects of fire service leadership and community health to submit proposals for 90-minute workshops. These workshops should align with the ODP's specific Unit Learning Outcomes for Company Officers, Chief Officers, and Executive Chief Officers.

Workshop topics within the ODP are strategically designed with the

Unit Learning Outcomes for each leadership level. These workshops concentrate on key subjects essential to leadership development, ensuring participants acquire an extensive understanding of the curriculum. However, it's essential to acknowledge the importance of each instructor's academic freedom. In certain instances, an instructor may possess an established presentation on a topic identified within a course.

The instructor's existing presentation may cover the topic and meet the specific needs of the course. In such cases, while ensuring alignment with the overall learning objectives, the instructor has the flexibility to incorporate one or two additional Unit Learning Outcomes as necessary to fulfill the workshop's learning requirements. This approach recognizes the valuable expertise of the instructor while maintaining the integrity and coherence of the workshop content with the broader goals of the program.

CORNERSTONE OF SUCCESS

The IAFC ODP-LDCS, in collaboration with Columbia Southern University, sets the bar for the ongoing professional development of fire service leaders. With its three-tiered approach, flexible delivery methods, and rigorous curriculum, the ODP-LDCS ensures that Company Officers, Chief Officers, and Executive Chief Officers are equipped with the knowledge and skills needed to navigate the challenges of leadership in the dynamic field of the fire service.

As the IAFC continues to champion excellence, the ODP-LDCS remains a cornerstone for developing leaders within the global firefighting community. 🔥

Chief Keith Padgett is the Fire and Emergency Medical Services Academic Program Director with Columbia Southern University (CSU). Prior to that, he served as the Chief-Fire Marshal for the Fulton County Fire and Rescue Department, a metropolitan-sized department in Atlanta.

Legislative Update:



Ken LaSala, IAFC Director of Government Relations and Policy

This Is Your Fight

The first session of the 118th Congress was historically ineffective in passing legislation: it only passed 34 bills into law.

This statistic is more than just a fun fact, because one of the unpassed bills would protect the Assistance to Firefighter Grant (AFG) and Staffing for Adequate Fire and Emergency Response (SAFER) programs from expiring. So, if you need an AFG or SAFER grant, plan on receiving one, or have ever received an AFG or SAFER grant, this is your fight. These programs have a termination date of September 30, 2024. Now is the time to contact your Representatives and Senators and tell them to pass

the Fire Grants and Safety Act (S. 870/H.R. 4090).

On April 20, 2023, the United States Senate passed the Fire Grants and Safety Act (S. 870). The bill would delay the sunset dates for the AFG and SAFER programs to September 30, 2032. It also would authorize \$95 million for the U.S. Fire Administration through Fiscal Year (FY) 2030, which would be an increase to allow for funding for the new National Emergency Response Information System (NERIS).

There were two Senators that opposed the bill: Senator Mike Lee (R-UT) and Senator Rand Paul (R-KY). Senator Paul is the ranking member of the Senate Homeland Security and Governmental Affairs Committee.

Since S. 870 passed in the Senate over his opposition, Senator Paul has opposed efforts to pass S. 870 as part of other bills, such as the annual national defense authorization bill. In order for the legislation to protect the AFG and SAFER grants to become law, you will have to ask your Senators (especially Republican Senators) to ask Senator Mitch McConnell, the Republican Senator Minority Leader, to allow final passage of this important legislation.

Meanwhile, over in the House, the new Speaker of the House, Representative Mike Johnson (R-LA), will have to pass legislation to protect the AFG and SAFER grants. The House version of the Fire Grants and Safety Act (H.R. 4090) currently

Our number one priority is to ensure that the AFG and SAFER programs do not expire this year.

is pending consideration on the House Floor. The House Science, Space, and Technology Committee voted on the bill on June 21. My last column discussed the main differences between S. 870 and H.R. 4090. The key point is that either bill will prevent the AFG and SAFER programs from being terminated at the end of September. So, please ask your Representative to call Speaker Johnson and House Majority Leader Steve Scalise and insist on a House vote on H.R. 4090.

Obviously, our number one priority is to ensure that the AFG and SAFER programs do not expire this year. Here are some other issues that we are working on this year.

THE ANNUAL FEDERAL APPROPRIATIONS

FY 2024 began on October 1, but Congress still had not passed an appropriations bill before January 10. This delay creates a problem for programs like the AFG and SAFER grant programs, because it creates backlogs and delays in the Federal Emergency Management Agency's (FEMA) ability to administer the programs, especially if there is a federal government shutdown.

On September 28, the House passed the FY 2024 Department of Homeland Security Appropriations Act. The Senate has yet to act on the bill. The bill included increases for the AFG and SAFER grant programs (\$370 million for each program) and the USFA (\$72.8 million). Please ask your Senators to accept the House's funding levels for these important programs.

President Biden is expected to release his FY 2025 budget request on February 1. The IAFC will spend the year asking Congress to continue to increase funding for programs

like the AFG and SAFER programs, the USFA, and the Volunteer Fire Assistance programs.

REAUTHORIZATION OF THE NATIONAL FIREFIGHTER REGISTRY FOR CANCER

Last year, Senator Bob Menendez (D-NJ) and Representative Bill Pascrell, Jr. (D-NJ), introduced the Firefighter Cancer Registry Reauthorization Act (H.R. 3821/S. 2119). The bill would allow Congress to increase funding for this program to \$5.5 million. As this program is now operational and collecting data, it is important to maintain its funding.

Senator Menendez was able to add his bill to the annual FY 2024 National Defense Authorization Act (S. 2226). Unfortunately, his language was removed during the final conference negotiations surrounding the bill. So, it is important that the House and Senate pass H.R. 3821.

THE SIREN GRANT PROGRAM

There is some good news in the field of EMS. The Supporting and Improving Rural EMS Needs (SIREN) grant application period is open until March 20, 2024. These grants can be used to provide training, certifications, staffing, and equipment for local fire-based and third-service EMS agencies. The program expects to award 52 grants for up to \$200,000 each per year.

The Senate also voted on December 13 to reauthorize and increase funding for the SIREN grant program. Now it is important for the House to take up and pass S. 265, the SIREN Reauthorization Act.

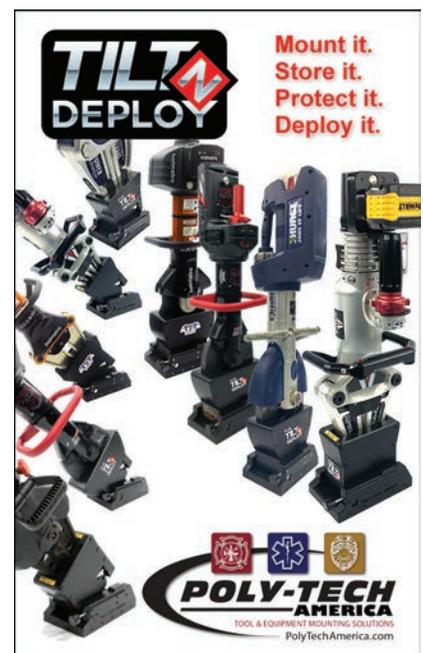
Finally, the IAFC already has begun working on plans for 2025. Most importantly, Congress must pass legislation to prevent the termination of the federal FirstNet Authority.

Under current statute, FirstNet will expire in February 2027. We are asking Congress to pass legislation (H.R. 3366) in 2024 to protect this program. With Congress' general inaction, we want to generate a lot of focus on FirstNet this year with the intent for Congress to take action in early 2025.

In addition, we are working with other fire service organizations, the insurance industry, state and local government organizations, and other supporters of the recommendations of the recently released report by the Wildland Fire Mitigation and Management Commission. This report includes 148 recommendations to adopt a multidisciplinary approach to improving the nation's ability to address the wildland fire problem. While we hope to see legislation introduced this year to implement the report's recommendations, Congress probably will not act on any legislation until 2025.

This year is an excellent time to attend the National Fire and Emergency Services Dinner on April 29. Congress will be in session on April 30, so you can spend that day telling your Senators and Representatives not to kill the AFG and SAFER grant programs. Remember: if you are not at the CFSI dinner, your AFG and SAFER funding are the meal. 💧

Ken LaSala is the IAFC's Director of Government Relations and Policy.



Upcoming Events

Wildland-Urban Interface Conference

March 26-28, 2024
Reno, NV

Three essential tracks — fire-adapted communities, operations and suppression, and policy and tools — ensure you and your team get everything you need to minimize and manage threats in the wildland-urban interface.

Fire-Rescue Med

April 30-May 1, 2024
Las Vegas, NV

This event addresses the issues impacting today's fire-based EMS leaders. Attendees turn to Fire-Rescue Med for the education and training they need to stay ahead on today's tough issues, including current events and changes in fire-based EMS.

Community Risk Reduction Leadership Conference 2024

May 14-16
Glendale, AZ

Sponsored by the IAFC's Fire and Life Safety Section, this event tackles community risk reduction (CRR) from the leadership perspective, highlighting best practices from concept to implementation to outcomes. Presentations will highlight the latest and greatest in CRR research.

International Hazardous Materials Response Teams Conference

June 5-9, 2024
Baltimore, MD

The training offered at the Hazmat Conference provides immediate, practical and valuable information designed to ensure you successfully meet the demands of HAZMAT response in today's challenging environment.

Fire-Rescue International

August 14-16, 2024

Dallas, TX

The IAFC's annual conference and expo provides senior-level leadership training for chiefs and officer development education for chief and company officers, new ways to connect with vendors and colleagues, and the latest solutions to today's toughest challenges.

Symposium in the Sun

November 14-17, 2024
Clearwater, FL

This event addresses the unique needs of volunteer and combination departments, including transitioning from a volunteer to a combination department, recruitment and retention, leadership and management, and staffing.

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Embracing Opportunities



In this edition of iCHIEFS, I'm providing an update on our ongoing journey and sharing some thoughts as we approach the spring and summer seasons. The International Association of Fire Chiefs (IAFC) remains committed, driven by the dedication of our members who actively shape the trajectory of the fire service. My sincere gratitude goes out to each of you for your continued support.

Our team is diligently working to advance the fire and emergency service, aligning with the goals established by our board of directors through the Strategic Initiative Plan (SIP). It's heartening to witness the genuine enthusiasm within our community.

The anticipation for our upcoming conferences is palpable, and the opportunity to connect, network, and learn together in person is a welcome shift from the colder months. These

These gatherings are essential for real-time connections and shared learning experiences, providing opportunities for collaboration and community building.

gatherings are essential for real-time connections and shared learning experiences, providing opportunities for collaboration and community building. Our events serve as a platform for exchanging insights, exploring ideas, and fostering relationships. I encourage you to actively participate, engage with fellow members, and make the most of the valuable experiences on offer. We hope to see you face-to-face!

For those unable to join us in person, consider engaging through the numerous digital opportunities available on www.iafc.org. Our extensive library of webinars and resources ensures you have access

to the information you need, whenever you need it. Stay tuned as we develop additional digital resources to meet your needs 24-7.

As we move forward, let's embrace the opportunities for learning and growth and the celebration of our shared commitment to the fire service. The journey ahead holds promise, and I'm confident in the collective impact we can make. Thank you for being an integral part of the IAFC. Here's to a season of connections, growth, and shared successes.

Rob Brown

IAFC Chief Executive Officer and Executive Director





Alcohol-based Fire Training Props: *Safer, Smokeless & Reusable!*



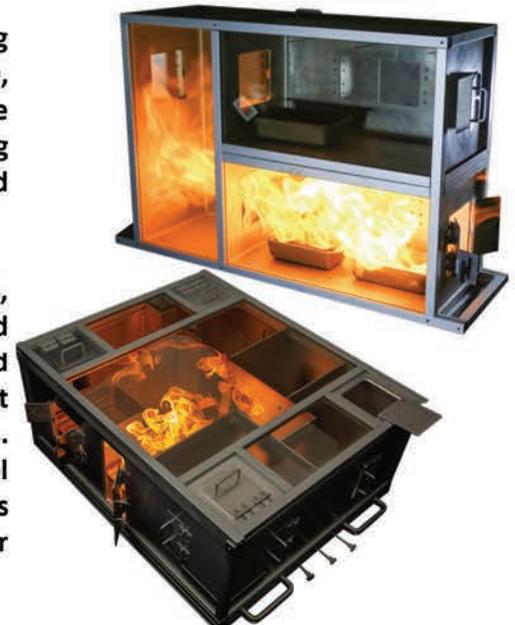
One-time-use wooden fire props are time-consuming to build. They're costly, and they generate noxious smoke.

Flashpoint Fire Equipment's reusable, alcohol-fueled Fire Dynamics Training Props elevate your fire-behavior training and save your department time and money.

Scale-model props are invaluable for training and teaching fire behavior and fire dynamics concepts. But limits on time, labor and materials costs, and the dangers of burning MDF and OSB have made single-use wood props obsolete and better solutions a necessity.

Flashpoint Fire Equipment offers an elevated fire behavior training experience that saves time and money. Reusable and built-to-scale, Flashpoint Fire Dynamics Training Props burn de-natured alcohol. They're easily and quickly refueled to facilitate multiple hands-on training sessions in quick succession without the need to continually source and use new materials and without incurring labor costs.

Constructed using neo-ceramic glass and high-grade aluminum panels, Flashpoint Fire Dynamics Training Props are available in vertical and horizontal configurations and are specially designed to expand and contract within a supporting frame. They have high quality closures that allow for flow path manipulation to recreate a wide range of scenarios. They feature doors that allow the simulation of various door control techniques and can nest against each other with a collar that connects the flow of fire gases, simulating fire behavior in strip malls and taxpayer occupancies.



The most effective and cost-efficient way to achieve your learning objectives is for your entire team to have the opportunity for hands-on application of flow path knowledge. These prop designs offer limitless training possibilities, including:

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- ✓ Role of Air on Flaming Combustion
- ✓ Vent Point Ignition
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