



IAFC

International Association of Fire Chiefs

What's Happening at the IAFC?

Strategic Direction Update
August 1 – October 31, 2016

The following is a record of completed works directly relevant to the IAFC's strategic direction. It is intended to capture the depth of the association's overarching accomplishments at a high level.

Goal One: To LEAD

To **LEAD** by being the preeminent *global* advocate for the fire and emergency service on leadership, policy, management and service delivery.

Strategy: Equip current and future fire and emergency service leaders to meet evolving and emerging challenges and opportunities.

- Fire-Rescue International (FRI) was held August 17-21 in San Antonio, with participation of 467 exhibiting companies and more than 7,000 attendees. Registration for All Access, Core and ODP was up more than 20% over 2015. FRI offered 108 core educational sessions and 70 officer development sessions. IAFC components and programs contributed to the education program within the new Learning Lab in the exhibit hall.



U.S. Fire Administrator Ernie Mitchell, 2003-2004 IAFC president, is presented with the President's Award of Recognition by President Rhoda Mae Kerr at FRI 2016 for his lifelong contribution to the IAFC and the American fire service. The award is on display at IAFC headquarters.

Twenty-eight 15-minute sessions were offered. Other notable programs included High-Impact Training, FRI Sidebar, ResQCPR System Lab, Health and Wellness Zone and the Companion Track.



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- The Fire Service Executive Development Institute is attended by 20 students annually and is designed to help new or aspiring fire chiefs develop the leadership skills required to be a successful chief. The 2016-2017 session began in September and marks the third year of the program with sponsorship by Motorola Solutions Foundation.
 - In July, Chief Mike Metro, EMS Section treasurer, developed a survey to assess ambulance transportation revenue at fire departments across the United States. Chief Metro spoke about EMS innovations at several state fire chiefs associations' meetings throughout October.
 - New grants were received for the IAFC's Volunteer Workforce Solutions (VWS) team:
 - The IAFC received a three-year FEMA SAFER Recruitment and Retention grant for \$1.7 million to create a volunteer officer development program delivered through interactive, web-based training as well as a two-day instructor-led portion.
 - The Tennessee Fire Chiefs Association received a three-year FEMA SAFER Recruitment and Retention grant for \$1.2 million. The IAFC's VWS staff will manage the program for the recruitment and retention efforts and the Digital Center will create a website and GIS Tapestry Reports.
 - The Connecticut Fire Chiefs Association received a three-year FEMA SAFER Recruitment and Retention grant for \$1.1 million. The IAFC VWS staff will manage the program and the Digital Center will enhance the existing website for this phase-three grant.
 - In September, the EFO Section sponsored the Executive Fire Officer Program (EFOP) at the National Fire Academy in Emmitsburg, Md., which showcased more than 220 fire service leaders. This section recognized outstanding research in the EFO Program by presenting the Don Mano Awards of Excellence in Research at the symposium.
 - Fire Chief Michael O'Brian, Fire & Life Safety Section (FLSS) chair, traveled to Savannah, Ga., to speak at the National Electrical Manufacturers Association's conference.
 - The Safety, Health and Survival Section (SHS) created a National Fire Service Health and Safety Alliance to work with other fire service organizations to address firefighter safety issues.



Strategy: Provide innovative leadership by advocating for and guiding the fire and emergency service to create, recognize and respond to emerging trends and opportunities.

- On August 4, the NFPA’s Standards Council reviewed and approved the IAFC’s request to develop a project addressing emergency responder robotics, including unmanned aerial systems, unmanned aerial vehicles and other robotics used in emergency-response applications. This authorizes the creation of the Technical Committee on Unmanned Aerial Systems. This committee will have primary responsibility for documents related to the operation, deployment and implementation of unmanned aerial systems by emergency-response departments and personnel.
- SHS participated in the national review of OSHA standards related to firefighter health and safety and operations.
- SHS developed a process to enable every firefighter to obtain an NFPA 1582 compliant physical assessment on an annual basis.
- IAFC WFPC member Chief Richard Cowger represented the National Strategy Committee (NSC) at a meeting in August in Boise, Idaho. Chief Cowger also represented the NSC at the Wildland Fire Leadership Council meeting.
- The EMS Section helped the Government Relations Department prepare testimony to submit to the House Committee on Ways and Means in September regarding the impact FirstNet may have on the EMS industry.
- At FRI, the IAFC Communications Committee adopted a statement of support for FirstNet. This statement was adopted unanimously by the IAFC Board of Directors on September 8.
- The Senate Finance Committee voted to add the Volunteer Responder Incentive Protection Act (S. 609) to the Retirement Enhancement and Savings Act on September 21. The bill must be considered on the Senate floor.
- The House Energy and Commerce Committee voted on September 21 to report out the Protecting Patient Access to Emergency Medications Act (H.R. 4365). The bill must be considered on the House floor.
- Through a cooperative agreement, effective September 2016 through March 2018, the U.S. Forest Service will continue to support the ongoing relationship IAFC brings to local fire and emergency service responders at the national level, with an emphasis on bridging the federal government and its land-management agencies with local government responders.
- Chief Gary Curmode, IAFC second vice president, attended a White House meeting on September 14 regarding National Preparedness Month. This moderated Q&A session touched on the Ready, Set, Go! Program and FLSS preparedness efforts.



- In September, IAFC Wildland Fire Policy Committee (WFPC) Chair Erik Litzenberg participated in Wildland Fire Leadership Council meetings in Washington. The council provides strategic oversight to ensure policy coordination, accountability and effective implementation of federal wildland fire management policy and related long-term strategies to address wildfire preparedness and suppression, hazardous-fuels reduction, landscape restoration and rehabilitation of the America's wildlands, and assistance to communities.
- In October, *EMS Insider* published an article from Chief Norris Croom titled "Operational Security for EMS and Fire."
- FLSS members attended the public comment hearings for the International Code Council in Kansas City. Their public comments with the Fire Code Action Committee were passed 100% with the members present.
- Chief Kim Zagaris, chair of the Emergency Management Committee, assisted in the review and comment process on proposed National Incident Management System revisions.
- Chief Zagaris reviewed and submitted comments on the All-Hazards Incident Management Teams Association's Interstate Qualifications System drafts of 16 position task books.

Strategy: **Enhance the profession, culture and effectiveness of the fire and emergency service leadership.**

- The VWS National SAFER Grant Program created a more inclusive and diverse marketing campaign to be utilized by the 10 pilot departments. The marketing campaign showcases women and underrepresented populations in a variety of roles associated with the fire service, asking "What Fuels Your Fire?" in hopes of gaining a more-diverse volunteer workforce.
- SHS helped to establish a new IAFC working group to address bullying in the fire service. This group includes the IAFC Human Relations Committee, VCOS, I-Women, and Cumberland Valley Firefighters.

Goal Two: To EDUCATE

To EDUCATE current and future fire and emergency service leaders by providing training, education and professional development opportunities.



Strategy: **Make the knowledge and experience within the IAFC easily accessible for research and problem solving.**

- Company Officers Section (COS) continues to support education and leadership in the IAFC through support of the Company Officer Leadership Symposium (COLS) program, with section members serving as instructors for many sessions at FRI.
- The Digital Center migrated the IAFC infrastructure to cloud-based Microsoft Office 365, including SharePoint and OneDrive for Business.
- The Digital Center enhanced the ability to locate important fire and EMS research and findings on the FSTAR website.
- The Whole Community Planning for Disaster Training program, a cooperative agreement with FEMA National Training and Education Division, completed beta testing for the official launch of the blended learning. The 20 planned instructor-led trainings begin roll-out in January.

Strategy: **Supplement, develop, enhance and effectively deliver education, training and professional-development programs to address the needs of the membership.**

- The Chief’s Edge Leadership Symposium was offered at FRI in San Antonio; 32 people from around the U.S. participated in this unique program offering for aspiring, new or less-tenured fire and EMS chiefs.
- ODP-COLS I was offered in the Cincinnati area as part of a grant funded by Motorola Solutions Foundation and administered through the IAFC Foundation; 77 people attended this program.
- ODP-COLS III and ODP-CHIEF II were offered in Colorado as part of a partnership agreement with Colorado Fire Chiefs Association and the Colorado Division of Fire Prevention and Control; about 75 people attended ODP-COLS III and 35 attended ODP-CHIEF II.
- In July, *EMS Insider* published an article from Chief Norris Croom titled “The Thin Blue Line.”
- Under the leadership of Captain Demond Simmons, COS board member, COS continues to deliver podcasts focused on timely issues in the fire service to educate leaders at all levels.
- VCOS delivered the following training offerings so far this year:
 - 5 Beyond Hoses and Helmets classes
 - 3 Fire Rescue Organizational Guidance for Volunteer Leaders (FROG) classes
 - 2 You and ISO classes
 - 7 On-Fire Leadership webinars



- the inaugural Symposium in the West in May

Strategy: Support leadership development at all fire service levels.

- At FRI, Ken LaSala, IAFC’s government relations and policy director, and Division Chief Tom LaBelle, Albemarle County (Va.) Fire Department, taught a seminar on political engagement. Mr. LaSala also participated in a class on political engagement for the Company Officer Leadership Symposium at FRI.
- Chief Kevin McGee, Prince William County (Va.) Fire Rescue, and Assistant Chief Michael Little, Los Angeles (Calif.) Fire Department, presented a class at FRI about lessons learned from the emergency response to the November 2015 terrorist attacks in Paris. The class was sponsored by the IAFC’s Terrorism and Homeland Security Committee, chaired by Chief McGee.
- The Terrorism and Homeland Security Committee also sponsored a short class at FRI about the response to the June 2016 active-shooter incident at the Pulse Night Club in Orlando, Fla.
- COS completed its strategic plan to be presented to the IAFC Board of Directors for approval at its December.

Goal Three: To SERVE

To SERVE by providing services and products of value to our membership, affiliates and partners.

Strategy: Encourage increased membership and participation through the enhancement of IAFC’s image as a valuable organization.

- Captain Mike Jaffa, COS chair, and Captain Jerry Helm, COS board member, worked with the IAFC Ethics Task Force to rewrite the IAFC Code of Ethics.
- The EFO Section has continued to grow and entice new EFO graduates to join the IAFC and become active through our outreach efforts at the National Fire Academy.

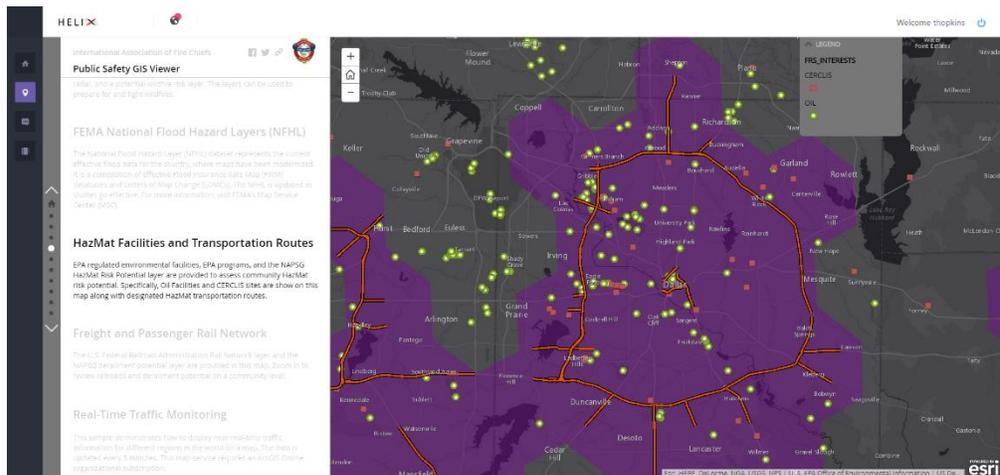
Strategy: Provide IAFC products and services that are relevant to current and emerging issues and address topics important to the target audiences, affiliates and partners.

- Through FSTAR and the Safety, Health and Survival Section, the IAFC released [*A Healthcare Provider’s Guide to Firefighter Physicals*](#) to help healthcare providers in the evaluation and treatment of the health and wellness of



firefighters. The guide serves as an important new tool for firefighters to manage their own healthcare.

- The Digital Center created the [Public Safety GIS Viewer](#), which provides fire and EMS leaders a powerful tool to better understand hazard risks using real-time data on an interactive map.



The IAFC's Public Safety GIS Viewer shows in real time hazmat facilities and transportation routes in and around Dallas.

- The Digital Center created recruitment and retention studies for 10 departments selected by the Volunteer Workforce Solutions team.
- The Digital Center built and released Insight 360, a powerful digital tool to help departments improve the safety of their departments.
- The IAFC Terrorism and Homeland Security Committee released a fourth edition of *Terrorism Response: A Checklist and Guide for Fire Chiefs and Community Preparedness Leaders*. They also have the Active Shooter Toolkit ready to release with the new IAFC website.
- In cooperation with the IAFC Terrorism and Homeland Security Committee, the Joint Counterterrorism Assessment Team held a one-day terrorism preparedness symposium at FRI.
- A half-day seminar organized by the Connecticut Volunteer Workforce Solutions (CT VWS) program was held in Wallingford, Conn., in October. This well-attended seminar highlighted recruitment and retention success stories that Connecticut departments have experienced and provided recruitment and retention tools and ideas for all levels of the fire service.
- The CT VWS program has received a total of 531 membership applications and 347 new members have joined the 15 participating departments, 830 recruitment and retention events have been held and nearly 66,000 promotional materials have been distributed since the beginning of the program. Due to the many successes of the program, the Connecticut Fire



Chiefs Association (CFCA) has been awarded a third phase of the FEMA SAFER grant in the amount of approximately \$1.15 million. This grant will allow CFCA to continue its partnership with the VWS program.

- The CT VWS program sponsored a cadet camp and was featured in the news story [Cadet Program: Introduction to the Fire Service](#) by a local NBC affiliate.
- Through the Virginia VWS grant, the Virginia Fire Chiefs Association is currently delivering the Virginia Fire Officers Academy in a modular format to provide maximum flexibility for volunteer firefighters to complete the program. The program is being delivered in four modules on Saturdays. Some of the topics being delivered in Module 1 include basic teambuilding, conflict resolution, active listening and effective communication skills. The program, which began in September and runs through August 2017, has 132 students registered.
- Radio ads are being delivered statewide in Connecticut and Virginia to emphasize the need for volunteer firefighters.
- An extension to an existing cooperative agreement in place since September 2014 has been awarded with additional monies to continue and expand the IAFC's wildland fire initiatives through March 2018, including Community Wildfire Readiness; the RSG! Program; and Fire Department Exchange. The IAFC and the U.S. Forest Service will continue to work together to expand fire departments' engagement in wildland-fire risk awareness and mitigation in high-wildland-fire-risk communities. This effort will continue to advance a unified fire-management strategic vision for the nation's wildland-fire community to ensure the fire service is prepared for the growing wildfire problem.
- Fire Department Exchange was held in October in Santa Fe, N.M. The mission is to facilitate an accelerated learning process to enhance fire departments' capacity to address key wildland-urban interface challenges through sharing smart practices, creating new solutions and improving overall procedures.
- RSG! Program staff presented the program at the New Jersey Fire Adapted Communities Meeting at Barnegat (N.J.) Volunteer Fire Department in October. The meeting was attended by representatives of the New Jersey Forest Fire Service, USDA Forest Service, New Jersey Fire Safety Council and various community representatives.

Strategy: Strengthen the IAFC role in the global community as a resource for sharing best practices and knowledge based in real-world



experience. Develop an effective international presence and delivery of value in the association.

- Through the International Fellowship Program, Saudi Aramco Fire Department has 19 fellows operating with San Diego Fire Department and eight fellows operating with Oklahoma City Fire Department. The International Fellowship Program is intended to share the American fire service's operational best practices and culture with firefighters and chief officers from other countries. The six-month program includes orientation and operational participation.
- An IAFC-TV video produced by partner WebsEdge about the Near Miss program, [*The Importance of Capturing Near Misses*](#), received an honorable mention at the 2016 MarCom Awards.
- Energizer and the IAFC successfully launched for the 29th year the Change Your Clock Change Your Batteries campaign. Energizer and the IAFC worked to raise awareness of the importance of checking the power and functionality of smoke detectors, smoke alarms and other key safety devices throughout homes. The campaign enjoyed significant national media coverage.

Strategy: Increase awareness of the IAFC as the go-to resource for policy and subject-matter expertise.

- The Digital Center created a web-map application for Albemarle County, Va., showing county fire stations, response areas, railroads with mile markers and rivers to help in river rescues and train-derailment responses.
- The National VWS SAFER Grant program has launched monthly Volunteer Recruitment and Retention Case Studies, which showcase unique and innovative approaches to volunteer outreach. These case studies are promoted via social media and on the volunteer page of the IAFC website.
- The National VWS SAFER Grant program created and implemented individualized recruitment and retention plans for each of the 10 pilot departments. These plans outline two years of efforts the department will take toward recruiting a diverse and inclusive workforce, as well as tips and tools to reach out to untapped areas of their communities.
- Chief Michael Mavrogeorge, Emergency Management Committee member, participated in webinars hosted by FEMA in August regarding the Federal Interagency Operational Plan and shared the information with the committee.



Strategy: Expand recognition of those showing exceptional or extended service to their organizations or the industry.

- The IAFC and Pierce Manufacturing Inc., announced the winners of the 2016 IAFC Fire Chief of the Year awards at FRI 2016. Chief Willard H. “Bill” Halmich, Washington (Mo.) Volunteer Fire Company, was named Volunteer Fire Chief of the Year and Chief Harry Beck, Mesa (Ariz.) Fire and Medical Department, was named Career Fire Chief of the Year.
- The VWS National SAFER Grant program has developed a partnership with the President’s Volunteer Service Awards to award yearly and lifetime achievement awards to the program’s 10 pilot departments.

News About Our Members

Here are some notable achievements, including awards and appointments from outside the IAFC.

- Chief John Sinclair, Kittitas Valley (Wash.) Fire and Rescue, was installed as president and chairman of the board at FRI 2016 in San Antonio, Texas. Chief Tom Jenkins, Rogers (Ark.) Fire Department, was installed as the association’s first vice president. Chief Gary Curmode, Copper Mountain (Colo.) Fire Department, was installed as second vice president and Chief Richard Carrizzo, Southern Platte (Mo.) Fire Protection District, was installed as treasurer.
- State Fire Marshal and FLSS member Dwayne Garriss was elected as president of the International Code Council.
- Chief Gary S. Fredericksen, Yocha Dehe Wintun Nation Fire Department in Brooks, Calif., was appointed by the board of the Center for Public Safety Excellence to a three-year term as commissioner on the Commission on Fire Accreditation to fill an IAFC representative seat.



Installation of IAFC officers: l to r: Chief John Sinclair, Chief Tom Jenkins, Chief Gary Curmode, and Chief Rich Carrizzo.



- In September, Chief John Sinclair completed his one-year term as chair of the National EMS Advisory Commission.
- IAFC President John Sinclair's home fire department was honored at Ellensburg (Wash.) City Hall with national recognition from the Congressional Fire Services Institute. Kittitas Valley (Wash.) Fire and Rescue received the award for its community paramedicine program, which provides alternative medical-care options, alleviates pressure on the 911 system and improves patient outcomes.
- At the October DHS Office of Emergency Communications SAFECOM meeting, Chief Gerry Reardon, Cambridge (Mass.) Fire Department, was elected chair of the executive committee for the next two years. Chief Reardon is a member of the IAFC Communications Committee and is the IAFC representative on the DHS task force on P25 CAP.
- Captain Randall Hanifen, COS vice chair, was appointed chair of professional development for the Institute of Fire Engineers. He was also appointed vice chair of the Fire and Emergency Services Higher Education post graduate (doctoral) committee.
- COS held its first election process for seats on the board, electing three new members, Captain Jerry Helm, Lt. Marc Davidson, and Lt. Patrick Mahoney.
- Assistant Chief Bob Love of North Hays County (Texas) Fire Rescue is the winner of the Step Up and Stand Out contest, a partnership



President Sinclair is joined by his deputy fire chief and Bill Webb, executive director for the Congressional Fire Services Institute (CFSI), to receive a CFSI award for the department's community paramedicine program.



Members of the Fairfax, Va. and Los Angeles County fire rescue departments received the IAFC/Motorola Solutions Ben Franklin Award for Valor at FRI 2016 for saving a human life in the aftermath of earthquakes in Nepal.



between Kidde, VCOS, FLSS, NFPA, NFFF and *Firehouse*. The contest was part of a national campaign to raise awareness about the volunteer fire service.

- Deputy Chief Richard Elliot of Kittitas Valley Fire & Rescue was appointed to the Wildland Fire Policy Committee.

Staff Updates

Hires, departures, job changes, certifications/degrees, and work-related awards.

- Ken LaSala, IAFC's director of government relations and policy, was presented with the President's Award of Recognition by President Chief Rhoda Mae Kerr at FRI for his outstanding professional service.
- Taylor Munday joined the Community Solutions Center as program assistant for Wildland programs.
- Jennifer Dietz was promoted to program manager and is now working in IAFC's Wildland Programs.

What People Are Saying...

Quotes received directly from members or others about the IAFC, its services, programs, webinars or staff professionalism/assistance. Can be from phone calls, emails, surveys or letters.

- *"Shannon, I just wanted to end today with a THANK YOU!!!!!!!!!!!!!! It really is a pleasure to work with you. You're wonderful!"* – FRI 2017 Exhibitor Andrea Heenan, Pierce Manufacturing Inc.
- *"San Antonio was probably one of the best conference experiences I ever had. The hospitality was incredible, hotels close to the convention area, things to do in the evening, networking opportunities, the presentations and program were spot on, and the exhibit hall was full with lots of folks present. Great Job, hope we return!!!!"*
- *"I'm a first-time attendee at one of your events and I have to say I enjoyed it and learned a lot. We are all struggling with the issues of recruitment and retention and need to be proactive in coming up with 'out of the box' solutions in an economy that does not exactly encourage volunteerism. I appreciated having the opportunity to attend with our Chief and volunteer FF's and look forward to future events. I also appreciated having this in a central location, providing many outlying town representatives to attend. Your staff and presenters hit it out of the park on this one."* – From an attendee at the CT VWS Seminar held in October.



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- *“We use the Ready, Set, Go! Program extensively with our program outreach across the state. It is a good cooperative partnership of TFS and IAFC.” – Nick Harrison, Texas A&M Forest Service.*
 - *“The volunteer firefighters and EMTs of the Stonewall Fire Protection District would like to thank the Ready, Set, Go! Program for their help in a very successful outreach event. All in all, it was not only the kids that had a great time, and learned something, but the volunteers of SFPD as well. And for this collaboration we thank you for the support in making this a successful outreach event.” – Stonewall (Colo.) Fire Protection District.*
 - *“The interaction at the Fire Department Exchange was great, and the networks will help moving forward. Great session, excellent ideas, enjoyable partners, beneficial networking.” – Paul Summerfelt.*
 - *“Our department firmly believes that information provided for the purpose of educating the public about fire safety and prevention should be provided at no cost. Therefore, one of the main tenets required by the fire department is that everything offered to the public from food to prizes to materials is provided free of charge. We could not begin to be able to offer this program at no cost to the public without the assistance of organizations and programs such as Ready, Set, Go!” – Bolivar (Tenn.) Fire Department.*

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