

March 2009 Newsletter



2009 Everyone Goes Home® Safety Summit: A Synopsis

On Friday March 6th, the spring weather rolled into the National Fire Academy (NFA) in Emmitsburg, Maryland. Along with it came fire service personnel from around the country on a quest to save lives. These 150 plus fire service members came to share a common goal of "saving our own" through the *Everyone Goes Home®* Firefighter Life Safety Initiatives Program. The purpose of the Summit was to learn, to educate, to network, and to find every way possible to reduce line-of-duty deaths.

More *Everyone Goes Home®* Safety Summit Coverage:

- » [Safety Summit Exceeds Expectations](#)
- » [Attending the Summit: What's it All About?](#)
- » [Yes, the Numbers Are Changing!](#)



"What we have been able to accomplish in 3 1/2 years with the Everyone Goes Home® program with our volunteer Advocates, has been nothing short of remarkable. Specifically, to see that attendance more than tripled from last year, as well as the enthusiasm and energy that existed truly made all of us feel that our hard work was well worth it."

- Billy D. Hayes, Advocate Program Mgr.

"Thanks to everyone for making this year's Safety Summit a huge success."

- Linda Stone, Program Coordinator

Seal of Excellence Award

Ohio
(Region V - Advocate Nazih Hazime)



Ohio has embraced the 16 Firefighter Life Safety Initiatives. The work of the team has successfully embedded the 16 Initiatives into training programs at the Ohio Fire Academy and various community college training programs.

Wyoming
(Region VIII - Advocate Brooks Martin)



Wyoming has embedded the 16 Firefighter Life Safety Initiatives into the training curriculum. The Wyoming Fire Officer II program now has the 16 Initiatives as the second page of the student manual.

Is Your Department a "Teaching" Department?

There are other professions that have had success changing or more importantly, shaping, culture. While their missions may vary in scope, the models they use can easily be applied to the fire service and how we develop personnel to lead us into a safety-minded culture.

Dangers of Lightweight Construction

While teaching a building construction class a few years back, I discovered many of the attending fire officers did not have any idea about the dangers associated with lightweight construction (LWC) when involved in fire. I was appalled that these officers - who were responsible for making competent fireground decisions involving the life safety of their firefighter - did not understand the rules of the game concerning lightweight building construction. What's even more appalling is the fact all too many firefighters and officers still don't understand today.

Everyone Goes Home® Champion Pilot Program Offered in N.J.

The *Everyone Goes Home®* Firefighter Life Safety Initiatives Program has approved a pilot program of the Champion Project in New Jersey.

Nationwide Fire Service Survey Ends March 31st

The nationwide online survey about how the current economic crisis is affecting fire departments across the country will be live for another week. The 15-minute Web-based survey, sponsored by Fireman's Fund Insurance Company, ends on March 31st.

» **Also:** [Fireman's Fund Insurance Company Launches Nationwide Fire Service Survey](#)



INITIATIVE SPOTLIGHT

Spotlighting one of the 16 Firefighter Life Safety Initiatives each month

Initiative #12 - National protocols for response to violent incidents should be developed and championed.

More on Initiative #12:

- FirefighterCloseCalls.com: [Responding to Scenes of Violence](#)
- Officer.com: [Domestic Violence & 1st Responders](#)

More Information: [16 Firefighter Life Safety Initiatives](#) | Share a Resource: editor@everyonegoeshome.com



FEATURED Events

Everyone Goes Home® Overview

FDIC - Indianapolis, IN

April 20 - 25, 2009

Read More: » [About the Event](#)

Do You Have Courage to Be Safe(SM)?

Everyone Goes Home® asked this question to a group of Courage to Be SafeSM Trainers and then asked them to put their thoughts into an essay. Throughout the coming months we will feature their compelling stories, starting in the April newsletter.

Special congratulations to the essays chosen for special recognition and those chosen as the Courage to Be SafeSM Challenge Coin recipients.

Do you have an suggestion for the newsletter? **Tell us about it!** Please send your comments, articles, or news about what your department is doing to keep firefighters safe to editor@everyonegoeshome.com.





2009 *Everyone Goes Home*® Safety Summit: A Synopsis

By Freddy Howell, Fire Chief, NSB Kings Bay, GA

On Friday March 6th, the spring weather rolled into the National Fire Academy (NFA) in Emmitsburg, Maryland. Along with it came fire service personnel from around the country ready to spend their sunny weekend inside an auditorium and classrooms on a quest to save lives. These 150 plus fire service members came to share a common goal of "saving our own" through the *Everyone Goes Home*® Firefighter Life Safety Initiatives Program. The purpose of the Summit was to learn, to educate, to network, and to find every way possible to reduce line-of-duty deaths (LODDs).

*"What we have been able to accomplish in 3 ½ years with the *Everyone Goes Home*® program with our volunteer Advocates, has been nothing short of remarkable. Specifically, to see that attendance more than tripled from last year, as well as the enthusiasm and energy that existed truly made all of us feel that our hard work was well worth it."*

- Billy D. Hayes, Advocate Program Manager

The Summit began with a welcome reception and dinner Friday evening at Tom's log cabin across Tom's Creek on the edge of the NFA campus. During the social we were welcomed by the National Fallen Firefighters Foundation (NFFF) Executive Director Ron Siarnicki. Chief Siarnicki welcomed everyone to the Safety Summit and introduced various special guests. Next, Rich Marinucci, *Everyone Goes Home*® Program Director, welcomed everyone and introduced Billy Hayes *Everyone Goes Home*® Advocate Program Manager and also introduced other *Everyone Goes Home*® Core Team members. After all the introductions, a delicious dinner was served and the attendees got a chance to talk with old friends and meet some new people as well.

Early Saturday morning after breakfast, the general session opened with awards being presented to individuals who have gone above and beyond to spread the word about the *Everyone Goes Home*® program. Afterwards a very inspirational message was given by the Atlanta Fire Chief Kelvin Cochran entitled "The Spirit of the American Firefighter." After a short break, Brian Bulger from the Ventura County Fire Department discussed the 16 firefighter life safety initiatives and how they relate to the wildland firefighting domain. Then to complete the morning session J. Gordon Routley discussed the relationship of the 16 firefighter life safety initiatives and the Charleston incident.

After lunch, the *Everyone Goes Home*® regional and state advocates convened for a large group meeting. Later they separated by their regions to discuss issues, concerns, and ideas as related to the *Everyone Goes Home*® program and reducing LODDs. Some of the ideas discussed included: acquiring more *Everyone Goes Home*® state advocates and increasing the number of Courage to Be Safe (SM) instructors in each state so that more trainings can be held. Another item mentioned was that the Regional and State Advocates have access to a conference call tool that enables them to hold meetings and discussions. Also, they reminded everyone that the [Courage to Be Safe\(SM\) website](#) is available for all needed resources. To round out the discussion, a reminder went out to the advocates of each state to submit a completed report for each state by the 5th of every month. While the advocates were in their meetings, the rest of the general attendees met in the auditorium for a presentation by Rich Marinucci (*Everyone Goes Home*® Program Director) about "The *Everyone Goes Home*® Program: Making a Difference."



"The best part about the index card exercise that Chief Dennis and I conduct is that we simply facilitate the use of the knowledge and experience that the attendees bring to the class. The answers are in the room, it's all about applying a systematic process to put those answers into action." - Advocate Program Manager Billy Hayes

session to begin the final day of the three day summit. The session opened with a presentation by John Tippet (IAFC) updating us on the [Firefighter Near Miss website](#).

The second presentation of the day was "The Art of Influence" presented by Howard Cross of Howard Cross and Associates. Howard told the [story about the USS Greenville Submarine](#) that happened under commanding officer Scott Waddle. He then spoke about the types of influence present before and following the incident and then compared those influences to those of the fire service. He also told the

For the next part of the day, the summit attendees were assigned to different breakout sessions. The session I attended was Breakout Session #3 which was a two-part session. The first part was presented by Kevin Roche from the Phoenix Fire Department. He discussed firefighter deaths over the last five years by breaking them down into different areas and causes. Then for the second part of the session, *Everyone Goes Home*® Advocate Program Manager Billy Hayes and Ron Dennis, *Everyone Goes Home*® Regional Advocate, facilitated a safety concerns & solutions class which, showed us an excellent idea on how to get audience class participation. The other breakout sessions included Courage to Be Safe(SM) refresher course with Bob Colameta, Courage to Be Safe(SM) Program Manager, and Focus Groups with Research Consultants Jane Bullock and George Haddow.

Sunday morning we gathered back in the general session to begin the final day of the three day summit. The session opened with a presentation by John Tippet

[story of Dr. Oliver Wendell Holmes](#), who was the first advocate for hand washing as a means to reduce childbed fever and how ineffective Dr. Holmes was at sharing his findings.

After a short break for a group photo, Chief Dennis Rubin (DC Fire/EMS) finished out the session with his inspirational and informational "Rube's Rules for Implementing the 16 Initiatives."



To close the seminar, Rich Marinucci thanked everyone for coming and wished them a safe trip.

**"Thanks to everyone
for making this year's
Safety Summit a huge success."
- Linda Stone, Program Coordinator**

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About the Summit Presenters

Brian Bulger

E-mail: brian.bulger@ventura.org

Kelvin Cochran

International Association of Fire Chiefs: Former First Vice President-IAFC 2007, Second Vice President-IAFC 2006; Past Chairman of the Metropolitan Fire Chiefs Section; Southeastern Division IAFC; Safety, Health and Survival Section; Georgia Fire Chiefs Association, Metro Atlanta Fire Chiefs Association; Member of the Board of Visitors, National Fire Academy. Authored two chapters for Jones and Bartlett Publishers, Chief Fire Officers Desk Reference: Chapter 1-Leadership and Management and Chapter 25-The Fire Chief of the Future

Bob Colameta

E-mail: bobc@publicsafetyedu.com

Bob serves with the Everett Fire Department (MA) and is the President of Maxmedia3.com and the Public Safety Education Network. He has served as Region I Advocate for the *Everyone Goes Home*® Program. Bob currently serves as the National Program Manager for the Courage to Be Safe (SM) Program.

Howard Cross

E-mail: howardcross@msn.com

Howard has been in training and development for more than twenty-five years, during which time he has worked with clients that include a number of Fortune 500 Companies, non-profit groups, fire and emergency response organizations, and state and federal agencies. Since 1987 Howard has been an instructor at the National Fire Academy in Maryland, teaching Executive Fire Officer Programs. He is in demand as a national speaker, delivering special event, keynote, and closing addresses to large and small groups worldwide. He is the co-author of *The Group Games Collection*, a book on team building activities.

Ron Dennis**E-mail:** ronboden@cox.net

Ron Dennis is currently the Executive Director for the Arizona Fire Chiefs Association, a position he assumed in September of 2008 after retiring as the Assistant Chief for Avondale Fire-Rescue, Arizona. Prior to coming to Avondale, Ron was with the Lake Havasu City, Arizona Fire Department for fifteen years where he served as a Battalion Chief, Training Officer, Operations Division Chief and Technical Services Division Chief. He is a 33-year fire service veteran and has worked for four Arizona fire departments during his career as a firefighter, company officer, training officer and command officer. Chief Dennis is a 1994 graduate of the National Fire Academy Executive Fire Officer program and holds an Associates Degree in Fire Science from Rio Salado Community College and a Bachelors Degree in Fire Administration from Cogswell Polytechnic College. He also completed the Certified Public Manager Program through Arizona State University. Ron has taught extensively throughout Arizona as a Fire Science Program Associate Faculty member for several community colleges, the Arizona Division of Emergency Management and the Arizona State Fire Marshal's Office with emphasis on Firefighter Safety and Survival, Strategy and Tactics, Incident Command, Officer Training, Instructional Techniques, Hazardous Materials and Building Construction. Chief Dennis is a member of the Arizona State Fire Training Committee which plans and coordinates the annual Arizona State Fire School. He is the Region 9 Advocate for the National Fallen Firefighters Foundation's *Everyone Goes Home®* Program and has presented safety, leadership and command training programs for Fire Rescue International, the New York State Association of Fire Chiefs, the Alabama Fire Chiefs Association, the Georgia State Fire Academy and the Florida State Fire College. For the past four years he has served as a presenter for the Regional Battalion Chief Academy, sponsored by the Peoria, Arizona Fire Department. Chief Dennis was the recipient of the inaugural joint FDSOA/IAFC Safety, Health and Survival Section Fire Safety Officer of the Year Award in 2005.

Billy D. Hayes**E-mail:** bhayes@everyonegoeshome.com**Rich Marinucci E-mail:** rmarinucci@everyonegoeshome.com

Chief Richard Marinucci currently serves as Chief of Department in Northville Township Michigan. Prior to that he served nearly 25 years as the Fire Chief of Farmington Hills, Michigan, a 125 member organization serving a population of 85,000. Chief Marinucci is a past president of the International Association of Fire Chiefs and served as Acting Chief Operating Officer of the U.S. Fire Administration while serving as Senior Advisor to the Federal Emergency Management Agency Director. He provided testimony during this period to a number of legislative and congressional committees and supported the creation of the Blue Ribbon Panel, America Burning Recommissioned, and Action Plan processes. Chief Marinucci served as Chairman of the first Commission of Professional Credentialing and was one of the first 15 Chief Fire Officers to be designated in 2000. He has earned Bachelor of Science degrees from Western Michigan University, Madonna University, and the University of Cincinnati.

J. Gordon Routley

J. Gordon Routley is a fire protection engineer and has served as Fire Chief in Shreveport, Louisiana; Assistant to the Fire Chief in Phoenix, Arizona; and Safety Officer in Prince George's County, Maryland. He is currently working with the National Fallen Firefighters Foundation on the Firefighter Life Safety Initiatives Project and is a member of the Board of Directors of the Safety, Health and Survival Section of the International Association of Fire Chiefs.

Dennis Rubin**E-mail:** dennis.rubin@dc.gov

Dennis L. Rubin is the Chief of the Fire and Emergency Medical Services Department for the District of Columbia. He was named as Mayor Adrian Fenty's top choice to head the agency in March 2007. Chief Rubin is now responsible for the management and supervision of more than 2000 employees and an annual operating budget in excess of \$170 million. The resident population of Washington D.C is approximately 600,000, but the influx of federal workers and tourists can expand the daily population to 1.5 million. The agency is the nation's first responder, responsible for safeguarding the US Capitol, the White House, and other precious landmarks, schools, businesses and homes.

John Tippett**E-mail:** jtippett@iafc.org

John Tippett is a battalion chief for the Montgomery County (MD) Fire and Rescue Service and a project manager for

the International Association of Fire Chiefs. Tippet's 30-plus years of service include assignments in the Operations Division, the positions of Shift Deputy Safety Officer, Lead Instructor, Apparatus Specifications Committee co-chair, Safety Officer for Maryland Task Force 1 (FEMA USAR) and Task Force Leader for MD-TF1. His IAFC career includes: introducing Crew Resource Management to the Fire Service, Fire Prevention improvements in Native American Lands and the National Firefighter Near-Miss Reporting System.

Safety Summit Exceeds Expectations

By Susan Nicol

"It exceeded all expectations."

This is what *Everyone Goes Home*® Program Director Rich Marinucci had to say about the Safety Summit held this past weekend in Emmitsburg.

"We've been hearing many positive things. Many people who are not advocates say they are interested in getting involved. That's great."

The two-day program was opened to all members of the fire service after the advocates' slots were filled.

Marinucci said the program is still looking for advocates in several states. People can find out more about the opportunities on the [Everyone Goes Home® website](#).

Prospective advocates go through a background check, and are interviewed by regional personnel.

"We were very happy to hear some of the comments. We got some tremendous feedback. They're fired up, and ready to go!"

Marinucci said he would love to get the Courage to Be Safe(SM) program in the curriculum in all state fire training academies. "That would be a great start..."

He also understands that it's imperative that officers and seasoned firefighters realize that things need to change - that it's not business as usual.

Firefighters should not believe that injuries and death are part of the job. They are not.

Getting that message out loud and clear is challenging. But, he said the advocates are committed to making a difference.

"We have good information available to everyone on the [Everyone Goes Home® website](#). We're hoping to get funding again next year to keep it going..."

Regardless, he said there are dedicated people across the country passionate about saving the lives of fellow firefighters.

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Attending the *Everyone Goes Home*® Safety Summit: What's it All About?

By Susan Nicol

Advocates from across the country are passionate about spreading the word about firefighter safety.

About 150 people from both small and large departments spent the weekend on the campus of the National Fire Academy sharing ideas on how to get firefighters to not only accept but embrace safer habits.

They understand it's a daunting task, but they are adamant about sharing messages that will ultimately save their colleagues' lives.

Changing the culture of the fire service won't happen overnight.

"It will take a long time. It will be a slo-o-o-w process," said Shadd Whitehead, Volume 4 Resource Kit Manager and Fire Chief of Livonia, MI.

In addition to being fit to do the job, people need to be held accountable for their actions. Officers need to do their jobs as supervisors to ensure that everyone goes home after their shift, he said.

Whitehead said it will take ingenuity to get crews to buy into a new way of doing things. "It will take marketing and good salesmanship, but this has to happen..."

Self-discipline and adopting a healthy lifestyle are essential.

Personnel are encouraged to practice or train every day so they make the right decisions when the time comes.

Rich Marinucci, *Everyone Goes Home*• Program Director, recalled the recent incident in which the pilot landed a plane in the Hudson River.

He said it was good that Sully was prepared, and knew the controls in the cockpit. "He made some tough decisions that day..."

Marinucci said firefighters should take a lesson from the pilot - be prepared for the unthinkable. They need to be at the top of their game at all times

Atlanta Fire Chief Kelvin Cochran said firefighters' attitudes have to change or injuries and deaths will continue. "We didn't come to work to die," he told the audience.

Until firefighters realize that there's no glory or honor dying on duty, things will remain status quo, he said.

Bob Colameta, *Courage to Be Safe*(SM) Program Manager, said advocates have a number of tools at the ready

including power points and video clips. "There are a lot of tools in the toolbox..."

"We're always modifying the program," he said, adding that he is attempting to collect information about just how many people have taken the course.

To keep trainers connected, he's created a monthly newsletter. "The advocates are doing a great job. Word is definitely getting out, and more people are getting interested..."

Jim Roman, Sr., an advocate from Tennessee, said he's enjoyed teaching the classes. "We need to have the chiefs on board. We're not coming in to change their policies. We're there to promote safety, and provide insight on how they may want to adapt their policies."

Roman said his goal is to get the message to everyone he can - career and volunteer.

He said he and other advocates have encouraged firefighters to chose or embrace one or two of the 16 initiatives, ones that are achievable.

Marty DeLoach, Chief of Brighton Area Fire Department in Michigan, said he would like to see the lessons incorporated in state training academy programs.

He also said it was imperative that officers understand the importance of changing the culture. Until that happens, he said advocates have a tough sell.

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Yes, the Numbers Are Changing!

By Robert Colameta

Courage to Be SafeSM National Program Manager

Some say the numbers are not changing. I guess it is all in how you look at it. We have always focused on line-of-duty deaths to firefighters. . Flying home from the *Everyone Goes Home*® Safety Summit held March 6 - 8, 2009 in Emmitsburg, and while cruising at 28,000 feet I thought about "the numbers." Then, it hit me. The numbers are changing. In 2008 we held our first *Everyone Goes Home*® Safety Summit. Approximately 45 people attended. This year 151 attended.

Last year we had 201 trainers actively participating in our online trainer resource website. This year we have 415. Between June 01, 2007 and May 31, 2008 our [learning media clips](#) hosted on the [EveryoneGoesHome.com](#) website generated 1,481,457 hits. Between June 1, 2008 and March 10, 2009 we have generated 1,042,846 hits. With three and a half months remaining, we will hopefully increase those numbers, and exceed the previous year. The number of Courage to Be SafeSM classes that have been delivered this season has nearly doubled. From that perspective, the numbers are changing. If we remain focused, the rate at which line-of-duty deaths occur will slow and begin to reverse.

This year's Safety Summit brought a diverse audience. Regional Advocates, State Advocates and Courage to Be SafeSM Trainers attended as well as a diverse group of other fire professionals. Some wanted to hear our guest speakers and some were simply curious about what was going on with this campaign. Our advocates held strategic planning sessions to shore up plans relative to bringing the Courage to Be SafeSM deeper into their regions and they set tentative goals for next season. Our trainer improvement session was filled to capacity as we looked at the finer points of campaign delivery. Trainers received advocate challenge coins for outstanding work and outstanding effort for the work that involved bringing the Courage to Be SafeSM program to their regions. They knock on the door, get into the community and spread the message. I could not be more proud of this growing effort. After the event closed early afternoon on Sunday March 8, 2009 nearly two dozen general attendees gave me their cards and asked to chat about how they might help. So, yes, the numbers are changing.

**For More Information about *Everyone Goes Home*® and Courage to Be SafeSM Visit: [www.
everyonegoeshome.com/about/](http://www.everyonegoeshome.com/about/)**

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Is Your Department a "Teaching" Department?

By Captain Ryan Pyle

The 16 Firefighter Life Safety Initiatives clearly identify the need for a change in the fire service culture. Initiative number one states:

Define and advocate the need for cultural change within the fire service relating to safety; incorporating leadership, management, supervision, accountability and personal responsibility.

There are other professions that have had success changing or more importantly, shaping, culture. While their missions may vary in scope, the models they use can easily be applied to the fire service and how we develop personnel to lead us into a safety-minded culture. I have had the good fortune to spend time with many individuals in the fire service from California to Virginia and I seem to hear a common theme all over: We are not doing an adequate job of teaching the future leaders to take over the reins. I feel that I, personally, could do a much better job. It appears that we are doing a good job of teaching them to tie knots, raise ladders, operate a hose line, etc., all of which are very important. However, what are we truly doing to prepare them to make a cultural change? Take a few minutes and look up "cultural change" on the Internet and see how many topics come up. This problem is definitely unique to the American Fire Service. I cannot think of any other profession that stands to lose as much as the fire service by not changing our culture. If major corporations make poor organizational decisions, they may lose money. If the fire service makes poor organizational decisions, it could result in serious injuries or worse. I know this may seem like a "the sky is falling" approach, but have we not tried everything else under the sun to change the culture with little or no success. What are you doing as a teacher or mentor to change the culture of the fire service?

An unlikely, but applicable comparison

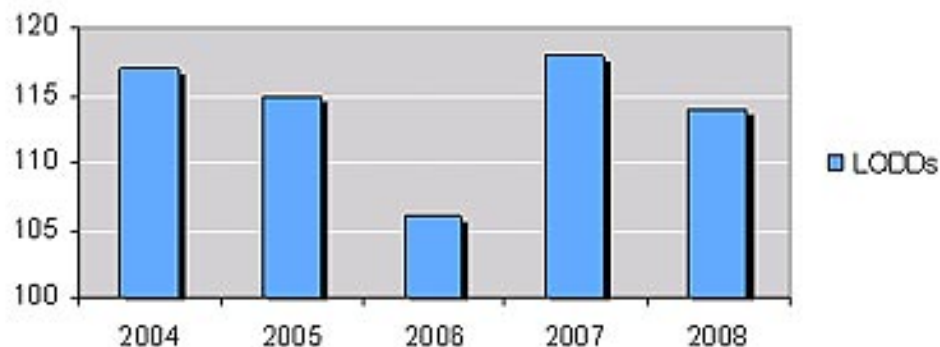
Every medical doctor that is licensed in the United States must go through a period of "residency" where they are mentored and exposed to the needed experience to one day be a successful physician (www.ama-assn.org, accessed on March 1, 2009). According to the American Hospital Association, "a teaching hospital is an institution, which in addition to delivering medical care to patients, also provides clinical education and training to future and current doctors, nurses, and other health professionals" (www.aha.org, accessed on March 1, 2009). Additionally, the University of Maryland School of Medicine states "...rapidly orienting and training new residents is a constant challenge in teaching hospitals" (Ho. Et al 2005). Does this not sound vaguely familiar in the context of training new firefighters? From my interactions with firefighters around the country, it appears that virtually every department has the same challenges and it would be beneficial to implement a teaching model to establish training guidelines and set the tone for a safety-minded culture. If your department is not using this model, or something similar, perhaps you should consider it. The fire service virtually does, or should do the same thing as the teaching hospitals. We run alarms, provide training to our members and mentor future leaders, all while actually providing service to the community...right? There are many similarities that could be drawn between a resident physician and a probationary firefighter. For example, an aspiring physician must meet minimum qualifications for acceptance; similarly, an aspiring firefighter must successfully complete prerequisite education to meet minimum requirements for testing eligibility. The similarities don't end there, the aspiring physician gains acceptance into medical school, where the job specific education begins, while the aspiring firefighter gets hired in the capacity of a career or volunteer firefighter where they too, learn job specific training. The aspiring physician is then paired with resident physicians where they learn about how "to really do the job." The fire service does this as well, but it is at this point where the two occupations deviate. The medical field has a specific

curriculum in which they are required to follow in order to grant the intern full residency. The fire service takes a slightly different approach: The learning is department and mentor dependant. My challenge to each of you is to teach a culture of safety as if you are retiring tomorrow. It is our responsibility to teach the probationary firefighter not only the X's and O's of firefighting, but also how to be safe and empower them to stop any unsafe act that they witness. This is a perfect time in the history of the fire service for the experienced to teach, and the inexperienced to learn.

Begin With the End in Mind

In my experience, the fire service spends a lot of time teaching new firefighters the basic skills needed to perform our job efficiently. I am by no means suggesting that we stop these practices. They are a major part of how we get the job done and done safely. However, we cannot ignore the other pieces of the pie. Our best chance at changing the culture of the fire service is to teach the brand new firefighter how to always be safe and empower them to do so. The analogy that I like to use is to begin with the end in mind. In other words, the first day that your department hires a new firefighter, we should teach them risk/benefit analysis, reading buildings, reading smoke, and a how to adopt a safety minded culture. Where do you want this new firefighter to be in ten years in terms of how they approach safety? Remember, those are the people who will teach future generations. This will change the future and reduce injuries or death in the fire service. It has to start at day one, when they are most impressionable. It can either be a vicious circle or a successful circle. In other words, the teaching philosophy will forever shape the probationary firefighter. As a teacher, you must set a precedent of a safety-minded culture from day one. The student will in turn teach future firefighters that same safety-minded culture, thus reducing injuries or the loss of another brother or sister. Conversely, if the probationary firefighter is taught reckless, unsafe, "cowboy" firefighting, they will inevitably assume that the action of the teacher is standard operating procedure or worse, acceptable and we will not reduce LODDs. As previously mentioned, cultural change is a challenge for any organization. According to the text, *The Cultures of Work Organizations*, by Trice and Beyer, there are several considerations to successfully change the culture of your organization; they can easily be adapted to how the fire service operates;

- **Capitalize on propitious moments:** This is the perfect time to change the culture. The fire service is still losing firefighters; therefore there is definitely a need for change in terms of safety. Based on the information below, provided by the US Fire Administration, we are not drastically affecting change in the fire service (www.usfa.dhs.gov, Accessed on March 1, 2009)



- **Combine caution with optimism:** Change is hard for any organization, and the fire service is not exempt. However, we, as teachers, must encourage our personnel and let them know that change will benefit firefighters for years to come.
- **Understand resistance to culture change:** This is huge for the fire service, change is always tough, but as mentors, we must take drastic measures to drive home the importance of a cultural change in the interest of safety.
- **Change many elements, but maintain some continuity:** Of all of the bullet points, this by far is the most important. It is important to let firefighters know that we are not changing our mission, rather, how

we carry the mission out.

- **Find and cultivate innovative leadership:** The change in culture does not have start with formal leaders (Captains, Chiefs, etc.), but rather from informal leaders. I could make a strong argument that this is where the greatest amount of success will come from. When an officer tells a firefighter to do something, they have to. However, when an influential peer suggests a change, it is much more effective. If we can get the senior firefighters to buy the change, our odds of success increase significantly. Lean on your informal leaders (Beyer, 1993).

While the previous bullet points were not created specifically for the fire service, they certainly are applicable.

The Time is Now

Today is the day for your organization to become a "teaching" institution. Each of us has been taught by various leaders, both good and bad and there are valuable lessons to be learned from each group. Regardless of your learning or teaching background, I urge each of you to take the opportunity to teach a new firefighter a safety-based culture so that *Everyone Goes Home*®.

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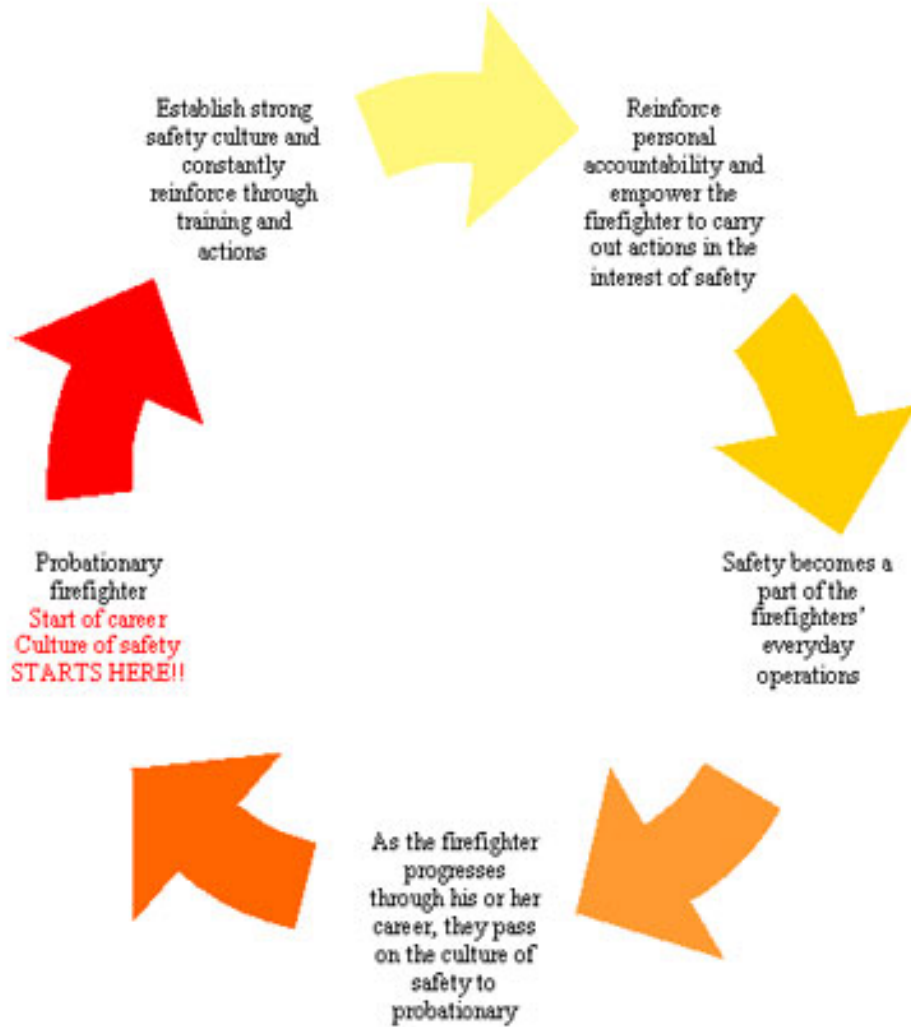
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The Learning Cycle and Establishing a Safe Culture



Ryan Pyle is a Fire Captain at Station 71 in Shawnee Kansas. Ryan has been a part of the department for thirteen years. He holds an Associate of Arts degree in Fire Administration, a Bachelors degree in Management and Human Relations, and a Masters degree from the Edwin Stene School of Public Administration at the University of Kansas. Ryan is a graduate of the 2007 Virginia Fire Officers Academy, which is a program that includes leadership values associated with the *Everyone Goes Home*® Life Safety Initiatives Program. Ryan has been accepted into the Executive Fire Officer Program and will begin in September.

Dangers of Lightweight Construction

By Gary Bowker

Everyone Goes Home® Program Kansas Advocate

While teaching a building construction class a few years back, I discovered many of the attending fire officers did not have any idea about the dangers associated with lightweight construction (LWC) when involved in fire.

I was appalled that these officers - who were responsible for making competent fireground decisions involving the life safety of their firefighter - did not understand the rules of the game concerning lightweight building construction. What's even more appalling is the fact all too many firefighters and officers still don't understand today.

Lightweight construction is generally considered to be either wood frame or steel building materials, where the roof and/or floor supporting systems are constructed of lightweight prefabricated materials. Also used extensively in today's wood-frame construction are wooden I-beams. These typically consist of particle board and dimension lumber less than 2x4 inches to form the I-beam shape, and are often finger jointed and glued together to create longer length beams.

Wooden I-beams are notorious for rapid fire spread and early catastrophic failure in as little as four minutes of fire involvement. The particle board is often breached by flex ductwork or other utility penetrations, which further weakens the system. It's cheaper and faster for the builder to construct, and this killer method of construction is likely here to stay.

Most wooden truss systems use metal gusset plates to fasten the top and bottom chords to the webbing, but some are just finger-jointed together with glue. But under fire conditions, regardless whether the LWC is of wood or metal design, it can quickly and catastrophically fail with no warning. The vast majority of wood-frame dwellings built in this country since the 1970s utilize wooden truss-designed roof and floor systems with metal fasteners and hangers. In addition, many commercial and industrial occupancies now utilize a lightweight truss design. Pre-planning and inspections are critical to know where these killers reside in your community. Regardless of the type or style, a truss is a truss is a truss. They all can be deadly when involved in fire.

Let me ask you a question: Where was the first multiple firefighter LODD incident in our nation involving the collapse of a bowstring truss roof system at a car dealership fire?

Did you answer Hackensack, New Jersey?

If so, you'd be wrong. The answer is Yingling Chevrolet in Wichita, Kansas, on November 21, 1968. Right here in my own backyard. When the bowstring truss roof failed six minutes after arrival, Fire Chief Tom McGaughey (on the night of his 36th wedding anniversary), Chief Inspector Merle Wells and Firefighters Dale Mishler and Jimmy Austin were killed.

Back in those years, the fire service knew nothing about the dangers of truss construction. However, almost 20 years later, on July 1, 1988, we certainly did. The fire in a Ford dealership in Hackensack resulted in the failure of a bowstring truss roof, which trapped six firefighters and killed five. The fallen firefighters were Captain Richard Williams, Lieutenant Richard Reinlagen, and Firefighters William Krejsa, Leonard Radumski and Stephen Ennis.

The lessons learned from this fire were many, and every firefighter today should know them - but it's apparent not everyone does. On June 18, 2007 in Charleston, South Carolina, nine firefighters were killed while conducting interior operations at a sofa store fire.

Why have we not learned from all of these tragic losses? In the 40 years since the Yingling fire, two generations of firefighters have come and gone. And yet our members are still dying in trussed structures. What's to blame? Is it our attitude toward firefighter safety, because we think that it won't happen to us? Is it a lack of tactical knowledge and leadership, which results in firefighters offensively attacking a well involved lightweight construction (usually unoccupied) structure where the only life at risk is our own firefighters?

Gary Bowker is a retired fire chief with the U.S. Air Force, and is the past fire chief with the Sumner County Rural Fire District #10. Chief Bowker recently retired as fire marshal with the City of Winfield, Kansas, a community of 12,000 people. Chief Bowker has 34 years of fire service experience and now teaches part time with Butler Community College Fire Science program and is an associate instructor with the University of Kansas Fire & Rescue Training Institute. He also serves as a Kansas advocate with the National Fallen Firefighters Foundation's *Everyone Goes Home*® program and speaks frequently on firefighter life safety and health issues.

Everyone Goes Home® Champion Project

The National Fallen Firefighters Foundation, through the *Everyone Goes Home*® Firefighter Life Safety Initiatives Program, plays a major role by helping the U.S. Fire Administration meet its stated goal to reduce the number of preventable firefighter fatalities.

The *Everyone Goes Home*® Firefighter Life Safety Initiatives Program has approved a pilot program of the Champion Project in New Jersey.

What is a Champion?

Definition: An ardent defender or supporter of a cause or another person. *He/She is a champion of the firefighter life safety.*

Champions differ from leaders; champions personally and professionally combine passion, education, and drive with a mission. Through passion, they inspire others to do the same. Champions walk the walk, and talk the talk using, vision, passion, expectation, and resources. More so, champions work hard to pass that passion on to others by empowering others. Champions, champion a cause.

Organizational Champions are goal driven, inventive, systems oriented thinkers, are transformational and dedicated.

Are you an Everyone Goes Home® Champion?

The *Everyone Goes Home*® Champion will not be directly responsible to the program, but to their affiliated fire service organization. They are expected to become familiar with the *Everyone Goes Home*® Program and most importantly the 16 Firefighter Life Safety Initiatives.

They will be the key person at the grass roots level - making sure their organization has the ability to gather and integrate resources from the EveryoneGoesHome.com website into their fire service organization. Once nominated and approved by their organization, they can then be registered with the *Everyone Goes Home*® Program.

Champions are firefighters who are passionate about improving firefighting practices within their organization. They must be a fire service member who will have the organizational and/or unit-program level influence. These Champions will:

- Bring awareness of the 16 Initiatives to their organization
- Distribute and influence groups within their organization to consider best practices
- Mobilize, coordinate, and facilitate training and development within their fire service organization
- Communicate with their [Everyone Goes Home® State Advocate](#) on 'best practices' within their

organization.

If you and your fire service organization are up to this challenge, **please complete the Champion registration**, which includes the endorsement of the Chief/Executive of your organization.

Together we will make a cultural change.

Greg W. Collier, New Jersey Advocate

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Nationwide Fire Service Survey Ends March 31st

Don't Miss Opportunity to Participate in Comprehensive Study

Fireman's Fund Insurance Company News Release

NOVATO, Calif. - The nationwide online survey about how the current economic crisis is affecting fire departments across the country will be live for another week. The 15-minute Web-based survey, sponsored by Fireman's Fund Insurance Company, ends on March 31st.

The survey can be found at www.ipsosresearch.com/FireService or through the www.firemansfund.com/heritage website.

All members of the fire service are encouraged to participate. The response so far has been strong. Still, the company would like to see more fire departments across the county participate -and thereby help the fire service.

"Thank you to the thousands of firefighters who have already taken the survey. For those who haven't yet taken the survey, now is the time," says Danielle Cagan, senior director of the fire service grant program at Fireman's Fund®. "This survey will create a comprehensive snapshot of the American fire service that will serve as a powerful tool to educate the public about needs and funding challenges in the fire service."

As a special thanks for taking the survey, all participants are eligible to receive one of 10 handcrafted, leather Fireman's Fund fire helmets - a reproduction from the 1880s.

The electronic survey asks questions to gauge how the current economic crisis is affecting departments and what equipment and resources departments are lacking.

Fireman's Fund Insurance Company has directed grants in conjunction with its independent insurance agents and employees to fire departments across the country since 2004. The company has donated more than \$21 million to over 1,100 different fire departments.

About Fireman's Fund

Fireman's Fund Insurance Company is a premier property and casualty insurance company providing personal and commercial insurance products nationwide. It is rated 'AA-' by Standard & Poor's Rating Services. Founded in 1863 with a mission to support firefighters, Fireman's Fund continues this effort today through its national philanthropic work. Fireman's Fund is a member of the Allianz Group (NYSE: AZ), one of the world's largest providers of insurance and other financial services. For more information, visit www.firemansfund.com.