

Wingspread IV

Statements of Critical Issues to

The Fire and Emergency Services in the United States



A Wingspread Conference Report
The International Association of Fire Chiefs Foundation
Dothan, Alabama Fire Department

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Wingspread: The Name

Like many successful conferences that have had lasting importance to the nation's fire service, such as the Williamsburg '70 Conference, the Stonebridge Conferences, the Rockville Report, etc., the name often associated with such meetings and their post conference reports refer to the location where a given conference was held, be it a city or the name of the conference center itself. Such was the case with the original Wingspread Conference.

Named for the Wingspread Conference Center, owned by the Johnson Foundation in Racine, Wisconsin, the original conference was held there in February 1966. Designed in 1938 by the famous architect Frank Lloyd Wright, about the Wingspread House, also called the Johnson House, Wright would later be quoted as saying, "Spread its wings, it did." The Johnson's were of the Johnson Wax family. The house was made into a conference center in 1960, and has since been host to thousands of nationally and internationally renowned meetings on important issues to society. The Wingspread Conference Reports on fire in America are among their greatest ventures which they hold dear to this day.

The Johnson Foundation takes great pride in the continuing use of the Wingspread name by those meeting in Dothan, Alabama, in October 1996, for the Wingspread IV Conference. Interesting, as well, is that the name, Wingspread, and the logo, "Hotfoot," of the Federal Fire Programs, where the Federal Eagle is shown stamping out fire, are intertwined connections of importance. From the Wingspread Reports much was drawn toward the establishment and evolution of today's U.S. Fire Administration and National Fire Academy.

Those Who Have Gone On Before

Wingspread is unparalleled in fire service history. Those who have made up each of the first three Ad Hoc Committees were truly giants in the fire service. And, certainly, no one name stands out more than William E. Clark, who was the inspiration behind each of the conferences and who was actually the person who originally got the effort established. Bill, who died this past year, had served with distinction in the New York City Fire Service Department, had also been an industrial fire chief, a state fire service director of the fire service training, a county fire chief, an organizer of a major national fire service instructors group, and a respected writer and lecturer. While serving in Wisconsin, he approached the Johnson Foundation about sponsoring a gathering of national fire service leaders to study and report on the nation's fire problems and the steps needed to improve the fire services in America.

Others who participated in the Wingspread Conferences of 1966, 1976 and 1986, have been described as being among "America's Who's Who in the Fire Service." Each of the participants have been people who cared deeply about the future of the fire service and had a passion for improving both educational opportunities for fire personnel and the fire loss picture in this country.

1996: The Recent Opportunity

As the fourth Ad Hoc Committee of dedicated individuals gathered in Dothan, Alabama, for Wingspread IV, their challenge was no less great and their final product no less important than any previous effort. The next decade will surely be as complicated and difficult as any in history. This group has before it, the excitement and optimism of all who went before, and opportunities to make a difference in the lives of those yet unborn. The spirit of Wingspread continues to motivate and reinforce the best in all of us, and builds upon the dreams and hopes of a better tomorrow.

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Wingspread IV

October 23 to 25, 1996

**Hosted by
Dothan, Alabama Fire Department
Dennis L. Rubin, Fire Chief**

Introduction

The American fire service is the response resource of first and last resort when communities and individuals are confronted by sudden and unexpected calamities of modern life. This includes a public expectation for quick and efficient emergency medical services. Leaders of the fire and emergency services should not allow these essential roles and responsibilities to be trivialized by the argument that the frequency of reported fires has been reduced.

The population of the United States has nearly doubled since the Wingspread processes began in 1966, accompanied by proportional increases in hazardous materials manufacturing, refining and chemical processes, and the transportation of people and hazardous materials in all manner of conveyances. The transportation infrastructure is increasingly fragile and subject to collapse. There is a greater density of population in most urban areas, at a time when acts of terrorism and natural disasters are becoming more commonplace. Fire departments must provide comprehensive training and education which include fire prevention, disaster preparedness, emergency medical care, safety, and hazardous materials awareness, specific to the customers and their community.

There was a deliberate effort to add divergent interests and views to the Wingspread IV Conference. This document reflects those diversities; the reader will recognize the differences. Certainly there is no single solution for many of the issues identified in this report. In their discussion, the participants did not urge uniformity but rather acceptance of the many diversities in the business. Throughout the meeting, various issues and considerations were occasionally initially characterized as being exclusively career or volunteer in nature. During the ongoing discussions it became apparent that the concerns, issues, and challenges were really true for all emergency service organizations.

However, it must be acknowledged that there are differences in the personnel management and deployment of career, combination, and volunteer fire services. Each fire department must define its capabilities and educate its customers of reasonable expectations. The highest levels of service should be the challenge of every fire service organization.

Emerging Issues of National Importance

1. **Customer Service:** The fire service must broaden its focus from the traditional emphasis on suppression to a focus on discovering and meeting the needs of its customers.
2. **Managed Care:** Managed care may have the potential to reduce or control health care costs. It also will have a profound impact on the delivery and quality of emergency medical services.
3. **Competition and Marketing:** In order to survive, the fire service must market itself and the services it provides, demonstrating to its customers the necessity and value of what it does.
4. **Service Delivery:** The fire service must have a universally applicable standard which defines the functional organization, resources in terms of service objectives (types and level of services), operation, deployment, and evaluation of public fire protection and emergency medical services.
5. **Wellness:** The fire service must develop holistic wellness programs to ensure that firefighters are physically, mentally, and emotionally health and that they receive the support they need to remain healthy.
6. **Political Realities:** Fire service organizations operate in local political arenas. Good labor/management and customer relations are crucial to ensuring that fire departments have maximum impact on decisions which affect their future.

Ongoing Issues of National Importance

7. **Leadership:** To move successfully into the future, the fire service needs leaders capable of developing and managing their organizations in dramatically changed environments.
8. **Prevention and Public Education:** The fire service must continue to expand the resources allocated to prevention and health and safety education activities.
9. **Training and Education:** Fire service managers must increase their professional standing in order to remain credible to community policy makers and the public. This professionalism should be grounded firmly in an integrated system of nationally recognized and/or certified education and training.
10. **Fire and Life Safety Systems:** The fire service must support adoption of codes and standards that mandate the use of detection, alarm, and automatic fire sprinklers, with a special focus on residential properties.
11. **Strategic Partnerships:** The fire service must reach out to others to expand the circle of support to assure reaching the goals of public fire protection and other support activities.
12. **Data:** To successfully measure service delivery and achievement of goals, the fire service must have relevant data and should support and participate in the revised National Fire Incident Reporting System. Likewise, NFIRS should provide the local fire service relevant analysis of data collected.
13. **Environmental Issues:** The fire service must comply with the same federal, state, and local ordinances that apply to general industry and which regulate response to and mitigation of incidents, plus personnel safety, and training activities relating to the environment.

Customer Service

There are opportunities, un-exercised to a great extent, for the fire service to increase its value to the community at little cost. Programs which offer citizens support in preparing for and dealing with fires, medical emergencies, and other emergency incidents are being applied by departments throughout the country, as are programs not directly connected with emergency operations.

Customer Support

The fire service has begun a process to view problems in the customer's terms, not in the fire department's terms. This involves changing the ways the fire service has traditionally used its resources by expanding the perspective of firefighters and fire service managers to include mitigation of the negative impact on humans as well as property.

Fire service agencies are in a unique position to reduce the negative consequences of emergencies by assisting in their immediate recovery from emergency incidents. Support can include:

- Immediate shelter
- Management of personal items and valuables
- Loss control techniques
- Connection to social services
- Coordinating customer support at the end of emergency operations to assist in effectively reconnecting customer lives

Customer Service

Our customers experience many urgent needs. Sometimes, they may not be able to access the correct agency for help because of the time of day or unfamiliarity with the community. Because of the relatively easy access to dispatch centers through 9-1-1, dispatchers often receive requests for assistance which do not fit the traditional mission of the fire department.

Fire agencies should develop programs which allow the quick removal of the call from the 9-1-1 lines while also providing assistance to the calling parties. This action may be accomplished at the dispatch center or fire station providing a list of contact parties with 24-hour telephone numbers for such services as:

- Social service support
- Animal control organizations
- Mental health organizations
- Behavioral health services

Departments should develop a culture of citizen assistance which is reflected in the use of department resources to provide non-traditional support to customers in related public safety and community support ways. Examples of programs some departments have developed are:

- Assistance to disabled motorists (from obtaining fuel to using a cellular phone to call the “auto club”)
- Hosting neighborhood blood pressure testing clinics
- Providing bicycle registration services and safety clinics
- Drowning prevention programs

Fire training and educational organizations should initiate programs to make fire departments aware of these opportunities, their value to fire departments, as well as the communities they serve, and methods for incorporating such programs into fire department operations.

Impact of Managed Care

The advent of managed care promises to reduce or control increases in the cost of health care. Accompanying this movement is the potential need for radical changes in the delivery of emergency medical services, from dispatching to first responder, to ambulance treatment and transportation.

The American fire service possesses a valuable tradition of service, unmatched resources, and a trustful relationship with the public, all of which can be used to facilitate the goals of managed care.

Fire service leaders at all levels and the elected and appointed officials to whom they report must be open to organizational and philosophical changes which will permit the successful participation of fire service personnel and resources in the delivery of emergency medical services within the framework of managed care.

As an example of taking advantage of this opportunity, one urban fire department has joined with a local hospital to be a part of the home health care system. A physician’s assistant is part of the crew assigned to an ambulance. This unit is scheduled to deliver a variety of out-of-hospital services, such as immunization and sutures, to those who do not need to receive this care in a hospital setting. This saves time and money for all parties involved, while allowing the fire service to have a direct link to be a key player in the managed care arena. The future should hold many opportunities for the fire service to be a part of managed care, if we are willing to seek out and pursue responsibilities.

Marketing/Competition/Customer Education

The fire service has never had a greater need to competitively market itself and its services. The fire service must recognize the changing environment of society and develop

competitive strategies for marketing its services to its stakeholders, representing a wide spectrum of key individuals, public and elected officials, and various organizations.

The fire service must move forward to remove barriers and take the needed steps to interact with the community 365 days a year. The use of non-traditional factors, such as those used by business and industry need to be adopted. The fire service must be visible in the community, access the customer, promote fire safety and injury prevention messages continuously, both personally and electronically, and utilize national resources for education to a much larger degree than is done presently.

As police agencies across America are reaching out to develop neighborhood community-based policing efforts, the fire service needs to return to its roots. Historically, the local fire station has been a cornerstone of community life. The fire service must capitalize on this long-term relationship and direct this effective bond towards our marketing efforts. As a part of every fire service agency's mission statement, a statement should identify community involvement programs the department supports. One very successful marketing/community involvement program is Explorer Scouting. Many agencies have flourishing programs that should be expanded and valued by all departmental members.

Service Delivery

The work of the fire service continues to grow and become more complex each day. Experience indicates that budgets are being cut, staffing levels are reduced, and the ability to purchase necessary tools and equipment is hampered. It is imperative that the American fire service support the development of nationally recognized service delivery criteria that address efficiency, effectiveness, and safety.

Service delivery requires a universally applicable standard which defines the functional organization, operation, deployment, and evaluation of public fire protection and emergency medical services. These criteria must address fire department emergency service delivery, response capabilities, communications, evaluation of risks and resources, fire prevention, fire investigation, public education, and community involvement.

Our strategy should be to create nationally developed and accepted standards, applicable to all public fire and rescue organizations, no matter what their source of personnel, which will be used to provide evaluation criteria concerning the effectiveness, efficiency, safety and timeliness of response, deployment, operations, and programs.

At the time Wingspread IV was held, the National Fire Protection Association was in the process of developing a standard entitled "Fire Department Deployment" (NFPA 1200). A nationally held and valued standard could go far in reaching this emerging strategy.

Wellness

Historically the fire service has known more about the apparatus and equipment it purchases than the firefighters who use that equipment. Firefighters will continue to respond to disastrous situations that produce extreme physical and emotional consequences. Over time, these situations can affect the overall wellness of a fire service system.

Living and working in today's society will continue to be stressful and challenging. The fire service is faced with many of the same stressors as its customers. Given this continued situation, the fire service must begin to develop total wellness systems to enable firefighters to cope, develop, be safe, and survive a lifetime of responses.

The development and implementation of wellness systems should occur in cooperation with the major fire service organizations. These systems should be long-term, holistic, positive, rehabilitative, and educational. They must overcome the historic punitive mentality of physical fitness, move beyond negative timed, task-based testing and toward progressive improvement, and require labor and management to commit to a positive, individualized program with testing and private attitude results. These systems should have a holistic approach which includes fitness, rehabilitation, behavioral health, and nutrition to ensure that firefighters reach and maintain optimal wellness.

There is obvious lack of scientific research and data about the medical/emotional/occupational diseases that affect our members. This research should lead to a comprehensive wellness program that all firefighters deserve.

Political Realities Affecting the Fire Service

Some would like to think that problems and challenges facing the fire service should be above or separate from the political process. The real world tells us just the opposite is true. Decisions about almost every aspect of the fire service are affected to some degree or another by the political process.

Funding, hiring, promotions, staffing levels, scope of service delivery, emergency transportation and, in many instances, the identity of the fire chief and what he or she does are all affected by elected and/or appointed decision makers. Directly related to issues of personnel recruitment and retention pose continuing challenges for our volunteer fire service leaders.

Career fire chiefs typically have little ability to impact the political process. Often it is the employee organizations (unions) that have the best opportunity to educate elected officials concerning the fire service needs. When fire department administrators and the employee organizations have a positive, progressive labor/management process, the two groups can work together to provide a political environment in which effective and efficient service can be provided.

By sharing the same two goals of providing the best possible fire protection and emergency medical service to the citizens for their tax dollars and taking care of the physical and mental health of those providing that service, labor and management are in the best position to influence the community and its elected officials.

A positive, progressive, official labor/management process nurtures trust between employee organizations and fire administrators. Employee organizations generally understand and participate in the political process at a much higher level than fire administrators. The volunteer fire service must learn the political process as the employee organizations have in order to survive. The labor/management process provides the glue necessary for employee organizations and fire administrators to work together for the betterment of the fire service as a whole. Labor and management, working together, ensure that the fire service will have a seat at the table when decisions are made which affect its future.

Leadership

To move successfully into the future, the fire service needs leaders capable of developing and managing their organizations in dramatically changed environments.

To compete successfully, the fire service needs smart, tough, nice, modern managers. These managers must be able to operate successfully in competitive, changing, and non-traditional environments. They must have vision, ability to predict, and effective human relations skills.

Fire service leaders will need to be recruited, selected, trained, and supported. They will need strategies to overcome the autocratic, power-focused, and controlling environments of the past. Significant value shifts in management philosophy must take place. Among the challenges fire service leaders must successfully face are firefighter safety, human resource management, effective customer service, labor/management relations, diversity of the community and the work force, and financial realities.

Fire Prevention and Public Education

Fire and emergency services must continue to expand the resources allocated to prevention and education activities that have the goal of reducing injuries and deaths from fire and other risks.

Public fire education has progressed significantly in the past twenty years. Programs now are targeted for specific audiences and specific risks, and are better evaluated. Fire safety messages have been refined. The concept of teaching people how to prevent fire and how to take proper actions in case of fire has been expanded to include teaching people how to prevent many "accidents." This concept is called "all risk prevention," "injury control," "fire and life safety," and/or "multi-hazard prevention."

Public fire and safety education has emerged as a profession. To continue the progress of the past twenty years, the profession must:

1. Develop standards for programs and messages
2. Develop more messages about the technology of detection, alarm, and automatic sprinkler systems in residential properties
3. Include education of elected and appointed officials
4. Use locally based methodologies and initiatives to educate citizens and customers
5. Build into programs a method of evaluation to determine if public education is achieving its goal of behavioral change

Education and Training

Fire and emergency services managers must increase their professional standing in order to retain credibility with the policy makers and the community at large. Such professionalism should be firmly grounded in an integrated system of nationally recognized and/or certified education and training.

The tenets of professionalism are well established: a body of knowledge; formalized education system for acquiring that knowledge; a recognition of status, service over profit; qualification of individual competency; character; and an assurance to the public of the competence of the member.

Currently, there are varying levels of education and training available to the fire service. There is a very strong system of training available through a closely linked cooperative effort of federal, state, and local training systems. There is also a loosely linked system of higher education systems offering associate and baccalaureate degrees in the fire sciences, public management, and engineering disciplines. There are fewer graduate opportunities for those seeking higher professional status. There is a wide general agreement that the federal fire programs of the U.S. Fire Administration have significantly improved since the last Wingspread Conference, and as a result, there are now more professional opportunities available.

The next logical sequence for increased professionalism lies in the following areas:

1. Skills-based knowledge simulation training, similar to that available to aviation and the military, that will establish and maintain emergency management skills. This training should be available through state and local training systems. This system is currently under development at the National Fire Academy and other training institutions.
2. A strengthening of the already well established cooperation between the National Fire Academy and state training systems, and a commensurate link through to local training systems. These conduits will increase the availability of training opportunities, while significantly reducing development and delivery costs.

3. Mid to senior level fire and emergency services managers must have college experience if recognition of their professional status is going to be maintained. Fire and emergency services managers of the future must be prepared to discuss issues, on an equal academic footing, with architects, engineers, city managers, and health care professionals. A master's degree in a discipline of relevance to the fire service, an appropriate level of training, and line and staff experience commensurate with the responsibilities of the position, should be the minimum acceptable qualifications for a career fire chief. Recognizing that there are variances in need, opportunities, and availability, the volunteer fire services must seek to promote individuals with levels of training and education that reflect as closely as possible this aspiration.
4. Fire service managers should encourage certification through either of the traditional venues, International Fire Service Accreditation Congress or the National Board of Fire Service Professional Qualifications, or both.

Fire Protection Systems Technology

Fire related death and injuries in residential properties continue at an unacceptable level. Fire death and injury reports indicate that traumatic results affect primarily our youth and our elderly. The technology is available today that can significantly reduce those unfortunate losses.

It must be the responsibility of the American fire service to embrace the technological advancements in fire detection, alarm, and built-in automatic fire suppression systems. The fire service in general needs to be better educated about the available standards, usage, and costs of residential sprinklers and smoke detector systems. To have a significant impact, the fire service must push for increased education for the public of the benefits of a complete life safety system.

The nation's fire service should support the adoption of codes and standards at the local, state, and national levels that mandate the use of detection, alarm, and automatic fire sprinklers. New programs must be developed in partnership with the private sector to better educate the public about the realistic benefits and reasonable costs of residential fire sprinklers. The fire service must be the lead agency to ensure that codes and standards are followed.

The fire service must be educated about the technological advancements with alarm and detection systems. For example, the increase use of the new ten-year smoke detector and the carbon monoxide detector will have a significant effect on reducing fire related deaths and injuries.

The fire service must take responsibility in having programs developed and used that will promote the proper maintenance of these fire protection systems. We must learn from the past and avoid problems in the future with dead or missing batteries.

For example, one suburban fire department conducts an ongoing door-to-door smoke detector installation program. On duty fire companies strategically canvas all neighborhoods to

check and/or install smoke detectors in homes. Funding for this program is provided by a local fire insurance agency. This department has incorporated 100% community residential smoke detection into its goals statement.

With increased fire service involvement and support of the technological advancements in fire detection, alarm, and suppression, a much clearer understanding of the benefits and costs of residential fire protection can be achieved.

Strategic Partnerships

The fire service must reach out to others to expand the circle of support to ensure that the goals of fire and accident prevention are reached. The fire service community can no longer operate in a vacuum and expect to serve in the changing environment (technology, politics, information).

The fire service must forge strategies, alliances, and partnerships at the federal, state, and local levels, as well as with the private sector. National partnerships that have developed, such as the “Change your clock, change your battery” program with the Energizer Battery, should be emulated at the state and local levels.

Partnerships facilitate:

1. Accomplishing common goals
2. Communication and networking
3. More effective multi-agency emergency incident response
4. Reaching political goals

Possible alliances: law enforcement, emergency management, volunteer organizations, labor organizations, community service organizations, health maintenance organizations, insurance industry, industry and business associations, professional associations with traditional affiliation of mayors, public administrators, elected officials, development of consortiums.

Data

With the proliferation and availability of data, few organizations can ignore their critical importance. For the fire and emergency service, the system for data collection and analysis is the National Fire Incident Reporting System (NFIRS). Currently, the system is under revision and is expected to include modules for emergency medical responses, hazardous materials, and wildland fire response data.

At this writing, the system does not enjoy the benefit of full fire service participation for a number of reasons. Until the fire service can produce the data equivalent and accuracy of the Uniform Crime Report (quarterly), they will continue to lag behind, never able to accurately characterize or articulate the challenges they have met or will face.

The changing roles of the fire and emergency services into an all-hazards/all-risk service delivery system, underscores the importance of the national data collection system. The development of public policy, as well as the proper management of resources, should be founded upon the critical analysis of uniform data. On a local level, the ability to assess the quantity and quality of services, to measure the impact of these services, to plan for levels of needs, and to design and implement improvements are the elemental tools for the fire and emergency services manager. There is a need for an improved NFIRS system. The new system must address the following issues:

Clarify the collection requirements: rid the system of those current data elements and codes that (a) are no longer relevant; or (b) are so confusing or burdensome that they diminish the likelihood of complete and accurate data entry; or (c) can be derived from other information.

Simplify the forms: clarify and simplify the rules for completion of paper and automated forms.

Accommodate local information needs: federal, state, and local information needs are not coincident. Participation is encouraged if as many as possible of the diverse needs are accommodated in a single system.

Expand the breadth of the system to all incidents: since the introduction of NFIRS, it has become increasingly important to document the full range of fire department activities. For example, NFIRS 4.1 does not address EMS incidents. Consequently, the new NFIRS should encompass the full range of departmental activities.

Collect data relevant to incident suppression/mitigation: since the current system was not designed by the fire service or those who used incident data, parts of the data that are currently collected in the system are not used. Other parts are imperfectly designed, leading to poor utilization for analysis or prevention programs.

The new system must produce summary based data and analysis, as well as task level needs analysis.

Before the millennium, every fire agency in the country should be a full participant in the state NFIRS-based reporting system. Every state should be a participant in the national system. Local governments should insist on a state system that is a participant in the national system.

While the NFIRS system will produce analyzed data locally, communities participating in NFIRS should automatically receive data, based on broad data sets, formatted in a standard format, upon which they can make strategic decisions. Special data analysis should also be available upon request of participants at minimum cost.

Data poorly produced or improperly presented is damaging. Federal, state, and local training organizations should provide training in the use, production, and analysis of NFIRS data.

There are other sources of fire data that may be useful to the fire and emergency services manager. The annual Fire Departments Survey of Major Fire Losses, Firefighter Injury and Death statistics are all available from the National Fire Protection Association, as well as the Death and Injury Survey available from the International Association of Fire Fighters, are examples of this additional data. The National Fire Academy should conduct a biannual national survey to determine current staffing levels, equipment operated, fiscal data, work hours, shift patterns, training, education and inspection achievements, and other relevant fire service information.

Environmental Issues

The fire service must comply with the same federal, state, and local ordinances that apply to general industry and which regulate response, mitigation, personnel safety, and training activities relating to the environment. Environmental concerns will continue to impact the fire service and the community.

The fire service must take an active role at the state and federal levels to ensure that its interests are protected in all related environmental issues. Among the many areas that impact the fire service are laws, regulations and standards, and various response and training funding sources.

The fire service will need to develop policies that support the protection of the environment from accidental and illegal spills and releases. These policies should be planned in cooperation with federal, state, and local agencies, and the private sector, as well as environmental groups.

In support of those policies, the fire service must comply with environmental regulations as they relate to mitigation of hazardous materials, structural and wildland fires, as well as training activities that could cause unnecessary personal exposure or environmental contamination.

Conclusion

Hopefully the Wingspread Conference will inspire and challenge the fire service to address these issues in a proactive and positive manner. The fire service is an essential and integral part of American society and must adapt its roles to meet the needs of its diverse and changing customer base. The goal and purpose of Wingspread is to stimulate discussion and creative thinking on these issues to ensure that the fire service will be stronger for its participation in the national debate on them. The participants in Wingspread IV hope that Wingspread V will document significant progress in these issues and identify new and different issues that need to be addressed.

Wingspread IV Participants

Alan V. Brunacini, Fire Chief
Phoenix, AZ Fire Department

Patrick E. Cantelme, President
United Phoenix, AZ Fire Fighters
Local 493

Richard Duffy,
Director of Health and Safety
International Association of Fire
Fighters, Washington, D.C.

Harvey Eisner, Editor-in-Chief
Firehouse Magazine, Melville, NY

Dr. John Granito,
Fire Protection Consultant
St. James City, FL

Raymond E. Hawkins,
Director of Client Education and
Training Services
Volunteer Firemen's Insurance Services
(VFIS), York, PA

Mary Beth Michos, Fire Chief
Prince William County Fire and
Rescue, VA

William Neville, Consultant
Neville Associates
Penn Valley, CA

Dr. Denis Onieal, Superintendent
National Fire Academy USFA/FEMA

James O. Page, Editor
JEMS Communications
Carlsbad, CA

Dennis L. Rubin, Fire Chief
Dothan, AL Fire Department

Thomas L. Siegfried, Fire Chief, Retired
Altamonte Springs, FL Fire
Department

Joe M. Starnes, Fire Chief
Sandy Ridge, NC Volunteer Fire
Department

Steve Storment, Assistant Chief
Phoenix, AZ Fire Department

Nancy J. Trench, Director of
Fire Service Training
Oklahoma State University
Stillwater, OK

Bruce Varner, Fire Chief
Carrollton, TX Fire Department

Recorders:

Mark R. Nugent, Senior Captain
Chesterfield, VA Fire Department

Robert Tutterow,
Safety and Logistics Officer
Charlotte, NC Fire Department

Sally Young, Fire Department Planner
Charlotte, NC Fire Department

Facilitators:

William D. Lewis, Education Specialist
National Emergency Training Center
FEMA, MD

R. Wayne Powell, Program Chair for
Fire Prevention Management
National Fire Academy
USFA/FEMA, MD

Wingspread I, 1966: Statements of National Significance

1. Unprecedented demands are being imposed on the fire service by rapid social and technological change.
2. The public is complacent toward the rising trend of life and property loss by fire.
3. There is a serious lack of communication between the public and the fire service.
4. Behavior patterns of the public have a direct influence on the fire problem.
5. The insurance interest has exerted a strong influence on the organization of the fire service. This dominance seems to be waning. The fire service must provide the leadership in establishing realistic criteria for determining proper levels of fire protection.
6. Professional status begins with education.
7. The scope, degree and depth of the educational requirements for efficient functioning of the fire service must be examined.
8. Increased mobility at the executive level of the fire service will be important to the achievement of professional status.
9. The career development of the fire executive must be systematic and deliberate.
10. Governing bodies and municipal administrators generally do not recognize the need for executive development of the fire officer.
11. Fire service labor and management, municipal officers and administrators must join together if professionalism is to become a reality.
12. The traditional concept that fire protection is strictly a responsibility of local government must be re-examined.

Wingspread II, 1976

Statements of National Significance

1. New criteria are needed to measure the impact of fire on the national economy and public welfare.
2. Productivity in the fire service is difficult to measure reliably.
3. The state level of government may have to make a renewed commitment in dealing with the fire problem.
4. The fire service should approach the concept of regionalization without bias.
5. There is need for better liaison between the fire service and those who build or design buildings.
6. A means of deliberate and systematic development of all fire service personnel through the executive level is still needed. There is an educational void near the top.
7. The fire fighter has been suppressed by narrow education and confirming experiences on his job.
8. The problem of arson in the United States has increased to the point where it should be considered a matter of major importance.
9. Fire departments should thoroughly analyze new demands being placed upon them before accepting new responsibilities.
10. It appears that residential smoke detectors hold the most practical potential at this time for saving lives. The fire service should take leadership in encouraging their widespread use and proper maintenance.
11. Traditional fire loss management concepts should be reviewed.
12. The Fire Service should assume more responsibility and leadership in fire loss management.

Wingspread III, 1986

Statements of National Significance

1. Society in general appears unwilling to take full advantage of the knowledge and technology which has proven effective in mitigating the fire problem.
2. Public fire safety education will not achieve its potential until it is organized in a systematic manner based on human behavior.
3. Professional development in the fire service has made significant strides, but improvement is still needed.
4. Decision makers in local government need better criteria to determine an adequate level of cost-effective fire protection.
5. The fire service should review the effectiveness of the federal fire programs of the U.S. Fire Administration and National Fire Academy to determine if they are of continued benefit in reducing the fire problem.
6. The traditional role of fire departments is changing.
7. Analyzing America's fire problem requires a more effective system of data collection.
8. The misuse of alcohol and controlled substances is a serious fire service problem.
9. There is a need for increased emphasis on fire fighter safety and health.
10. Personnel management in the fire service is becoming increasingly more complex.