

WINGSPREAD VII

STATEMENTS OF NATIONAL
SIGNIFICANCE TO THE UNITED STATES
FIRE AND EMERGENCY SERVICES



A WINGSPREAD CONFERENCE REPORT

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A WINGSPREAD CONFERENCE REPORT
Racine, Wisconsin
THE JOHNSON FOUNDATION AT WINGSPREAD
August 2021

TRANSMITTAL LETTER

Dear Fire & Emergency Services Stakeholders:

It is with great pleasure and pride that we present the **Wingspread VII Conference Report**. Before delving into this report, it is important to understand how this Wingspread Conference arrived at the seventh edition.

Wingspread Conferences have been convened by the Johnson Foundation on a ten-year cycle. The first fire service Wingspread Conference was held in February of 1966. Based on the speed of information, the decision was made to hold this conference every five years. The year 2021 was the 55th anniversary of this important process. The Johnson Foundation's mission statement is "to be a catalyst for positive and lasting change leading to healthier environments and communities." The iconic Wingspread reception center designed by Frank Lloyd Wright is the crown jewel of this amazing campus located in Racine, Wisconsin.

The purpose of this gathering is to discuss the issues that are impacting the fire and emergency services currently and into the foreseeable future. Thirty-seven fire and emergency services leaders were invited to this intense three-day meeting. The rationale for the group's growth from the original ten participants reflects an earnest attempt to have all aspects of our industry represented during the discussions, debates, and deliberations.

The result of this meeting is the twelve strategic Statements of National Significance that make up the body of this report. In compiling this report, the conference committee was asked to focus on the strategic level of delivery of fire and emergency services to American communities. By design, the committee did not discuss the tactical or task-level operations, knowing that there are many agencies and reports addressing the same. Each strategic statement was framed to address how we can reduce the loss of life, injuries, and property with a focus on keeping the responding firefighters and support staff safe.

These twelve statements consist of two elements. The problem of significant issue statement serves as the headline, relating to the topic being discussed. The second section is background, or the reason why this is a significant

statement for the industry. This section provides a brief, but important orientation of the issue, helping the reader to understand the context of how and why the statement was added to the final report.

To blend thirty-seven strong, intelligent, and opinionated personalities into a single voice was an arduous challenge to say the least, but one the team strove to achieve. Building this consensus document meant sacrificing individual views. Some disagreed on what was added, and others disagreed on what was omitted. That is to be expected in a consensus process. In the final analysis we believe this document represents accurately the overall view of the group. It is the rich and valuable dialogue that provided the basis for this report. The ideas and recommendations of the significant issues presented here are directed towards continuous improvement in the fire and emergency services.

The Wingspread VII committee trusts that each reader will find this report useful to help every department and allied agency improve their operation and be able to better serve their communities. A website (<http://www.wingspreadvii.org>) has been established to allow everyone free and easy access to this report. The committee requests that as many as possible fire and emergency service associations receive a printed copy of the report.

Thank you for taking time to review this letter and to consider blending the results of this report to improve fire and emergency services. To learn more about Wingspread, there will be national discussions on these topics over the coming years at major events - please plan to attend one or more.

We hope you will find this report of interest and will use it toward a fire safe and secure America.

Dennis L. Rubin

Dennis L. Rubin
Co-Chair

Bruce H. Varner

Bruce H. Varner
Co-Chair

TRIBUTE TO CHIEF ALAN BRUNACINI

Alan Vincent Brunacini

April 18, 1937 – October 15, 2017



Alan V. Brunacini (Bruno) was quite simply one of the nicest, brightest, friendliest, most unassuming individuals that you would ever meet. He had an amazing sense of humor and an uncanny ability to remember people's names and details about their lives from just a brief introduction.

Bruno began his career with the Phoenix Fire Department in 1958, serving as a firefighter, engineer, captain, battalion chief, and assistant chief. In 1978, Alan was appointed to the rank of fire chief and served in that position until his retirement in 2006, some 28 years at the helm of PFD. Under Chief Brunacini's leadership, Phoenix Fire Department became one of the most progressive and well-known fire departments across the world. Visitors came from every state and many countries to examine how the Fire Command system and treating everyone as customers worked. The mantra of **BE NICE** was used and reinforced by Chief Bruno reminding everyone to "Always be nice – treat everyone with respect, kindness, patience and consideration."

Chief Brunacini may be the most well-known, respected, and loved fire chief to have ever served in the American Fire Service – and for good reason. Alan’s impact on the fire service is far-reaching and profound, particularly in the areas of firefighter safety, incident command, and customer service. Bruno was affectionately referred to as “**America’s Fire Chief.**”

As a lifetime learner and avid reader, then Captain Brunacini studied with great interest the 1966 Wingspread Conference and its impact on the United States Fire Service. The Fire Service Wingspread Conference was a project that he felt strongly about, wanted to be a part of and felt that he had something to contribute. Bruno was the driving force that kept Wingspread together after the 1986 conference by organizing and leading the next three Wingspread conferences.

As we started the Wingspread VII conference, Doctor Alana Brunacini, Alan’s Granddaughter, reminded us of a quote that Chief Brunacini often used; “*Hard times create strong men, strong men create good times, good times create weak men, and weak men create hard times.*”

Alana went on to ask; “So here at Wingspread. The first meeting without him. How will you keep his voice in the room? Not in an honorary way, in an active, meaningful way. In the fire service, amongst the Wingspread group, across the country, how are we strong? How are we weak? How are we embracing good times and promoting them? How are we keeping a service mindset and doing the hard work that keeps us strong?”

This tribute honors the memory of our friend, mentor, and “America’s Fire Chief.” Perhaps the best way that everyone can honor Chief Brunacini is by continuing to do the work to resolve the significant issues and problems facing America’s Fire and Emergency Services. A closing quote that Alan often used was, “Leave everything better than you found it.” Indeed, he did just that!

Fire Chief Alan V. Brunacini, job well done, Sir! Rest easy, Boss. We will take it from here.

Bruce H. Varner

Bruce H. Varner

THE HISTORY OF WINGSPREAD

The first Fire Wingspread Conference was held in February of 1966 and was sponsored by the Johnson Foundation at the Wingspread Conference Center in Racine, Wisconsin. The purpose of this conference was to identify and raise awareness of the challenges facing the fire service. A small group of fire service and associated industry leaders came together to capture and identify this information to educate political leaders, community members, and the fire service in general. Wingspread I was the first *steppingstone* towards establishing the United States Fire Administration (USFA), as well as the National Fire Academy (NFA). This was just the beginning of the rippling impacts that the Wingspread conferences have had on improving the fire service at the national, state, and local levels.

Wingspread conferences continued to be convened every ten years, with Wingspread II being held in March of 1976, just three years after the publication of *America Burning*. Wingspread III was held in October of 1986, and Wingspread IV moved to Dothan, Alabama in October of 1996. The fourth conference report focused on emerging issues of national importance to the fire service and included Statements of Significance to raise public awareness of these challenges and potential opportunities. Wingspread V, held in Atlanta, Georgia in April of 2006, marked a period of tremendous growth for the conference. This conference nearly tripled in attendance, with thirty-seven fire service leaders and subject matter experts participating and authoring a report that identified a great number of significant issues facing the fire and emergency services.

In celebration of the 50th anniversary of this important event, Wingspread VI returned to the Wingspread Conference Center. It was determined at this event, due to quickly emerging and ever evolving issues, the Wingspread conferences would be convened every five years instead of every ten years.

For reference, the highlights and Statements of Significance captured at each of the previous conferences have been included in the appendix of this report.

WINGSPREAD VII

Wingspread VII was hosted by the Johnson Foundation and convened on Monday, August 16, 2021, at the Wingspread Conference Center. Thirty-seven fire service and industry leaders, from a wide range of department types, sizes, and service delivery models, met over two-and-a-half days to consider the greatest needs, challenges, and opportunities currently facing the fire and emergency services. While participants were not limited in offering statements of national significance, the primary areas of focus were *Diversity, Equity, Inclusion, and Belonging; Operations and the Community; Members Needs to include Health, Safety, and Welfare; Structural Firefighting Challenges; Wildland Firefighting Challenges; Finance and Infrastructure; Community Risk Reduction; Federal Fire Focus; and the Incident Command System.*

Participants were assigned to workgroups with a facilitator, to examine issues. As a result of their efforts, twelve *Statements of Significance* were developed. In addition to these statements, the team compiled background information in support of each *Statement of Significance*. The report that follows is the product of the efforts and collaboration of all involved.



Johnson Foundation at Wingspread

STATEMENT OF SIGNIFICANCE ONE

The American fire and emergency services need to constantly and consistently strive to treat all members and the general population with respect and dignity.

Our nation continues to experience difficult and turbulent social times, due to perceived and real unfair treatment. The United States fire and emergency services must recognize and embrace equity, fairness, diversity, inclusion, and belonging for all. Discrimination, harassment, and hazing of any type cannot be tolerated inside any fire or emergency services organization. While there have been exemplary efforts by some organizations to eliminate these negative behaviors; there is much work still necessary to resolve this issue. To retain the public's trust, we must prove that **respect and dignity** towards all customers, members, and stakeholders, both *external and internal*, is not optional! The principles of respect and dignity form the basis of this document and must be incorporated into all facets of our profession.

Background

To be effective, the fire and emergency services must intentionally and continuously strive to have a diverse, inclusive, and well-trained workforce that responds to everyone, internally and externally equitably, respectfully, and with dignity. The character, culture and diversity of each of our organizations are watched very closely by just about everyone. Demonstrating respect, dignity and inclusivity will help to ensure that the fire and emergency services are trusted by the public that we are sworn to serve and protect.

STATEMENT OF SIGNIFICANCE TWO

Fire departments should be agents of change and a part of the national critical infrastructure that will help solve America's fire problem at the community level.

Despite many advances since Wingspread I in 1966, unfriendly fire remains a scourge within our society. Approximately 100 firefighters are killed in the line of duty annually. The ravages of structural fires claimed over 3,700 civilian lives and injured over 16,000 people along with an estimated \$14.8 billion loss in property damage in 2019¹. The United States fire and emergency services must focus on this appalling problem. Technology is available that can eliminate these horrible losses using automatic fire protection systems, such as residential fire sprinklers, smoke alarms, and carbon monoxide detectors. To accomplish the core mission of preventing harm, fire and emergency service organizations must be the transformational change agents to ensure that the available technology are implemented to resolve this solvable societal problem. All levels of government must consider their fire and emergency services departments as **critical infrastructure, thereby providing all of the necessary resources to reach the mission of preventing harm in the community.**

Background

In 2019, local fire departments responded nationally to a fire every 24 seconds and responded to residential fires every 93 seconds². Preventing harm in the community will support many other important social goals, (i.e., economic development, affordable housing, and neighborhood business continuity.) The National Fire Protection Association (NFPA), the NFA, and fire insurance companies point to the need to increase community risk reduction services and efforts. Our nation possesses the technology to prevent or limit the destruction of unwanted fires. The next logical step is for government to require and provide the resources to implement these life safety protections.

¹ Ahrens, M., & Evarts, B. (2020). *Fire Loss in the United States During 2019*. Quincy: National Fire Protection Association.

² Ibid.

STATEMENT OF SIGNIFICANCE THREE

Wildland fires are a continuing and growing problem in the United States and globally which must be solved by using all resources and technologies available.

Our nation continues to experience devastating wildland fires that result in the horrific loss of civilian and firefighter lives, property, and natural resources. The United States fire and emergency services must be better supported and equipped to prevent, contain, and suppress wildland fires. Fire departments rely on local, state, tribal, and federal assets to complete the mission of extinguishing all types of fires. There is an overwhelming need to increase the support, technology, research, best practices, and resources to complete this mission. Improvements by providing additional personnel, apparatus, equipment, aviation, and ground support resources are desperately needed to continue to engage in fighting campaign wildfires. Wildland fire is a global problem. The United States fire and emergency services must use the lessons shared by the global community and likewise share our lessons and solutions.

Background

According to the Congressional Research Service³, “Wildfires are unplanned fires, including lightning-caused fires, unauthorized human-caused fires, and escaped prescribed fire projects. States are responsible for responding to wildfires that begin on non-federal (state, local, and private) lands, except for lands protected by federal agencies under cooperative agreements. The federal government is responsible for responding to wildfires that begin on federal lands. The Forest Service within the U.S. Department of Agriculture carries out wildfire management and response across the 193 million acres of the National Forest System. The Department of the Interior (DOI) manages wildfire response for more than 400 million acres of national parks, wildlife refuges and preserves, other public lands, and Indian reservations.

Wildfire statistics help to illustrate past U.S. wildfire activity. Nationwide data compiled by the National Interagency Coordination Center indicates that the number of annual wildfires is variable but has decreased slightly over the

last 30 years and the number of acres affected annually, while also variable, has increased. Since 2000, an annual average of 70,600 wildfires has burned an annual average of 7.0 million acres. This figure is more than double the average annual acreage burned in the 1990s (3.3 million acres), although a greater number of fires occurred annually in the 1990s (78,600 average).”³

³ *Congressional Research Service*. (2020). <https://crsreports.congress.gov>

STATEMENT OF SIGNIFICANCE FOUR

Fire and emergency services should be recognized as part of the national critical infrastructure.

Fire and emergency services continue to have an expanding mission beyond fire protection. Our oath of office, value, and viability depend on answering all requests for service, including non-traditional tasks. Meeting these community demands requires collaborative relationships, additional resources, and the recognition of fire and emergency services organizations as part of the **national critical infrastructure**.

Background

Local fire and emergency services, such as water rescues, unplanned release of hazardous materials, wildland fire interface issues, pandemic responses, and technical rescue services, are taxed to their limits. Fire and emergency services are called upon to fill the void and bridge the gap between community needs and service delivery capabilities. Local communities must provide fire and emergency services with the needed resources to answer these and other emergent community expectations.

STATEMENT OF SIGNIFICANCE FIVE

There is a salient need to provide expanded non-emergent medical care in local communities. Fire and emergency services continue to be overburdened by low acuity (minor) medical calls that could be resolved through the application of programs, such as community paramedicine and/or mobile integrated health care.

The fire and emergency services is uniquely positioned to work with a broad range of health care providers, and key stakeholders, to deliver out-of-hospital services. The ever-expanding scope of the fire and emergency services mission will require additional resources, including staffing, training, equipment, and funding.

Background

Many local community services, such as medical care and mental health support, are taxed to their limits. Fire and emergency services is often called upon to fill the void and bridge the gap between community need and the existing service delivery models. Some fire and emergency services have established “community paramedicine” non-emergency response units. This type of inventive leadership should be acknowledged and celebrated. However, local communities must provide their fire and emergency services with the needed resources to answer these and other emergent needs.

STATEMENT OF SIGNIFICANCE SIX

To meet the increasing demands on fire and emergency services, additional funding will need to be provided at the federal level.

The fire and emergency services rely on support from all federal fire, emergency medical, emergency management, and homeland security agencies and programs. The work produced by all of our federal partners is nothing short of remarkable under challenging conditions. The United States Fire Administration and National Fire Academy budgets have not kept pace with the needs of our nation. To accomplish our basic mission, there needs to be additional federal investments that reflect our status as part of America's **critical infrastructure**. The Assistance to Firefighters Grants and Staffing for Adequate Fire and Emergency Response should be aligned under the United States Fire Administration with funding equal to the Office of Justice Programs within the Department of Justice.

Background

Public Law 93-498 was implemented in 1974, titled *The Federal Fire Prevention and Control Act*, which created a focused national effort to eliminate or reduce the impact of unwanted and uncontrolled fires. Federal, state, and local fire and emergency services programs have never been funded at the level that was recommended by the National Commission on Fire Prevention and Control in the "*America Burning*" report to the U.S. Congress. In fact, budgetary allotments have continued to dwindle over the past forty-eight years, while America's fire problem has been considerably amplified. Considering the impact that fire and other related emergencies have on the safety and security of our society; federal, state, and local funding resources must be increased to keep up with the basic needs of the fire and emergency services organizations. All aspects of America's fire and emergency services operations must be viewed as a part of the bedrock of our **national critical infrastructure** and funded accordingly.

STATEMENT OF SIGNIFICANCE SEVEN

The capability to recruit, retain, and train a qualified and diverse workforce has become an increasingly difficult task, requiring additional resources.

Fire and emergency services requires capable, effective, and trusted personnel to meet the expanding needs and changing demographics of our communities. To sustain effective and safe operations, recruitment and retention of a qualified workforce is paramount. Maintaining proper staffing has become a difficult and expensive process. Additional resources, data, and research are required to overcome these challenges.

Background

Recruitment and retention of a successful workforce (career, volunteer, or combination), to include underrepresented persons, has reached a crisis point. Fire and emergency services departments are having difficulty staffing and maintaining effective response to meet the needs of the community.

Nationally, volunteer fire fighter membership has declined substantially over the past few decades. Emphasis needs to be placed on a national recruitment and retention effort, that is attractive to a diverse applicant pool. By failing to reach out to all potential applicants, a large segment of the population is not seriously considered for membership.

Comparable jobs in the private sector are often more attractive and rewarding as compared to career fire fighter positions. Salary and benefit disparity are a significant deterrent to the recruitment and hiring process. Work schedules, staffing, and deployment models should be continually examined to reflect the needs of the community and the ability to attract qualified applicants.

STATEMENT OF SIGNIFICANCE EIGHT

There is a considerable need for new educational programs to be created at the executive and leadership levels.

Effective executive operational and administrative leadership of America's fire and emergency services is a highly specialized and complicated process. Therefore, expanding the available advanced educational opportunities at the highest organizational levels are important to the long-term success of the industry. New educational programs must be designed and developed to focus on exceeding the scope of the traditional fire and emergency services training doctrine. Model executive educational curriculum guidelines should blend the best of business administration and public administration programs with executive leadership from military training programs for our top executives. This effort must include broad based critical decision-making skills that must be embraced and injected into all aspects of the fire and emergency services training effort.

Background:

The design of this educational curriculum should incorporate a broad range of business and public administration acumen. Instructional contents of this program should include, but not limited to:

- The National Fire Academy's Executive Fire Officer Program
- Developing an effective business plan
- Developing an effective strategic plan
- All aspects of government operations
- A Master's Degree of Public Administration with a concentration in fire and emergency services administration
- Military executive leadership training

STATEMENT OF SIGNIFICANCE NINE

All public safety and allied agencies should use the National Incident Management System.

The Incident Command System (ICS) was developed in the early 1970s. ICS has proven to be mission critical to efficiently, effectively, and safely resolve emergency and non-emergency events. Many fire and emergency services organizations have embraced the use and application of ICS. Some public safety agencies (e.g., public health, transportation, and law enforcement) have failed to fully implement ICS. There is an overwhelming need for public safety organizations to utilize all components of the Incident Command System, which includes the proper application of the unified command process.

Background

The National Institute for Occupational Safety and Health (NIOSH) continues to point out ICS failures that contribute to fire fighter line of duty deaths. Without the application of an effective command and control system, fire fighter line of duty deaths are predictable. All public safety and allied agencies need to be strongly encouraged or required to use the incident command system.

There is an overwhelming need to incorporate a critical decision-making process at all incidents. The application of crew resource management (CRM), developed by the U.S. Aviation Industry, has proven to ensure the best decision is made the first time, and every time.

Failure to regionalize fire and emergency services departments continues to be a barrier to successful efficient, effective, and safe operations.

STATEMENT OF SIGNIFICANCE TEN

Fire and emergency services must continue independent rigorous research on all areas of operations and administration, to emphasize fire fighter health (physical and mental) and safety.

Fire and emergency services must continue supporting and facilitating rigorous research to provide the necessary data to support informed, empirically validated decisions in all aspects of fire and emergency services. This national effort should be standards driven, non-proprietary, and results should be applicable and easily accessible. Defense industry research and development presents significant opportunities for technology transfer to fire and emergency services.

Background

Improved effectiveness of fire and emergency services is directly tied to the ability to acquire, filter, input, integrate, and share accurate and timely information. This information is necessary to facilitate effective decision-making to embrace process, policy, and product improvements. Fire and emergency services equipment and apparatus should incorporate best-in-class, cost-effective, and interoperable technology to create an environment that promotes personnel health and safety and improves operational effectiveness for the community. When possible, innovations in other industries (e.g., Department of Defense) should be leveraged to promote transfer to fire and emergency services. Research should inform practices and policies to monitor and improve the overall health and safety of personnel.

STATEMENT OF SIGNIFICANCE ELEVEN

Self-Monitoring, Analysis, and Reporting Technology (SMART) needs to be incorporated into fire and emergency services to provide safer more effective and efficient operations.

As reported in Wingspread VI, most fire and emergency services lack real-time, useful, and accurate information that leverages interoperable technology. SMART, in conjunction with size-up and critical incident factors, must be easily accessible to help ensure safe, effective, and efficient operations.

Background

Fire and emergency services leadership must be aware of, embrace, and use available and emerging SMART technologies to interface with personnel, buildings and vehicles. These technologies can provide real-time access to pertinent information to protect the health and safety of its members and the community. The challenges of implementing SMART technology are legal, social, financial, political, ethical, and cultural. Fire and emergency services organizations must recognize, understand, and have the necessary funding to utilize these technologies.

STATEMENT OF SIGNIFICANCE TWELVE

Elected officials at all levels of government and the public they serve, need to have appropriate information on funding necessary to match the fire and emergency services community expectations.

Fire and emergency services must be classified as **national critical infrastructure**. There is an ongoing requirement to properly fund and maintain staffing, facilities, technologies, apparatus, equipment, and programs. In most communities, funding sources are insufficient to ensure the safe, effective, and efficient delivery of the range of services expected by constituents.

Background

Fire and emergency service agencies should conduct strategic planning that is data-driven to educate elected officials, citizens, and other stakeholders of the cost to support operations. Fire and emergency services leaders need to advocate for providing the appropriate funding to ensure sufficient resources for staffing, facilities, technologies, apparatus, equipment, and programs.

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WINGSPREAD I: STATEMENTS OF NATIONAL SIGNIFICANCE (1966)

1. Unprecedented demands are being imposed in 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 service.
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 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 the 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 the local governments must be reexamined.

WINGSPREAD II: STATEMENTS OF NATIONAL SIGNIFICANCE (1976)

1. New criteria is 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 levels 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 a need for a 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.
7. The firefighter has been suppressed by narrow education and confirming experiences on the 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 their responsibilities.
10. It appears that residential smoke detectors hold the most practical potential at this time for savings. The fire service should take leadership in encouraging their widespread use and proper maintenance.
11. Traditional fire services should assume more responsibility and leadership in fire loss management.

WINGSPREAD III: STATEMENTS OF NATIONAL SIGNIFICANCE (1986)

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 firefighter health and safety.
10. Personnel management in the fire service is becoming increasingly more complex.

WINGSPREAD IV: STATEMENTS OF NATIONAL SIGNIFICANCE (1996)

- 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 university applicable standard which defines the functional organization, resources in terms of service objectives (types and levels of service), 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 healthy 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 that affect their future.
- 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.

WINGSPREAD V: STATEMENTS OF NATIONAL SIGNIFICANCE (2006)

The Fire Problem in the United States: The fire problem in the United States is a political problem, not a technological problem. It will not be solved without participation in the political process. Fire chiefs and fire service organizations need to more fully participate in the political process on a local, state, regional, and national level.

Home Fire Safety: Incidents in residential occupancies account for the majority of lives lost due to fire – both for firefighters and the citizens they serve. These issues require a comprehensive approach in prevention and built-in systems such as home fire sprinklers and smoke detectors. The fire service and elected officials at the local, state, and federal level must embrace the effort to make home fire safety systems the norm.

Firefighter Safety: The continuing high levels of duty-related firefighter injuries and deaths are

unacceptable. This problem needs to be addressed through a multi-faceted approach. Risks from traumatic and non-traumatic deaths require equal attention. Local, state, and national resources must be brought to bear on this continuing and significant problem.

Emergency Medical Services: In many places, the emergency medical system is becoming overwhelmed. The growth in the demand for EMS is fueled by the impact of changes in the availability of medical insurance, the availability of medical care for the elderly and for children, the deinstitutionalization of those who suffer from mental illnesses, the proliferation of chronic diseases such as asthma, the use of the EMS system as the care system of first and last choice, and other difficulties in accessing the medical system.

The Volunteer Fire Service: Fire departments staffed with volunteers and those that utilize combination staffing (volunteer and career) are facing ever increasing challenges in member recruitment, member retention, and financial resources. The evolving role of the fire service in the community, the makeup of the community, and the needs and concerns of volunteer

firefighters all have an impact on the future of the volunteer staffing system. Leaders of departments staffed with volunteers must engage the public and elected officials on the future role of volunteers in delivering emergency services.

Federal Fire Programs: The Federal Emergency Management Agency (FEMA) has been hobbled by its integration into the Department of Homeland Security (DHS). The United States Fire Administration and its National Fire Academy face marginalization unless the required financial resources to enhance their effectiveness and assure their survival are provided. The resident and outreach programs need to be revitalized, the National Incident Reporting System (NFIRS) needs a major overhaul to improve participation, and funding for fire-related research programs needs to be provided in order for these programs to remain an important resource for the fire service. Without this support, we will never realize the goals set in the original America Burning document.

The Customer: The needs of the customer continue to evolve. The fire service must be proactive in providing services that meet increasing customer demands and package those services so that they are understandable and accessible to the customer. The changing demographics of America, including the aging of the baby boomers and changes in immigration, are already placing an extraordinary demand on the delivery of fire department services.

Professional Development: Significant strides have been made in fire service professional development, but improvement is still needed. The fire service needs to continue to evolve as a profession as have other governmental entities that operate in the environments where we work as well as other government organizations and the private sector. These skills are as important in the volunteer and combination fire services as they are in the career fire service.

Collective Bargaining: Wingspread participants and their organizations unanimously support the right of every firefighter and emergency medical response employee to be under a collective bargaining agreement that addresses their salaries, benefits, and working conditions.

The Fire Chief: It is the responsibility of the Fire Chief to be the community's chief advocate for fire safety. The waning availability of civil service protections for career fire chiefs makes this advocacy role more difficult. The executive skill set of the Fire Chief will to a large part define the success of the organization.

Interoperability: The ability of the emergency response system to react to a major disaster, whether manmade or natural, depends on the day-to-day working relationships between responders that are established before the disaster. Systems such as communications, command, and equipment compatibility that make day-to-day responses more efficient will make responses to disasters more effective. Homeland security efforts and funding priorities must recognize this reality.

Fire Service Unity: The effectiveness of the nation's fire service on the national level depends on cooperation between and among the major fire organizations. Fire service organizational leaders must commit to working together for the common good, rather than competing for individual interests. Our lack of a unified voice has been a major stumbling block to political support and funding on the Federal level.

Regionalization: Trends toward interagency cooperation, automatic mutual aid, and regionalization have been observed in the volunteer, combination, and career fire service and have served as a model for other interagency coordination work. These efforts trend to bring better services to the customer, more effective fire service operations, and the opportunity to reduce overall costs.

Fire Prevention and Public Education: All aspects of fire prevention have become core components of effective fire service delivery. All fire departments, regardless of size, should value and strive to provide the full range of fire prevention and life safety education services. Increasingly, fire departments are being expected to take on all-hazard/all-risk messaging in addition to traditional fire safety efforts.

Labor and Management: Fire service labor and management leaders must work together on the local, state, and national level to advance fire safety causes. The past decade has shown many examples of the positive impacts

that can be achieved through cooperative efforts. This trend needs to continue and be improved and expanded.

Deployment Standards: The adoption and promulgation of minimum fire service deployment standards has provided a basis to evaluate fire protection and emergency medical services. The application of these standards assists in the evaluation of fire protection services. The enhancement of these standards and the development of additional standards for fire service programs will enhance the professional standing of the fire services and improve the services they provide to their communities.

Firefighter Credentials: A standardized and simple system for providing credentials for qualified firefighters and fire officers is needed to ensure that qualified people are enlisted to support major emergency operations and regional emergencies.

Sustainable Revenue: Traditional government sources of revenue are being strained. Due to increasing demands on public finances on the local level, the percentage of revenue devoted to public safety services is declining. Model dependable revenue streams for the protection of fire services need to be developed.

Fire Fighting Communities: The wildland and structural firefighting communities need to continue their cross exchange of experiences, training, resources, and capabilities.

The Impact of Technology: Technological advances in society often bring unintended consequences to the fire service. Changes in the way that energy is generated and utilized in the future will surely bring increased challenges and potential opportunities to the fire service.

WINGSPREAD VI: STATEMENTS OF NATIONAL SIGNIFICANCE (2016)

1. The United States fire and emergency services have an urgent need to be prepared for homeland security response and violent incidents in our communities. Critical factors for being prepared include gathering and using evidence and data to establish a preparedness plan and developing and improving relationships with all stakeholders and other related agencies.
2. As guardians of life safety, the United States fire and emergency services must expect, embrace, and adapt to change by continuing to define and adopt current administrative and operational best practices. To be competitive and sustainable in a changing environment, agencies must become change agents rather than reactionaries.
3. The United States fire and emergency services must recognize and address the impact occupational related disease and injury is having on the industry. The health of fire and emergency services personnel is of paramount importance to the community and to fire and emergency services. Every fire and rescue agency must focus on improving the overall health, wellness, and fitness levels of its members.
4. The United States fire and emergency services must embrace and participate in the on-going development of sensors and other technologies to protect the health and safety of its members.
5. The United States fire and emergency services must place importance on marketing and branding. Our ability to survive and thrive is dependent upon having the ability to communicate our value to the community.
6. The United States fire and emergency services must encourage the development and use of realistic training simulations (similar to commercial aviation flight simulations) delivered in ways that are intrinsically safe. Crew resource management and current hazard management certification programs should be modeled as examples of best practices in the development of training simulations.
7. Leaders in the United States fire and emergency services must develop positive human relation skills, knowledge, and abilities to manage in current

times. These skills, knowledge and abilities must be reflected in the organizations' recruitment and hiring practices.

8. The United States fire and emergency services must develop an efficient and effective process to collect and manage data.

9. Automatic fire sprinkler use has the ability to solve much of America's fire problem in every class of occupancy. In addition to automatic fire sprinkler technology, the United States fire and emergency services must embrace all forms of technology where it is efficient, effective, and provides information that adds to organizational and community safety.

10. The United States fire and emergency services must have an awareness of and use the data from "smart" technology (e.g., smart building, smart city, smart vehicle, and homeland security-related), which can provide real-time access to pertinent information.

11. The United States fire and emergency services must prioritize an all-hazards mitigation and

response model that connects our customers with the necessary community resources, agencies, and services to produce safe and effective incident outcomes.

12. The overall goodwill of the community toward the United States fire and emergency services must be leveraged to maintain and increase funding. This can be accomplished through developing a better comprehension of local government operations, fostering positive relationships with members of the community, and collaborating with local businesses and civic organizations.

13. The United States fire and emergency services must proactively drive the research agenda and equipment design to effectively provide services based on community needs.

14. The United States fire and emergency services must adapt its emergency medical resources into a more robust, integrated mobile healthcare system.

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