



IAFC

International Association of Fire Chiefs

What's Happening at the IAFC?

Strategic Direction Update

December 1, 2018 – February 28, 2019

IAFC Strategic Direction

The [2018-2020 Strategic Direction](#) is a declaration of the IAFC's priority strategic goals to **LEAD, EDUCATE and SERVE** the fire and emergency service in North America and abroad. It was created in the spring of 2018 in a collaborative, face-to-face environment with participation of nearly 100 members holding leadership positions in the major components, including the IAFC Board of Directors, divisions, sections and other groups. This report, *What's Happening at the IAFC*, captures completed tasks directly relevant to the IAFC strategic direction. It is intended to capture the depth of the IAFC's overarching accomplishments at a high level.

LEAD

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

Goal 1a. Engage current/future fire and emergency service leaders to address the evolving and emerging challenges and opportunities.

- President Dan Eggleston presided at the 2019 International Fire Operations Conference (IFOC), February 25-27 at the Ritz-Carlton in Manama, Bahrain. More than 450 people, including speakers, nine sponsors and nine exhibitors, participated. The IFOC was held in partnership with the Fire Protection Department of Saudi Aramco and the Civil Defence of Bahrain. The three-day conference featured sessions on fire operations that were presented by an international line-up of speakers. Special guests that attended the opening dinner included the U.S. Ambassador to Bahrain and senior leaders from the Civil Defence Departments of Saudi Arabia, Jordan, Dubai (UAE), Abu Dhabi (UAE) and Oman. In addition to conference sessions, the event had a hands-on training component, with more than 30 regional firefighters participating in mayday/firefighter-down rescue techniques and crew leadership in high-risk environments; this training was held at the Bahrain Civil Defence Training Center.



- Managed by the IAFC for the first time in 2018, the All Hazards Incident Management Training Association (AHIMTA) Education and Training Conference was held December 1-6 in Hilton Head, South Carolina. The event welcomed 367 participants and 22 exhibiting companies. The IAFC will manage the 2019 and 2020 events.
- On February 4-8, the Safety, Health and Survival Section (SHSS), in cooperation with the Emergency Responder Safety Institute, issued an [emergency safety and survival alert](#). Personnel were urged to postpone non-emergency tasks to focus on critical safety and survival training. This alert focused on highway and roadway safety in response to the many first responders who have been struck while operating in these locations. The alert provided education and training resources and direction for departments to use during this period. News sources across the U.S. and Canada, including [ABC 57 News](#) (video), [EMS1.com](#), [Firehouse.com](#), [Winnipeg Sun](#), [FireRescue1.com](#) and [Arizona TIM](#), urged fire departments to take this time to train.
- On February 6, the IAFC joined more than 100 other organizations, including the National Association of Manufacturers, in a letter urging Congress to consider legislation this year to rebuild the nation's infrastructure.
- On February 12, the IAFC submitted comments to the U.S Department of Health and Human Services regarding HIPAA, including letting firefighters know when they have been exposed to bloodborne pathogens, promoting greater sharing of information with social-services agencies about patients suffering from drug overdoses and providing better follow-up information about patients for fire departments' quality programs.
- On February 13, the IAFC sent a letter to then-FEMA Administrator Brock Long expressing concerns about the decision not to waive requirements for the SAFER Grant program. Waivers to program would be decided on a case-by-case basis instead.
- On February 25, the IAFC signed a letter with approximately 35 other organizations, including the ICC, IAFF, IAAI, NFPA and CFSI, urging Congress to require the use of up-to-date building standards in funding infrastructure projects under the new infrastructure bill.
- The IAFC has endorsed the following bills:
 - The FRIENDS Act (H.R. 42) – to help families of first responders during major disasters
 - The Volunteer Responder Incentive Protection Act (H.R. 1241)
 - The Portable Fuel Container Safety Act (H.R. 806)
 - Legislation to allow federal employees to serve on US&R teams (H.R. 639)
 - The Don't Break Up the T-Band Act (H.R. 451)
- On March 7, Chief Eggleston represented the IAFC at a meeting of the National Highway Traffic Safety Administration regarding autonomous vehicles.
- On December 6, Chief Todd LeDuc, secretary for the SHS Section, presented a webinar titled [Fire Service Cancer Survival: Early Detection & Intervention](#) with Billy Carey. They discussed occupational cancer and the importance of appropriate screenings. The webinar was hosted on FireEngineering.com and is now available to be viewed.
- On February 8, Chief LeDuc presented "Surviving the Fire Service - A Pound of Prevention & Early Detection" at the general session at SAFE-D's (Texas State Association of Fire and Emergency Districts) 19th Annual Conference.
- On February 28, Chief LeDuc presented "Surviving a Mayday" at the Fire Chiefs Association of Massachusetts Professional Development Conference.
- On February 18, IAFC staff members Tommy Hicks, Rob Brown and Jeff Dulin presented at Kuwait International Health, Safety, Security and Environment Conference and Exhibition on Continuity of Operations: Business Intelligence & Resilience.
- The IAFC Hazmat Center pushed out the [AskRail App promotional video on Facebook](#), which reached over 54,000 people and was viewed by over 23,000. This vital tool was shown to many first responders and was shared over 300 times.
- The Program Planning Committee is finishing the program for FRI 2019, with the inclusion of programs that address the most current and emerging issues in the fire and EMS service.
- Chief Jo-Ann Lorber, EFO Section chair, presented an overview of the new NFA EFO Program at the IAFC Board meeting in December. February 25-March 1, she represented the IAFC for AFG reviews.
- Fire and Life Safety Section Vice Chair Chief Greg Rogers participated in the Center for Public Safety Excellence (CPSE) meeting to launch a comprehensive and inclusive process to revise the CFAI Model used for accreditation

of fire departments. CPSE is beginning this effort by inviting a small group of key collaborators (IAFC, IAFF, NFPA, ISO, DoD, USFA, and NFFF) to join them for a conversation about the future of the fire service and accreditation.

Goal 1b. Provide forward-thinking leadership that recognizes and responds to emerging trends and opportunities.

- On January 9, the IAFC recommended Assistant Chief Richard L. Davis of the Austin (Texas) Fire Department for the Federal Aviation Administration's Drone Advisory Committee.
- In December, Chief Kim Zagaris, chair of the Emergency Management Committee (EMC), provided input to FEMA on the NIMS Supply Chain Resilience Guide. The EMC also reviewed and provided input to FEMA regarding National Qualification System Supplemental Guidance.
- On December 17, Chief Zagaris participated on a conference call with the U.S. Department of Justice regarding Public Safety Officers' Benefits. He attested to the strenuous, long-term work done by wildland firefighters and how it differs from work done by structural firefighters. Chief Zagaris also provided an explanation of deployment duration, start to completion.
- On January 13, Chief Zagaris, participated on a conference call with the Government Accountability Office to discuss the IAFC's experience working with federal agencies on emergency alerting issues, including FEMA's Integrated Public Alert and Warning System. Input on improvements, what's working effectively, integration, technology and addressing current challenges were also shared.
- Chief Will May, Wildland Fire Policy Committee (WFPC) representative to the National Wildfire Coordinating Group Executive Board (NWCG), participated in the monthly NWCG meetings in Boise, Idaho, to represent the voice of the local government fire service as it pertains to NWCG.
- On December 1, Chief David Driscoll, WFPC adjunct member, participated in a resilient-landscapes panel discussion on scaling up strategies to prepare for climate change.
- On December 13, Shawn Stokes, IAFC staff, participated in a meeting on unmanned aerial systems with NFPA. On February 4, Stokes participated in a meeting with the International Code Council in Washington, D.C.
- On January 21-23, IAFC CEO/executive director Mark Light, IAFC President Dan Eggleston, WFPC Chair Erik Litzenberg and Stokes, toured the devastated Camp Fire site in Paradise, California. The tour was hosted by the Western Fire Chiefs Association, the WFCFA Wildfire Policy Team, IAFC WFPC, NIST, CAL FIRE, and ISO. The purpose of the tour was to discuss how to improve community risk-reduction strategies.
- On January 19, WFPC member Richard Elliot participated in a National Association of State Foresters meeting in Dallas, Texas.
- Chief Eggleston addressed the Cohesive Effort Key to Counter Wildland Threats in his December [President's Letter](#) in *IAFC On Scene*.
- The IAFC's FLSS Section is hosting the inaugural [Community Risk Reduction Leadership Conference](#) in Reno, Nevada, March 23-26. By February 14, the conference was sold out of sponsorships and generated \$34,400. The original goal for sponsorships was \$20,000. The IAFC exceeded the goal by \$14,400.
- In 2018 the IAFC partnered with the All Hazards Incident Management Teams Association for the first year, putting on the [AHIMTA Training & Education Symposium](#) from December 4-6 in Hilton Head, South Carolina. Twenty-four exhibitors and one sponsor, Esri, participated. The IAFC generated \$30,000 in exhibitor sales and \$6,750 in sponsorship sales.
- IAFC FLSS Board members participated as representatives on the Fire Code Action Committee with the ICC as they worked in the group A code process in developing the 2021 IFC.
- Chief Ray Reynolds, a member of the FLSS Board of Directors, opposed a declaratory order submitted to the Iowa State Fire Marshal (SFM) from a local Iowa company (Fighting Chance Solutions) that is seeking administrative-rules approval for a sleeve device that is placed over door self-closers during active-shooter events as meeting the intent of the IFC. Reynolds used the IAFC position paper authored by the FLSS as a reference for the SFM to consider rejecting this request.

- Chief Reynolds served on the AFG review committee, looking at 8,490 grant submittals to award \$310 million, using the new computer-based grant review process in Emmitsburg, Maryland.

Goal 1d. Advance the profession, advocate for inclusiveness, and improve the effectiveness of the fire and emergency service through communication and education.

- EFO Section leaders contributed the following articles to *IAFC On Scene*:
 - Chief Joe Pulvermacher – December: “Another Shooting...Another Consideration”
 - Chief Joe Pulvermacher – January: “Is the Scene Safe? Really?”
 - Chief Jo-Ann Lorber – February: “Can you Hear Me Now?”
 - Chief Greg Barton – February: “Labor & Management Working Together”
 - Chief William Hyde – March: “EFOP Continued Evolution”

EDUCATE

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

Goal 2a. Make the knowledge, experience, and resources within the IAFC easily accessible for research and problem solving.

- The Hazmat Center recently finished its ALERT 2 report. Thousands of first responders were provided with vital and timely hazmat-response information.
- In January, the VCOS released the [Federal Compliance Toolkit](#) to assist departments with staying in compliance with FLSA, Social Security Administration and IRS regulations.
- On February 6, the VCOS and National Volunteer Fire Council (NVFC) held the first of 12 joint webinars on cancer prevention. This webinar focused on effectively implementing gross decon: cleaning gear on the fireground.
- The VCOS and NVFC provided a beta version of their new educational course, Surviving the Job: Preventing Firefighter Cancer, to the Tennessee Fire Chiefs Association during its conference in Jackson, Tennessee, on February 7. It was also presented on February 10 to the VCOS Board and several fire departments in eastern Tennessee. The course is based on the [Lavender Ribbon Report](#).
- On February 7, Chief John M. Buckman III delivered the VCOS Yellow Ribbon Course on Mental Wellness to the Tennessee Fire Chiefs Association during their conference.
- The VCOS Board held their February meeting in Sevier County, Tennessee, where they met with and learned about local fire departments, including Pigeon Forge Fire Department, Gatlinburg Fire Department, Sevierville Fire Department and South Roane County Fire Department.



Goal 2b. Supplement, develop, enhance, and effectively deliver education, training, and professional development programs relevant to the membership.

- On December 3-4, IAFC staff member Jeff Dulin and T.J. Lyon presented on the National Mutual Aid System (NMAS) at the National Geospatial Preparedness Summit at the University of Boulder, Colorado. The summit

showcased the need for planning for large-scale events and the use of GIS to help the planning process, capitalizing on the success of the IAFC's SAR Data Collection Tool this fall with the Hurricane Florence and Michael response. Dulin attended the Alabama Fire Chief's Mid-Winter Conference, February 5-8, in Tuscaloosa, Alabama, and presented to the board on NMAS. He also staffed a booth to promote NMAS and other IAFC Initiatives.

- The IAFC staff is hosting weekly Webex seminars with state fire chief associations, state emergency managers and state fire marshal's offices on NMAS and the SAR Data Collection Tool.
- Virginia and Tennessee have signed on to NMAS and two other states, South Carolina and Montana, have contracts in hand.
- The IAFC has partnered with NAFSG on a FEMA project to develop the requirements for a mutual-aid planning tool. The working group will hold one of their meetings in conjunction with the WUI Conference in Reno to take advantage of the knowledge and leadership of those attending that conference.
- Chief Joe Pulvermacher is working with the VCOS Section on a new/interim fire chief project.
- Chief Stephen Hrustich, FLSS board, was a presenter at the International Fire Operations Conference in Bahrain for two classes: Development of Fire Inspections & Fire Investigations Personnel and the Anatomy of Cooking Fires and Their Prevention Through Heat Limiting Technology.

Goal 2c. Facilitate career progression, mentoring, and succession management at all levels.

- The Program Planning Committee is working with Emergency Services Consulting Inc. on the career-impact training that will be a part of the FRI 2019 program.

Goal 2d. Support leadership development throughout the fire service.

- On January 26, Chief Dan Kerrigan, an at-large director with the SHS Section, presented at the Delaware State Fire School's annual officer-development seminar regarding firefighter health and wellness.
- January 19-25, 20 new and aspiring fire chiefs met at the National Conference Center in Leesburg, Virginia, for the first session of the 2019 Fire Service Executive Development Institute (FSEDI) program. This is the seventh program, supported by a grant from Motorola Solutions Foundation. The 2019 FSEDI will meet again in June in Leesburg and at Fire-Rescue International in Atlanta, and their final session will be at the National Conference Center in January 2020.



The 2018 Fire Service Executive Development institute (FSEDI) met for their 3rd and final session of their basic program in Leesburg Virginia, Dec. 1-5.

SERVE

To SERVE by providing relevant and timely services, products and resources to our membership, affiliates and partners.

Goal 3a. Increase membership and participation through expanded opportunities.

- Chief Lorber has become an IAFC social-media ambassador to promote FRI.

Goal 3b. Promote and foster a culture of inclusivity to the IAFC membership.

- In January, the third National Volunteer Workforce Solutions (VWS) grant began work on a climate survey for inclusion and diversity in firehouses with volunteers. Launching later this year, the survey will aid department leadership in understanding their internal perceptions of inclusion and equality in their own departments and in making better-informed decisions.
- In January, National VWS 3 began work on an online, scenario-based training to address issues that can arise when volunteer departments recruit and retain members from diverse parts of their communities. This training will help department leadership understand how to handle interpersonal situations based on harassment, racism and other types of confrontation and to better change their departments' culture to one of inclusivity and equality. This training will be launched later this year.

Goal 3c. Provide IAFC products, resources and services that are both relevant and timely to existing and emerging issues, and topics important to the target audiences, affiliates, and partners.

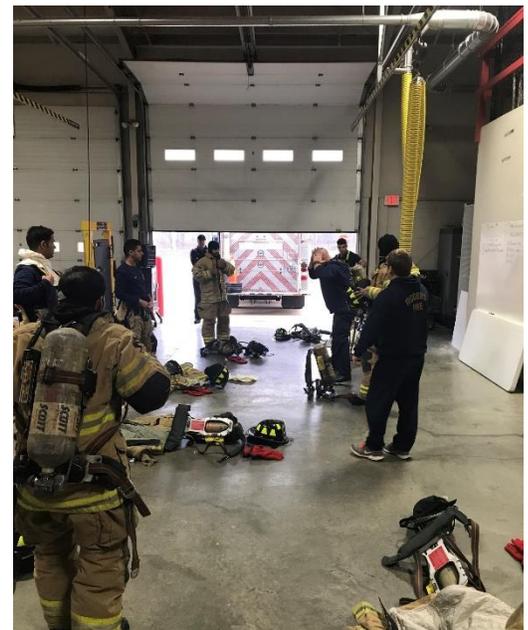
- The IAFC Hazmat Center began its Community Safety Grant efforts. This grant is meant to fill gaps and strengthen local emergency planning centers (LEPCs) in rural areas that might have underdeveloped LEPCs and emergency-response plans.
- The IAFC National Volunteer Workforce Solutions Grant for recruiting and retaining the volunteer firefighter of the future has been completed. During the grant and across all 10 pilot departments, a 17% increase in women and a 13% increase in underrepresented groups applying for volunteer positions was achieved. Additionally, an increase of 1,233 new operational members in these departments was achieved. Of the total, 401 were women, 322 were African American, 175 were Hispanic and 9 were identified as American Indian/Alaska Native/Pacific Islander/Native Hawaiian.
- The VWS team launched the first track of the [Volunteer Administrative Leadership Series \(VALS\)](#). The series addresses the need in administrative training in the volunteer fire service. It is composed of 10 hours of online training and a two-day, in-person class. The first track, recruitment and retention, is composed of four hours broken into six modules and covers the foundational knowledge needed to find quality members and keep them. The remaining tracks for VALS – leadership, finance and records-keeping – will be completed by mid-April.
- In cooperation with the Virginia Fire Chiefs Association (VFCA), IAFC instructors conducted a Recruitment & Retention Coordinator certification course February 21-22 at the VFCA Fire Rescue Conference. Twenty volunteer recruiters attended and completed a recruitment-and-retention plan specific to their departments. The course, part of the [VALS series](#), will be held throughout the U.S. over the next nine months as part of a SAFER grant and is available to interested departments.
- The Connecticut VWS team has worked with filmmaker and firefighter Matthew Troy to make the previously completed PSA "See You Out There" available for customization. To date, the PSA has been viewed over 1.4 million times.
- The North Carolina VWS team has completed 11 of their 14 site visits to diverse departments throughout North Carolina. The final three will be completed shortly. These site visits are to learn about the similar and unique challenges facing all departments in the state.
- [A New PSA](#) has been created for the North Carolina VWS program. More than 100 volunteer interest forms were received within two weeks of its release. Six television interviews have aired so far with more in the works. View a [sample interview](#).
- North Carolina's VWS team attended the North Carolina Association of Fire Chief's Mid-Winter Conference to further their engagement with the state.
- Tennessee VWS program staff attended the Tennessee Fire Chiefs Association February Conference, where they spoke on statewide efforts to improve recruitment and retention, including the airing of a 30-second recruitment PSA on TV in January and handing out recruitment and retention toolkit USBs. [View the PSA](#).
- Currently 12 winners of the RSG! Program Wildfire Mitigation Grants continue to move forward with their fuels-reduction projects. One awardee, Gunflint Trail Volunteer Fire Department, has completed their project for

vegetation removal and had 200 property owners participate. To date approximately \$200,000 has been disbursed.

- On December 6, IAFC Wildland Fire Program staff hosted a webinar to highlight the new features in the Achievement Management System, including mitigation reporting, detailed activity reports and the new leaderboards.
- On December 13-14, IAFC staff met with the Texas A&M Forest Service (TFS) in Austin, Texas, to discuss the RSG! Program. Discussion points were the new RSG liaison on their staff, the RSG! Program, what was working well with TFS and identification of areas for improvement, as well as future vision and potential collaborative opportunities for TFS and IAFC Wildland Fire Programs.
- A revised electronic version of the National Action Guide was created in December 2018 with updated defensible space zones. RSG members can access this at WildlandfireRSG.org.
- On February 5-6, RSG staff conducted a site visit with Ventura County (California) Fire Department to discuss their application of the RSG! Program, as Ventura was a pilot department for the program. Ventura staff discussed the strengths of their wildland program, specifically establishing awareness, collecting data in communities and evacuation strategies. They also indicated challenges with fuels management due to continued resistance toward fuels-reduction projects like prescribed fire and mechanical treatments. Staff from both Ventura and Santa Barbara County provided insight as to what the IAFC and RSG! Program could do to support their efforts. IAFC staff were given a tour of sites from the 2017 Thomas Fire that impacted both Ventura and Santa Barbara Counties.
- The IAFC partnered with American Military University and the IAFC Terrorism and Homeland Security Committee to develop an e-magazine: [Protecting Against Cyberattacks: A Guide for Public Safety Leaders](#). IAFC will promote the magazine to members only for two weeks and then to the broader public.
- The IAFC talked about NMAS at the ESRI FedGIS Conference, January 29-30, in Washington, D.C.
- The IAFC and the NVFC announced the [2019 Safety Stand Down](#) theme: *Reduce Your Exposure: It's Everybody's Responsibility*. The campaign will take place June 16-22, focusing on increasing understanding of occupational cancer risks and implementing recommendations in the Lavender Ribbon Report, developed by the IAFC VCOS and the NVFC.

Goal 3d. Strengthen the IAFC role in the global community as a resource for sharing best practices and knowledge based in real-world experience. Develop an effective international presence and delivery of value through the Association.

- On December 3, the 16th cohort of the International Fellowship Program started their six-month journey with the Rogers (Arkansas) Fire Department. Bill Polen, IAFC staff member, worked hand in hand with Megan Vanatta and Captain Josh Chapman to onboard the group and get them through their first month of training. The members of Cohort 16 were released to the stations on December 28.
- The 13th cohort of the International Fellowship Program, embedded with the Myrtle Beach (South Carolina) Fire Department (MBFD), graduated on February 21. MBFD personnel, numerous surrounding fire and police departments, and several city council members attended. David Nuckols, IAFC COO, delivered remarks on behalf of the IAFC executive leadership. IAFC staff John Morris and Donna Rivera worked closely with Captain Jim Clement of MBFD to ensure this cohort's success.
- Nine graduates from the International Fellowship Program served as adjunct instructors for the International Fire Operations Conference hands-on training tracks (firefighter



International Cohort 16 in Rogers, Arkansas.

rescue techniques and leadership). This was an important step, as it highlighted the graduates' success and became a tangible example of the IAFC's and Saudi Aramco's strong partnership. [Watch the video](#) that was played at the IFOC 2019 opening dinner.

- For the [International Fire Operations Conference](#), February 25-27, in Bahrain, the business development team worked vigilantly to secure sponsors and exhibitors, with \$361,750 contracted. Top funders include REDA, Tamkeen, NAFCO, Emirates Fire and Rescue, Bapco and Rosenbauer.
- On January 23, Chief Todd LeDuc, secretary for the SHS Section, presented "Translating the Science to the Street" at the Fire Department Safety Officers Association's Annual Health and Safety Forum. The presentation examined the state of the research that's been done throughout the fire service and providing case studies from around the world.

Goal 3e. Increase awareness and accessibility of the IAFC as the "go-to resource" for policy, advocacy, subject matter expertise, and support.

- On January 27-30, Chief Shawn Oke, an at-large director with the SHS Section, attended the NFPA 1581, 1582, 1583 and 1584 draft meetings in San Diego, California, as an IAFC representative.
- The IAFC and ESCI team staffed a booth together at the Fire Rescue East Conference, January 23-26 in Daytona, Florida.
- On February 18, Chief LeDuc hosted a meeting with Dr. Denise Smith regarding cardiovascular screening recommendations. The FEMA-funded research is focused on developing evidence-based recommendations for enhanced cardiovascular imaging to be part of the NFPA 1582 discussion. If recommendations from this research are incorporated, it will lead to SHS updating the existing *Healthcare Provider's Guide to Firefighter Physicals*. Chief LeDuc joined Dr. Sarah Janke and her team to discuss the specific health concerns of women in the fire service and potential opportunities to address this audience's specific concerns.

Goal 3f. Expand recognition to those showing exceptional or extended service to their organizations or the industry.

- The Ready Set Go! Program Award deadline had been extended to February 6. These awards recognize departments that have shown great achievements in wildfire mitigation for their communities. Award recipients will be invited to the IAFC's [Wildland-Urban Interface Conference](#) in Reno, Nevada, in March 2019.
- The RSG! Program's year-end certificates were issued in December for 2018 to RSG members who reported their risk-reduction hours for 2018.

Inside the IAFC

Association News

- IAFC staff attended an FRI 2020 planning meeting with Arizona Fire Chiefs in Phoenix to begin strategic communications with Arizona leaders regarding Fire-Rescue International.

News About Our Members

- Each month, the EFO Section recognizes a section member who has received an award, been placed on a committee or has published or implemented outstanding research:
 - In December, Chief Greg Barton earned his Fellow (FIFireE) designation and was elected as the 2nd vice president of the Fire Chief's Department for the California League of Cities.
 - In January, Chief Joe Pulvermacher received his Chief Fire Officer Designation.
 - In February, Chief Steve Dirksen from Fargo, North Dakota, was selected by the CFAI commissioners as the vice chair of the commission.

- Chief Trisha Wolford was appointed the fire chief for Anne Arundel County, Maryland, in December and was sworn in in January.
- Chief Jo-Ann Lorber, Ft. Lauderdale (Florida) Fire Department, was promoted to division chief overseeing emergency management and homeland security/domestic preparedness.

News About Our Staff

New hires, job changes, certifications and degrees, work-related awards and other news:

- Malak Abdulhamied started as program coordinator in October.
- Catherine Lugo started as program coordinator in October.
- Alexis Gajadhar started as marketing specialist in October.
- Jwan Shamdin started as member services coordinator in December.
- Evan Davis was promoted to government relations strategic manager.
- Jenny Bragiel Cozad was promoted to program specialist.
- Chuck Hawkins moved from Professional Development to Business Development.
- Sara Stehle was selected to speak at ASAE's annual conference this year. Her topic is "Is Your Passion Your Profession?"

What Others Are Saying

- "I would like to thank you so much for the great conference 2019 Bahrain which added a huge value to me. Also, I hope to get a chance to join the international fellowship program. I can see the change. Knowledge, benefits and experience in some of our colleagues whom completed this program and how this supports them in different aspects."

— *Abdullah Alyami, Fire Protection Department, Saudi Aramco*

- "After 30 years in fire service with 25 years in international logistics, it is great to see the information merging. The instructors were very open to feedback and questions."

— *Pomona, New York participant in a Rural Response to Rail Incident course*

- "I'm a new volunteer firefighter, so my scope of knowledge is very limited. I learned a lot about how to stage for events like this. I especially liked the group exercises/table talk was an effective learning tool."

— *Girdwood, Alaska participant in a Rural Response to Rail Incident course*

- "I have many years as a Chief Officer in a volunteer department and took the (CT VWS Chief 101 online) course both to brush up as well as support my current responsibilities as a manager. The course did both. I strongly recommend this course. It is a very effective tool. Thanks for providing the opportunity!"

— *John Dicola, Neshannock Township VFC, New Castle, Pennsylvania*

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